UK STATISTICS AUTHORITY

Minutes

Thursday 25 January 2018
Boardroom, London

Present
UK Statistics Authority
Sir David Norgrove (Chair)
Professor Sir Adrian Smith (Deputy Chair)
Mr Jonathan Athow
Ms Sian Jones
Mr Iain Bell
Dame Colette Bowe (until item 12)
Dame Moira Gibb
Professor David Hand
Professor Jonathan Haskel
Mr Ed Humpherson
Dr David Levy
Ms Nora Nanayakkara
Mr John Pullinger
Ms Heather Savory

Also in attendance
Mr Robert Bumpstead
Mr Nick Bateson (for item 10 to 13)
Mr Joe Cuddeford
Mr Simon Duddy (for item 10 to 13)
Ms Elaine Mahon (for item 14)
Ms Jackie Noorden (for item 14)
Dr Tom Smith (for item 10 to 13)
Mr Ben Whitestone (for items 10 to 13)

Apologies
None

1. Apologies

1.1 There were no apologies received.

2. Declarations of interest

2.1 It was noted that Professor Sir Adrian Smith would take up post as Director of the Turing Institute from 1 September 2018.

3. Minutes and matters arising from previous meetings

3.1 The minutes of the previous meeting held on 30 November 2017 were agreed.

3.2 The Chair noted that this would be Dame Moira Gibb's final meeting as a member of the UK Statistics Authority Board. The Board paid tribute Dame Moira for her valuable contribution since she took up post on 1 February 2008.

4. Report from the Authority Chair

4.1 The Chair reported on his recent activities since the last meeting which included;

  i. further correspondence on the issue of financial contributions to the EU;
  ii. correspondence with the Public Administration and Constitutional Affairs Committee, responding to some further questions following the oral evidence session in November; and
  iii. meetings with the Permanent Secretary of HM Treasury, the Royal Statistical Society; and staff from the Race Disparity Audit.

5. Report from the Chair of the Regulation Committee

5.1 Professor Smith reported on the meeting of the Regulation Committee held on 16 January.

5.2 The Regulation Committee had previously agreed that the Office for Statistics Regulation (OSR) should conclude its recent part in convening producers of health and social care statistics, and the Board considered how the issue was being further progressed. The National Statistician had statutory responsibility for the comprehensiveness of statistics and the Board heard that a GSS group had been established to coordinate improvements to health and care statistics. Mr Bell was working to drive coherence across the GSS and health was a priority area.

5.3 The Regulation Committee had considered the findings of two roundtable meetings convened by OSR on migration statistics. The Committee had emphasised the importance and urgency of improvement across migration statistics and the need for commitment from all departments involved. Mr Pullinger confirmed that he had discussed with all relevant Permanent Secretaries and had their support. Mr Bell had convened a cross-government migration statistics steering group. It was confirmed that the delivery of reformed migration statistics was on schedule.

5.4 The Regulation Committee had considered an update on improvements to income and earnings statistics. Further work was required. Mr Athow summarised current plans.

6. Report from the Chair of the Audit and Risk Assurance Committee

6.1 Ms Nanayakkara reported on the meeting of the Audit and Risk Assurance Committee held on 16 January. The meeting had considered:

  i. an update on the estimated outturn for 2017/18;
  ii. the finance strategy for the organisation;
  iii. the work and structure of the OSR;
  iv. an update on internal audits and the internal audit plan for 2018/19; and
  v. the plan for the external audit of the Authority's financial statements.

7.   Report from the Director General for Regulation [SA(18)01]

7.1   Mr Humpherson provided an update on regulation activity since the last Board meeting, noting that:

  i.   on 22 January, Mr Humpherson wrote to NHS England about Accident and Emergency Statistics, which had generated media coverage and public interest; and
  ii.   a draft business plan for OSR had been presented to the Regulation Committee.

8.   Code of Practice for Statistics [SA(18)02]

8.1   Mr Humpherson introduced a paper which provided the final draft of the second edition of the *Code of Practice for Statistics* for approval.

8.2   Subject to some final drafting comments, the Code was approved for publication.

8.3   It was confirmed that the UK Statistics Authority Board was the overall owner of the Code. The Director General for Regulation was the Board's instrument for assessments against the Code and there was separation in this role from the production of statistics. The National Statistician was responsible for delivering statistics according to the Code and would also have a role in communicating the new Code across government.

9.   Report from the Chief Executive [SA(18)03]

9.1   Mr Pullinger provided an overview of activity and issues for December and January, highlighting the following:

  i.   The Analytical Function Board had met on 24 January. This was an important innovation in how statisticians work with economists, social researchers, operational researchers and other analysts.
  ii.   At this stage in the delivery of the Better Statistics, Better Decisions strategy, significant change was evident in a number of areas as new technologies delivered benefits. Further changes would be set out in the business plan which was under development.

9.2   The Board considered the recent media coverage of the RPI, analysis of telecoms deflators and plans for the Census. It was noted that such coverage tended to follow the publication by ONS or its partners of research papers providing new advice on how data should be viewed, or emerging thinking on methodology. This was part of a deliberately open approach to innovative improvement, but important nuances were sometimes lost in subsequent reporting. The Board fully endorsed the open approach taken to publishing such research papers. It was agreed that that further steps could be taken to ensure that open research articles were clearly communicated, and to present them within a wider programme of communication about the way ONS was changing.

10.   Risk Appetite [SA(18)04]

10.1   Mr Whitestone introduced a paper which presented the outcome of one-to-one discussions with Board members regarding the organisation's appetite for risk.

10.2   The following comments were made in discussion.

  i.   The corporate risk appetite was consistently applied through the organisation.
  ii.   The Board had an open attitude to innovation but it was sometimes important to test and trial new technologies and methods before they replaced existing ways of working.
  iii.   Innovation should usually be encouraged around specific business problems – though there was also value in experimentation for its own sake under controlled conditions.

10.3   The Board approved the revised risk appetite statements.

11. Options for sustainable growth and future funding [SA(18)05]

11.1 Mr Bateson and Mr Duddy introduced a paper which set out a framework for considering options regarding the future growth and funding of ONS.

11.2 The Board considered the opportunities and risks of seeking income generating partnerships, and the criteria under which potential partnerships might be assessed.

11.3 It was agreed that ONS should continue to develop a proposition for commercial income in order to test the viability of this for the future. This should include:

  i. a careful segmentation of the market (e.g. public sector and different types of private sector) against a clear set of products that could be offered; and
  ii. a clear statement of the governance, including the criteria and process for accepting work and the role of the Board.

12. Data Science Campus [SA(18)06]

12.1 Dr Smith introduced a paper which presented objectives, metrics, governance proposals and options for attracting commercial investment for the Data Science Campus (DSC).

12.2 The Board considered the role of the DSC in providing support for the wider GSS and beyond. The National Statistician was responsible for professional standards across the GSS and data science was a competence that all statisticians in government were now required to develop. The DSC was playing a central role in developing these skills across all areas of government and the Board endorsed this role.

12.3 The Board welcomed the clear statement of the purpose and mission of the DSC and requested that further work be put into the set of measures so that the Board can track along with the overall measures in the business plan.

13. Business Plan [SA(18)07]

13.1 Mr Bateson and Mr Whitestone introduced a paper which provided a progress update on the approach to developing a refreshed business plan. The approach would be outcome focussed, demonstrating what the value to the public would be. A new accountability framework was also in development.

13.2 The Board welcomed the plan and agreed to receive a full draft plan at its next meeting.

14. People Survey [SA(18)08]

14.1 Ms Noorden and Ms Mahon introduced a paper which presented the key findings of the 2017 People Survey analysis.

14.2 The Board noted the findings and the planned action that management would be taking to address areas for improvement.

15. Any other business

15.1 There was no other business. The Authority Board would meet next on Thursday 1 March 2018 at 9:15 in London.

UK STATISTICS AUTHORITY

Agenda

25 January 2018, 10:15 to 16:00

London

Chair: **Sir David Norgrove**
Apologies: **None**

10:15 – 10:45: Non-Executive's Session

1 10:45-10:50 5 mins	Minutes and matters arising from previous meetings • Declarations of interest	Meeting of 30 November 2017
2 10:50-11:00 10 mins	Report from the Authority Chair	Oral report Sir David Norgrove
3 11:00-11:10 10 mins	Reports from Committee Chairs • Regulation Committee • Audit and Risk Assurance Committee	Oral reports Professor Sir Adrian Smith Ms Nora Nanayakkara
4 11:10-11:30 20 mins	Report from the Director General for Regulation • Migration statistics	SA(18)01 Mr Ed Humpherson
5 11:30-11:50 20 mins	Code of Practice for Statistics	SA(18)02 Mr Ed Humpherson
6 11:50-12:15 25 mins	Report from the Chief Executive	SA(18)03 Mr John Pullinger

12:15 – 12:45: Lunch

7 12:45-13:00 15 mins	Risk appetite	SA(18)04 Mr Ben Whitesone
8 13:00-13:30 30 mins	Options for sustainable growth and future funding	SA(18)05 Mr Simon Duddy
9 13:30-14:00 30 mins	Data Science Campus	SA(18)06 Mr Tom Smith
10 14:00-14:30 30 mins	Business Plan	SA(18)07 Mr Nick Bateson and Mr Ben Whitestone
11 14:30-15:00 30 mins	People Survey	SA(18)08 Dr Neil Wooding and Ms Jackie Noorden
12	Any other business	

13 15:00-16:00 1 hour	Security workshop *Workshop materials to be provided separately*	

18:00:   **Dinner at Shepherd's, Marsham Street, London, SW1P 4LA**
           (a 10 minute walk from Drummond Gate)

Next meeting: 1 March 2018, London, 09:15 to 14:00

UK STATISTICS AUTHORITY

Report from the Director General for Regulation

Purpose

1. This paper provides an update on regulation activity since the last Board meeting.

Recommendation

2. Members of the Board are invited to note the activities and proposed actions.

Discussion

3. Key activities include:

   i. **Code of Practice:** We have proposed, as a separate set of papers for this meeting, the final version of the Code of Practice for Board approval. We have also provided a communications plan and a guide for voluntary adoption. It is worth noting that we have seen three recent cases of voluntary adoption – by the Scottish Fiscal Commission for its fiscal forecasts; by DWP for expenditure tables that it publishes as management information; and by the Race Disparity Unit.

   ii. **Business Plan: Annex B** to this paper updates the Board on the OSR Annual Business Plan. At this stage we seek Board input before we consult publicly on our work plan. We will present a final business plan and financial profiles to the Regulation Committee in March and then to the Board for approval.

   iii. **Health casework:** The demands on the NHS in the winter months have led to a lot of scrutiny of health statistics. We are currently handling cases related to A and E statistics in both England (focused on what is included in the figures) and Scotland (significant misreporting in NHS Lothian); and a range of issues related to mental health statistics, raised with us by Full Fact.

   iv. **Data confidentiality casework:** We are also seeing a small spike in interest in cases related to data confidentiality. This includes a long-running set of challenges to DfE's management and use of the National Pupil Database; another case on use of patient data to generate Public Health England's breast cancer screening statistics; and a separate issue on Public Health England's release of patient data from the cancer registry to the tobacco industry, covered in a report in the Daily Telegraph. This last issue may well turn out to cause less concern than implied by the Telegraph (it appears as though there was minimal risk of data at an individual level being identified). Nevertheless, the fact that this was a front page story shows that the issue of data confidentiality and use appears to be increasingly sensitive.

   v. **Migration:** At last week's Regulation Committee we discussed two Round Tables we held on migration in 2017. Subject to Board comment and discussion, we propose to publish the summary of the meetings at **Annex C**.

   vi. **Housing Review**: ONS colleagues led by Iain Bell are taking forward a coordinated GSS response to the challenges raised by our review of housing statistics, which is very welcome.

4. The main challenges are:

   i. Launching the new Code early in 2017. I am now confident that we have a strong Code that will work well for the GSS who are familiar with its expectations. The challenge after launch is to make sure that senior decision-makers – Permanent Secretaries and Ministers – are aware of and see the benefits in the Code.

   ii. As last month, we need to ensure we respond promptly to issues on the uses of statistics, demonstrating that we are even-handed and proportionate. This may require a more structured approach to surveillance, so that we can identify more potential cases ourselves and have less reliance on complaints. We are also

stretched in some domains (eg health, and education) given the volume of cases generated in these areas.

    iii.   We are launching a recruitment round to respond to staff turnover. For a relatively small Office, this may hold us back in the first quarter of 2018 as we first recruit then induct 3-4 new staff members.

5.   The dashboard summary of regulatory activities is at **Annex A**.

Ed Humpherson, Director General for Regulation, 18 January 2018

List of Annexes

Annex A	**Regulatory Activities**
Annex B	**Draft Office for Statistics Regulation Business Planning and Regulatory Work Programme 2018/19**
Annex C	**Migration statistics roundtable summary**

Annex A   Regulatory Activities January 2018

Economy	Health and social care	Business, industry, energy and trade	Crime and justice
• Compliance Checks findings for Scottish Government's Export Statistics and HMRC's Tax Receipts and National Insurance Contributions were published on 19th and 20th December. Findings on HMRC's Stamp Duty Statistics due to be published week commencing 8th January. • Met with the Research Director of a Scottish social and economy think tank Common Weal at the end of November. • ONS published statistics on Regional GVA on 20th December. ONS now has what it judges to be good quality regional deflators for imputed rental.	• **Systemic Review:** Paper included for Committee review. Next steps include continued strategic intervention by DG for OSR; and reviewing implementation progress by EHSSG. • **Regulatory Services:** Plans to assess ONS avoidable mortality and cancer survival statistics in New Year. Plans to perform compliance checks on selected ISD outputs. • **Casework:** Following our letter to NHS Digital about mental health workforce statistics, we are progressing cases concerning NHS breast screening statistics, A&E performance statistics in England and Scotland, data access for research purposes.	• **UK Trade:** Item on the Regulatory Committees agenda. ONS aiming to publish analysis on 25th January, covering asymmetries between UK, Ireland and USA. ONS looking to work with Eurostat on analysis of trade asymmetry between Europe and US. • **Construction Output and Prices statistics:** In the process of pulling together assessment materials with a view to discussing initial findings with the ONS Construction team during the last week of January. Have an interim meeting this week to discuss progress on analytical requests made by the assessment team.	• **Crime:** Ran discussion at 2017 Crime Survey User Conference in December to consider how to measure crime in a decade. The organisers welcomed the panel format and look to adopt a similar model for future events. • **Crime and Criminal Justice:** At our last roundtable, ONS, MoJ and HO discussed projects their Crime and Justice working group is planning with view to achieving more joined-up statistics and data. The working group will keep us informed about progress and agreed at the recent inter-administration committee meeting to involve the devolved administrations in their work.
Labour market	**Housing, planning and local services**	**Children, education and skills**	**Agriculture and environment**
• **Income/Earnings:** Gathered feedback from key users, received comments from DWP, HMRC and ONS on improvements to income and earnings statistics and are preparing our response. • **Compliance checks:** Published letter to DWP HoP outlining recommendations from compliance check on fraud and error in the benefit system. Incorporated findings of ASHE and AWE statistics (ONS) into ongoing income and earnings systemic review work. • **Assessments:** Formally closed down assessments of DWP NINos and Access to work statistics.	• **Assessments:** Initial meeting for assessment of Welsh Housing Conditions Survey took place in December. • **Compliance Checks:** Continuing compliance check on ONS Household Projections, due Q1 2018. Progressing DCLG's checks for new build dwellings, net additional dwellings and dwelling stock statistics. Findings echo recent Systemic Review. • **Casework:** 2 open cases; complaint about the PM's statement on 13th December regarding Conservative party's record on decent housing in England; and another on concerns about robustness of DCLG's experimental statistics on leasehold dwellings. • **Systemic reviews:** First meeting of UK housing statisticians following review in November. Expecting a draft action plan early 2018. Positive feedback at Inter Administration Committee meeting. Presented findings at meeting of the UK Collaborative Centre for Housing Research.	• **Systemic Review:** On-going, update provided separately • **Casework:** 2 open casework cases, a complex piece on DfE's data privacy arrangements and a smaller piece on the use of progress in international Reading Literacy Study (PIRLS) statistics in DfE press release. • **Compliance work:** Positive response from Scottish Funding Council committing to taking on board findings of recent Compliance Check of College Performance Indicators National Statistic. • **New HoP:** Jason Bradbury has moved from ONS to become HoP at Ofsted.	• **Compliance checks:** published letters to Defra HoP outlining recommendations from compliance checks of Total income from Farming and Bovine TB statistics on 20 December. • **Milk utilisation statistics:** re-instated the National Statistics status of these statistics, following quality review by Defra, on 21st December.
Population	**Culture and identity**	**Security, defence and intl relations**	**Travel, transport and tourism**
• **Migration:** Drafted paper on findings from the migration systemic review roundtables (submitted to January Committee meeting) • **Census:** Discussing plans for the assessment of 2021 Census with each of the census offices.	• Assessments for DCMS Community Life Survey and DCMS Sectors Economic Estimates have now started. A joint kick off meeting was held in December with the statisticians at DCMS. Meetings with users of both sets of statistics are scheduled over the next few weeks.	• Completed compliance checks on 3 MoD National Statistics. Letters published online in December.	• Engaging with Transport Focus about presentation and use of National Rail Passenger Survey.

Annex B   Office for Statistics Regulation Business Planning and Regulatory Work Programme 2018/19

This document will be published on the UK Statistics Authority website in due course.

The document will be available at:

https://www.statisticsauthority.gov.uk/about-the-authority/strategy-and-business-plan/

Annex C   Migration statistics roundtable summary

This document has been published on the UK Statistics Authority website.

The document is available at:

https://www.statisticsauthority.gov.uk/news/international-migration-roundtables-summary/

SA(18)02

Update on the Refresh of the Code of Practice for Statistics

Purpose

1. This paper provides the Authority Board with the final draft of the second edition of the *Code of Practice for Statistics* for approval.

Recommendation

2. Members of the Authority Board are invited to

    i.   agree to publish the second edition of the *Code of Practice for Statistics* (**Annex A**);
    ii. approve the communications plan supporting the release of the Code (**Annex B**); and
    iii. comment on the latest version of the Guide for Voluntary Application of the Code (**Annex C**).

Discussion

3. We have revised the Code in the light of the feedback received during the consultation and a subsequent peer review. The final version of the second edition of the Code is given at **Annex A**. We invite Board members to give their approval for the release of the Code on the Authority website in PDF format and in an interactive version, as well as the publication of the Code in hardcopy form.

4. We are proposing to publish the Code in the week of 19 February after Parliament has returned from recess. The communications plan (at Annex B) sets out our approach to promoting the use and understanding of the Code among Heads of Profession for Statistics, the GSS and beyond. We will use a variety of tools to announce the release of the Code including a press release and using social media to increase awareness. We will follow up our successful consultation road show with further presentations to departments.

5. We are planning a strategic approach to raising the profile of the Code among non-statisticians in government, targeting those involved in governance including Permanent Secretaries and other senior civil servants. We will also prepare accessible brief guidance aimed at policy and press officials.

6. We are further developing the Guide for the Voluntary Application of the Code (at Annex C). We have shared an early version with key organisations with a strong interest in applying the Code and are awaiting their feedback.

Conclusion

7. We are aiming at publishing the second edition of the Code around the week commencing 19 February, together with the launch of the interactive Code on the Authority website.

8. We are developing case examples as guidance to support the use of the Code which will be available through the interactive Code. This will be an ongoing activity and prioritise the areas of guidance requested in the Code Consultation.

9. We will complete the Guide for the Voluntary Application of the Code (at Annex C), including actual examples of its application. We would like to issue the Guide at the same time as the Code publication if possible.

Ed Humpherson and Penny Babb, Office for Statistics Regulation, 18 January 2018

List of Annexes

Annex A   Code of Practice

This document has been published on the UK Statistics Authority website.

The document is available at:

https://www.statisticsauthority.gov.uk/news/release-of-the-refreshed-code-of-practice-for-statistics/

Annex B   Overview communications plan for the release of the new Code of Practice

This document has been published on the UK Statistics Authority website.

The document is available at:

https://www.statisticsauthority.gov.uk/news/release-of-the-refreshed-code-of-practice-for-statistics/

Annex C   **Building confidence in statistics: a guide for the voluntary application of the code**

This document has been published on the UK Statistics Authority website.

The document is available at:

https://www.statisticsauthority.gov.uk/news/release-of-the-refreshed-code-of-practice-for-statistics/

Chief Executive's Report, January 2018

Purpose

1. This report provides the Board with an overview of activity and issues for December and January.

Summary

2. The coming year will see us moving into the decisive stage of our strategy where we enrol and mobilise staff and partners within ONS, across the GSS and with the wider analytical community to help the UK make better decisions. The milestones in our own business plan alongside the strategy for the Government Analysis Function will be instrumental in guiding us through this period.

Review of recent activities

3. December and January have given plenty of opportunities for colleagues working throughout the statistical system, along with others working in analytical roles in government departments, to reflect on what has been accomplished, to learn from this experience and to plan for the future.

4. I have been inspired by various opportunities I have had over the last two months to explore the work that is already going on in ONS, Ministry of Justice and Cabinet Office. I have also seen the commitment to development shown within the Government Statistical Service Heads of Profession Group, through contributing to conferences of the Government Operational Research community and the Social Research Association.

5. In addition it has been helpful to me to tune into the insights given by others who engage closely with our work. For example, Derek Jones (formerly Permanent Secretary of the Welsh Government) and Martine Durand (Director of Statistics at OECD) both spoke warmly about what they saw when visiting our offices recently. Others such as Mark Walport at UKRI and several Permanent Secretaries have also helped me get a clearer picture of where we can step up further to help Britain make better decisions. In addition, the DGs and other senior leaders have been active in engaging with stakeholders in various sectors to deepen our collective understanding of what is needed from us.

6. These experiences have helped us to develop the UKSA business plan and the emerging Government Analysis Function which will be launched at the end of January. The critical element of these plans at this phase in the delivery of our strategy is staff development and engagement. The draft Analysis Function Strategy majors on learning and development (both for analysts and users of analysis), capability, management and leadership.

7. Within ONS a variety of actions to follow up the latest People Survey are in train. We have launched a Voluntary Exit Scheme. In addition I have recruited four new people to join the Executive Group as volunteers during 2018. These include for the first time one of our field team along with three others, one from ONS, one from a policy department and one from an Arm's Length Body. The aim is to increase the diversity of voices around the decision making table.

8. Other developments include the following.

    i. Estimates of GDP have been published in December which included VAT returns for the first time

    ii. We have also published, for the first time, a Household Costs Index, meeting a key requirement of users of our price statistics

iii. The Minister for the Constitution attended the most recent Inter Administration Committee meeting in December to give his views on how we can work successfully together and to learn about the experience gained in the statistics arena

iv. There have been some positive milestones in our work to modernise our field operations. A new contract has been agreed. The majority of the IPS team are now using mobile tablets for data collection

v. We have presented our plans to improve migration statistics to the Ministerial Taskforce on Immigration where they were well supported and encouraged. While the debate on students will continue throughout the period, this high-level of support will be very helpful to our ambitions

vi. We are advertising a programme of rolling attachments for ONS / GSS statisticians at BBC News in London. They will advise on the interpretation and presentation of statistical claims in news stories, help journalists to find data sources and conduct ad hoc statistical analyses. More generally secondments and attachments are now much more readily organised across the GSS

vii. In January we undertook a number of activities to put ONS firmly at the heart of the debate on gender statistics. We published a well-received article on gender pay gap and hosted jointly with RSS an event on user needs for gender statistics with keynote speech from Maria Miller MP (chair of Women and Equalities Select Committee)

viii. Our publications remained in the spotlight, with positive reporting of incorporating VAT in National Accounts and of our Migration release in December. There has also been more challenging coverage of RPI, EsCoE analysis of telecoms deflators and the use of admin data in the Census. We are clear in our communications that RPI is not a good measure of inflation, have written to the FT on the use of telecoms deflators, and are working on a more positive communication style for advocating our use of administrative data

ix. The Administrative Data Research Network (ADRN), launched in 2013 and funded by the Economic and Social Research Council (ESRC), is coming to the end of its five-year funding period. In the short term, the ESRC will be making some changes to the current ADRN. The Administrative Data Research Centres in the devolved administrations of Northern Ireland, Scotland and Wales are expected to have a role in the planned new phase of investment, which would come into effect later in 2018. In the meantime, the work of the Network will continue

x. We hosted a Christmas Lunch for local veterans in Newport, which received positive coverage in the local media. ONS has a rich tradition of contributing the local community which adds a great deal to our collective mission of public service

xi. A PhD programme is being funded by Valtech through Cambridge University. Valtech have offered to provide funding so that three PhDs are run for ONS projects (other PhDs will be run for industry partners including Rolls Royce Marine), with a six month placement within ONS (we are working on the basis that the Data Science Campus would provide support and facilities for the placements).

      xii. Tom Smith presented the work of the Data Science Campus to Permanent Secretaries.

Future look

9. Our focus is on managing finances and business planning, as well as organising two important events – the Analytical Function Conference, and the Celebration of the 10th anniversary of commencement of the statistics act and the 50th anniversary of the Government Statistical Service.

John Pullinger, 18 January 2018

UK STATISTICS AUTHORITY

Risk Appetite

Purpose

1. This paper presents the outcome of one-to-one discussions with Board members regarding the organisation's appetite for risk. The purpose of the paper is to stimulate discussion about, and agreement to, any revisions to existing risk appetite levels and statements.

Recommendations

2. Members of the Authority Board are invited to discuss and agree the outcomes of the recent risk appetite discussions,

Background

3. An area of fundamental importance to the delivery of our objectives is the level of threat and opportunity we face, and how we choose to manage these risks. The risk management approach has matured over recent years. We now manage fewer risks, take action systematically, link our risk management and quality management systems and, through the establishment of risk appetite, align risk based decision making to the objectives of the organisation.

4. In late 2015, the Risk Management Team worked with the Authority Board to define risk appetite as a series of behaviours, based on a series of on-to-one sessions with Board members and a consolidated discussion. The articulation of risk appetite at a granular level has provided the organisation with a useful framework to assist decision making. Recently the Audit and Risk Assurance Committee identified, in line with best practice, the need to review the Authority's risk appetite due to the rapidly changing environment, and the recruitment of new members of the Board.

5. A series of one-to-one discussions were held with Board members during November and December 2017. Board members were asked to assess the current strategic risks (aligned with the Better Statistics, Better Decisions strategy), risk appetite levels and risk appetite statements, in order to consider whether the current risk appetite levels need to change. The results of this exercise are summarised below, with particular points highlighted for discussion.

6. The ONS planning cycle will align our approach to risk appetite, giving assurance risk management is consistent with the Board's risk appetite. Business Planning Guidance includes the expectation that risks to delivery be formally identified. It highlights that key deliverables should be accompanied by *"the articulation of opportunities or threats associated with the ability to completely discharge your deliverables"*.

7. Note that these strategic risks, risk appetite levels and behaviours do not apply to the Office for Statistical Regulation, which considers its own risks and appetite for risk.

Discussion

8. In general Board members' views were well aligned. There were a few areas where specific discussion would be useful, and these are summarised below.

9. **Helpful** – Although the consensus was for the overall level of risk appetite to remain *'Open'*, there was a suggestion by some to consider a shift towards 'actively seeking'. Several points/questions were made in discussion:

   i.   Do we need to take more risk to allow ourselves to change, allowing our people to develop in new areas without seeking permission?

ii. We need to actively seek new ways to present and communicate statistics and work through the citizen user to educate the public.

iii. We remain more reactive than proactive and need to 'dial-up' curiosity, anticipate trends and focus on key priorities for the UK.

iv. We are already working more in partnership with others and this is fundamental to mitigating the 'helpful' risk. However, do we have a framework for who we should partner with? Working in partnership will expose us to risk, in line with our open appetite, but what makes a good partner?

v. We need to strive to significantly improve communication. If we are truly open to risk here should we provide commentary on other people's data?

10. **Statistical Quality** – All Board members agreed the overall appetite level as *'Cautious'*. There were some suggestions to be more proactive in our engagement with critics. The pace of change and the push to become a more adaptive organisation inherently increases the risk to statistical quality. While appetite for human error needs to be low we also need to recognise we need to take more risk to allow us to change. We should therefore be active in our 'PR' rather than maintaining a purely defensive position; we should diagnose issues and defend where we need to.

11. **Capable: Systems** – This was the area of risk where views varied the most. Some thought we need to be bolder in the push to use new and emerging technologies to transform our digital estate. There was recognition of how far ONS has come over the last few years and how we may now be in a position to exploit the leading edge of technology development, which will mean taking more risk. However, others highlighted the need to ensure technologies are proven and recognised the substantial amount of investment in digital and technology transformation, meaning we need to ensure this investment is tightly managed.

12. **Data Access and Security** – Following discussion we propose splitting the previous 'Data Security' strategic risk into two. This was based on the differing levels of appetite between 'Data Security' and 'Data Access'. There was a broad consensus for our appetite for data security risk to be 'Minimal' and for data access to be 'Cautious'. Board members recognised the existential nature of data security risk, and also that this should be balanced with the need to allow staff and partners to access and exploit data for the production of new statistics, analysis and research for the public good. As a new strategic risk, the Data Access risk will be further developed by the risk owner, if this additional division is agreed in principle.

13. **Efficient: Reform** – Several Board members expressed caution around the extent to which we should accept risk around our use of resources or our appetite for new methods of income generation. This view related to the need (at least for the next 12 to 18 months) to focus on the 'day job' and the delivery of ONS transformation, and to do so in a controlled manner. The more experimental side of business development and income generation may therefore not be a high priority and an area of significant risk taking at this point in time. Item 8 of this meeting's agenda refers.

Next steps

14. The refreshed statements of risk appetite will provide the organisation with a clear set of expectations from the Board. Our corporate approach to risk management will align decision making to these expectations. This will be achieved through:

i. Business planning: the current planning round for 2018/19 and beyond will develop a stronger accountability framework and provide transparency of the links between deliverables, risks and resources. Strategic risks are outlined in the corporate business plan (draft) and will be used to shape business plans across the organisation;

ii. Strategic risk management: Each strategic risk has an owner from the ONS senior leadership team. Based on the re-assessment of risk appetite, owners will renew and refresh their risk mitigation plans and will be encouraged to develop the specificity of action plans;

iii. Day-to-day risk management: All risks that are managed through the ONS risk database are aligned to one of the strategic risks. We also have a method in place for linking the scoring of risks on our corporate risk database to risk appetite, allowing the level of risk appetite to drive our risk mitigation;

iv. Internal Communications: We have developed a communication plan to engage staff across the organisation in understanding the organisation's risk appetite; this will include staff seminars and the introduction of risk appetite into our risk management training; and

v. Audit and Risk Assurance Committee: We have suggested the Audit and Risk Assurance Committee oversees the implementation of the risk appetite statements through deep dives into each area of strategic risk.

Ben Whitestone, Corporate Planning and Resilience Division, 18 January 2018

UK STATISTICS AUTHORITY BOARD

ONS Sustainable Growth and Future Funding

Purpose

1. This paper sets out a framework for considering options regarding the future growth and funding of the ONS. It also sets out potential opportunities, business models, risks and constraints and recommended next steps to build our business development capability. The purpose of the paper is to generate consensus as to the ONS approach to business development, to support the development of a final Growth Plan to be delivered at the end of the 2017/18 financial year.

Recommendation

2. Members of the Authority Board are invited to:

    i.   discuss the options presented in this paper, highlighting areas of interest and areas of concern;
    ii. determine appetite and ambition to pursue the proposals set out in this paper, including generation of independent income; and
    iii. consider and agree the principles of mission-aligned income (see paragraphs 19 to 23)

Background

3. The "Better Statistics Better Decisions – Three Years On" progress update states: "We are committed to expanding the ways that we generate income to help support the statistical services we offer. This will be done without detracting from our core remit which is provided free for the public good."

4. The opportunity for developing income streams is though significant. The ONS's value proposition is both attractive and transformative to external partners: a trusted, independent voice with unique access to data and analytical expertise. The office is well-placed to lead in supporting better decisions in all sectors and for the public good; it is clear, from the work that the Business Development Team has been leading, that this value proposition is attractive to many potential commercial partners, particularly once the extent of the ONS's data gathering and linkage capability under the terms of the Digital Economy Act are explained.

5. However, as a diverse and evolving government department, there is a risk that the ONS will not achieve this leadership position if:

    i.   its engagements with external partners are disparate, uncoordinated, and untracked;
    ii. its offer to customers and partners is unclear and inconsistent; and
    iii. its business delivery processes, understanding of costs and culture do not support a more commercial drive.

6. A previous income generation proposal for the ONS (June 2016, author: Stuart Coleman) set an aspiration to grow independent income levels to £40 million by 2020. Following his subsequent appointment, the Deputy Director, Business Development, Simon Duddy, has built on this work, engaging with ONS leadership, government stakeholders, external partners and industry to define the wider growth opportunity for the ONS.

7. It is clear from this work that more commercial account management of major customers in identified target markets is needed to ensure effective presentation of the ONS proposition, and will complement existing stakeholder engagement activities. Opportunity (pipeline) management is an essential enabler of business delivery and needs to be

prioritised. The Business Development is working with the Communication function to coordinate and track productive strategic partner interactions across the business, establishing tools to support planning and to manage the pipeline. This approach is being tested through selected pathfinder engagements.

8. Business development support is currently provided across the organisation, notably to the Data Collection Transformation, Data-as-a-Service, Data Science Campus and International teams, and has resulted in significant income and funding success this financial year.

9. This paper sets out the extent of the opportunity for the development of the ONS's commercial activities and the risks and challenges in doing so, with the aim of establishing the extent of the Authority Board's appetite for expansion in this area.

Discussion

10. Market feedback suggests that the ONS is an undervalued and under-utilised asset – a "massive unseen presence" in public life – despite the ubiquity of its name. This is because many potential partners and stakeholders are yet to understand the nature of our core business and the developments in our technology and data led approach, facilitated by the Digital Economy Act. Therefore, in engaging with current and potential stakeholders and partners, the ONS must frame its value proposition in a clear and resonant way.

11. The constituent parts of our market proposition can be grouped under five main headers: Data, Expertise, Learning, Trust and Affiliation (see "DELTA" model at **Annex A**). We can offer users services – advisory, technology, process or people - allowing access to our capabilities within each area. Bundled together, we can offer solutions which create greater value for users, and which can be managed and replicated.

12. The potential demand for these services is substantial, and whilst our focus must remain on our core stakeholders - especially government and policy-makers - we are increasingly interacting with commercial, technology and academic partners, particularly where we are seeking new data access and data science collaborations. In so doing, we are reaching new audiences; developing new business opportunities; setting an expectation of service delivery; and creating opportunities for commercial exploitation of our skills and expertise, use of our data platforms and access to de-identified, protected and linked data – all of which are complementary to our core remit.

13. To encourage this demand, we must re-imagine the ONS from the perspective of our users, develop clear engagement plans and insights for each sector where we identify target partners; and prioritise propositions which both resonate and align to our strategy, allowing us to plan and align our resources accordingly.

14. This approach has the potential to support development of existing growth opportunities where:

    i.   There is clear demand, a differentiated proposition, and identified partners and income arrangements (e.g. Data Science Campus, International);
    ii. We face competitive and cost challenges in more mature sectors (e.g. surveys);
    iii. We have emergent solutions and capability (e.g. Secure Research Platform, Learning Academy).

15. The recent report by Michael Barber on Public Value commends ONS's potential in this regard: given our role and expertise, we are favourably positioned to measure value delivered in economic, social, environmental terms and should ensure that we frame our propositions and to justify our bids for funding and/or pricing models.

The nature of the opportunity for the ONS

16. The ONS is increasingly well-placed to play a convening role as the UK's data hub and to forge cross-sector collaborations involving government, industry and research partners, where complex system challenges require data sharing and analysis. Innovative projects of this sort (supporting policy areas such as Industrial Strategy, Brexit, and Green Economy) represent significant income potential for the organisation. We have the opportunity to develop the business disciplines to exploit this opportunity, to justify our share of the value arising and to manage the delivery process.

17. Business development within the ONS does not imply income generation as an end in itself, but is a mechanism to deliver value in many forms. We should be clear what value our propositions release and what constitutes benefit for ONS and the public, such as:

    i. Growth and delivery of sustainable and demonstrable public value in line with our remit, justifying growth in core funding;
    ii. Supplementary funding with a view to increasing financial resilience at the next spending review (hence the need for sustained and sustainable income);
    iii. Transfer of budget under Machinery of Government changes to enable efficient delivery statistical services (e.g. surveys) across government;
    iv. Better use of our assets where we have spare capacity and can provide services at marginal cost;
    v. Efficiencies and innovative delivery of services to create internal capacity;
    vi. Reinvestment in ONS capabilities that are released through online data collection generated;
    vii. New work for ONS colleagues and affiliates across its partner network in the UK and overseas, and to support talent acquisition generated through business development;
    viii. Development of strategic partnerships in support of data acquisition initiatives and to augment ONS capability;
    ix. Growth in usage of ONS services to enhance reputation; and
    x. Creation of new intellectual property assets.

Mission-aligned principles for business development

18. The Board is invited to consider and agree the principles and definition of mission–aligned income suggested below, which cover:

    i. Value: creation of demonstrable public value in an efficient manner, maximising use of ONS assets without detracting from our core mission;
    ii. Operation: promotion of safe, secure, compliant, ethical and transparent use of data;
    iii. Role: acting in an independent, objective and non-exclusive capacity;
    iv. Use: providing data services for statistical and research use, but do not forecast or enable operational delivery.

19. As ONS generates further in new partnerships and business development activities, and as awareness of its value proposition spreads, the Authority will need to develop a clear set of tests and criteria to establish whether:

    i. Opportunities fit with the ONS mission and values;
    ii. Opportunities align with target sector / partner strategies;
    iii. The ONS has the capacity to deliver;
    iv. Value generated justifies investment.

20. As a first step, we should agree the mission-alignment test in accordance with core values in order to clarify our licence to supply services across all sectors. If we are able to do so we create a robust platform upon which to build productive relationships with our partners, thereby growing the ONS reputation.

21. This clarity will help us manage and prioritise demand for services, and to determine what we must do (core), should do (development), could do (innovation) and will not do.

22. The table below sets out key criteria across four primary areas, and describes the ONS strength (core value proposition), challenges – or risks - and the potential opportunities which may arise if these challenges can be overcome.

Attribute	Principles	Strength	Challenge	Opportunity
Value creation	• Creates demonstrable public value • Does not detract from core mission • Efficient use of taxpayer money	• Better use of ONS assets • Reinvestment in core capability and capacity	• Measurement / demonstration of public value	• Broader application of public value test (e.g across commercial sector)
Operating model	• Safe and secure • Ethical, fair and transparent • Compliant	• 5 Safes model • Secure Platform • Access to de-identified linked datasets	• Assurance and controls around data access / sharing	• "Trust as a service" – helping decision makers trust the data, analytics, methods
Roles and relationships	• Independent • Objective • Non-exclusive	• Partnership development and convening role	• Tools and understanding required to manage	• Partnership • Cross-sector collaboration • Accelerated innovation
Use of data	• Statistical and research use only • Requirement to publish • Non-operational • No forecasting	• Unique access to data, platforms, outputs, expertise people etc.	• Conditions and constraints limit usefulness	• Delivery of data closer to the point of decision

Barriers to developing our commercial capabilities

23. We acknowledge that the limitations of our remit, our licence to use public money and our transformation efforts are potential constraints to new business growth. We are, therefore, building an approach which maximises use and effectiveness of our assets in line with our appetite for risk.

24. The most significant challenge that we need to address is the potential for conflict between business development and the core mission of the ONS and Authority. While this can be managed we need to ensure that the approach to business development complements the organisation's key deliveries and transformation programmes to avoid the potential for confusion and incoherence for our key stakeholders and staff.

25. In addition to this, if the Board are agreeable to this proposition, there are internal barriers to success which we need to address alongside the time, effort and resources we spend on growth initiatives. The executive will need to think hard about capability to deliver business development, including capability in terms of commercial, planning and finance.

26. We believe that over the next two years we can increase our levels of income through existing structures and through judicious use of partnerships as with the Data Science Campus.

Conclusion

27. This paper seeks Board views and direction on the wider business development opportunity for the ONS to inform the final stage of strategy development. It emphasises the wider role the office can play in creating public value, and the opportunity to maximise its core asset base across a wider user base in order to secure and sustain

future funding. In particular this paper seeks agreement on principles to guide further work.

Simon Duddy, Deputy Director, Business Development, 18 January 2018

List of Annexes

Annex A   Capability – DELTA model

Annex A   ONS Value Proposition - DELTA model

1. ONS activities can be mapped across 5 primary capability groups, which together represent our core value proposition. We can categorise our service offer according to these groups as follows:

    i.   **Data**: collection (survey design, online surveys, phone surveys, FieldForce), linking and matching, curation;
    ii. **Expertise**: statistical analysis, data science research, methodology, advisory;
    iii. **Learning**: data science campus, academy, commissioning and design, training, apprenticeships, accelerated innovation (data challenge / hackathons);
    iv. **Trust**: secure data platform, ethical use, accreditation, assessment;
    v.   **Affiliation**: expert network, partnerships.

2. The DELTA model will help frame and market the ONS offer to potential partners, and emphasises the strengths and differentiators which, allied to our clarity of purpose (mission), mark us out as leaders in our field.

3. Categorisation of ONS capabilities will enable us to apply a more commercial product management approach. For each service we will need to understand costs, commercial model, operational capacity, legal and contractual implications etc.

4. By bundling together capabilities we can create "solution sets" - propositions geared to meet the common needs in our target sectors which enable us to deliver the greatest value through replicable commercial and operational models. Examples, of this approach (existing and potential) are:

    i.   Data Science Campus: centre of excellence for data science learning and research;
    ii. International Development: statistical expertise delivered through a network of consultants drawing on our wider capabilities and accessing ODA funding;
    iii. Lead Data Partnership: government departments transfer data acquisition activity and budget (under Machinery of Government change) to ONS, benefiting from economies of scale and scope;
    iv. Collaborative Research Platform: secure access for users across multiple sectors wishing to share data in a safe environment to inform policy and investment decisions;
    v.   Better Decisions Assessment: formal accreditation mechanism available to businesses / investors / entrepreneurs wishing to benchmark and improve use of data to support decisions.
    vi. Advisory Services: consultancy specialising in data access and use, methodology, innovation, hackathons etc.

UK STATISTICS AUTHORITY

Data Science Campus update: objectives, metrics, governance and investment

Purpose

1. Following discussion of our paper on the priorities and programme of activities for the Data Science Campus (the Campus) at September's Authority Board meeting, this paper presents objectives, metrics, governance proposals and options for attracting commercial investment. A biannual update on recent Campus achievements is included.

Recommendations

2. Members are invited to review:

   i. proposed objectives, impacts and metrics at **Annex A**;
   ii. recent achievements against objectives at **Annex B**;
   iii. the current list of research projects at **Annex C**; and
   iv. proposed governance arrangements including Advisory Board terms of reference and membership at **Annex D**.

3. Members are asked to provide direction on:

   i. options for the future direction of the Campus, including support for wider Government beyond the GSS (**Annex E**);
   ii. the approach to external funding (paragraph 12);
   iii. the approach to commercial investment; and
   iv. key principles when entering into partnership agreements.

Background

4. ONS's Data Science Campus delivers innovative research projects for public good, develops approaches and grows skills in ONS and across government. Drawing on the recommendations of the 2016 Bean Review, ONS established the Data Science Campus in 2016/17 to enable a shift in the ability of the ONS to handle the challenges of measuring the modern economy and society. In 2017/18 the Campus has continued to grow, expanding its research and capability building.

5. The core activity of the Data Science Campus is, and will remain, research. The Campus aims to deliver research outputs for public good and in doing so to develop data science methods and apply them to provide decision makers with greater insight, in support of the Authority's Better Statistics, Better Decisions strategy. Research projects are undertaken with partners across ONS, wider government, academia and industry to enable access to as wide a range of data, techniques and technologies as possible to increase the understanding and application of data science within the Campus and ONS.

6. The secondary activity of the Campus is to grow data science skills within ONS and across government Analytical Functions, and to enable techniques and approaches developed within Campus research activities to be adopted as standard practice throughout ONS and government. The establishment of a dedicated Data Science Training Unit in January 2018 within the Data Science Campus in partnership with the ONS Learning Academy is enabling the delivery of a wide range of data science training programmes to both practitioners and policy makers across ONS and wider government.

7. Following discussion at September's Authority Board meeting in Belfast, this paper sets out a proposed draft set of shared measures - linked to the Authority's strategy - to track the performance of the Campus, the first of a regular series of biannual updates, an updated description of governance - including a proposed Advisory Board, propositions

for bringing commercial investment to support the work of the Campus and principles for partnerships.

Discussion

8. Draft objectives, directly linked to the Authority's Better Statistics, Better Decisions strategy, have been developed for the Campus' medium term business plan from 2018/19. The objectives are set out at Annex A along with their impact and proposed metrics to track performance, and will provide a framework to maximise impact and minimise risk as the Campus continues to evolve.

9. A list of some of the Campus's key achievements against these proposed objectives over the past six months is at Annex B. The Authority Board is asked to comment on recent achievements against objectives. A full list of data science projects is included at Annex C.

10. Annex D sets out the governance framework for the Campus including draft terms of reference for an Advisory Board and a list of potential Advisory Board members.

11. The original Bean proposal for the Campus covered the four year Spending Review period. The Treasury were prepared to allocate funds for 2016/17 and 2017/18 with an expectation that, if the initial phase went well, then further funding for the remaining two years would be granted. With the initial funding allocated we were able to take forward the first tranche of capacity building.

12. A revised business plan for on-going funding up to 2021/22 with an option for an expanded Campus (including a request for funding for the second phase of building work to create a new physical hub for data science on the Newport site) was submitted to HM Treasury in July 2017. This base case and the expansion option are still the subject of bilateral discussions with the Treasury Spending Team covering all areas of ONS Bean funding. The final outcome of these discussions is not expected until later this financial year. As a planning assumption, we proceed on the basis that there will be on-going funding to maintain the planned expansion of the Campus to 60 staff by the end of 2018/19.

13. We are seeking additional capital funding from Treasury to build a new home for an expanded Data Science Campus on the Newport site with the capacity for at least 100 permanent staff, hot desks for partners and students, a larger training delivery facility and the potential for hosting data science incubator companies. This would become an internationally renowned centre for Data Science.

14. In our business case to Treasury we have proposed that the core funding for research and capability building within the GSS should be supported by external funding to grow Campus activities and provide greater support across Government, beyond the GSS. We have made an assumption that at least 25% of the total resource funding available centrally could be provided from external (non-Government) sources by 2021/22. We think that this cautious approach to external income is appropriate at this time so that we can learn from experience in this new environment. This will also help reduce the risk that the focus of the Campus is diverted from the core public good mission. The Authority Board's direction is sought on this approach to external funding.

15. Annex E sets out the support being offered by the Campus to ONS and wider government and considers the opportunity to place ONS at the heart of data science within government and support the growth of the Analysis Function across government. The Board is asked to comment on options for the future direction of the Campus, including support for wider Government beyond the GSS.

Conclusion

16. This paper aims to address the Authority Board's requests for information on measures to track performance, governance and commercial investment. It also provides the first in a series of six monthly updates to the Board.

Tom Smith, Peter Fullerton, David Johnson
Data Science Campus, 17 January 2018

List of Annexes

Annex A   Objectives, risks and metrics
Annex B   Performance against objectives over the past six months
Annex C   Full list of Data Science Campus projects
Annex D   Governance and the Advisory Board
Annex E   Future direction

Annex A   Objectives, risks and metrics

Data Science Campus Medium Term Business Plan: 2018/19 to 2020/21

1. The draft objectives in the table below are linked to the Authority's Better Statistics, Better Decisions strategy. Each objective is presented along with their impact and proposed metrics to monitor performance. The objectives will provide a framework for ensuring a clear line of sight for potential work packages. As many Campus activities are still at a relatively early stage of development, the metrics in this table are work in progress. Where possible we will set specific targets against each objective in the final business plan.

Strategic perspective	Campus objective	Impact	Metrics to demonstrate achievement
Helpful (outcomes for stakeholders)	Deliver data science projects for public good in collaboration with stakeholders across government and wider UK	Successful outcomes resulting from Campus research outputs leading to public benefit	• Number of priority projects delivered per year for key stakeholders • Campus outputs adopted by other government departments • Case studies published to share knowledge • Campus research programme results in demonstrable public benefit in the long-term
	Grow data science skills and support the data science community across government and wider UK	Government and the wider UK public sector has access to the best data, skills and resources	• Areas helped across Government strengthen data science skills by delivering data science training directly through the Data Science Training Unit and through external partners • Other government departments' (OGD) projects mentored on the Data Science Accelerator programme and Data Enabled Change Accelerator projects from other government departments • OGD attendances per year to workshops delivered by guest lectures and the Campus Seminar series; • Apprenticeships: support for the successful development of the Level 6 Apprenticeship in Wales • Launch the framework for Phase II of the Masters in Data Analytics for Government (MDataGov) programme with agreement from at least three targeted universities to participate; number of civil servants from OGDs on MSc programmes, including the MDataGov • Successful launch of PhD programme and placements (e.g. with the Alan Turing Institute)

Professional (ONS outputs)	Deliver data science projects that contribute to ONS outputs	ONS outputs and insights are enhanced providing more relevant statistics to support decisions	• Data/methods from Campus research projects are used in new or enhanced ONS outputs • Robust process for undertaking data science research/projects developed for government including rapid acquisition and secure data processing for exploratory purposes • Feedback from NSDEC and Campus Advisory Board
Innovative (improving processes)	Enhance ONS reputation for data science	Increased opportunities for partnerships, more successful recruitment, etc.	• ONS recognised as the Government hub for data science – enhancing the UK's reputation as a world leader • Establishing UK data science leadership across statistics agencies to enhance knowledge sharing • Number and importance of partnership agreements • Invitations to support Government and international initiatives and high-profile events • Publishing and engagement activity on-line and in social media
	Assess the value to ONS of non-traditional data sources and new technologies	Enhanced ONS understanding of data sources and tools to improve outputs and insights	• New data sources and technologies evaluated and published as case studies • New types of data and new approaches being used by ONS and Government Departments/public bodies
	Develop data science methods and apply them to provide decision makers with greater insight	ONS outputs and insights are enhanced providing more relevant statistics to support decisions	• New methods, code and analytical outputs made open and publicised for wider use
Efficient (resources)	Develop and strengthen partnerships to facilitate access to data, skills and resources	New income streams identified to support Campus objectives. More effective and greater access to external data sources	• Increased numbers of partnership agreements with universities, research institutes, international agencies and commercial businesses leading to (specific) collaborative research, data sharing or capability building activities • Increased use of commercial and other data sources and academic expertise to provide added insight for public policy • Sponsorship of PhD and Masters students to carry out research in support of Campus objectives

		Improved access to skills.	
Capable (investing in people, technology and systems)	Grow data science skills across ONS	ONS has access to the best data, skills and resources.	• Areas helped within ONS to strengthen data science skills by delivering data science training. • ONS projects mentored on the Data Science Accelerator programme / ONS Data Science Academy • ONS attendances per year to workshops delivered by guest lectures and the Campus Seminar series; • Apprenticeships: support for the successful development of the Level 6 Apprenticeship in Wales • Level 4 Campus apprentices who complete valuable projects in ONS business areas and achieve diploma or upgrade to the Level 6 when launched, numbers retained in Government, numbers recruited on future cohorts • Launch the framework for Phase II of the Masters in Data Analytics for Government (MDataGov) programme with agreement from new targeted universities to participate; number of ONS staff supported on MSc programmes, including the MDataGov
	Be an inspiring, innovative and inclusive place to work	ONS is a first choice for data scientists & other technical professions (improved recruitment & retention)	• Campus People Survey results compared to high-performing units across the Civil Service • Number and quality of applications for advertised roles

Annex B   Performance against objectives over the past six months

Strategic perspective	Campus objective	Key achievements
Helpful	Deliver data science projects for public good in collaboration with stakeholders across government and wider UK	We have been making good progress with our project on shipping. We have been working with our partners at Statistics Netherlands' Center for Big Data Statistics on a joint Campus project using ship tracking data. We have 15 projects in delivery or completed, with a new round of discovery, which will explore, amongst other things, the use of big data to support the enhanced financial accounts and analysis of satellite images, kicking off in the new year.
	Grow data science skills and support the data science community across government and wider UK	The first students enrolled on the new MSc in Data Analytics for Government (MDataGov), a programme designed to equip the next generation of government data scientists and statisticians with an advanced set of skills and abilities. The Campus is funding 10 part-time students on the new course: 5 from ONS, 5 from wider Government. The MSc was developed in partnership with the Government Statistical Service (GSS) Learning Academy and is being provided by Oxford Brookes University, University College London and the University of Southampton.
Professional	Deliver data science projects that contribute to ONS outputs	The Campus has developed a "Superfast GDP" indicator based on VAT turnover returns, as featured in the Financial Times. Economic Statistics and the Data Science Campus have agreed that the Superfast GDP will go into regular production in 2018, our first output to go into production.
Innovative	Enhance ONS's reputation for data science	To meet the thirst for more local data, we have developed a new interactive visualisation tool which combines information collected by ONS with open data to paint a more detailed picture of the fishing industry in the UK, without identifying individuals or businesses. All the code and instructions for the app can be found on the Data Science Campus Kamino Github repository. The accompanying non-disclosive dataset can be found in the repository and a hosted version of the app is also available. This output had over 750 visits in the first week it was published, demonstrating the demand for this kind of analysis.
	Assess the value to ONS of non-traditional data sources and new technologies	We have developed code for identifying trees in urban areas from Google Street View and are creating a library of images across the country which will be a resource for future projects. The UN Global Pulse Lab has taken an interest in this work to map the urban forest and have started implementing the

		process developed by the Campus for Jakarta by downloading Google Street View images.
	Develop data science methods and apply them to provide decision makers with greater insight	In November 2017, we launched the Campus development of an open-source, re-usable data visualisation tool for reporting on Sustainable Development Goals (SDGs) alongside a full SDG release by ONS. This tool had been adopted by numerous other countries.
Efficient	Develop and strengthen partnerships to facilitate access to data, skills and resources	Barclays and the Campus held a two-day hackathon in November. Around 25 colleagues from across ONS joined a similar number of Barclays analysts to tackle challenges on economic indicators, regional statistics and financial inclusion. The event is part of an ongoing collaboration with Barclays to explore the value in payments data and share knowledge on data science capability. Following the successful hackathon with Barclaycard, a joint pilot project has been agreed. This is based on the winning team's proposal from the Hackathon, and will explore the development of rapid regional economic indicators using payments data. The project team will include ONS and Barclaycard analysts, subject matter experts, and data experts and is expected to conclude in July 2018. We now have access to Maritime and Coastguard Agency (MCA) data on ship positions – through the Automatic Identification System (AIS) – and real-time reporting data from the Consolidated European Reporting System. We are using the data to study traffic and trade at UK ports, in collaboration with the Department for International Trade, Statistics Netherlands and the MCA. We are also building a collaboration with the United Nations (UN) Global Pulse Lab in Jakarta based on this dataset.
Capable	Grow data science skills across ONS	We welcomed six new Data Analytics Apprentices to the Data Science Campus on 11 September, most having come straight from school or university. The first cohort of eight apprentices, who started their programme last year, have now moved into other directorates in ONS to gain more hands-on experience applying data science techniques to business problems. The Campus has mentored over 20 projects, for mentees across ONS, other government departments and the Devolved Administrations

	Be an inspiring, innovative and inclusive place to work	In the results from the October 2017 People Survey the overall Engagement Index score for the Campus was 73% – the highest among ONS Directorates and 7 percentage points above the benchmark for "high-performing units" across the Civil Service. The positive score for Inclusion and fair treatment was 93%: 9 percentage points above the high-performing units' benchmark.

Annex C   Full list of Data Science Campus projects

Project	Summary	Partners
Superfast GDP indicator from VAT turnover data	Develop an early estimate of the direction of economic growth using company-level VAT returns to develop a real-time indicator for GDP of primary benefit to economic policy makers	ONS National Accounts, Bank of England, HM Treasury
Understanding the UK shipping network	Analyse data on ships and goods to inform trade, transport and environmental policy in the UK to support DIT and Defra. Explore the relationship between shipping and UK trade, focusing on: national, continental and international port links; movement of waste and hazardous materials and the identification and prediction of delays at ports	DIT, HMRC, Stats Netherlands, Stats NZ, UN Global Pulse, ONS Economic Statistics
Sustainable Development Goals visualisation tool	Develop an open source, re-usable interactive tool to enable the UK and other governments to monitor performance against Sustainable Development Goals (SDGs). Published alongside a full SDG release by ONS, and reused by international partners	ONS SDG team, DfID, international partners
Social & economic indicators from satellite images	Create insight from satellite images to support policy decisions. Produce social and economic indicators for urban areas by developing a satellite image classification, object detection and segmentation pipeline	ONS Economic Statistics & Public Policy teams, DEFRA
Measuring the urban forest	Assess the contribution of greenery in towns and cities to the UK's Natural Capital by creating a local level national foliage dataset from images captured by Google Street View and classified based on their colour spectrum analysis and neural network classifiers	DEFRA, ONS Natural Capital team, UN Global Pulse
Automatic classification of financial sector companies	Improve the quality, coverage and granularity of UK's financial statistics by applying machine learning and text analysis to classify the financial sector to support fiscal and economic policy makers and financial regulators.	Bank of England, ONS Flow of Funds
Employment prospects visualisation tool	Produce an interactive tool to enable government analysts and policymakers to explore data on employment prospects for English Local Authority areas	Cabinet Office Policy Lab
Explaining tourism and migration statistics	Provide new insights into detailed migration and tourism patterns to benefit policy makers in the UK to complement the International Passenger Survey (IPS), by applying machine learning techniques to geo-tagged Flickr photo data	DCMS, ONS social surveys

Economic and social impact of the fishing industry	Publish an on-line, interactive tool for policy makers, using ONS data to produce local-level economic indicators and data visualisations for a single industry (fishing) that do not disclose private data. This tool could be applied to other industries	DEFRA, Scottish Government
Improving calorie intake estimates	Support public health policies by improving our understanding of how much the UK is eating. Assess the discrepancy between the self-reported calorie intake data and actual UK obesity levels and evaluate the use of this estimate to re-calibrate official statistics	Cabinet Office, DEFRA, ONS Health Analysis
Identifying emerging technologies from patents	Identify ground-breaking products and technologies by applying machine learning to patents and data on emerging technologies to explore relationships between specific features and groups of new products, of primary benefit to those developing of industrial strategies.	IPO, BEIS
Understanding the People Survey	Support better management of the civil service by gaining insights, initially from ONS HR, finance, performance and People Survey data, through analysis and visualisation tools for effective communication	Civil Service HR teams
Building a survey question bank	Reduce the form-filling burden on businesses and the public and improve the compatibility of survey results by converting ONS business surveys to machine readable formats and perform question harmonisation using text analytics to help enable the roll-out of on-line surveys	ONS Data Collection teams
Website search and intent	Improve the experience of users searching the ONS website by performing text analysis on the search queries, classifying the user personas and understanding the user intent	ONS Digital Publishing
Social media themes and sentiment	Inform strategies for publicising Wales to boost tourism and trade by analysing key topics in social media posts when people discuss #Wales across the World	National Assembly for Wales
Characteristics of private landlords	Inform housing policy through better understanding of the private landlords' sector. Apply different clustering techniques to the Private Landlords Survey to create data-based personas of private landlords and analyse the group characteristics	Cabinet Office Policy Lab

Annex D   Governance and the Advisory Board

Background
1. The Data Science Campus is a Directorate within ONS, reporting to the National Statistics Executive Group (NSEG) through the Director General for Data Capability, Heather Savory. The Campus is led by a SCS2 grade Managing Director (MD), Tom Smith. The governance arrangements mirror those for other ONS directorates, and adhere to all existing policies and frameworks to uphold ethical principles and safeguard data.

2. An advisory group of experts drawn from government, academia and industry will be established by the end of 2017/18 to advise the Director General for Data Capability and the Campus MD on research priorities, partnerships, ethical issues and legal considerations. Where appropriate, advice on data ethics will be sought from the National Statistician's Data Ethics Advisory Committee (NSDEC).

Terms of Reference
3. It is envisaged that the Advisory Board's main roles will be to:

   i.   provide advice on Data Science Campus activities and the delivery of its strategic objectives;
   ii.   provide guidance on the development of the Campus and help the ONS executive give assurance to the Authority Board that the infrastructure is established and maintained in ways that serve the public good;
   iii.   review regularly how the Campus is working across ONS and government;
   iv.   advise on the principles, policies and procedures of the Campus;
   v.   help resolve any high level issues which inhibit the Campus achieving its goals;
   vi.   oversee standards and performance of the Campus;
   vii.   help identify strategic risks to meeting Campus objectives and advise on their mitigation;
   viii. help oversee public engagement and communications strategies; and
   ix.   advise on the opportunities for the development of the Campus.

4. The Advisory Board will be chaired by the Director General for Data Capability. The Campus will provide the Secretariat.

5. The Advisory Board would aim to meet quarterly, in Newport or London. Board members should attend meetings where possible, in-person or via teleconference. Meeting attendance should not be delegated to colleagues.

Transparency and communication
6. The Board membership will be published on the Campus blog.

7. A public communication, or blog, will provide information on the work of the Board and the issues discussed after each meeting.

Membership
8. To support the wide-ranging remit of the Data Science Campus, membership of the Advisory Board should be cross-sectoral, and cover a range of skills and experience:

   • *Sectors*: Academia; Commercial; Third sector; Government.

   • *Experience / skills / areas*: Public interest; International; Data producer/ holder; Data user / service provider; Data ethics.

9. The table below sets out our initial draft set of members proposed for the Data Science Campus Advisory Board; we welcome discussion and comments from the Authority Board. Many of the individual members proposed will be able to draw on their broader experience as well as their current roles. Please note that we have not formally contacted the proposed members, and plan to do so following the Authority Board meeting.

Role	Name	Role	Organisation
Chair	Heather Savory	Director General, Data Capability	ONS
Deputy Chair	Tom Smith	Managing Director	ONS Data Science Campus
Member	Caroline Bellamy	Chief Data Officer	Ordnance Survey
Member	Claire Melamed	Executive Director	Global Partnership for Sustainable Development
Member	David Hand	Non-Executive Board member	Authority Board
Member	Geoff Little	Deputy Chief Executive	Greater Manchester Combined Authority
Member	Glyn Jones	Chief Statistician	Welsh Government
Member	Hazel Hobbs / Emily Ackroyd (job share)	Director for Strategy and Engagement	Government Digital Service (GDS)
Member	Helen Margetts	Professor	Alan Turing Institute / University of Oxford
Member	Hetan Shah	Chief Executive	Royal Statistical Society
Member	John Taysom	Co-founder	Privitar
Member	Matt Leach	Chief Executive	Local Trust
Member	Sofie De Broe	Scientific Director	Center for Big Data Statistics, Stats Netherlands
Member	Sophia Olhede	Professor	University College London
Member	Vanu Thakuriah	Director	Urban Big Data Centre
Secretariat	Peter Fullerton	Deputy Director	ONS Data Science Campus
	Anya Crisp-Patterson	Head of Business Delivery	ONS Data Science Campus

10. In addition, ONS staff members (including the Data Science Campus) will attend meetings as required for specific items.

Annex E   Future direction

Background
1. The core activity of the Data Science Campus is, and will remain, research. The Campus aims to deliver research outputs for public good and in doing so to develop data science methods and apply them to provide decision makers with greater insight, in support of the Authority's Better Statistics, Better Decisions strategy. Research projects are undertaken with partners across ONS, wider government, academia and industry to enable access to as wide a range of data, techniques and technologies as possible to increase the understanding and application of data science within the Campus and ONS.

2. The secondary activity of the Campus is to grow data science skills within ONS and across government Analytical Functions, and to enable techniques and approaches developed within Campus research activities to be adopted as standard practice throughout ONS and government. The establishment of a dedicated Data Science Training Unit in January 2018 within the Data Science Campus in partnership with the ONS Learning Academy is enabling the delivery of a wide range of data science training programmes to both practitioners and policy makers across ONS and wider government.

Support for ONS
3. Data science training within ONS has historically been individual-led, with staff self-selecting training courses based on their own personal assessment of their development needs. With the launch of the Data Science Training Unit, the focus has transitioned to providing trainings at a departmental level, working with managers to tailor a training programme to suit the business needs of their team as a whole. Individuals are mentored by experienced Campus data scientists through programmes like the Data Science Academy and campus sponsorship for colleagues to undertake the ONS-developed Masters in Data Analytics for Government (MDataGov) will continue, whilst the shift to business-driven programmes will deliver the most effective results for ONS.

4. A range of programmes delivered by the Campus across ONS are in progress including projects and capacity-building activities:

   i. Campus data science project work delivered in partnership with ONS teams include the "Superfast GDP" indicator based on VAT returns, the "urban forest" project with the Natural Capital team, and the open-source, re-usable data visualisation tool with the SDG team.
   ii. The Campus delivers the ONS Data Science Academy mentoring programme, providing mentorship to 3-month cohorts of individual data scientists from across ONS;
   iii. Census: This programme will include trainings in the programming language Python delivered from March 2018 and collaboration on joint operational and research projects;
   iv. Public Policy Analysis (PPA): Support for PPA's data science programme is being transitioned from an external provider to the Campus. A full programme of mentorship and training in the programming language R will be delivered from January 2018;
   v. Economic Statistics: Trainings in the programming language Python will be delivered from February 2018 with a focus on supporting Trade Statistics; and
   vi. Retail Sales Inquiry: This programme in summer 2018 will support the department's transition to the new Cloudera platform, and will focus on the programming language Python.

Support for GSS and wider Government
5. Within wider government, ONS has a mandate to lead on data science capability. The Campus drives this activity in partnership with the ONS Learning Academy within the Government Statistical Service (GSS) and with the Government Digital Service (GDS)

outside the GSS. This ensures that good practices and methodological rigour in data science established within ONS are embedded throughout wider government, and supports the strategic vision of the National Statistician for the development of data science within the Analytical Functions.

6. A number of formal programmes across the GSS and other government departments are currently underway, including skills building and collaborative project work:

   i. Ministry of Justice (MOJ): The Campus is delivering a training programme in the programming language R to between 150 and 250 staff across the Analytical Functions, primarily in London;

   ii. Northern Ireland Statistics and Research Agency (NISRA): The Campus is supporting the growth of data science through mentorship of data science research projects, through the provision of graduate level Continuous Professional Development modules delivered by Oxford Brookes University onsite at the Campus in Newport, and through sponsorship of NISRA staff to undertake MSc programmes in Data Science at Queen's University, Belfast;

   iii. Department for the Environment, Farming and Rural Affairs (DEFRA): The Campus is supporting the development of a data science hub within the office of the DEFRA Chief Science Advisor in London through direct training and mentorship of data science research projects;

   iv. Accelerator Programme: The Campus partners with GDS to deliver the Government Data Science Partnership (GDSP) Accelerator programme, with Campus data scientists providing mentorship to 3-month cohorts of individual data scientists from across government;

   v. Exemplar Programme: The Data Enabled Change Accelerator (DECA) programme, established by John Manzoni as part of the Data Advisory Board, has requested additional support from the Campus to mentor the next phase of data science Exemplar projects across government; and

   vi. The Campus is collaborating with the Open Innovation Unit in Cabinet Office to launch a centralised cross-government programme which will place MSc, PhD and Post Doctoral data scientists into government to undertake project work, with an initial pilot with Bath, Lancaster, Southampton and Warwick Universities.

Conclusion

7. Based on the demand for Campus support and services from wider government, an opportunity exists to place ONS at the heart of data science within government, supporting the growth of the Analytical Function and bringing the standards and methodological rigour that exists within ONS and the GSS to all parts of government.

8. To meet the demand for both collaborative research and training and development programmes, the Campus is seeking to radically expand the scale and scope of its research and capability building activities, increasing headcount to 100 by March 2020. As well as the increased resource costs, funding for a new physical hub for data science on the Newport site would be required to provide the space and facilities needed. To realise this vision, the Campus is in discussions with several commercial organisations to secure the investment that would be required to deliver against these objectives.

UK STATISTICS AUTHORITY

SA(18)07

Business Plan

This document will be published on the UK Statistics Authority website in due course.

The document will be available at:

https://www.statisticsauthority.gov.uk/about-the-authority/strategy-and-business-plan/

UK STATISTICS AUTHORITY

SA(18)08

People Survey Analysis – Findings and Recommendations

Purpose

1. This paper presents the key findings of the 2017 People Survey analysis. Statistical analysis was conducted by a team of analysts from People Analytics, Data Science Campus and Social Survey Division. The paper outlines evidence-based recommendations for action intended to increase employee engagement, and related outcomes such as increased performance across ONS, in accordance with research and good practice.

Recommendations

2. Members of the Authority Board are invited to:

   i. note and discuss the key findings from the analysis at **Annex A**; and
   ii. engage in a discussion and endorse future actions with a commitment to drive engagement-enhancing activity throughout the year.

Background

3. Employee engagement touches all parts of human resource management, has evidenced links with high organisational performance and can be driven by the culture fostered in ONS through effective management and leadership.

4. Employees who have good quality jobs and are managed well, will not only be happier, healthier and more fulfilled, but are also more likely to be more productive, drive better outcomes and innovate[1].

5. Generally, employees who are fully engaged with an organisation's culture are more likely to deliver greater discretionary effort and higher performance, especially during periods of significant transformation. Giving greater emphasis to the importance of engagement will lift productivity and increase the likelihood of delivering success[2].

6. Research in the area suggests that lower engagement manifests in an organisation undergoing change[3]. The implication for the future is that engagement would increase once equilibrium in culture has been secured.

7. To produce the analysis presented in this paper, a range of analytical tests were used including regression, significance testing and cluster analysis. Full findings and scores can be seen at Annex A. Those who worked on this project are listed in Annex B

Discussion

8. Key highlights of the survey results are as follows:

   i. Employee Engagement Index (EEI)

      In ONS, EEI as measured by five key questions, increased between 2016 and 2017 by 2 percentage points to 61 per cent, the highest it has been since the survey began. This has been achieved despite the uncertain, volatile and

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[1] Chartered Institute of Personnel and Development (CIPD): Employee engagement and motivation, *'Understand the concept of employee engagement and learn how to build an engaged and motivated workforce'* (14 Sept 2017)

[2] Solomon Markos and Sandhya M Sridevi, 'Employee Engagement: The Key to Improving Performance', *International Journal of Business and Management*, 5 no. 12 (2010), pp.89-96 (p.89).

[3] Catherine Truss, Amanda Shantz, Emma Soane, Kerstin Alfes & Rick Delbridge, 'Employee engagement, organisational performance and individual well-being: exploring the evidence, developing the theory', *The International Journal of Human Resource Management,* 24, 14 (2013), pp.2657-2669.

ambiguous environment large scale change tends to bring to any organisation. Those parts of UKSA outside ONS had an engagement score of 71 per cent.

ii. Response rates

Response rates increased by almost 8 per cent to 79 per cent in 2017 however there are some differences in how well respondents represented the overall ONS population, which can be seen on page 21 in Annex A.

iii. ONS comparison with High Performing Offices and OGDs

Whilst ONS is now above the civil service average score we are lower on EEI and all themes in comparison to the benchmarked high performing offices provided by Cabinet Office.

However in comparison to OGDs of a similar size, ONS ranked 8th on EEI out of 20. ONS ranked 5th on *Resources and Workload* (73per cent), 8th on *Learning and Development* (53 per cent) and 9th on *Pay and Benefits* (29per cent) and *Wellbeing* (63 per cent). The lowest ranking themes are *My Team, My Manager* and *My Work*. Full results are on page 6 in Annex A.

iv. Strongest Driver of Engagement

Regression analysis was undertaken to determine the strength of association of the themes with overall engagement. *Leadership and Managing Change* is the biggest significant driver closely followed by *Inclusion and Fair Treatment* and *My Work*. All nine questions in the L*eadership and Managing Change* theme increased in 2017 between 1-8 percentage points suggesting the effort invested in engaging people in the change journey is beginning to be realised.

For ONS, *Inclusion and Fair Treatment* is the second strongest driver of engagement; and yet, notwithstanding the significant effort to improve diversity and inclusion, the discrimination score remains constant.

v. Strongest Predictor of Engagement

Cluster analysis of performance, attendance and engagement variables confirmed that performance and engagement levels decrease as absence increases. In 2016, absence was a strong predictor of engagement levels, but *Leadership and Managing Change* is more influential in 2017. It would appear the way in which people lead and manage change, is more impactful than other factors, such as pay, remuneration and work satisfaction. Therefore, this should be an area of focus.

vi. Taking action

Only 35 per cent of people thought action had been taken on the results from the 2016 survey; this was a rise of 2 percentage points on last year results. Despite this, 43 per cent actually believe action will be taken this year and 31 per cent of people unsure.

vii. Discrimination, Harassment and Bullying

12 per cent of employees reported experiencing discrimination; this mirrors the overall Civil Service result; there was no significant difference between gender reporting. However, when selecting a reason significantly more women reported feeling discriminated against due to their working pattern

11 per cent of employees reported experiencing bullying and harassment; the same as 2016. Statistically there were minimal differences in the degree to which different groups of people experienced this.

Research shows that discrimination, harassment and bullying is a relative concept, with individuals experiencing it along a continuum and from a range of sources. Organisations who wish to elicit the very best from their people, must consider the interactions that occur between people: from a vertical (line manager-employee relationship) and horizontal (peer-to-peer) perspective, as well as across hierarchical and departmental boundaries, places: locations and working environments, and processes: ways of working that have the power to both elicit or quench personal attachment. Understanding the unique impact of these dimensions will provide greater clarity and direction on eradicating the type of interactions that prevent high effort and productivity.

Demographic differentials

viii. Gender

Statistical testing confirmed that women are more engaged than men, with a significant difference between the extent to which they are content with their *Pay and Benefits* (women 33 per cent; men 27 per cent). *Pay and Benefits* refers to the full remuneration and flexible working package.

ix. Profession

Analytical Professions (64 per cent) are significantly more engaged than Digital and Technology (58 per cent), Operational Delivery (60 per cent) or other professions (60 per cent), notably in *Learning and Development*. This is a positive reflection of the increased learning interventions offered through the Data Science Campus and Learning Academy in 2017 in response to the need to enhance analytical capability. Conversely, those in the Operational Delivery profession scored significantly lower on *Learning and Development* and those in the Digital profession on *Organisational Objectives and Purpose.*

x. Age

The results suggest younger employees are generally and significantly more engaged than older employees. As age increased, EEI scores decreased. Across the themes the largest decrease was seen in *Learning and Development* and *Pay and Benefits*. Differences also existed in *Leadership and Managing Change* with positive scores decreasing as age increased.

20-24 year olds were significantly more likely to agree the organisation was committed to creating a diverse and inclusive workplace (89 per cent). This age group has the largest proportion of BAME employees. The effort to enhance the working environment to be more inclusive for those in a minority has proven to be somewhat effective for these individuals.

xi. Grade (excludes field)

SCS scored significantly higher than all other grades on the EEI and all themes, most notably in *My Work*. G6/7s scored higher in *Organisational Objectives and Purpose* than other grades. Those more closely connected to the strategic mission elicit higher engagement due to the increased opportunity to contribute to defining the direction of travel for the organisation.

HEO/SEO grades were the least engaged grade group overall. We know that higher levels of autonomy over how one conducts their work can enhance the degree to which they feel engaged in it, deliver higher organisational performance and nurture a culture of high delivery.

xii. Length of service

Results indicate those with service of up to 1 year displayed higher levels of engagement than all others (69 per cent), with a decline in positive scores as length of service increases. Notably, the degree of engagement spikes again following the 10 year point, but not to the same extent as in the first year.

xiii. Working pattern

The evidence suggests those in full time employment tend to be more engaged than part time employees. Overall those in full time roles had higher engagement scores than those who worked part time, with the exception of *Organisational Objectives and* Purpose and *Resources and Workload*, suggesting those who are part time have greater clarity around what they are trying to do and that their workloads are proportionate to the hours worked.

Future actions

9. In light of these results, and following an in-depth discussion at the National Statistics Executive Group (NSEG), the focus for future attention will centre on:

   i. Internal Pay & Reward Team to work with the Labour Market Analytics Team to complete a factual analysis on pay and report back to NSEG in due course;
   ii. People Analytics to work with the Data Science Campus to complete an in-depth analysis on bullying and harassment to produce some tangible actions, reporting back to NSEG in March;
   iii. A working group to be set up to consider management quality and management behaviours and produce a management framework/set of standards (which will form the basis of a management training programme);
   iv. HR Business Partners to work with individual directorates to provide the further analysis needed for each directorate to deal with local issues;
   v. A review the induction/on boarding of new employees to ensure that they have an understanding of the purpose and objectives of the organisation and their role in it;
   vi. An assessment how the organisation communicates the purpose and objectives of the organisation at all levels; and to promote the Civil Service Leadership Statement;
   vii. Organisational purpose and objectives to be considered as part of the business planning process so that it provides a framework for accountability; and
   viii. Work to continue to shape the programme of SCS events for 2018, continuing the emphasis on culture, empowerment and conflict.

Conclusions and next steps

10. For the second consecutive year ONS has seen general increases in engagement scores. This is a positive outcome given the uncertain environment dominated by a complex change agenda. These conditions are generally known to derail the engagement of employees in any organisation.

11. ONS is transforming and needs to deliver its business in a radically different way. This requires all individuals to be engaged with the change and ONS. Engagement is built on two-way communication, and therefore all individuals have a responsibility to create a positive working environment built on strong attachment, trust and empowerment. Creating this will allow ONS to reap the organisational benefits of a highly engaged workforce and ensure sustainable high organisational performance.

12. With the maturing of the People Analytics team, and collaboration across the business, we have looked at the data in a new way, resulting in improved insight that can better enable evidence-based decision making. This will continue in coming years with more in-depth trend analysis becoming available.

13. A full analysis pack has been made available for all Directorates to support local action, and HR Business Partners will be fully supportive of Directors in driving forward evidence-based activity. Moreover, an additional piece of in-depth analysis can be carried out for each Directorate, on a specific question it needs answered. HR Business Partners will work with Directorates to identify what this is for them.

Elaine Mahon, People Analytics
Jackie Noorden, People & Performance, 8 January 2018

List of Annexes

Annex A   People Survey Analysis
Annex B   Analysis team members

Introduction to the People Survey 2017 - A guide to using this report

01.

The People Survey results provide you with an opportunity to review and reflect.

Take the time to digest the responses and identify what is working well, what is working less well and start to ask yourself why opinions are the way they are.

02.

Employee engagement is beneficial to the individual and to the organisation. To build engagement you need to build trust.

The way in which you explore these results and enlist the help of others to address the findings can help. Establish open channels of communication where ideas can be shared and problems can be resolved.

03.

Where are opinions strongest?

Don't forget to celebrate what is working well and look at how you can build on those successes

04.

What makes a difference?
Tests of statistical significance have been used to draw out the topics which are having the biggest impact on your employees' engagement score. By focusing efforts here you are more likely to have a bigger impact on engagement.

05.

Draw on your experiences and keep an eye on the future.

Engagement doesn't happen in a vacuum. Keep in mind what has happened over the last year and what will or might happen in the future. Engaged employees support a dynamic organisation.

06.

Don't try to do everything.

Prioritise your actions and enlist the help of others.

What is Employee Engagement?

Employee engagement is an outcome of working experiences. It is a culmination of thoughts, expectations, and culture. The five questions here are used to produce an engagement score for each employee. They capture engagement through asking how colleagues talk about their organisation, whether they have an emotional attachment to their organisation, and whether their organisation inspires them.

Glossary of Terms

% positive

The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
pp = Percentage points

Employee Engagement Index (EEI)

The survey includes five questions that make up the engagement index (B47-B51). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

Previous survey

Comparisons to the previous survey relate to the results from the 2016 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'.

Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

CS High Performers

For each question, this is the upper quartile score across all organisations that have taken part in the 2017 Civil Service People Survey.

Results pertain to ONS only. UKSA raw data was not available at the time of analysis. Having received the raw data, we investigated the impact exclusion of these scores would have on the overall results. The impact would be minimal.

Section 1: Headline Results

1. About this Section

This section shows the headline EEI and theme scores for ONS and how these have changed over time as well as comparisons to other Civil Service Departments.

3. This section includes changes in EEI and theme that were significantly different between 2016 and 2017 for demographics including:
- Age
- Ethnicity
- Gender
- Grade
- Length of Service
- Location
- Profession

2. Tests of statistical significance were carried out to determine particular groups of people who were more or less likely to be engaged, and more or less likely to answer positively across the nine themes of engagement.

4. Click on a particular Group, Directorate or Division to see the relevant results.

5. Try to identify where is best to focus activity that will increase engagement.
Celebrate what is working well and look at how you can build on those successes.

Please note:
Narrative provided relates only to top level ONS results.
Significance is only shown at the ONS level.
% denotes positive score in each theme.

Where significant differences were found, these are indicated by a blue star and yellow star.
Blue star = statistically significantly lower than the average.
Yellow star = statistically significantly higher than the average.

Response groups of less than 20 have been removed to preserve anonymity.

Headline Figures - EEI* and Themes of the People Survey

Engagement Index

	2016 EEI*	2017 EEI*
ONS	59%	61%

Engagement, as measured by the EEI, is the highest it has been since 2009. The overall score dipped in 2015, as did many of the individual themes - *Organisational Objectives and Purpose*, *Leadership and Managing Change* and *Pay and Benefits*. Notably, *My Manager* and *My Team* has remained fairly stable, and *Learning and Development* has seen a generally increasing trend.

Comparison of EEI* and Themes over time

Legend:
- Engagement Index
- My work
- Organisational objectives and purpose
- My manager
- My team
- Learning and development
- Inclusion and fair treatment
- Resources and workload
- Pay and benefits
- Leadership and managing change
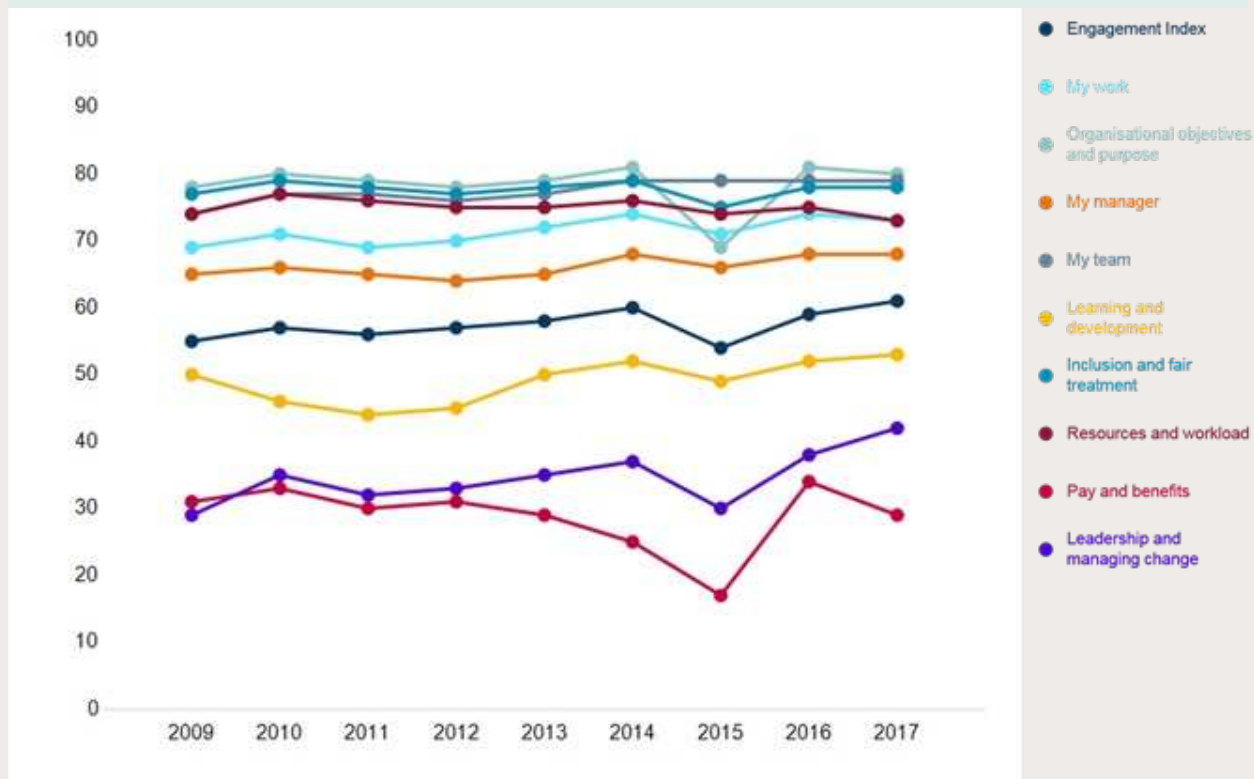
Response Rate

	2016	2017
ONS	71%	79%

3,344
Employees gave their feedback

6pp**
Higher than response rates of organisations of a similar size

*EEI = Employee Engagement Index
**pp = percentage points

Comparison Between ONS and CS** High Performers and Top 14 Scoring OGDs*** of Similar Size

8th
ONS rank against OGDs of a similar size (2500-5000 employees)

5th
ONS rank on *Resources and Workload* Theme

DEFRA & DSTL
High on *Organisational Culture*

*EEI = Employee Engagement Index
** CS = Civil Service
*** OGDs = Other Government Departments

Acronym	Similar sized Government Departments	2017 EEI*	2016 EEI*	Incl & Fair Treat	Lead & Man change	L&D	My Mgr	My team	My work	Org Culture	Org Obj and Purpose	Pay & Ben	Res & Workload	Taking action	Wellbeing
DFID	Department for International Development	1 / 71%	1 / 71%	10 / 78%	2 / 49%	1 / 63%	3 / 72%	12 / 80%	2 / 80%	8 / 74%	1 / 87%	5 / 37%	8 / 72%	1 / 56%	8 / 63%
CO	Cabinet Office	2 / 65%	2 / 65%	7 / 79%	8 / 44%	6 / 55%	8 / 70%	2 / 85%	4 / 79%	6 / 76%	13 / 73%	10 / 28%	7 / 73%	4 / 46%	6 / 64%
DIT	Department for International Trade	3 / 63%	10 / 56%	8 / 79%	4 / 48%	13 / 51%	7 / 70%	10 / 81%	11 / 77%	11 / 72%	3 / 84%	11 / 26%	14 / 66%	8 / 44%	3 / 65%
DFE	Department for Education	4 / 63%	4 / 62%	3 / 81%	6 / 48%	5 / 56%	1 / 74%	4 / 84%	8 / 78%	7 / 75%	8 / 81%	2 / 44%	10 / 72%	7 / 45%	10 / 62%
MOJHQ	Ministry of Justice HQ	5 / 63%	5 / 61%	2 / 81%	3 / 48%	9 / 53%	5 / 71%	3 / 84%	5 / 79%	4 / 76%	6 / 82%	6 / 35%	9 / 72%	3 / 49%	5 / 64%
WG	Welsh Government	6 / 62%	3 / 62%	6 / 80%	12 / 41%	12 / 51%	4 / 72%	8 / 81%	10 / 77%	12 / 71%	4 / 83%	1 / 52%	4 / 73%	14 / 34%	2 / 65%
HMPPHQ	Her Majesty's Prison and Probation Service HQ	7 / 62%	7 / 58%	5 / 80%	7 / 46%	3 / 57%	2 / 73%	1 / 86%	1 / 83%	3 / 77%	2 / 85%	3 / 40%	2 / 74%	9 / 42%	1 / 65%
ONS	Office for National Statistics	8 / 61%	6 / 59%	11 / 78%	10 / 42%	8 / 53%	11 / 68%	13 / 79%	12 / 73%	10 / 73%	9 / 80%	9 / 29%	5 / 73%	11 / 39%	7 / 63%
DEFRA	Department for Environment, Food and Rural Affairs	9 / 61%	12 / 56%	1 / 82%	5 / 48%	4 / 57%	6 / 71%	5 / 84%	3 / 79%	1 / 77%	7 / 81%	8 / 30%	12 / 69%	6 / 45%	11 / 61%
LR	Land Registry	10 / 60%	9 / 56%	13 / 75%	13 / 41%	14 / 47%	13 / 65%	9 / 81%	14 / 67%	14 / 68%	10 / 79%	7 / 33%	1 / 74%	10 / 39%	12 / 60%
PHE	Public Health England	11 / 59%	8 / 56%	9 / 79%	11 / 42%	11 / 52%	10 / 69%	11 / 80%	7 / 78%	9 / 74%	11 / 76%	4 / 38%	3 / 73%	5 / 46%	4 / 64%
HMPO	HM Passport Office	12 / 57%	11 / 56%	14 / 71%	9 / 43%	10 / 53%	12 / 67%	6 / 83%	13 / 68%	13 / 71%	5 / 83%	13 / 24%	6 / 73%	12 / 37%	13 / 60%
BEIS	Department for Business, Energy and Industrial Strategy	13 / 56%	14 / 54%	4 / 80%	1 / 51%	2 / 59%	9 / 70%	7 / 82%	6 / 79%	5 / 76%	12 / 75%	12 / 25%	11 / 71%	2 / 49%	9 / 62%
DSTL	Defence Science and Technology Laboratory	14 / 56%	13 / 55%	12 / 75%	14 / 33%	7 / 54%	14 / 62%	14 / 76%	9 / 77%	2 / 77%	14 / 67%	14 / 23%	13 / 66%	13 / 37%	14 / 58%
	Civil Service High Performers (organisation level)	65%	64%	80%	51%	57%	72%	84%	79%	76%	87%	36%	75%	51%	64%
	ONS	61%	59%	78%	42%	53%	68%	79%	73%	73%	80%	29%	73%	39%	63%

EEI* and Theme scores by Directorate

	2015 EEI*	2016 EEI*	2017 EEI*	Change in EEI* from 2016
DSC			73%	
BSD	55%	63%	65%	2%
Census	54%	65%	64%	-1%
PPA	52%	64%	63%	-1%
NAES	51%	60%	63%	3%
ONS	54%	59%	61%	2%
MDR			61%	
EST		56%	61%	5%
DC	55%	59%	60%	2%
DST	50%	54%	59%	5%
Finance	56%	63%	58%	-5%
Communication	52%	49%	48%	-2%

DST, EST & NAES
Large increase in EEI

Finance, Comms, Census
Decrease in EEI

*EEI = Employee Engagement Index

	2016 EEI*	2017 EEI*	Org objectives & purpose	My team	Inclusion & fair treatment	Resources & workload	My work	My manager	Wellbeing	L&D	Leadership & managing change	Taking Action	Pay & benefits	No experience of bullying & harassment	No experience of discrimination
DSC		1 / 73%	11 / 65%	1 / 87%	1 / 93%	9 / 68%	1 / 83%	9 / 66%	4 / 63%	2 / 65%	1 / 65%	6 / 43%	2 / 40%	1 / 90%	1 / 97%
BSD	4 / 63%	2 / 65%	1 / 83%	8 / 80%	8 / 76%	4 / 74%	2 / 81%	4 / 70%	6 / 62%	5 / 61%	3 / 49%	4 / 46%	4 / 39%	9 / 80%	8 / 77%
Census	1 / 65%	3 / 64%	4 / 81%	7 / 86%	3 / 83%	1 / 75%	8 / 75%	3 / 72%	3 / 64%	4 / 63%	4 / 48%	2 / 50%	1 / 47%	8 / 80%	6 / 81%
PPA	2 / 64%	4 / 63%	7 / 80%	3 / 87%	2 / 84%	6 / 73%	3 / 81%	6 / 68%	5 / 62%	6 / 59%	6 / 47%	3 / 46%	3 / 39%	5 / 85%	2 / 86%
NAES	5 / 60%	5 / 63%	8 / 78%	5 / 86%	4 / 83%	5 / 73%	4 / 80%	1 / 75%	8 / 59%	3 / 65%	5 / 47%	1 / 50%	5 / 34%	2 / 87%	3 / 84%
MDR		6 / 61%	5 / 80%	4 / 86%	6 / 78%	7 / 72%	9 / 75%	8 / 66%	10 / 59%	7 / 55%	11 / 36%	7 / 34%	9 / 29%	10 / 76%	9 / 74%
EST	7 / 56%	7 / 61%	2 / 82%	6 / 86%	5 / 83%	3 / 74%	5 / 78%	2 / 73%	9 / 59%	1 / 67%	2 / 49%	5 / 43%	8 / 31%	4 / 85%	4 / 83%
DC	6 / 59%	8 / 60%	3 / 82%	10 / 72%	10 / 74%	2 / 75%	10 / 66%	7 / 66%	1 / 67%	10 / 44%	9 / 39%	8 / 34%	11 / 20%	6 / 85%	5 / 82%
DST	8 / 54%	9 / 59%	10 / 71%	2 / 87%	7 / 78%	8 / 69%	7 / 76%	5 / 68%	7 / 59%	8 / 52%	10 / 39%	9 / 31%	7 / 32%	7 / 82%	7 / 80%
Finance	3 / 63%	10 / 58%	6 / 80%	9 / 74%	9 / 75%	10 / 66%	6 / 76%	10 / 61%	2 / 66%	9 / 49%	7 / 44%	10 / 31%	6 / 33%	3 / 86%	11 / 65%
Communication	9 / 49%	11 / 48%	9 / 71%	11 / 67%	11 / 65%	11 / 64%	11 / 63%	11 / 58%	11 / 57%	11 / 41%	8 / 40%	11 / 29%	10 / 26%	11 / 70%	10 / 67%

Rank of all Divisions by EEI*

To view Divisions ranked within a Directorate, please select the Directorate from the drop down list

Directorate
All

	2016 EEI*	2017 EEI*	Org objectives & purpose	My team	Inclusion & fair treatment	Resources & workload	My work	My manager	Wellbeing	L&D	Leadership & managing change	Taking Action	Pay & benefits	No experience of bullying & harassment	No experience of discriminati..
BSD Central including Corporate Planning & Res..	1 - 82%	1 - 69%	1 - 88%	35 - 67%	36 - 57%	32 - 67%	32 - 71%	32 - 62%	36 - 36%	26 - 57%	3 - 54%	24 - 38%	32 - 25%	36 - 71%	36 - 59%
Service Centre	10 - 63%	2 - 67%	11 - 84%	29 - 82%	19 - 83%	4 - 81%	10 - 82%	14 - 73%	10 - 66%	16 - 63%	4 - 54%	11 - 48%	16 - 37%	22 - 82%	19 - 82%
DST Central Office (inc DST Director)	24 - 58%	3 - 67%	15 - 82%	15 - 88%	11 - 84%	5 - 81%	13 - 81%	29 - 65%	1 - 74%	17 - 63%	5 - 54%	17 - 45%	1 - 58%	17 - 83%	29 - 74%
Census Transformation Programme Design	4 - 65%	4 - 67%	17 - 81%	17 - 86%	10 - 85%	16 - 74%	20 - 78%	16 - 72%	15 - 61%	10 - 65%	2 - 55%	6 - 54%	4 - 50%	27 - 80%	20 - 82%
Census BAU	-	5 - 66%	10 - 84%	6 - 91%	3 - 88%	1 - 86%	5 - 84%	11 - 74%	12 - 66%	21 - 61%	8 - 50%	2 - 61%	2 - 54%	3 - 95%	11 - 84%
People and Performance	7 - 65%	6 - 66%	18 - 81%	26 - 84%	35 - 70%	24 - 72%	1 - 88%	13 - 73%	11 - 66%	2 - 71%	9 - 50%	3 - 59%	5 - 50%	34 - 72%	31 - 72%
Public Sector	2 - 67%	7 - 66%	2 - 88%	2 - 92%	13 - 84%	27 - 70%	23 - 77%	8 - 76%	33 - 53%	1 - 71%	7 - 51%	5 - 57%	19 - 35%	11 - 88%	1 - 94%
National Accounts Coordination	23 - 58%	8 - 66%	27 - 76%	5 - 91%	2 - 89%	3 - 82%	3 - 87%	1 - 82%	8 - 68%	13 - 64%	6 - 52%	7 - 54%	14 - 37%	10 - 88%	7 - 88%
Population Statistics	3 - 67%	9 - 65%	15 - 82%	21 - 85%	16 - 83%	21 - 72%	11 - 82%	19 - 70%	9 - 66%	8 - 67%	14 - 48%	15 - 46%	17 - 37%	23 - 82%	3 - 91%
Population Methods and Statistical Infrastruct..	17 - 59%	10 - 65%	26 - 76%	9 - 89%	9 - 85%	23 - 72%	6 - 83%	4 - 77%	35 - 48%	14 - 63%	28 - 39%	9 - 53%	20 - 33%	29 - 79%	17 - 82%
Digital Services Division	12 - 62%	11 - 65%	28 - 75%	2 - 92%	1 - 90%	14 - 76%	8 - 83%	20 - 70%	14 - 64%	9 - 66%	11 - 50%	30 - 32%	8 - 40%	1 - 96%	2 - 92%
Research Support & Data Access	-	12 - 64%	7 - 85%	12 - 88%	27 - 78%	26 - 71%	34 - 68%	31 - 64%	7 - 68%	29 - 55%	29 - 38%	33 - 29%	27 - 29%	31 - 76%	17 - 82%
Strategy & Engagement (inc Support)	-	13 - 64%	5 - 87%	1 - 94%	23 - 81%	9 - 77%	21 - 78%	22 - 69%	31 - 55%	20 - 61%	12 - 49%	13 - 47%	3 - 50%	6 - 92%	24 - 79%
Business Data Operations Division	15 - 61%	14 - 64%	3 - 87%	25 - 84%	21 - 82%	2 - 83%	33 - 70%	5 - 77%	18 - 59%	18 - 62%	18 - 46%	25 - 38%	29 - 27%	14 - 85%	12 - 84%
Knowledge Learning & Capability	14 - 61%	15 - 63%	8 - 85%	34 - 72%	30 - 74%	30 - 67%	4 - 86%	15 - 72%	34 - 51%	32 - 50%	17 - 46%	27 - 35%	20 - 33%	17 - 83%	35 - 69%
Public Policy	11 - 63%	16 - 63%	33 - 72%	18 - 86%	15 - 84%	10 - 77%	15 - 80%	33 - 62%	25 - 57%	27 - 57%	22 - 43%	8 - 53%	11 - 38%	15 - 84%	4 - 90%
Social Surveys Transformation Division (inc DD, ..	-	17 - 63%	20 - 79%	4 - 92%	5 - 87%	7 - 78%	2 - 88%	2 - 80%	6 - 68%	4 - 69%	23 - 41%	16 - 45%	18 - 35%	4 - 95%	21 - 82%
Census Transformation Programme Delivery	9 - 63%	18 - 63%	9 - 85%	10 - 89%	7 - 86%	10 - 77%	31 - 74%	6 - 76%	3 - 72%	11 - 65%	27 - 39%	18 - 43%	7 - 45%	30 - 79%	16 - 83%
Health Analysis and Life Events	8 - 64%	19 - 63%	13 - 83%	27 - 84%	12 - 84%	13 - 76%	9 - 82%	28 - 65%	5 - 70%	28 - 55%	16 - 47%	14 - 46%	12 - 38%	12 - 86%	9 - 85%
Labour Market and Households	16 - 59%	20 - 63%	23 - 77%	28 - 84%	14 - 84%	17 - 74%	7 - 83%	21 - 70%	30 - 56%	31 - 53%	26 - 39%	19 - 41%	31 - 26%	20 - 83%	14 - 83%
Surveys and Economic Indicators	20 - 59%	21 - 62%	22 - 77%	30 - 82%	22 - 81%	22 - 72%	19 - 79%	9 - 75%	27 - 57%	15 - 63%	19 - 46%	22 - 38%	15 - 37%	9 - 88%	10 - 84%
Economic Analysis	-	22 - 62%	35 - 65%	19 - 85%	8 - 85%	20 - 73%	22 - 77%	23 - 69%	2 - 73%	6 - 68%	1 - 56%	28 - 35%	6 - 47%	2 - 95%	4 - 90%
Business Statistics Transformation Division	-	23 - 62%	25 - 77%	7 - 91%	17 - 83%	6 - 80%	12 - 82%	3 - 78%	29 - 56%	19 - 61%	31 - 37%	23 - 38%	36 - 16%	20 - 83%	14 - 83%
Economic Statistics, Change and Support	27 - 56%	24 - 61%	4 - 87%	8 - 89%	6 - 86%	19 - 73%	18 - 79%	10 - 75%	19 - 59%	5 - 69%	10 - 50%	10 - 48%	22 - 31%	8 - 88%	6 - 89%
Well-Being, Inequalities, Sustainability and Env..	13 - 62%	25 - 61%	32 - 74%	13 - 88%	4 - 88%	35 - 64%	16 - 80%	17 - 72%	26 - 57%	25 - 58%	15 - 47%	20 - 41%	13 - 38%	19 - 83%	8 - 86%
Prices	5 - 65%	26 - 61%	24 - 77%	20 - 85%	24 - 79%	12 - 76%	25 - 75%	12 - 73%	17 - 60%	7 - 67%	21 - 43%	4 - 58%	23 - 31%	7 - 89%	23 - 80%
Economic Statistics Research, Strategy & Archit..	6 - 65%	27 - 60%	29 - 75%	31 - 81%	25 - 78%	15 - 75%	29 - 75%	18 - 71%	23 - 58%	12 - 64%	13 - 48%	29 - 34%	25 - 30%	26 - 81%	30 - 73%
Survey Methods and Statistical Computing	19 - 59%	28 - 60%	6 - 85%	23 - 84%	29 - 75%	18 - 74%	24 - 75%	27 - 65%	32 - 55%	24 - 59%	32 - 36%	31 - 31%	30 - 26%	35 - 71%	33 - 71%
Data Architecture & Standards	-	29 - 60%	21 - 78%	24 - 84%	18 - 83%	8 - 78%	14 - 81%	34 - 62%	16 - 61%	35 - 41%	35 - 31%	36 - 19%	35 - 17%	5 - 94%	32 - 72%
Sector and Financial Accounts, Balance of Paym..	28 - 51%	30 - 60%	30 - 74%	16 - 87%	20 - 83%	31 - 67%	17 - 80%	7 - 76%	21 - 58%	3 - 70%	20 - 45%	1 - 65%	24 - 31%	13 - 85%	27 - 78%
Social Survey Division (Inc DD and Support)	22 - 58%	31 - 59%	19 - 81%	36 - 66%	34 - 71%	25 - 71%	36 - 62%	35 - 62%	4 - 70%	36 - 36%	30 - 37%	32 - 31%	34 - 17%	16 - 84%	22 - 81%
Technology Services Division	29 - 45%	32 - 58%	36 - 64%	11 - 88%	26 - 78%	29 - 68%	27 - 75%	24 - 68%	24 - 58%	34 - 46%	33 - 36%	35 - 25%	28 - 27%	25 - 81%	25 - 78%

Statistically Significant Changes in EEI* and Theme Scores from 2016 to 2017 by Workforce Demographic

Instructions

Use this chart to investigate where there has been statistically significant changes across the EEI*, themes and questions about bullying/ harassment, discrimination and wellbeing, by various demographics. Use the tick box to the right to look at one specifc demographic. The % shown represents the positive score on each theme or question, by the specific demographic group.

In general, significant increases were ween across most demographics on all *wellbeing* questions

Leadership and Managing Change scores significantly increased in men and women, EO, HEO and SEO grades and Ditigal and Operational Delivery Professions

*EEI = Employee Engagement Index
Interviewers are excluded from the grade category only

☑ Age
☑ Ethnicty
☑ Gender
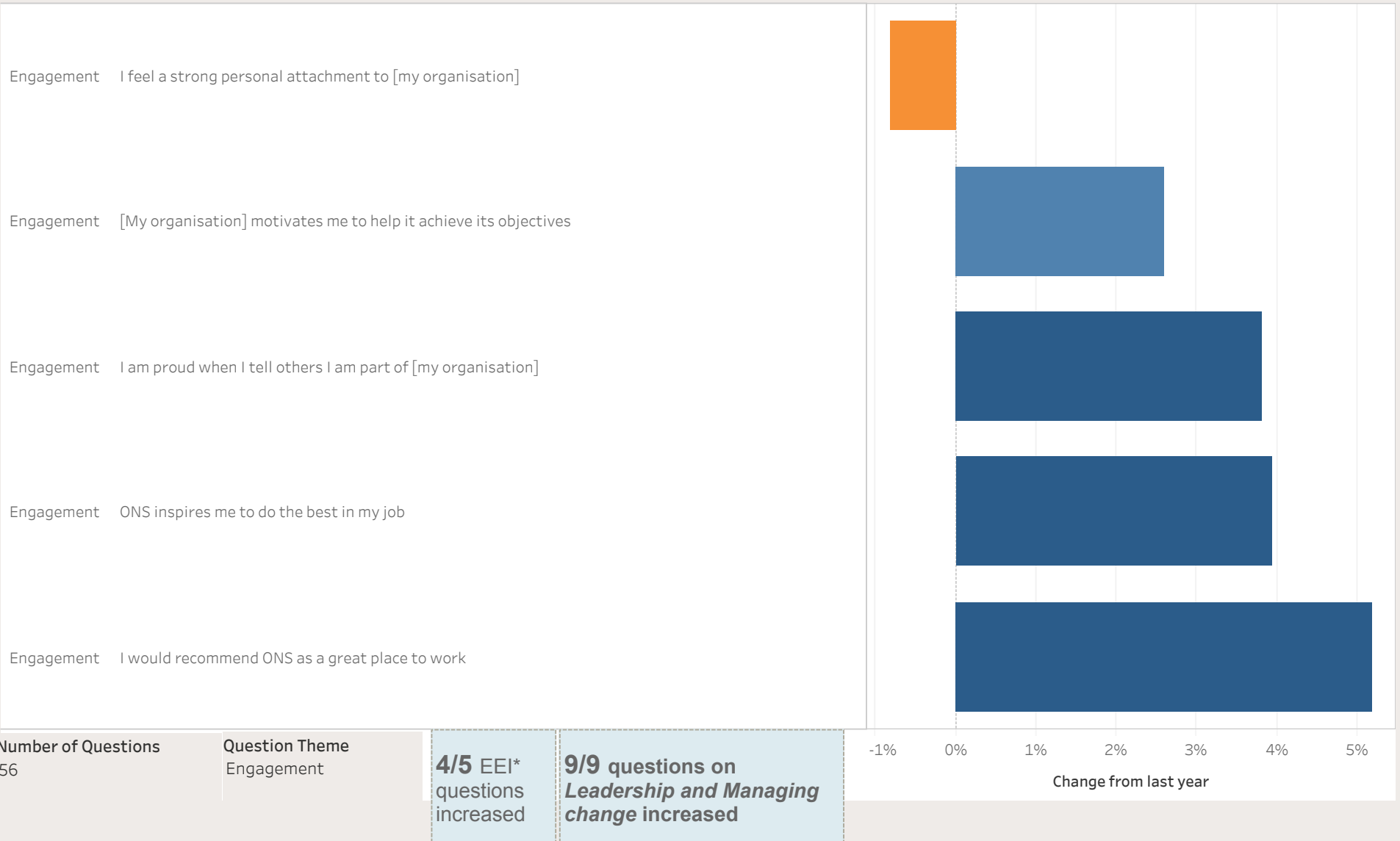☑ Grade
☑ Length of Service
☑ Location
☑ ONS
☑ Profession

Legend:
- Not Significant
- Decreased (magenta)
- Increased (green)

	ONS	Age 16-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+	BME	Non BME	Female	Male	AO/AA	EO	SEO/HEO	Grade 6/7	SCS	1 to 3 Years	3 to 5 Years	5 to 10 Years	6 Months to 1 Year	10 to 20 Years	20+ Years	Less than 6 months	Field	London	Newport	Other	Titchfield	Analytical Professions	Digital and Technology	Operational Delivery	Other Professions
During the past 12 months have you personally experienced discrimination at work?	12%	19%	9%	11%	10%	13%	13%	9%	13%	13%	9%	9%	10%	11%	12%	10%	10%	10%	13%	14%	6%	13%	14%	15%	11%	15%	10%	5%	13%	10%	10%	17%	14%	11%	12%	12%	15%
During the past 12 months have you personally experienced bullying or harassment	11%	0%	72%	11%	10%	9%	13%	13%	11%	11%	10%	6%	10%	11%	11%	10%	10%	8%	13%	13%	15%	13%	16%	12%	11%	14%	8%	5%	10%	13%	9%	18%	14%	11%	13%	10%	14%
Employee Engagement	61%	70%	70%	66%	66%	64%	61%	62%	59%	59%	60%	58%	65%	62%	64%	60%	64%	64%	62%	62%	72%	63%	60%	59%	67%	58%	59%	69%	59%	60%	63%	60%	61%	64%	58%	60%	60%
Inclusion and fair treatment theme score	78%	73%	88%	83%	86%	83%	81%	80%	75%	75%	75%	73%	78%	79%	80%	79%	79%	81%	82%	80%	80%	77%	75%	75%	82%	76%	80%	87%	70%	72%	82%	71%	80%	82%	78%	77%	74%
Leadership and manging change theme score	42%	56%	57%	49%	48%	46%	44%	46%	40%	37%	36%	28%	47%	43%	44%	43%	45%	47%	43%	46%	75%	45%	42%	40%	52%	37%	39%	53%	34%	51%	46%	38%	43%	46%	39%	40%	42%
Learning and development theme score	53%	66%	73%	65%	63%	62%	55%	54%	48%	44%	41%	25%	55%	54%	56%	52%	56%	58%	60%	61%	71%	54%	53%	50%	63%	50%	52%	62%	32%	43%	63%	46%	56%	61%	51%	47%	53%
My manager theme score	68%	88%	79%	75%	75%	70%	73%	70%	67%	68%	59%	55%	71%	69%	71%	68%	72%	72%	71%	69%	75%	69%	67%	65%	74%	66%	70%	75%	60%	66%	74%	62%	68%	70%	67%	68%	66%
My team theme score	79%	71%	86%	82%	83%	83%	82%	82%	78%	78%	74%	67%	79%	80%	81%	79%	79%	85%	84%	89%	92%	77%	77%	77%	80%	80%	88%	80%	62%	74%	86%	79%	83%	83%	87%	77%	77%
My work theme score	73%	46%	74%	72%	80%	77%	79%	78%	74%	71%	68%	67%	71%	74%	75%	73%	66%	76%	78%	85%	90%	69%	71%	73%	69%	77%	80%	74%	58%	76%	79%	69%	75%	78%	76%	68%	74%
Organisational objectives and purpose theme score	80%	78%	78%	79%	79%	83%	81%	84%	84%	81%	83%	77%	78%	81%	82%	79%	81%	79%	77%	86%	96%	82%	77%	80%	79%	80%	83%	79%	81%	80%	80%	80%	79%	79%	73%	82%	79%
Pay and benefits theme score	29%	46%	50%	43%	39%	35%	26%	30%	24%	19%	19%	14%	29%	30%	33%	27%	24%	27%	36%	41%	38%	31%	24%	26%	38%	24%	24%	50%	16%	25%	34%	24%	32%	36%	30%	23%	31%
Resources and workload theme score	73%	85%	81%	78%	77%	71%	72%	76%	75%	73%	73%	71%	75%	74%	76%	73%	81%	75%	72%	69%	78%	74%	71%	70%	77%	70%	76%	79%	72%	73%	75%	58%	73%	73%	68%	75%	71%
Overall, how satisfied are you with your life nowadays?	69%	71%	68%	68%	68%	69%	67%	68%	69%	71%	72%	77%	70%	69%	70%	69%	68%	69%	67%	69%	69%	68%	67%	67%	68%	68%	70%	70%	72%	67%	68%	67%	67%	69%	66%	70%	66%
Overall, to what extent do you feel that the things you do in your life are worthwhile?	71%	71%	68%	68%	70%	72%	71%	72%	72%	74%	76%	81%	73%	72%	73%	71%	70%	71%	69%	72%	77%	71%	69%	69%	69%	72%	72%	72%	76%	71%	70%	71%	69%	71%	69%	73%	69%
Overall, how happy did you feel yesterday?	67%	73%	66%	65%	67%	67%	64%	67%	68%	69%	71%	75%	70%	67%	68%	68%	65%	66%	66%	66%	68%	59%	65%	64%	67%	66%	68%	69%	72%	64%	66%	65%	65%	67%	62%	68%	65%

Changes in Individual Survey Questions from 2016 to 2017

*EEI = Employee Engagement Index

		Change from last year
Engagement	I feel a strong personal attachment to [my organisation]	
Engagement	[My organisation] motivates me to help it achieve its objectives	
Engagement	I am proud when I tell others I am part of [my organisation]	
Engagement	ONS inspires me to do the best in my job	
Engagement	I would recommend ONS as a great place to work	

Change from last year
-1% 0% 1% 2% 3% 4% 5%

Number of Questions	Question Theme	4/5 EEI*	9/9 questions on
56	Engagement	questions increased	*Leadership and Managing change* increased

Section 2: Deep Dive into Variances Across Scores by Demographics

1. About this Section

This section takes a deep dive into variances in responses to questions on the People Survey by demographics.

3. The next three pages look at the following demographics:
- Age
- Length of Service
- Gender
- Profession
- Grade
- Working Pattern

2. Tests of statistical significance were carried out to determine particular groups of people who were more or less likely to be engaged, and more or less likely to answer positively across the nine themes of engagement.

4. Click on a particular Group, Directorate or Division to see the relevant results.

5. Try to identify where is best to focus activity that will increase engagement.
Celebrate what is working well and look at how you can build on those successes.

Please note:
Narrative provided relates only to top level ONS results.
Significance is only shown at the ONS level.
% denotes positive score in each theme.

Where significant differences were found, these are indicated by a blue star and yellow star.
Blue star = statistically significantly lower than the average.
Yellow star = statistically significantly higher than the average.

Response groups of less than 20 have been removed to preserve anonymity.

Age and Length of Service - Is there a difference in EEI* and Themes of Engagement?

Group	Directorate	Division
All	All	All

Choose the area you wish to view. Significance is only shown at the ONS level

*EEI = Employee Engagement Index

Blue star = statistically significantly lower than the average
Yellow star = statistically significantly higher than the average

*EEI = Employee Engagement Index

Age

	No Answer	16-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65 or over
Employee Engagement Index	48%	70%	70%★	66%★	66%★	64%	61%	62%	59%★(blue)	59%★(blue)	60%	58%★(blue)
My Work	58%	46%	74%	72%	80%★	77%	79%★	78%	74%	71%	68%★(blue)	67%★(blue)
Org Objectives and Purpose	68%	78%	78%	79%	79%	83%	81%	84%	84%	81%	83%	77%
My Manager	49%	88%★	79%★	75%	75%	70%	73%	70%	67%	68%	59%★(blue)	55%★(blue)
My Team	68%	71%	86%★	82%	83%	83%	82%	82%	78%	78%	74%★(blue)	67%★(blue)
Learning and Development	36%	66%	73%★	65%★	63%★	62%★	55%	54%	48%★(blue)	44%★(blue)	41%	25%
Inlcusion and Fair Treatment	56%	73%	88%★	83%	86%★	83%	81%	80%	75%★(blue)	75%★(blue)	75%★(blue)	73%
Resources and Workload	56%	85%★	81%★	78%	77%	71%★(blue)	72%	76%	75%	73%	73%	71%
Pay and Benefits	10%	46%	50%	43%★	39%★	35%	26%★(blue)	30%	24%★(blue)	19%★(blue)	19%★(blue)	14%★(blue)
Leadership and Managing change	24%	56%	57%	49%★	48%★	46%	44%	46%	40%	37%★(blue)	36%★(blue)	28%★(blue)

Age Narrative (for top level ONS only)

Generally, as age increased, engagement scores decreased with employees aged 20 to 25 significantly most highly engaged (70%) and employees aged 65+ least likely engaged (57.8 per cent). Overall, all age groups scored lowest on 'pay and benefits' and 45-65+ scored lower on 'leadership and managing change' and 'learning and development'.

Length of Service (LOS)

	No Answer	Less than 6 months	6 months - 1 Year	1 - 3 Years	3 - 5 Years	5 - 10 Years	10 - 20 Years	20+ Years
Employee Engagement Index	58%	69%	67%	63%★	60%	59%	58%★(blue)	59%★(blue)
My Work	64%	74%	69%	69%★	71%	73%	77%	80%★(blue)
Org Objectives and Purpose	78%	79%	79%	82%	77%	80%	80%	83%
My Manager	62%	75%★	74%★	69%	67%	65%	66%	70%
My Team	72%	80%	80%	77%	77%	77%	80%	88%★
Learning and Development	40%	62%★	63%★	54%	53%	50%	50%	52%
Inlcusion and Fair Treatment	71%	87%★	82%	77%	75%	75%	76%	80%
Resources and Workload	74%	79%★	77%★	74%	71%	70%★(blue)	70%★(blue)	76%
Pay and Benefits	20%	50%★	38%★	31%	24%	26%	24%★(blue)	24%★(blue)
Leadership and Managing change	35%	53%★	52%★	45%	42%	40%	37%	39%★(blue)

LOS narrative (for top level ONS only)

Overall, those with shorter service (up to 1 year), tend to show higher levels of enagagement as measured by the EEI. It varies slightly in **'org objectives and purpose'** theme where positive scores increase as length of service increases, but with a peak at 1-3 years. Those with a shorter length of service had higher positive scores on **'inclusion and fair treatmet'** and **'pay and benefits'**. In general, after a decline in positive responses across theme up to 10 years, those with 10+ years service score more positively.

Gender and Profession - Is there a difference in EEI* and Themes of Engagement?

Group	Directorate	Division
All	All	All

Choose the area you wish to view.
Significance is only shown at the ONS level

*EEI = Employee Engagement Index

Blue star = statistically significantly lower than the average
Yellow star = statistically significantly higher than the average

*EEI = Employee Engagement Index

Gender

	Female	Male	No Answer	Prefer not to say
Employee Engagement Index	64% ⭐	60% ⭐	55%	47%
My Work	75%	73%	61%	56%
Org Objectives and Purpose	82%	79%	85%	63%
My Manager	71%	68%	62%	48%
My Team	81%	79%	78%	67%
Learning and Development	56%	52%	41%	34%
Inlcusion and Fair Treatment	80%	79%	68%	56%
Resources and Workload	76%	73%	60%	53%
Pay and Benefits	33% ⭐	27% ⭐	7%	12%
Leadership and Managing change	44%	43%	24%	24%

Gender Narrative (for top level ONS only)

Overall, females are significantly more engaged than males as measured by the employee engagement index. Overall, 'pay and benefits' was the lowest scoring theme. 'Leadership and managing change' was the second lowest scoring theme.

Profession

	Profession Group				
	Analytical Professions	Digital and Technology	No Answer	Operational Delivery	Other Professions
Employee Engagement Index	64% ⭐	58%	54%	60%	60%
My Work	78% ⭐	76% ⭐	60%	68% ⭐	75%
Org Objectives and Purpose	79%	73% ⭐	85%	82%	79%
My Manager	70%	67%	54%	68%	66%
My Team	83% ⭐	87% ⭐	65%	77%	78%
Learning and Development	61% ⭐	51%	43%	47% ⭐	54%
Inlcusion and Fair Treatment	82% ⭐	78%	52%	77%	75% ⭐
Resources and Workload	73% ⭐	68%	69%	75% ⭐	71%
Pay and Benefits	36% ⭐	30%	11%	23% ⭐	32%
Leadership and Managing change	46%	39%	26%	40%	43%

Profession Narrative (for top level ONS only)

Analysts, Economists and Scientists were among those who scored significantly higher on the EEI than the average EEI score. Those significantly lower were in the finance and comms and marketing profession, as well as some across the operational delivery profession, specifically where work involed face-to-face/ customer advice and operations type work activity.

Grade and Working Pattern - Is there a difference in EEI* and Themes of Engagement?

Group	All
Directorate	All
Division	All

Choose the area you wish to view.
Significance is only shown at the ONS level

*EEI = Employee Engagement Index

Blue star = statistically significantly lower than the average
Yellow star = statistically significantly higher than the average

*EEI = Employee Engagement Index

Grade

	No Answer	AO/AA	EO	SEO/HEO	G6/7	SCS
Employee Engagement Index	58%	64%	64%	62%	62%	72%
My Work	59%	66%	76%	78%	85%	90% ⭐
Org Objectives and Purpose	80%	81% ⭐	79%	77%	86% ⭐	96% ⭐
My Manager	60%	72%	72%	71%	69% ⭐	75% ⭐
My Team	63%	79%	85%	84% ⭐	89%	92% ⭐
Learning and Development	32%	56%	58%	60%	61%	71% ⭐
Inlcusion and Fair Treatment	69%	79%	81%	82%	80%	80%
Resources and Workload	70%	81% ⭐	75%	72%	69% ⭐	78%
Pay and Benefits	16%	24% ⭐	27% ⭐	36%	41% ⭐	38%
Leadership and Managing change	33%	45%	47%	43%	46%	75% ⭐

Grade Narrative (for top level ONS only)

SCS are significantly more engaged than any other grades, especially in the 'my work' category where it seems to be the strongest driver of engagement. As grade increased, so too did positive scores in my work, which would be expected given that autonomy over how work is conducted likely increases in grades of seniority. Overall, all grades scored lower on the 'pay and benefits' theme and AA/AO to G6/7 scored lower on 'leadership and managing change'.

Working Pattern

	No Answer	Full-time	Part-time
Employee Engagement Index	48%	62%	60%
My Work	61%	77%	66%
Org Objectives and Purpose	71%	80% ⭐	81% ⭐
My Manager	51%	70%	65%
My Team	75%	84% ⭐	71% ⭐
Learning and Development	28%	59% ⭐	42% ⭐
Inlcusion and Fair Treatment	53%	80% ⭐	74% ⭐
Resources and Workload	56%	73%	75%
Pay and Benefits	0%	33% ⭐	23% ⭐
Leadership and Managing change	28%	44% ⭐	39% ⭐

Working Pattern Narrative (for top level ONS only)
Overall those in full time roles had higher engagement scores than those who worked part time, with the exception of 'Org objectives and purpose' and 'Resources and workload'. The latter is a positive representation that ONS might be weighting jobs according to hours available to work. Part time employees scored less positively on 'inclusion and fair treatment' and also on 'my team', could more be done to ensure those who are in the office less are as included as those here every day?
The themes with the lowest scores were 'pay and benefits', 'learning and development' and 'leadership and managing change'.

Section 3: Deep Dive into Variances Across Scores by Diversity Characteristics

1. About this Section

This section takes a deep dive into variances in responses to questions on the People Survey by Diversity characteristics.

3. The next three pages look at the following:

- Bullying and harassment scores
- Discrimination scores
- Disability
- Religion
- Sexual Orientation

2. Tests of statistical significance were carried out to determine particular groups of people who were more or less likely to be engaged, and more or less likely to answer positively across the nine themes of engagement.

4. Click on a particular Group or Directorate to see the relevant results.

5. Try to identify where is best to focus activity that will increase engagement.
Celebrate what is working well and look at how you can build on those successes.

Please note:
Narrative provided relates only to top level ONS results.
Significance is only shown at the ONS level.
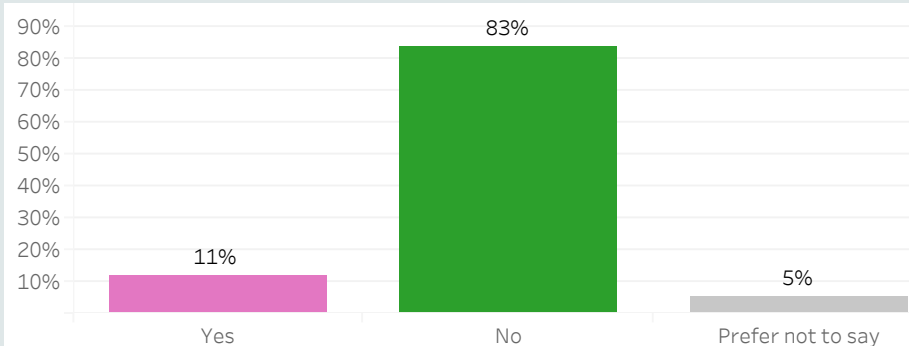% denotes positive score in each theme.

Where significant differences were found, these are indicated by a blue star and yellow star.
Blue star = statistically significantly lower than the average.
Yellow star = statistically significantly higher than the average.

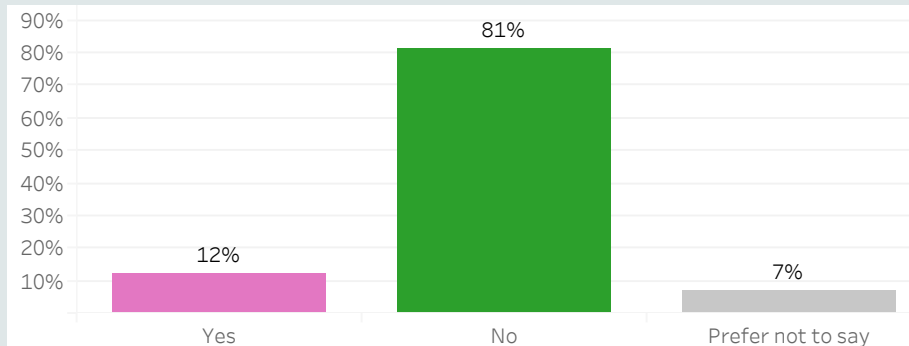Response groups of less than 20 have been removed to preserve anonymity.

What percentage of people experienced bullying, harassment or discrimination?

Group   All   Directorate   All

Experiences of bullying and harassment 2017

Category	Percentage
Yes	11%
No	83%
Prefer not to say	5%

Experiences of discrimination 2017

Category	Percentage
Yes	12%
No	81%
Prefer not to say	7%

Bullying

% denotes positive score per Theme	Yes	No	Prefer not to say
Org Objectives and Purpose	67%	82%	71%
My Team	61%	83%	64%
My Work	56%	76%	55%
Resources and Workload	54%	77%	56%
Employee Engagement Index	47%	64%	52%
My Manager	44%	73%	47%
Inlcusion and Fair Treatment	43%	84%	51%
Learning and Development	38%	56%	35%
Leadership and Managing change	24%	46%	25%
Pay and Benefits	20%	31%	13%

Discrimination

% denotes positive score per Theme	Yes	No	Prefer not to say
Org Objectives and Purpose	66%	83%	72%
My Team	58%	84%	65%
My Work	53%	77%	55%
Resources and Workload	53%	78%	55%
Employee Engagement Index	46%	65%	50%
My Manager	43%	74%	47%
Inlcusion and Fair Treatment	41%	86%	51%
Learning and Development	34%	57%	37%
Leadership and Managing change	22%	47%	25%
Pay and Benefits	15%	32%	16%

12% of people reported experiences of bullying and harassment in 2017 which is the same as last year. The proportion of those experiencing it was not significantly different across grades, however those who reported as neither male nor female, experienced it significantly more. There were no differences across age. Those who reported experiencing bullying or harassment scored lower on EEI and all themes than those who didn't. (Narrative relates to top level ONS scores only)

12% of people reported experiences of discrimination in 2017 which is the same as last year. But, 1% more chose not to say this year in comparison to last year. Males and females are as likely to have experienced it for all reasons except working pattern when females experienced it significantly more. There was no significant difference across age; however those in Grades 6/7 significantly reported more age related discrimination. Those who experienced discrimination scored lower on EEI and all themes than those who didn't. (Narrative relates to top level ONS scores only)

Is there a difference in EEI* and Themes of Engagement across Ethnicity and Disability?
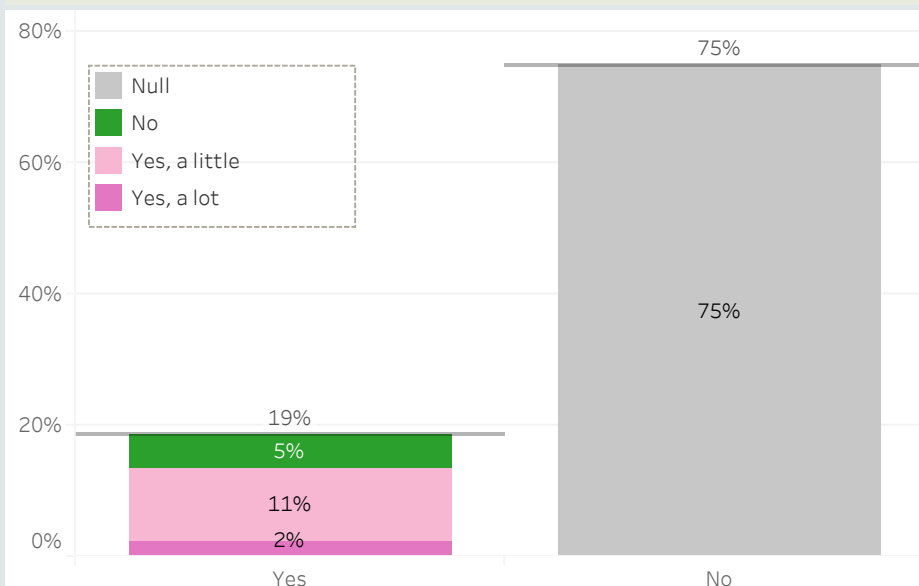
Blue star = statistically significantly lower than the average. Yellow star = statistically significantly higher than the average

Group **All**   Directorate **All**

6% ▇▇▇▇▇▇▇▇▇▇▇▇ 87%

Ethnicity

% denotes positive score per Theme	No Answer	BAME	Non BAME	Prefer not to say
Employee Engagement Index	56%	65%	62%	49% ★
My Work	61%	71%	74%	57% ★
Org Objectives and Purpose	87%	78%	81%	66% ★
My Manager	63%	71%	69%	49% ★
My Team	74%	79%	80%	66% ★
Learning and Development	38%	55%	54%	36% ★
Inlcusion and Fair Treatment	66%	78%	79%	56% ★
Resources and Workload	62%	75%	74%	54% ★
Pay and Benefits	6%	29%	30%	14% ★
Leadership and Managing change	24%	47%	43%	27% ★

Disability and How much it affects my daily activity

Legend:
- Null (grey)
- No (green)
- Yes, a little (pink)
- Yes, a lot (magenta)

Yes: 19% total — No 5%, Yes a little 11%, Yes a lot 2%

No: 75% total — Null 75%

Ethnicity Narrative (for top level ONS only)
Within the ONS in 2017, employees who preferred not to state their ethnicity were significantly less engaged (48.9%) than employees who identified as BAME (64.7%) or Non BAME (61.9%). This significant difference was found within all five component questions of *EEI.* Although positive scores among both BAME and Non-BAME employees were comparable, those who preferred not to state their ethnicity scored significantly lower in all nine themes.

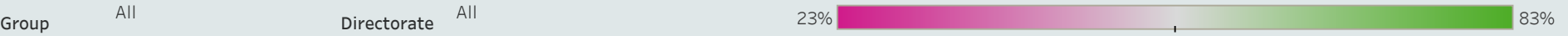**Disability Narrative** (for top level ONS only)
19% of people reported that they had a disability or long-standing illness in 2017. 11% of these people felt it affected their daily activities a little, and 2% a lot. Of those who have a disability, engagement on *Pay and benefits* and *Learning and Development* was lower, but there were no significant differences across any of the themes, or in comparison to those who did not report a disability.

*EEI = Employee Engagement Index

Disability

% denotes positive score per Theme	Yes	No
Employee Engagement Index	58%	63%
My Work	68%	75%
Org Objectives and Purpose	79%	81%
My Manager	64%	71%
My Team	75%	81%
Learning and Development	46%	56%
Inlcusion and Fair Treatment	73%	81%
Resources and Workload	69%	76%
Pay and Benefits	22%	32%
Leadership and Managing change	37%	45%

Is there a difference in EEI and Themes of Engagement across Religion and Sexual Orientation?

Group   All   Directorate   All   23% 🟪━━━━━━━━━━━━━━🟩 83%

Religion

% denotes positive score per Theme	Christian	No religion	Non Christian
Employee Engagement Index	63%	61%	63%
My Work	74%	74%	67%
Org Objectives and Purpose	83%	78%	78%
My Manager	69%	70%	70%
My Team	79%	81%	79%
Learning and Development	52%	56%	52%
Inlcusion and Fair Treatment	79%	81%	77%
Resources and Workload	76%	74%	73%
Pay and Benefits	27%	33%	23%
Leadership and Managing change	43%	44%	42%

Sexual Orientation

% denotes positive score per Theme	LGBT+	Straight
Employee Engagement Index	64%	62%
My Work	70%	74%
My Team	77%	80%
My Manager	72%	70%
Learning and Development	54%	54%
Inlcusion and Fair Treatment	77%	80%
Org Objectives and Purpose	81%	81%
Resources and Workload	72%	75%
Pay and Benefits	36%	30%
Leadership and Managing change	44%	44%

Religion Narrative (Relevant for top level ONS only)

43% of people reported themselves to be Christian, 45% no religion and 2% non-Christian. There were no significant differences across these categories on the EEI or any of the themes.

*EEI = Employee Engagement Index

Sexual Orientation Narrative (Relevant for top level ONS only)

4% of ONS population reported themselves as LGBT. Across the EEI and all themes, some variances exist with people in the LGBT category more engaged than those in the straight category on EEI, My Manager, Organisational objectives and purpose, Pay and benefits and Leadership and managing change. They were however lower on Inclusion and fair treatment, but sample size was too small to determine whether this was significant or not.

Cluster and Respondent Analysis Results

1. About this Section

This section shows how engagement figures relate to other variables, namely performance levels and sickness absence levels, as well as analysis on the respondents to the survey.

3. The next three pages look at the following:

- Relationship between engagement and it's driving factors
- Analysis of how well represented ONS popultation was by those who responded to the 2017 People Survey
- Analysis of the neutral responses by theme

2. Cluster analysis demonstrated a link between sickness absence and engagement and high performance and high engagement.

5. Try to identify where is best to focus activity that will increase engagement.
Celebrate what is working well and look at how you can build on those successes.
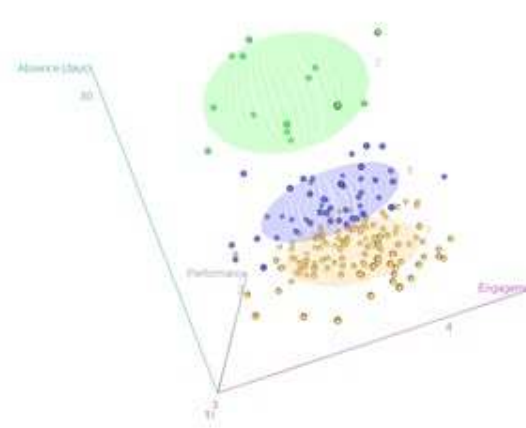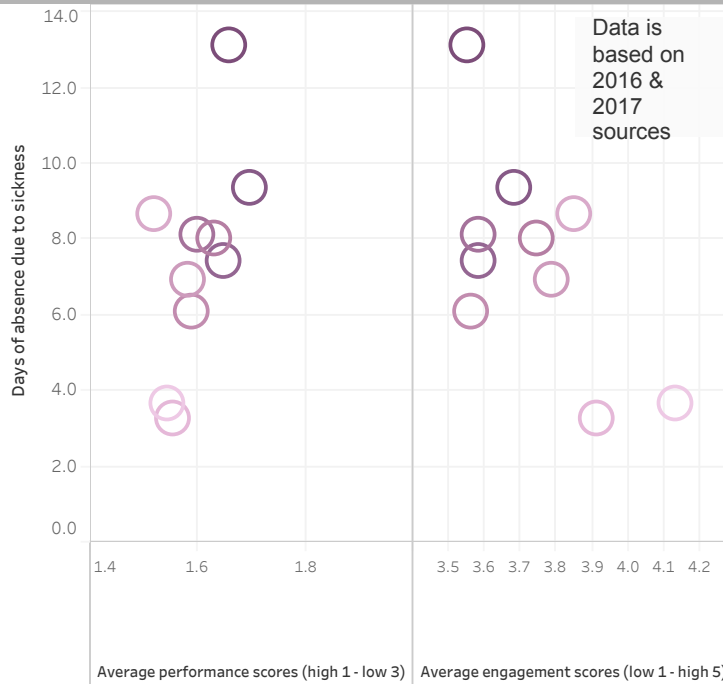
Please note:
Narrative provided relates only to top level ONS results.
Significance is only shown at the ONS level.
% denotes positive score in each theme.

Response groups of less than 20 have been removed to preserve anonymity.
Sickness absence and performance data were extracted from Fusion and joined at an aggregate level

Is there a relationship between Engagement Levels, Performance Levels and Sickness Levels?

Is there a correlation between absence & performance & absence & engagement?

Data is based on 2016 & 2017 sources

Y-axis: Days of absence due to sickness (0.0 to 14.0)

Average performance scores (high 1 - low 3) | Average engagement scores (low 1 - high 5)
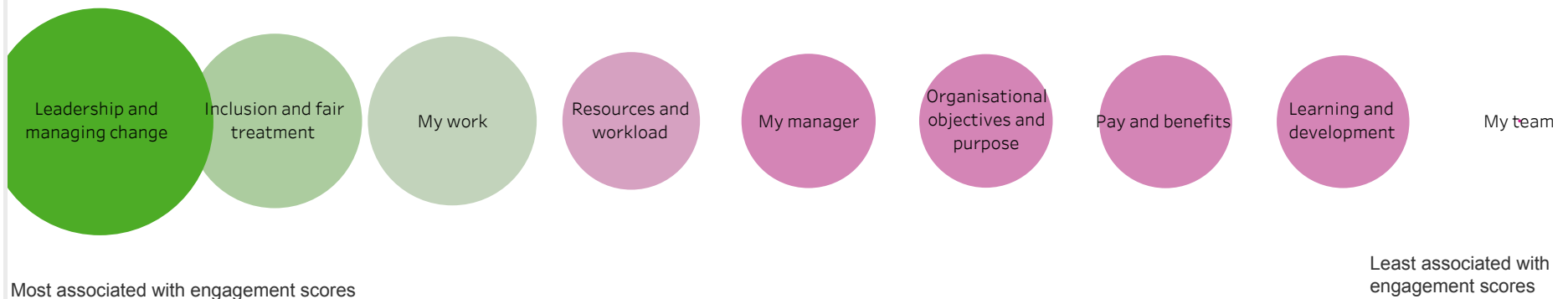

As the number of absences due to sickness (in days) increased, performance and engagement decreased.

In 2016, absence due to sickness was a strong predictor of performance and engagement. This year the association was much weaker. This suggests that in 2017 something else was driving engagement.

Leadership and managing change was the strongest predictor of engagement scores. This aligns with the organizational transformation.

What Theme has the largest association with engagement in ONS?

Leadership and managing change | Inclusion and fair treatment | My work | Resources and workload | My manager | Organisational objectives and purpose | Pay and benefits | Learning and development | My team

Most associated with engagement scores

Least associated with engagement scores

Are those who completed the People Survey in 2017 reflective of ONS population?

Age

y-axis (categories): 16-19, 20-24, 25-29, 30-34, 35-39, 40-44, 45-49, 50-54, 55-59, 60-64, 65 or over

x-axis: -20%, -15%, -10%, -5%, 0%, 5%, 10%, 15%, 20%
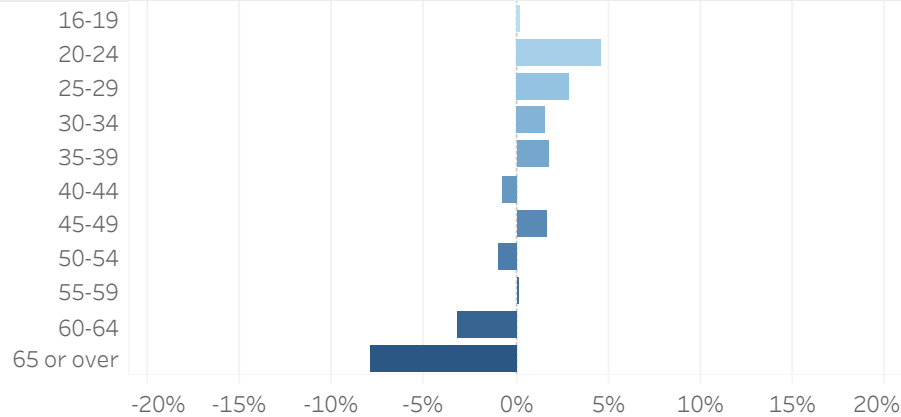
Under/Over-representation

Ethnicity

20%, 10%, 0%, -10%, -20%

Bame
White

Gender

20%, 10%, 0%, -10%, -20%

Female
Male
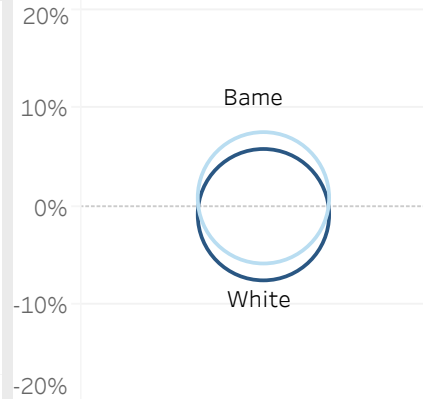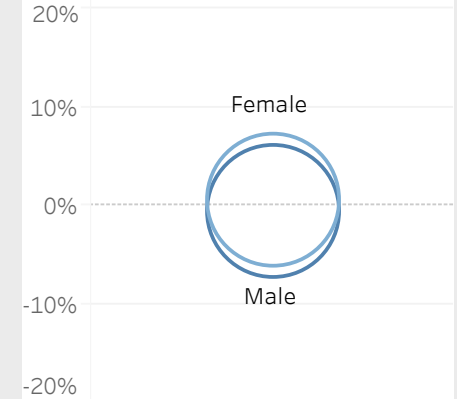
Responses were generally representative of ONS workforce demography. Those in the 65+ years old and those who have been working in ONS for less than 6 months were slightly less well represented.

Respondents by Length of Service

In 2016, new starters account for 9% of those completing the survey. In 2017, this increased to 11%. However, they also make up 25% of the current workforce and so are under-represented. New starters are more likely to respond to questions neutrally than the rest of the workforce.

y-axis: Under/over-representation — 20%, 10%, 0%, -10%, -20%

Labels: 10 to 20 years, 20 years or more, 5 to 10 yrs, 3 to 5 years, 1 to 3 years, 6 months to 1 year, Less than 6 months

What is the proportion of neutral responses?

Proportion of neutral responses by theme

- 33% Leadership and managing change
- 27% Learning and development
- 23% Pay and benefits
- 19% My manager
- 14% Resources and workload
- 13% Organisational objectives and purpose
- 13% My work
- 13% My team
- 12% Inclusion and fair treatment
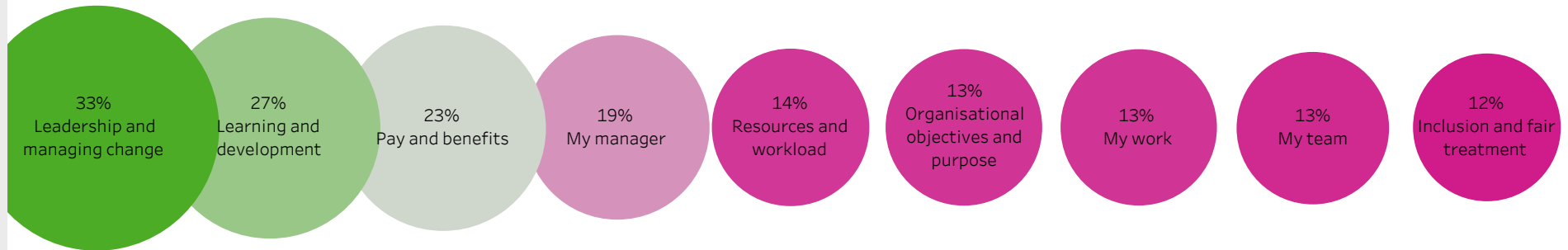
Leadership and Managing Change

This has the largest proportion of neutral responses. Yet, it is the theme most strongly associated with Engagement. Focussing on this should help increase engagement.
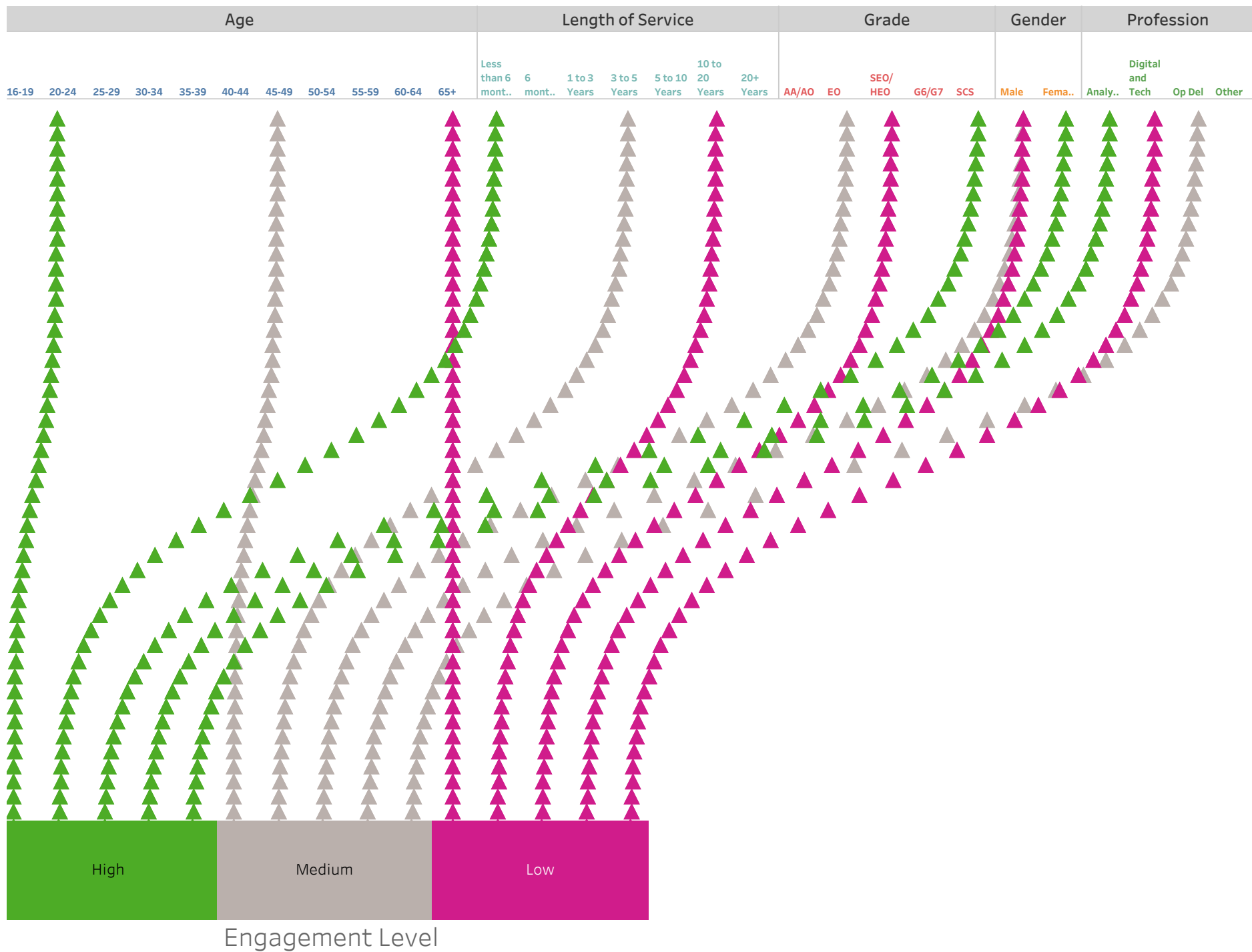
New Starters

Although under-represented, the number of new starters completing the survey increased from 9% to 11%. New starters are more likely to respond to questions neutrally than the rest of the workforce.

Proportion of neutral responses by length of service
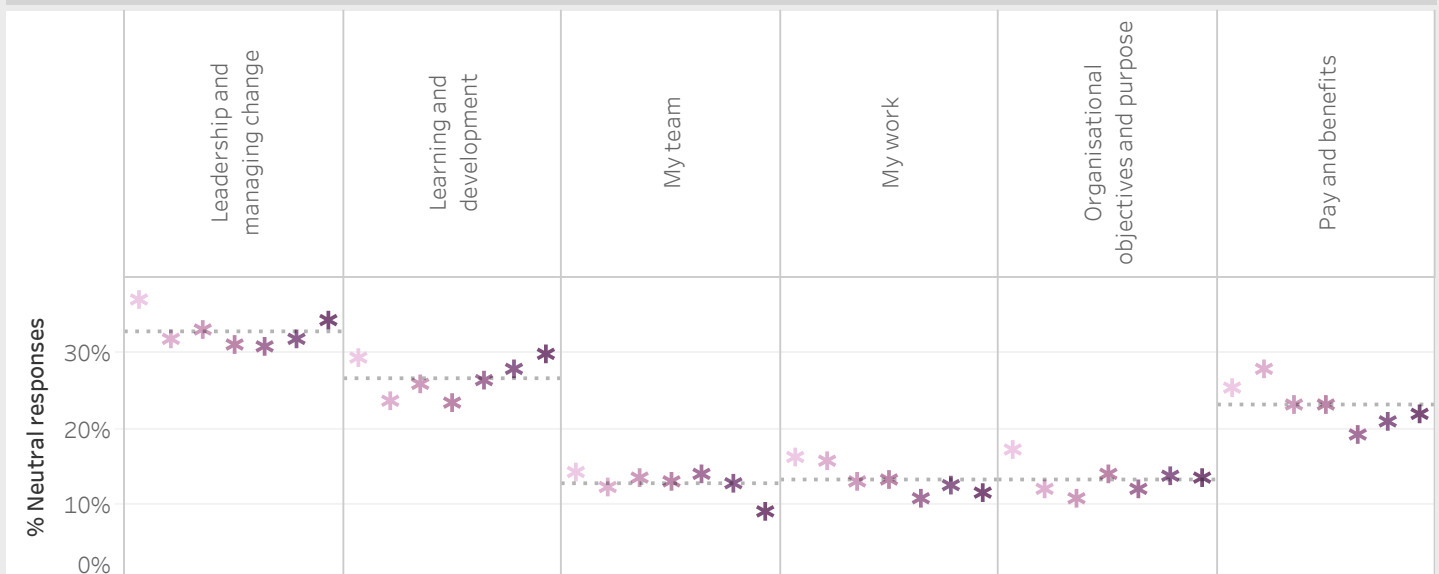
Length of service

- Less than 6 months
- 6 months - 1 year
- More than 1yr, less than 3yr
- 3 to 5 years
- 5 to 10 years
- 10 to 20 years
- At least 20 years or more

% Neutral responses

Themes (horizontal axis): Leadership and managing change, Learning and development, My team, My work, Organisational objectives and purpose, Pay and benefits

Vertical axis: 0%, 10%, 20%, 30%

Age											Length of Service							Grade					Gender		Profession			
16-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+	Less than 6 mont..	6 mont..	1 to 3 Years	3 to 5 Years	5 to 10 Years	10 to 20 Years	20+ Years	AA/AO	EO	SEO/HEO	G6/G7	SCS	Male	Fema..	Analy..	Digital and Tech	Op Del	Other

Engagement Level

High   Medium   Low

Annex B – Analysis team members

Analysis group members

Kim Saunders (People Analytics, People and Performance Division)
Haydn Gill (People Analytics, People and Performance Division)
Nicky Pearce (Social Survey Division)
Thanasis Anthopoulous (Data Science Campus)
Elaine Mahon (People Analytics, People and Performance Division)
Genevieve Hopkins (CEMaSC)

People Survey administration
Nicola Lane (People and Performance Division)
Bernadette Newton (People and Performance Division)