

## **UK STATISTICS AUTHORITY**

**Draft Minutes**  
**Thursday 27 February 2020**  
**Boardroom, London**

### **Present**

#### **UK Statistics Authority**

Sir David Norgrove (Chair)  
Ms Sian Jones (Deputy Chair)  
Mr Jonathan Athow  
Professor Sir Ian Diamond  
Professor David Hand  
Mr Ed Humpherson  
Ms Nora Nanayakkara  
Professor Sir Adrian Smith  
Professor Anne Trefethen

### **Also in attendance**

Mr Nick Bateson  
Mr Iain Bell  
Mr Owen Brace  
Mr Robert Bumpstead  
Mr Douglas Cameron (Secretariat)  
Ms Sally-Ann Jones (Secretariat)  
Ms Frankie Kay  
Ms Liz McKeown (for item 11)  
Ms Nicola Tyson-Payne (for item 10)

### **Apologies**

Professor Jonathan Haskel  
Ms Helen Boaden

## **1. Apologies**

1.1 Apologies were received from Professor Jonathan Haskel and Ms Helen Boaden.

## **2. Declarations of interest**

2.1 There were no new declarations of interest.

## **3. Minutes and matters arising from previous meetings**

3.1 The minutes of the previous meeting, held on 30 January 2020, were agreed.

## **4. Report from the Authority Chair**

4.1 Non-executive directors had met prior to the Board. They had discussed the development of the draft Authority strategy.

4.2 The Chair reported on his recent activity since the Board last met, noting:

- i. he had replied to Mrs Margaret Green MP regarding the Prime Minister's use of the projection of the impact of Universal Credit;
- ii. the interviews for the non-executive director recruitment process had taken place. A submission would follow to the Cabinet Office;
- iii. alongside Mr Jonathan Athow and Ms Mary Gregory, Sir David had met Professor Deborah Ashby and other members of the Royal Statistical Service (RSS) to discuss the Retail Price Index (RPI) Consultation. The RSS would host a public meeting for members on 2 April 2020; and
- iv. Sir David, Professor Sir Ian Diamond and Mr Humpherson had addressed a public strategy event hosted by the RSS.

## **5. Report from the Chair of the Regulation Committee**

5.1 Professor Trefethen reported on the work of the Regulation Committee, which had met on 13 February 2020.

5.2 At its meeting the Committee had discussed the Office for Statistics Regulation (OSR) response to the Public Administration and Constitutional Affairs Committee's (PACAC) recommendation on separation and co-location, noting that it was an issue of independence rather than physical separation. Further consideration was being given to clarity of OSR's digital presence and clearer signage.

5.3 Committee members had also considered:

- i. the draft strategic business plan for OSR, which was scheduled later in the meeting;
- ii. OSR's position in the wider data landscape and the impact of artificial intelligence in statistics;
- iii. the review of HMRC's quality procedures;
- iv. the report on Labour market statistics;
- v. the systemic review of statistical leadership;
- vi. progress regarding the work on National Statistics designation; and
- vii. an update on regulatory work including the National Rail Passenger Survey.

## **6. Report from the Chief Executive [SA(20)08]**

6.1 Professor Sir Ian Diamond provided the Board with an overview of activity and issues for February. Sir Ian reported on the meetings with senior officials at Number 10 and from across government regarding the development of an integrated analytical data infrastructure.

6.2 The Board heard that the long-term aim was to enable data access across government with data remaining within departments. The approach would need to be underpinned by the required level of data standards and data quality, and this aspect could be led by the Government Digital Service. At the same time the ONS would continue to lead on the work to create the infrastructure for data sharing and linkage across government in the short term. Progress would be made by developing further the existing infrastructure and capability built by the ONS for the Data Access Platform and the Secure Research Service. The ability of

ONS to lead on the work formed part of Mr Ben Warner's visit to the Newport office on 17 February. Sir Ian noted that governance arrangements would include an evaluation and monitoring strategy. A joint data bid (including ONS) would be submitted to the prospective Spending Review 2020.

6.3 The RPI Consultation was scheduled to go live on 11 March. A series of events were scheduled during the six-week consultation period.

6.4 The Board received copies of the recent report produced on the first three years of the Economic Statistics Centre of Excellence.

## **7. Report from the Director General for Regulation [SA(20)09]**

7.1 Mr Humpherson provided an update on regulation activity since the last Board meeting. As noted earlier in the meeting OSR had submitted a paper to the recent Regulation Committee meeting on the separation and co-location of OSR. The Statistics and Registration Service Act 2007 in the creation of the Authority had created two principal executive roles, National Statistician and Head of Assessment (Director General for Regulation). OSR was the executive arm for the regulation of statistics and ONS was the executive arm for the production of statistics.

## **8. Draft Strategy [SA(20)10]; Draft Business Plan – ONS [SA(20)11]; and Draft Business Plan – OSR [SA(20)12]**

8.1 Sir David noted that the draft strategy and draft ONS and OSR business plans would be considered together.

8.2 Mr Cameron introduced a paper which provided an update on progress and explored options for the development of the next Authority strategy, alongside a short video which highlighted feedback from the consultation process. The evidence gathering phase was complete. Over 1,000 responses had been received for the strategy, followed by focus groups which had tested views and consultation workshops with stakeholders.

8.3 Mr Bateson introduced a paper which provided the current draft of the ONS Strategic Business Plan which had been developed in the context of the strategy work.

8.4 Mr Humpherson introduced a paper which provided an early draft of the Office for Statistics Regulation (OSR) Business Plan for 2020/21 which had been discussed by the Regulation Committee on 13 February.

8.5 The overarching strategy would be underpinned by the more detailed business plans for ONS and OSR, and these would set out how the respective plans would deliver the statistical system's priorities over the five-year period.

8.6 Board members discussed fully the draft strategy alongside the draft business plans for ONS and OSR. It was noted that the strategy would be comparable to Better Statistics Better Decisions in that it would set the overarching direction for the UK Statistical System for the next five years. It would provide clarity regarding the Authority's structure i.e. the two executive arms of the Authority Board with ONS as the producer and OSR as the regulator. Further work was planned to ensure the alignment of the narrative across the three documents. The strategy would reflect the inclusivity of the workplace, data and outputs as well as a focus on coherent and cross cutting analytical outputs.

8.7 The insight gained from the consultation process would help to ensure that the strategy was inclusive and representative different effects of the UK Statistical System. Evaluation of the delivery of the strategy would be underpinned by clear success criteria and Key Performance Indicators (KPIs). It was acknowledged that there was an increasing awareness across government of the need to work in a cross departmental way.

8.8 Board members supported the principles in the draft strategy: inclusive, ambitious, sustainable and radical. These principles would be reflected in the narrative throughout the document and supporting business plans. This linked to the need for culture change across the organisation,

which the Board heard had been the focus of discussion by the Senior Leadership Team at the two-day business planning event on 13 and 14 February. The Senior Leadership Team would lead the culture change and this would be underpinned by a review of policies and a focus on continuous improvement.

8.9 The Board welcomed the update and looked forward to receiving a further draft of the strategy and further draft of the ONS business plan at the next meeting.

#### **9. GSS User Engagement Strategy [SA(20)13]**

9.1 Mr Brace introduced a paper which set out the developing strategy for user engagement across the Government Statistical Service (GSS). The overall aim of the strategy was to ensure official statistics supported society's needs.

9.2 The Board heard about the work already ongoing. The GSS Strategy team within ONS was driving greater coherence across the GSS in such areas as migration, housing and adult social care. The GSS Best Practice and Impact team were delivering training on working with users to analysts across the GSS supported by updated guidance.

9.3 A nuanced approach would be taken, underpinned by a culture of continuous improvement which would ensure that the approach was not over formalised; and captured the mindset and behaviours to deliver effective user engagement across the GSS.

9.4 Board members supported the approach to the user engagement strategy and highlighted the need for consideration around building advocacy.

#### **10. Census and Data Collection Transformation update [SA(20)14]**

10.1 Mr Bell and Ms Tyson-Payne introduced a paper which provided a progress update on the Census and Data Collection Transformation Programme.

10.2 The lessons learned from the Census Rehearsal had been embedded into the Census design which included the development of a new Wave of Contact Model. The processing and outputs rehearsal went live on 3 February. The progress of business statistics and social survey transformation was good.

10.3 The Board heard that Mr Bell had agreed minor changes to three questions (as set out in the paper). Mr Bell assured the Board that the changes were statistically acceptable and consistent with testing, stakeholder engagement and legal advice. The sexual identity question would remain harmonised across the different Census Offices (National Records, Scotland and the Northern Ireland Statistics and Research Agency). Guidance for Census questions was being reviewed following the rehearsal.

10.4 It was noted that the under-enumeration strategy was scheduled for discussion for the next meeting. The Audit and Risk Assurance Committee would consider the Census Rehearsal lessons learned report at its meeting on 12 March.

#### **11. Social Trends [SA(20)15]**

11.1 Ms McKeown introduced a paper which provided an overview of recent work on social trends and options for progressing the work further.

11.2 Board members welcomed the update which provided assurance that the work undertaken and planned achieved the same purpose as the historic ONS Social Trends publication. The work by the Public Policy Analysis directorate on social trends reflected user needs and its ability to be more alert and responsive to emerging trends and produce statistics of high quality to be influential to decision makers.

11.3 The Board heard that in 2019 a document, had been published: "Population and Public Policy – The Year Ahead which set out PPP's vision "of shining a light on society for decision making from citizens to the heart of Government". Progress had been made against the vision including: the work on deaths of homeless people and student suicide; the launch of the

Public Policy Analysis Quarterly Review which helped users access the latest insights; and improved clarity of communication of messages.

- 11.4 The work on social trends would continue to address challenges and make the most of the opportunities in this area as part of the development of the ONS Strategic Business Plan.

## **12. Risk [SA(20)16]**

- 12.1 Mr Bateson introduced a paper which provided a report on the current profile of strategic risks and mitigations against the risks, in the context of the emerging Authority Strategy. The overall approach to risk management had developed during the previous 18 months. A revised set of strategic risks had been drafted in consultation with members of the Board and the executive. As the Authority's next strategy developed the risks would be reviewed further to ensure they accurately reflected the focus of the strategy.
- 12.2 The role of the Board and Audit and Risk Assurance Committee was re-affirmed. The establishment of strategic risks was the responsibility of the Authority Board with the Audit and Risk Assurance Committee providing oversight of the management of risks and effectiveness of mitigating actions.
- 12.3 Board members approved the strategic risks and agreed that they would be reviewed following agreement of the new Authority strategy.

## **13. Any other business**

- 13.1 The Authority Board would meet next on Thursday 26 March 2020 at 10:30 in Newport.

## UK STATISTICS AUTHORITY

### *Agenda*

27 February 2020, 09:15 to 13:30, Boardroom, London

**Chair:** Sir David Norgrove

**Apologies:** Prof. Jonathan Haskel

**Attendees:** Mr Douglas Cameron (for item 7), Ms Liz McKeown (for item 11), Ms Nicola Tyson-Payne (for item 10)

#### **09:15 – 09:45: Non-Executive Session**

1 09:45-09:50 5 mins	Minutes and matters arising from previous meetings <ul style="list-style-type: none"><li>• Declarations of interest</li></ul>	Meeting of 30 Jan 2020
2 09:50-10:10 20 mins	Report from the Authority Chair	Oral report Sir David Norgrove
3 10:10-10:20 10 mins	Report from Committee Chair <ul style="list-style-type: none"><li>• Regulation Committee</li></ul>	Oral report Prof. Anne Trefethen
4 10:20-10:35 15 mins	Report from the Chief Executive	SA(20)08 Prof. Sir Ian Diamond
5 10:35-10:50 15 mins	Report from the Director-General for Regulation	SA(20)09 Mr Ed Humpherson
6 10:50-11:20 30 mins	Draft Strategy	SA(20)10 Mr Douglas Cameron
7 11:20-11:35 15 mins	Draft Business Plan - ONS	SA(20)11 Mr Nick Bateson
8 11.35-11.50 15 mins	Draft Business Plan - OSR	SA(20)12 Mr Ed Humpherson

#### **11.50-12:20: Lunch**

9 12:20-12:35 15 mins	GSS User Engagement Strategy	SA(20)13 Mr Owen Brace
10 12:35-12:55 20 mins	Census and Data Collection Transformation update	SA(20)14 Mr Iain Bell Ms Nicola Tyson-Payne
11 12:55-13:10 15 mins	Social Trends	SA(20)15 Mr Iain Bell Ms Liz McKeown
12 13:10-13:25 15 mins	Risk	SA(20)16 Mr Nick Bateson
13 13:25-13:30 5 mins	Any other business	

**Next meeting: 26 March, Newport, 11:00 to 16:00**

*Chief Executive's Report, February 2020*

**Purpose**

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

**Summary**

2. I have spent the past month meeting with Senior Officials at Number 10 and from across government as part of making a case for the development of an Integrated Data Infrastructure (IDI). I have also spent a significant amount of my time meeting with colleagues from across the business and the Government Statistical Service to learn more about the range of work taking place, and where there is a need for more support.

**Review of recent activities**

3. Important developments in recent weeks include the following:
  - i. Following the last Audit and Risk Assurance Committee meeting on 16 January I have introduced additional assurance measures in order to ensure compliance and timely response from management on audit findings and follow up. These measures now include additional tracking of progress with audit findings by my Private Office and additional sign off of management responses and follow ups by myself or the relevant Director General.
  - ii. On 3 February Francesca Kay met with the Minister for Cabinet Office following a request for a discussion on how ONS could develop an IDI for Government.
  - iii. On 4 February I met with senior officials from the Organisation for Economic Co-operation and Development Statistics and Data Directorate to discuss its biennial review of its programme of work and budget. I reiterated ONS support for the organisation, which I see as a key multilateral partner as we exit from the EU.
  - iv. Further to a meeting with Ben Warner in January I have also attended a range of other meetings at Downing Street. In the first instance this included a further meeting with Ben Warner alongside the Chief Scientific Advisor and the Alan Turing Institute, where we discussed ambitions for an IDI. This was followed the following day by a meeting convened by Dominic Cummings which included Senior Officials from other Government departments to discuss the legal and cultural barriers to data sharing across government. Number 10 have offered their support for our ambition for an IDI and have requested that we present to them a road map of how we will achieve this by the end of the month.
  - v. I attended the Number 10 evaluation steering group. This group meets fortnightly and looks to consider how government policy can best be evaluated. I have been invited to join this steering group for all future meetings.
  - vi. On 13 and 14 February ONS Directors and the leadership team met for two days to agree priorities for the year ahead.
  - vii. On 17 February, Ben Warner visited the Newport site. Here I discussed further with Ben the Road map which we have been developing on IDI following our workshop the previous week. Ben also heard from the Engagement and Strategy Division who presented policy focussed work which the team had undertaken over the past couple of years for Number 10, Cabinet Office and other government departments. The visit ended with a tour of the Data Science Campus.
  - viii. On 19 February, myself along with the Chair and the Head of Regulation were hosted by the Royal Statistical Society as part of development of the Strategy.
  - ix. All Permanent Secretaries received a joint note from the Prime Minister and the Chancellor of the Exchequer requesting departments to consider what work could be

stopped and where savings can be made ahead of a comprehensive spending review.

**Future look**

4. The focus for March will be to continue development of the IDI and to hold various meetings with Senior Officials from Number ten and from across government. I will also be attending the Annual United Nations Statistics Conference in New York.

**Professor Sir Ian Diamond, National Statistician, 19 February 2020**



*Update from the Director General for Regulation*

**Purpose**

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

**Discussion**

2. Key activities since the last Board meeting include:
  - i. **Separation:** In December the Board discussed the Public Administration and Constitutional Affairs Committee recommendation on separation and location of OSR. We put a more detailed paper on independence and separation to the Regulation Committee in early February. The paper emphasised that OSR operates under the Authority Board, and the important separation is from ONS as producer, not from the Authority itself. The main recommendation, which the Regulation Committee accepted, was that OSR should explore options to improve the physical demarcation of the OSR space in London, so that visitors are more aware of the separate role played by OSR.
  - ii. **New statistics:** Both the Home Office and the Department for Education (DfE) have made progress on new statistical releases in 2020:
    - The Home Office wrote to me to set out plans to produce a new official statistics release on recruitment of police officers. This aims to provide an objective statistical measure of progress against Conservative Party manifesto commitments to recruit 20,000 more police officers.
    - DfE have published their first release on school funding in England. We highlighted the absence of official statistics as one of the factors in the problems in the Department's communication of statistical evidence in 2018 and 2019, so this new release is good news.
  - iii. **Retail Prices Index (RPI):** The Authority Chair's reply to the RPI/CPI user group included an annex which set out our assessment of ONS's approach to RPI against the Code of Practice. We concluded that the ONS has complied with the Code of Practice and that there are no breaches. We also identified some areas for improvement, particularly around updating and communicating the use cases for the different inflation indices.
  - iv. **Adult social care:** Following January's publication of our review of adult social care statistics in England, which highlighted the poor availability and coverage of official statistics, we published a review of the statistics in Scotland on 20 February. While there is a better picture in Scotland, making use of better links between patient records in the health and care systems, we nevertheless highlight a number of areas for improvement. We also submitted our review to the Scottish Parliament's health committee, as part of our ongoing work to raise our profile with all the UK's Parliaments.
3. The main short-term challenge surrounds developing consistent approaches to report writing and communication. OSR has grown over the last six months, and we want to make sure that our judgement, style and strategic communication are consistent.

**Ed Humpherson, Director General for Regulation, 19 February 2020**

## **List of Annexes**

**Annex A      Regulatory Activities Dashboard**

Regulatory Activities February 2020

Economy	Business, Trade and International Development	Health and Social Care	Agriculture, Energy and Environment	Crime and Security
<p><b>Regulation:</b> Evaluation of ONS's approach to changes to RPI published as part of letter from Sir David Norgrove on 3 February to RPI/CPI User Group following correspondence to Ed Humpherson and Sir David. Followed up with ONS and were re-assured by the response. Meeting with RSS welcomed suggestions in annex as helpful.</p> <p><b>Compliance Checks:</b> CPIH</p> <p><b>Following up on significant errors:</b> Met with ONS's Public Sector Finances team on significant error in the PSF statistics. Were reassured by positive steps being taken to prevent further errors.</p> <p><b>Casework:</b></p> <ul style="list-style-type: none"> <li>- Investigating complaint about ONS's presentation of productivity puzzle.</li> <li>- Met with the Scottish Government Chief Statisticians about the Scottish Government's proposal to issue 'an alternative' to their annual Expenditure &amp; Revenue Statistics they intended to publish, the same day as their National Statistics. Continue to have concerns, will monitor these proposals.</li> </ul>	<p><b>Compliance Checks:</b></p> <ul style="list-style-type: none"> <li>- Business Investment: Complete, letter to ONS published 17/02/2020.</li> <li>- Retail Sales: Review paused by ONS delay to the use of VAT data in RSI estimates. Ongoing investigation into the circumstances behind the delay.</li> </ul> <p><b>Assessment:</b> Business Demography: Currently gathering evidence from users.</p>	<p><b>Compliance checks:</b> Letter confirming de-designation of Scottish Care Home statistics. Checks of Mental Health Act &amp; Recorded Dementia Diagnoses statistics underway.</p> <p><b>Mental Health Review:</b> Stakeholder engagement &amp; analysis are now complete. Draft findings report received from Evolving Communities. Final report publication, on English Mental Health statistics planned for May 2020.</p> <p><b>Social Care Review:</b> Scotland report planned February and GB report planned - March. Scotland report is supporting our submission to Scottish Parliament Social Care Inquiry.</p> <p><b>Life Expectancy:</b> Current exploratory work to understand &amp; identify gaps in understanding across the UK</p> <p><b>Assessments:</b> Planning &amp; research for new assessment of Prescription Cost Analysis (PCA) with NHS Business Services Authority (NHSBSA).</p>	<p><b>Compliance Checks:</b> Initiated compliance check of Forest Research's Timber Price Indices and Scottish Government's Rural Scotland Key Facts statistics.</p> <p><b>Defra user engagement review:</b> Online user survey live to end February. Continuing to analyse evidence from the user engagement workshop and following up with statistics teams.</p>	<p><b>Assessment:</b> We have completed user engagement and a letter to go to Department of Justice NI confirming continued NS status - for NI Safe Community Survey statistics in March.</p> <p><b>Police Workforce Statistics:</b> Published a letter from HO to OSR about new statistics to measure progress against the recruitment of 20,000 new police officers in England and Wales.</p> <p><b>Police Recorded Crime statistics:</b> Discussions with ONS about the most effective regulatory input OSR can have on PRC.</p> <p><b>Policing review:</b> Ed Humpherson spoke at the Scottish Police Authority/Police Scotland Joint Forum Event on 13 February. Ed talked about findings from the OSR policing review, as well as OSR more broadly.</p>
Population and Society	Labour Market and Welfare	Children, Education and skills	Housing, Planning and Local Services	Travel, Transport and Tourism
<p><b>Compliance Checks:</b> Published letter on Sub National Population projections (ONS, NRS, Welsh Government and NISRA).</p> <p><b>Assessment:</b> Check in meetings with census offices held to update on progress against preliminary findings of phase 1 assessment.</p> <p><b>Loneliness review:</b> Stakeholder engagement commenced in February.</p> <p><b>Sex and Gender Data:</b> Update meetings held with census offices and ONS harmonisation team. Attended Scottish Government stakeholder events for Sex and Gender Working Group in Glasgow and Edinburgh.</p>	<p><b>Casework:</b> Sir David published a letter in response to the Prime Minister's use of statistics on Universal Credit at PMQs.</p> <p><b>Compliance Checks:</b> Meeting with SG, WG and NISRA at the end of Feb/early March to talk through findings of labour market compliance checks. Civil Service statistics letter published.</p> <p><b>Assessment:</b> ONS Labour Market Statistics: draft report was shared with Reg Comm in February.</p>	<p><b>Skills Systemic Review:</b> Finalising report and supporting communication plan for publication in March 2020.</p> <p><b>Compliance Checks:</b> Reviewing new experimental statistics from DfE on School funding.</p> <p><b>Casework:</b></p> <ul style="list-style-type: none"> <li>- Letter published from Sir David to Welsh Education Minister and currently drafting further response to Welsh Education Minister following letter outlining a meeting between Welsh Government and NASWUT.</li> <li>- Higher Education Initial Participation Rate discussed with DfE team and response being drafted.</li> </ul>	<p><b>Compliance Checks:</b> Initiating compliance checks on MHCLG and WG rough sleeping estimates</p> <p><b>Assessments:</b> Follow up meeting with producer team on Northern Ireland Planning Statistics assessment, (publication April 2020)</p> <p><b>Housing review:</b> Two-year progress update report will be published late February following publication of the cross-GSS Housing and Planning steering group future workplan.</p>	<p><b>Assessment:</b> Report for Transport Focus' National Rail Passenger Survey was published in early January, along with a suite of comms including tweets and a press notice. Transport Focus published an action plan for addressing the requirements at the start of February.</p> <p><b>Compliance Checks:</b> Meetings completed with producers from Scotland, Wales and Northern Ireland on road safety statistics in January. Aiming for publication of letters in March.</p>

***Developing a new strategy for the UK's statistical system – Update***

**Purpose**

1. Building on previous Board discussions, and findings from our significant internal and external consultation, this paper provides an update on progress and explores options for the development of the next Authority strategy, alongside a draft strategy.

**Recommendations**

2. Members of the Authority Board are invited to:
  - i. note the summary of additional progress and engagement undertaken; and
  - ii. review and discuss the proposed draft strategy.

**Background**

3. Having endorsed proposals for the development of a single overarching strategy for the UK's statistical system for the period 2020-2025, the Board agreed for this to be co-created through consultation with colleagues from across the system. At its January meeting, the Board received initial analysis of responses alongside an outline strategy.
4. This consultation ran across the Government Statistical Service (GSS) during December and January 2020, receiving over 1000 responses from a variety of grades, departments, professions and locations across the ONS, OSR and GSS. Respondents were largely representative of the makeup of the ONS: 48 per cent women (cf. 56 per cent ONS headcount) and 49 per cent men (cf. 44 per cent ONS headcount).
5. The engagement around our new five-year strategy on the future direction of the UK's statistical system continues to be a productive and exciting conversation, offering rich insights which will help co-create an inclusive and representative strategy. Across the ONS, OSR and GSS focus groups have been held to further test the views raised in the internal consultation, including in the Devolved Administrations.
6. Consultation workshops have also been held with external stakeholders including a set of roundtables with journalists, civil society, and organisations in the wider data landscape. An open event at the Royal Statistical Society was also held on Wednesday 19 February on the future direction of the statistical system. Engagement with the Field Force has also concluded with workshops being held across the UK.

**Discussion**

**Key findings from internal staff consultation and engagement workshops**

7. Working in collaboration with the Data Science Campus, we have been able to utilise key text and phrase analysis to explore similarities and themes among responses. On the key priorities for the UK statistical system over the next five years, the most prominent phrases were around exploring new technology, data sources and techniques such as data science and big data; maintaining high quality and public trust; providing evidence for policymaking; and challenging misinformation with accurate, unbiased analysis.
8. When asked about services the system should provide beyond producing and regulating statistics, responses were varied but coalesced around ensuring public understanding and awareness; training and educating the media and the public; and a fact checking, advisory and co-ordinating role across the system. In terms of who the statistical system should aim to serve, respondents showed strong support for government/policymakers and the general public as key users to serve.
9. On the question of what statistics the UK statistical system should be producing, there were traditional themes around our existing outputs but also a key focus on emerging

relevant topics such as the environment and climate change, mental and social health issues, as well as the impact of exiting the European Union. Enabling policy makers to make choices also emerged as a significant wider response alongside ensuring trust and quality in the statistics we produce.

10. Finally, on how the UK statistical system needs to adapt over the next five years responses centred on adapting to new technology, increasing public awareness, new ways of collecting data, and the use of data science. This should all be done in an inclusive and accessible way which allows the system to respond flexibly and at different granularities while reflecting societal issues.

#### Key themes emerging from engagement workshops and focus groups across the GSS

11. The strategy was discussed by staff at several workshops across January and February 2020. The ONS Qualitative Research Network facilitated these sessions and produced a full report on findings. Three sessions were also held specifically with the ONS Field Force across the UK. Suggestions from the focus groups coalesced around four overarching themes across the statistical system:
  - i. ensuring **inclusion and collaboration** across the organisation, removing silos and improving the internal awareness of our diverse work in data and analysis;
  - ii. informing the nation and **increasing public awareness**, promoting the ONS and its value both internally and externally in an accessible and engaging way;
  - iii. developing resource and **capability across the system** ensuring everyone has the skills, training, technology and infrastructure they need to their job effectively; and
  - iv. informing policymakers across government and **maintaining trust** through being **flexible, responsive and relevant** to our diverse users' needs.
12. The themes emerging in both these focus groups and the internal staff consultation were similarly reinforced by a strategy session with officials working at the centre of the UK Statistical System. That there is such homogeneity of views from the field force, senior executives, and staff at the centre of the system is promising.
13. A clear theme arose on *'improving ways of communicating our work to non-statisticians'* alongside *'increasing the public's awareness of official statistics and the Authority's role'*. *'Defending the independence of official statistics and ensuring public trust'* linked as a motivation for this, whilst an overall mission of *'ethically accessing and analysing more data in ways that reflect society's key issues'* emerged as a recurring theme.

#### Co-creating an inclusive strategy across the GSS and Devolved Administrations

14. Members of the Inter Administration Committee (IAC) also discussed the development of the new Authority strategy at its meeting in February. The Committee were encouraged and welcomed the results from the consultation and openness with which the strategy engagement process had been undertaken. There was agreement that the Authority's legislation already provided a strong core purpose while noting that building skills and data literacy should be a priority across the UK as a way of increasing public awareness.

#### Key themes from external stakeholder consultation responses

15. Responses to our strategy engagement were also received from several external stakeholders, including the Bank of England, Economic and Social Research Council, Ordnance Survey, Local Government Association, and other Government departments.
16. On priorities for the statistical system, responses largely reinforced the themes emerging from our internal staff consultation, focusing on five key themes:
  - i. a focus on **partnership and collaboration across government and beyond**, with a specific focus on data sharing and utilising new data sources;
  - ii. ensuring **accessibility, timeliness and granularity** in the statistical system's data and analysis, tailored to the diverse and changing needs of our users;

- iii. take a more **leading role in education and outreach** around official statistics, enhancing public understanding in accessible, engaging and innovative ways;
- iv. continue to **build and maintain public trust and confidence** in statistics and data, while better communicating the value and benefit of what we do; and
- v. **inform the nation** and produce statistics, analysis and data on the **key issues facing society in a responsive and adaptable way.**

17. Roundtable sessions were also held with external stakeholders working in the wider data landscape during February 2020. The discussions raised and reinforced a similar range of key issues.

### **Conclusion**

18. The internal and external consultation across the statistical system has provided a rich level of analysis and set the context in which to develop an inclusive and ambitious new strategy. The draft strategy reflects the conversations had at both Board away days, previous Board meetings and the multiple engagement activities undertaken over the past four months.

19. It is recommended that the Board provide comment with a view to finalising the strategy document in March and launching the strategy in April 2020. This will support the activity needed for the new round of business planning drawn from the principles set out in the strategy.

**Will Marks & Douglas Cameron, Central Policy Secretariat, 20 February 2020**

# **UK STATISTICS AUTHORITY**

## **UK Statistics Authority Strategy**

This document will be published on the UK Statistics Authority Website in due course:

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

# UK STATISTICS AUTHORITY

## ***2019/20 ONS Strategic Business Plan***

This document will be published on the UK Statistics Authority Website in due course:

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



**UK STATISTICS AUTHORITY**

***Office for Statistics Regulation Business Plan***

This document will be published on the UK Statistics Authority Website in due course:

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

***GSS user engagement strategy***

**Purpose**

1. This paper sets out the developing strategy for user engagement across the Government Statistical Service (GSS).

**Recommendations**

2. Members of the Authority Board are invited to comment on the initial findings and development of the GSS user engagement strategy.

**Background**

3. The Public Administration and Constitutional Affairs Committee (PACAC) report on the Governance of Official Statistics included the recommendation that the 'UKSA should develop a strategy for engaging all users of official statistics' for the ONS and other producers across government.
4. The GSS Best Practice and Impact (BPI) team within ONS Methods, Data, Research, is leading the development of this cross-government user engagement strategy, working with representatives from across the GSS.
5. This involves engagement with Heads of Profession (HoPs) and production leads across departments, engagement with users, user forums, industry experts and citizens to build a picture of 'good' engagement, and research into existing user insight to improve the service across the GSS.
6. The External Affairs team within ONS Communication coordinates the main engagement with external organisations, including the existing Stats User Forum, and is working with relevant leads within ONS statistics and analysis teams to align with the developing user engagement strategy.

**Discussion**

7. To role model best practice in user engagement, the strategy is being developed through discussions with producers and users of government statistics. The strategy will be grounded in thorough and robust research, drawing on insight from the GSS and international best practice.
8. The overall aim of the strategy is to ensure that official statistics support society's needs. The following themes have emerged from the initial work:
  - i. the GSS must do more to promote the importance of effective user engagement;
  - ii. the GSS must develop stronger skills in user engagement;
  - iii. more collaboration across departments is needed to promote the coherence of statistics, including identifying and filling data gaps; and
  - iv. the GSS must embrace more innovative approaches to gathering user insight.
9. Work is already underway to address the gaps identified through the development of a GSS user engagement strategy.
10. The GSS strategy team within the ONS is currently driving greater coherence and cross-government working, including within topical issues such as migration, housing, adult social care, income and earnings, climate change and the environment.
11. The BPI team is delivering 'working with users' training to analysts across the GSS and is updating the user engagement guidance for producers across the GSS.
12. The GSS is exploring more innovative and coherent approaches to help users find, access and use data and statistics more easily. This is evident in the Connected Open

Government Statistics project and the work the Department for Education and the ONS are doing to improve the user experience. Both departments are exploring different options in light of GOV.UK's deficiencies as a platform for disseminating statistics.

13. ONS bulletins, such as those by the labour market team, are being restructured based on insights gathered by the publishing service to improve the user experience. This bulletin re-structure has been rolled out across ONS and has been shared across the GSS.
14. The ONS has established a Horizon Scanning and User Need group, which reviewed departmental areas of research interest.
15. Initial findings suggest new work will be needed in the following areas:
  - i. investing in the recruitment of specialist user researchers to provide insight across the GSS;
  - ii. the creation of an overarching user group, chaired by a senior GSS representative and with a membership made up of producers and users of statistics, to maintain standards and coordinate user engagement across the GSS;
  - iii. the expansion of theme-based forums made up of producers across the GSS and with representatives from user groups, to identify data gaps, shape the workplan for improvements and make recommendations on engagement, with the expectation they will undertake inclusive and proportionate engagement with a wider range of user groups on specific work;
  - iv. the BPI team will launch a series of training packages and guidance to build capability across the GSS, including guidance on how to engage with a broader set of users and identify potential users; and
  - v. a requirement for GSS Heads of Profession to demonstrate how they meet the user engagement standards and how their teams are undertaking training to build capability.
16. Further engagement with GSS statistics producers and user groups will take place over the coming months. The BPI team will draw together the findings from producers and users throughout April to support the development of a draft strategy and accompanying action plan during May. Role modelling best practice in user engagement the draft strategy will be shared with HoPs, senior leaders in ONS and key users in June to ensure buy-in and engagement. I would be happy to come back to the Board and update on progress if they would find this helpful.

### **Conclusion**

17. Board members are asked to comment on the emerging themes and areas for further work as part of the development of a GSS user engagement strategy.

**Owen Brace, Policy and Communications, 17 February 2020**

***Census and Data Collection Transformation Programme Update***

**Purpose**

1. Following the detailed update last month, this paper provides a short update for February on high level programme progress. A fuller report picking up on January's themes and providing a showcase on Census will be delivered at the March meeting.

**Recommendations**

2. Members of the Authority Board are invited to note:
  - i. progress on the Census design and build remains positive against tight timelines;
  - ii. the Census Processing and Outputs rehearsal is now underway and progressing as expected;
  - iii. the write around is now complete and the order will be laid in the House; and
  - iv. progress on the wider transformation continues, although challenges with data acquisition and capability build remain.

**Discussion**

3. The programme overall remains at amber, as expected, with good progress being made within Census, Business Statistics and Social Survey transformations. The work to review the Level 0 milestones for business and social statistics transformation for March Audit and Risk Assurance Committee is progressing well, with social surveys now providing an accurate picture. The work on business surveys will complete by March Audit and Risk Assurance Committee.
4. This report provides a summary of this progress, noting that the March report to the Board will contain the Census Collection and Census Customer Service rehearsal evaluation report and a briefing on preparations for main Census. This will include the full under-enumeration strategy, as well as a showcase on all Census elements, including the new wave of contact model. It will also provide the deep dive into the lessons learned around our milestone tracking, specifically the red milestones for Business Statistics and Social Survey transformation.

**Census Progress**

5. The lessons from the collection rehearsal have now been embedded into the updated Census high-level design which is now complete. Further work continues to translate the final design into requirements, work with key suppliers to ensure deliverability and affordability, and refine the operational detail to the design and plans.
6. Key to this has been the development of a new Wave of Contact model which more fully utilises the power of direct mail to generate responses, enabling field efficiencies to be refocussed into more specific assistance to those who need it most. This is being undertaken in conjunction with the development of strategies to increase the hard to reach response rates and to mitigate against the under-enumeration.
7. The processing and outputs rehearsal went live on 3 February, with the first sprint completing on 14 February. In it we successfully built and tested the end part of the pre-processing pipeline, checked that role-based access is working as intended, and proved the integration of the occupation and industry coding tool to code the write-in responses.
8. Sprint two is now underway where we aim to prove the linkage of admin data and run the end of the pre-processing pipeline as a simulation of response data. Each of the sprints will accumulate to test all the different elements of Census data processing. These include matching and linkage with administrative data and the application of statistical adjustments to deal with any data quality issues caused by under enumeration during the

collection phase. The rehearsal will also prove our capability to produce the first Census outputs within a year.

9. Challenges remain, as expected, as we continue the final definition of requirements and move into the full build phase before end to end testing can commence in September. However, improved ways of working are currently being rolled out across teams and this is having a positive impact on pace and morale. Additionally, more support has been brought in across the leadership team, with a two interim Deputy Directors commencing in the programme, offering more support to the teams.

### Census Legislation

10. As noted last month, the government decided to undertake a further Ministerial Write Round to secure collective agreement for the Census Order. The write round completed on 14 February. As part of discussions in this process, the Deputy National Statistician agreed the following minor changes were statistically acceptable:
  - i. the Gender Identity question will now read “Is the gender you identify with the same as your sex registered at birth?”;
  - ii. in England - the ordering of nations for the national identity question will be updated so that British comes first; and
  - iii. in Wales - in the titles of ethnic group options we will add “Asian Welsh” alongside “Asian British” and add “Black Welsh” alongside “Black British”.
11. Now complete, the Order needs to lie in the House for 40 days (excluding recesses) and then be approved by the Privy Council before the Census Regulations can be laid. These set out the content of the questions and the detailed operational methodology to be used during the Census; separate Regulations are laid for England in Parliament (by the UK Government) and for Wales in the National Assembly (by Welsh Ministers). The Board will receive a full briefing pack prior to the Order being laid in the House, but we are expecting a lively debate on the Order with amendments tabled, both in and outside Parliament.
12. The time taken to secure agreement means that the earliest the Regulations will be in force will be 23 June, rather than April as planned. While this is within our operational tolerance for the printing of questionnaires, the legislative timetable now has little scope for any further delay. While further delays are not anticipated, we are reviewing our risks and contingencies.
13. The Sikh Federation UK are currently appealing to the Court of Appeal on the outcome of the Judicial Review. The Judge is expected to give their verdict in February.

### Transformation Progress

14. Business statistics transformation of online surveys continues to make good progress. Work with Digital Services and Technology around the Distributive Trades transformation has also seen improvements this month with a better cross team understanding of timelines and likely progress. Work on Vacancies has also been progressing well with build on the electronic questionnaire underway.
15. Social survey transformation has just completed the January Opinion survey. Online take up was at 66.1 per cent response at the end of January, compared to the November rates (of 69.3 per cent). We are monitoring rates closely as the survey continues. Findings from the Householder Finance Survey online update test were published this month which illustrated patterns of engagement (with 20 per cent of households willing to take part) and how methods of engagement influence response rates.
16. Six of the 14 milestones have now been reviewed and updated. The remainder are in the process of being reviewed and will be updated in advance of the Audit and Risk

Assurance Committee in March. This work is seeing close collaboration with Portfolio Management Division to ensure updated processes as well as progress.

17. Challenges remain in both these spaces as we continue to balance the demands of Census with those of the wider transformation and other Office priorities. This is particularly true around core infrastructure and the acquisition of administrative data. All risks to progress continue to be managed and the Risk and Audit Committee will be given a full update on this in March.

**Iain Bell, Deputy National Statistician for Population and Public Policy**

**Nicola Tyson-Payne, Interim Director of Transformation, Population and Public Policy,**

**17 February 2020**

## *Social Trends*

### **Purpose**

1. To provide an overview of recent work on social trends and options for progressing this further.

### **Recommendations**

2. Members of the Authority Board are invited to:
  - i. note recent work undertaken on social trends that aims to shine a light on society and equip decision makers with the evidence base they need; and
  - ii. note opportunities for making another step-change in this area; the work already in progress in support of this and our plans to go further in the period ahead.

### **Background**

3. Social Trends is an historic ONS publication which was produced in printed form from 1970 to 2010 and aimed to provide a comprehensive description of society, drawing on statistics from a wide range of government departments and other organisations. In its last year in this format it was 280 pages long and, alongside what might be considered core statistical trends, contained charts on topics including 'National lottery game sales: by type of game' and other information including the titles of the top five selling albums in the UK between 1956 and 2009. Consequently, while it contained a lot of information, its sheer size was a barrier to quickly understanding the totality of social trends and its production was very resource intensive. The publication format also meant that the information contained within it became out of date very quickly.
4. Subsequently – and in line with ONS's move to be a web only publisher – Social Trends became an online only publication in 2011 before ceasing entirely in 2012. It was ultimately discontinued in favour of the burgeoning work on National Wellbeing which became the preferred way of answering the question 'How's Life in the UK?'. As part of the work on National Wellbeing, a well-being indicator set was developed which contains 43 indicators in 10 domains, such as health, where we live, what we do and our relationships. The measures include both objective data and subjective data and are presented as measures of UK 'social progress'. A [dashboard](#) and accompanying [dataset](#) of these indicators continues to be produced.
5. Nevertheless, during the Public Administration and Constitutional Affairs Committee (PACAC) inquiry on the 'Governance of Statistics' last year several respondents described how they had found the Social Trends publication useful as a way of getting the big picture of what is happening across society. As a result, PACAC made the following recommendation: *We recommend that UKSA resumes publication of compendia, albeit in a modern format consistent with accessing data via the internet, that allow related data to be found and are not limited to ONS statistics.*
6. While the Social Trends publication is discontinued, much work on social trends continues. Today it aims to reflect the heterogeneity of user needs; be more alert and responsive to emerging trends and produce statistics and analysis that are of high quality and sufficiently timely and granular that they can be influential to decision makers.

### **Discussion**

#### *Current focus of our work on social trends*

7. Last year we set out in the ['Population and Public Policy \(PPP\): The Year Ahead' document](#) our vision of 'shining a light on society for decision making from citizens to the

heart of Government'. The focus is on both producing statistics and analysis that paint a compelling picture of life in the UK and providing decision makers with analysis that addresses the major issues facing society. An important element of both these strands is filling the evidence gaps that remain across public policy.

8. The key areas of recent progress against this vision are:
  - i. **Filling evidence gaps** using linked data or new approaches as appropriate; helping to ensure that our statistics are inclusive of the whole population. This includes our influential work on deaths of homeless people and student suicide.
  - ii. Providing **analysis that addresses the major issues facing society**: including developing new analysis on topics from loneliness to the risk of automation to the health of towns.
  - iii. **Launching five new public policy centres** (Equalities and Inclusion; International Migration; Crime and Justice; Ageing and Demography; and Subnational Analysis) which are helping us respond to, and deliver new analysis in partnership with; other government departments, local authorities and civil society.
  - iv. Making it easier for policy makers to keep abreast of all our statistics and analysis by **launching a new publication: the 'Public Policy Analysis Quarterly Review'** which has received excellent feedback for its ability to help our users access all our latest insights.
  - v. Improving the **clarity and communication of messages** in our regular outputs including for example; streamlining the crime bulletin and improving the messaging leading to more nuanced understanding and improved media coverage.
  - vi. **Partnering with civil society** both so that we can make use of all available data sources to give the best possible insight on an issue but also to ensure that our statistics and analysis get well used by policymakers and practitioners on the ground. Recent publications on domestic violence and child abuse are examples of this.
  - vii. **Engaging more widely through** our PPP conference, forums and roundtables. We have found our independence, unique position covering a range of topics and our recent track record for analysis, has given us considerable convening power.

#### Opportunities for making a step-change

9. We recognise there is still much to be done in this area and that further challenges and opportunities remain. Some users want us to produce an overview of how our society is changing and for us to generate more insights that cut across individual statistical areas. At the same time, the current design of the website - which aimed to enable easy access to individual bulletins grouped under broad themes - does not allow users to readily obtain an overview of all social trends; to navigate easily to specific trends they are interested in or to understand how social trends apply to their local area. Finally, there is also potentially more that we can do to join up work on social and economic trends, which is undertaken in different areas of the office.
10. Responding to these different challenges will require a concerted and joined up effort across different parts of the office. There are several areas where we already have work in train:
  - i. **Stepping up to ensure core issues facing Government and Society are well understood.** Working closely with the Cabinet Office, Number 10 and HM Treasury, and joining up where relevant across the ONS, GSS and Analysis Function, we are rapidly producing new analysis to support current key public policy priorities including net zero, levelling up, public service reform and uniting the country. We are also developing our ability to horizon scan where statistics and analysis will be needed in the future and are using our Statistical and Analytical Priorities Group (GASP) to join up this activity across ONS.
  - ii. **Developing thematic 'long reads' which look at trends across a number of our statistical areas.** We are developing the first of these telling the story of long-term



changes across population, migration and life expectancy in 'slow journalism' style. We intend to accompany this with a short visual piece along the lines of: 'the 10 charts that tell the story of our changing population' to help draw interest to the long read and as a standalone piece for those who prefer a visual summary.

- iii. **Using media partnerships to extend reach** – We are currently working on the first example of this, a planned partnership with the BBC on burglary to enable our statistics and analysis on this topic to reach a wider audience.
  - iv. **Investing in our staff to significantly improve their communication skills** - The Public Policy Analysis Writing Skills course aims to increase awareness of storytelling techniques and improve confidence in writing compelling narratives for the public and presenting impactful evidence for policy customers. The training takes place over three days and is delivered by Civil Service Learning, the Prime Minister's Implementation Unit and ONS data journalists. Each cohort of learners forms a community of practice following the course to enable articles and evidence packs produced by group members to be reviewed by other members to embed and share learning. The course is scheduled to run four times through 2020, with 16 analysts of varying grades attending each one. The course will be developed further from June onwards, as Cardiff University's School of Journalism has agreed to deliver the writing for the public training day.
11. In other areas there remains more to do. We are progressing our thinking in this space as part of the development of the ONS Strategic Business Plan and our emerging ambition to be: 'delivering a crisp, insightful and authoritative ongoing narrative on the UK's economic and social fabric and trends'. These plans are therefore still developing, guided in all cases by user need, but include the following areas:
- i. **Producing new content that provides an overall picture of how society is changing.** We are considering how best to respond to the user need to develop an overall picture of how society is changing. Depending on the impact of the long-read publications described in paragraph 11, point ii, above, one option would be to develop an overarching long read covering the full range of social trends, that could potentially be published on an annual basis. Alternatively, or in addition, we could develop a visual article (or potentially a poster) summarising 'the key social trends you need to know' pitched more at non experts.
  - ii. **Radically improving the clarity of our messaging** by simplifying, reducing and/or eliminating outputs and by continuing to move from a survey focused to thematic approach to outputs. A more streamlined approach, with more crisply communicated narratives, should help users better understand key trends.
  - iii. **Developing the website to support users' ability to access and interpret material on social trends.** There are opportunities to improve the core website to help users both access and interpret statistics and analysis that show how society is changing. One example of this is the Digital Publishing team exploring bringing together material into social and economic trend hubs. Essentially, they are looking to bring together an overview of the main social and economic measures, showing trends over time with automated updates, based on the model introduced for the 'Understanding the UK economy' dashboard.
  - iv. **Seizing opportunities to look across both social and economic trends.** We have made a start on this by moving this year from a PPP conference to an ONS conference which will allow consideration of both social and economic trends. More fundamentally an important element of our analytical work described in paragraph 11, point i, above is our ability join up across economic, social and environmental areas to produce the most impactful analysis on the key public policy issues we face. We will use GASP to help facilitate this.
12. We will look to firm up plans in all these areas over the next couple of months as the business planning process concludes.

**Liz McKeown, Public Policy Analysis, February 2020**

***Strategic Risks***

**Purpose**

1. The Corporate Risk Team ensures that effective oversight and reassurance of business activity is possible through clear risk management processes. The purpose of this paper is to provide the Authority Board with a report on the current profile of strategic risks and mitigations against these risks, in the context of the emerging Authority Strategy.

**Recommendations**

2. Members of the Authority Board are invited to:
  - i. discuss the strategic risks and consider the impact on the Authority's emerging Strategy and the Strategic Business Plans for the Office for National Statistics (ONS) and Office for Statistics Regulation (OSR); and
  - ii. agree the roles of the Authority Board and Audit and Risk Assurance Committee with respect to the ongoing management of these risks.

**Background**

3. The overall approach to risk management has developed significantly over the last 18 months, from a low base. The framework needs continued focus and attention from across the organisation to ensure that we have the right view on risk at each level of the Authority's governance, and convincing plans in place to address the areas of significant exposure.
4. During the second half of 2019, in consultation with members of the Authority Board and the executive group, a revised set of Strategic Risks were developed. The draft risks were discussed by the Authority Board in October 2019 and have been covered by the Audit and Risk Assurance Committee in September and November of 2019 and January 2020.
5. As the risks have developed the mitigations that address these risks have been identified with the Directors General and Directors of the Authority, ONS and OSR. These mitigations have matured over the last three months, to the point that they can now be considered live and will form a key part of NSEG's ongoing oversight.
6. As the Authority's next strategy emerges, the extent and focus of the risks and mitigations will continue to be reviewed to ensure that they reflect the focus of this strategy. This will, for example, mean that the current risk related to strategic clarity should be removed and replaced by a suite of risks related to the implementation of the revised strategy.

**Discussion**

7. The Census risks and mitigations are in the process of being reviewed, as the lessons from the collection rehearsal are brought together for the Census and Data Collection Transformation Programme Board; Audit and Risk Assurance Committee; and the Board.
8. Plans to address the key areas of risk will be integrated into the ONS Strategic Business Plan and will be subject to rigorous oversight and monitoring by NSEG. The Corporate Risk and Internal Audit teams will then build assurance around these plans during 2020 that will be overseen by the Audit and Risk Assurance Committee, which receives an update on the Strategic Risks and High Quadrant Operational Risks at each meeting.

9. At this stage, we would propose to provide a detailed report on the position against these strategic risks every six months to the Authority Board, with movements in the months between tracked via the Integrated Performance Report and monthly narrative.

**Conclusion**

10. In the context of the ongoing development of the strategic risks and mitigations, we are seeking the Authority Board's views on the relative roles of the Authority Board, Audit and Risk Assurance Committee and monthly reporting with regards to their oversight.

**Nick Bateson, Director of Finance, Planning and Performance, 17 February 2020**