

UK STATISTICS AUTHORITY

Committee for Official Statistics

Minutes

Tuesday 12 January 2010

Present

Members

Professor Sir Roger Jowell (Chair)
Mr Richard Alldritt
Ms Moira Gibb
Ms Jil Matheson
Professor David Rhind
Sir Michael Scholar (from item 2)
Professor Paul Wiles

Other Attendees

Mr Richard Laux
Ms Debra Prestwood (for items 5 to 7)

Secretariat

Mr Rob Bumpstead
Ms Amanda Charles

Apologies

None

Declarations of Interest

None

1 Minutes and Matters Arising

- 1.1 The minutes of the previous meeting of the Committee held on 9 July 2009 were agreed a correct record.
- 1.2 There was one matter arising. This concerned proposals to extend the membership of the Committee (paragraph 8.4 of the minutes). The Chair reported that the proposal had been discussed in September by the Authority Board, who had agreed in principle, and that this matter would be discussed further at the meeting (see item 4 below).

2 Report from the National Statistician

- 2.1 Ms Matheson provided an oral report in her capacity as National Statistician, noting this was the first meeting of the Committee since her appointment.
- 2.2 The Committee heard about six areas where the National Statistician intended to focus her work across the Government Statistical System (GSS): (i) statistical planning and relevance; (ii) standards and quality; (iii) impact; (iv) capability; (v) public profile, and; (vi) international.
- 2.3 A meeting had been arranged for the end of January between the Authority and the statisticians responsible for sets of statistics which had been assessed. This meeting would be chaired by Sir Roger Jowell and would discuss the findings and experiences of the assessment process from the perspectives of both assessor and assessed.
- 2.4 Discussions with the National School of Government to include statistics in the core programme for policy-makers were on-going. The Committee also heard that the National Statistician would be a member of a steering group for a project designed to improve statistical literacy, organised by the Royal Statistical Society (RSS).
- 2.5 Work was underway to systematically identify European Union (EU) statistical obligations across the GSS in order to better inform statistical planning and prioritisation. The challenges and opportunities presented by EU obligations were considered. EU requirements underscored the need for harmonised UK statistics, and also highlighted the desirability of better access to administrative data across Government to help meet these obligations as efficiently as possible. However, EU obligations also restricted room for manoeuvre in terms of re-prioritising statistical resource.
- 2.6 The meeting also considered the communication of statistics and the written text which accompanied statistical releases, and heard that a central aim of the National Statistician was to promote the importance of communication skills, as well as technical statistical skills, among government statisticians. The Committee noted that the need to further improve the quality of statistical commentary was a consistent finding of Assessment Reports.

3 Report from the Head of Assessment

- 3.1 Mr Alldritt provided an oral report in his capacity as Head of Assessment.
- 3.2 In total, 27 Assessment Reports had been published during 2009, with a further 12 Reports expected to be published before the end of March 2010. Taken together these Reports covered about 215 different sets of National Statistics. A three-year work programme has been published, setting out plans to assess all remaining National Statistics. A streamlined approach to Assessment has been trialed during a recent assessment of Scottish Labour Market statistics, and this had reduced the burden on assessors and on producer Departments.

- 3.3 Some recurring themes had emerged from the assessments carried out to date, with improvement activity most commonly needed in relation to the commentary about statistics and engagement with users. The basic statistical product however had been found to be generally very good. A Note summarising the main messages arising from assessments would be published shortly. It was agreed that COS was the right Authority forum for analysis of these issues.
- 3.4 The interim Monitoring Report *Overcoming Barriers to Trust in Crime Statistics* had been published in December 2009 and an open meeting to discuss the Report would be held on 18 January, 2010. Draft Monitoring Reports on *Strengthening the User Voice* and *Pre-Release Access to Official Statistics - A Review of the Statutory Arrangements* were to be considered by the Authority Board. Specifications were being prepared for two further monitoring reviews - communicating inflation measures and the adequacy of environment statistics.
- 3.5 The Head of Assessment had given evidence to the Transport Select Committee which had considered the Road Casualty Statistics Assessment Report. The Select Committee had gone on to question the Secretary of State on the matter to assure themselves that the Report's recommendations would be implemented in full.
- 3.6 The meeting further considered Assessment and the nature of Assessment Reports. The following points were made in discussion:
- Assessment Reports had reached similar conclusions across different sets of statistics and this was likely to continue, although in 2010 a more pro-active approach would be taken to identifying and improving areas of weakness prior to assessment;
 - there were benefits, nonetheless, in repeating messages on particular themes in different Assess Reports as appropriate. These Reports served to emphasis areas for improvement across the service, acted as a driver for change and were a fulfilment of one of the Authority's principal statutory obligations, and;
 - Assessment Reports might usefully consider the reasons why a particular statistic required improvement in relation to certain aspects of the *Code*, for example, by identifying actors, responsibilities and constraints.

4 The Role of the Committee for Official Statistics [SA(COS)(10)01]

- 4.1 Mr Bumpstead introduced a paper which set out some issues and options for considering the future role, membership and responsibilities of the Committee for Official Statistics (COS). These issues were set out in light of developments over the past six months, including the establishment of the National Statistician's Office and the consolidation of the role of the Assessment Committee.
- 4.2 It was agreed that membership of the Committee would be further considered, once the on-going process to fill the vacant non-executive director post on the Authority's Board was completed. In the meantime, the Committee confirmed its intention to appoint external members, subject to confirmation of appropriate appointment procedures. **Action: Secretariat to investigate the procedures for appointing external members to COS**
- 4.3 It was also confirmed that external appointments to COS would be made without remuneration, and that external members would be appointed on the basis of their personal expertise and would serve in an individual, not representative, capacity. Any changes to the Committee's Terms of Reference (TOR), including its membership,

COS Minutes - 120110

would be submitted for approval to the Authority Board as usual.

- 4.4 The meeting further considered the role of COS and the following points were made in discussion:
- i. many aspects of the committee's role in Official Statistics related directly to the evolving role of the National Statistician's Office, and there was a good fit between the two;
 - ii. the Committee could not provide strategic *direction* on these matters as they related to the statistical system, as the Authority had no powers to direct, but should provide strategic *oversight* and advice to the Authority Board;
 - iii. equally, COS was the right Authority committee to consider the implementation and impact of Assessment Reports across the GSS (while the production of Assessment Reports themselves remained a matter for the Assessment Committee to make recommendations to the Authority Board);
 - iv. COS also had a role in providing advice to the Board on communicating and delivering the Authority's messages to users and producers of Official Statistics;
 - v. a prime function of the committee was in relation to considering the views and needs of users, and this should be emphasised in a revised TOR;
 - vi. the Authority Board would also look to COS to provide it with advice in respect of priorities across the statistical system, particularly as further efficiencies were sought across Government in the coming years;
 - vii. specific issues under the committee's remit could include advice in respect to the Authority's role regarding establishment of a National Address Register and the promotion of data-sharing, and;
 - viii. the committee's objectives could be couched in terms of statistics that were worthy of public trust, so as to sharpen references from trust to trustworthiness.

- 4.5 It was agreed that TOR would be re-drafted to reflect these priorities. **Action: Secretariat to draft revised TOR for agreement by COS and submission to the Authority Board.**

5 Governance of the Government Statistical System [SA(COS)(10)02]

- 5.1 Ms Matheson introduced a paper which set out changes to governance arrangements for the GSS. The aim of these were to make decision-making more efficient and effective. The new arrangements retained the statistical Heads of Profession (HoP) as a central forum for the GSS but complemented this with a new strategy group, comprised of a small number of HoPs, whose role was to set the agendas for the main HoPs' meetings and review the effectiveness of the HoPs' forum and its subsidiary bodies.
- 5.2 The first meeting of this strategy group was due to be held later in the month. The role of the Inter Administration Committee and other GSS committees was also briefly considered.
- 5.3 The Committee welcomed this information and noted the difficult issues to be tackled, including those around the remit of Departmental HoPs with respect to their Department's arm's length bodies.
- 5.4 The meeting also noted that users were not represented within the governance arrangements (as depicted in the organisational chart at Annex A to the paper) and suggested that their role in relation to the GSS be made more explicit.

6 National Statistician's Statement and Official Statistics Planning [SA(COS)(10)03]

- 6.1 Ms. Matheson and Ms. Prestwood introduced a paper which outlined plans for a

COS Minutes - 120110

National Statistician's statement. The purpose of such a statement was promote the importance of statistics, bringing together in one place information on statistical drivers, priorities and gaps across the GSS. One element of the intended audience was budgetary decision-makers.

6.2 The meeting considered options for the timing of production of the statement. It was agreed that a draft outline would be presented to the January meeting of the Authority Board. The final version of the statement could then be considered by members of COS via correspondence. Consultation with key stakeholders would also take place over this period. **Action: Secretariat to circulate draft statement for consideration by COS via correspondence in February.**

6.3 The Committee noted the role of Theme Leaders in the process (set out in Annex A of the paper) and suggested that the need to promote efficiency and innovation could usefully be included in their Terms of Reference. It was agreed that the secretariat would look for opportunities to invite a Theme Leader to a future Committee meeting, so that members could hear more about their work. **Action: Secretariat to arrange for a Theme Leader to attend a future meeting of COS**

7 The Role of Statistical Heads of Profession [SA(COS)(10)04]

7.1 Ms Matheson introduced a paper which set out revised roles and responsibilities for statistical HoPs. These had been considered and agreed at the HoPs meeting in November.

7.2 The central, and vital role to be played by HoPs in achieving a coherent and joined-up statistical system was noted by the meeting. With the passage of the *Statistics Act*, and the creation of the Authority, the committee recognised how the role of HoPs had been significantly expanded in the last few years.

7.3 It was agreed that reference to the Cabinet Secretary's letter of January 2009 should be included in the HoPs' terms of reference and suggested that greater prominence be given to user engagement, perhaps by making it a high level heading of its own.

8 Any Other Business

8.1 The Committee noted results of a recent internet poll of trust in Official Statistics.

8.2 There was no other business. The Committee would meet next on Tuesday 9 March at 10:30am in London.

UK STATISTICS AUTHORITY
Committee for Official Statistics

Agenda

Tuesday, 12 January, 2010
Board Room, Statistics House, London, 10:30 - 13:00

Chair: Professor Sir Roger Jowell
Apologies:

1	Apologies, Minutes and Matters Arising	Meeting of 090709
2	Report from the National Statistician	Oral Report Ms Jil Matheson
3	Report from the Head of Assessment	Oral Report Mr Richard Alldritt
4	The Role of the Committee for Official Statistics	SA(COS)(10)01 Secretariat
5	Governance of the Government Statistical System	SA(COS)(10)02 Ms Jil Matheson Ms Caron Walker
6	National Statistician's Statement and Official Statistics Planning	SA(COS)(10)03 Ms Jil Matheson Ms Debra Prestwood
7	The Role of Statistical Heads of Profession	SA(COS)(10)04 Ms Jil Matheson Ms Caron Walker
8	Any other business	

Next Meeting: Tuesday 9 March, 2010
Statistics House, London, 10:30 - 13:00

UK STATISTICS AUTHORITY

COMMITTEE FOR OFFICIAL STATISTICS

SA(COS)(10)01

Role of the Committee for Official Statistics

Purpose

1. This paper sets out some issues and options for considering the future role of the Committee for Official Statistics (COS).
2. It brings together the position reached by the last meeting of COS, further developments in the months since then, and, other work that is in hand and which is relevant to this debate.

Recommendation

3. Members of the Committee are invited to:
 - consider and comment on the issues raised in this paper and the future role of the Committee; and
 - agree a basis for developing revised Terms of Reference to be circulated prior to the next meeting of COS - these should align with the Authority's objectives, a fuller development of which is on-going.

Discussion

4. The Committee for Official Statistics last met on 9 July 2009. At that meeting the Committee briefly considered a paper which summarised past business and suggested some future directions (attached at **Annex 1**), along with extracts of the Committee's TOR (Annex 1b.)
5. Since then developments directly affecting the role of COS include:
 - creation of the National Statistician's Office on 1 September 2009, and progressive build up of a new team dedicated to serve the National Statistician, principally in respect to her leadership of the Government Statistical Service and producers of official statistics generally;
 - the demise of the Risk Committee, the adoption of its remit by the Audit Committee, and subsequent discussion of what role COS might play in respect of providing the Audit Committee with information about the statistical system;
 - the consolidation of the Assessment Committee, with three meetings held since September and to a large degree the regularisation of the production of Assessment Reports and fuller development of the accompanying assessor/producer interface;
 - the agreement of the Authority Board in principle to broaden membership to include two external members, as experts in their field not organisational representatives, although this has not yet been actioned.
6. In addition, work is now underway to more fully articulate the high-level aims and objectives that the Authority agreed in spring 2009 and which were contained in its 2008/09 annual report. The intention is to add to this existing work by including more, specific and measurable objectives.
7. A central aim of this work is to more explicitly and clearly articulate the role of the Authority Board in its relationship to the different parts of the system i.e. direct management of Assessment; governance through non-executive oversight of the ONS; and a much looser relationship to the GSS via the National Statistician, and to users and producers of official statistics generally. In this way it is hoped to better

SA(COS)(10)01 - The Role of the Committee for Official Statistics

define the objectives that the Authority Board owns collectively, and the objectives that it will look to its sub-committees, including COS, to focus on.

Issues

Current state of play

8. The Authority has increasingly well defined mechanisms and structures focussed on those things for which it has direct and unambiguous responsibility for i.e. Assessment Reports (Assessment Committee), Monitoring Reports (Authority Board), Governance of ONS (ONS Board), accountability to Treasury and Parliament for its expenditure (Audit Committee). In a sense these are straightforward - not straightforward in terms of the work, but in relative clarity of responsibility and accountability. Naturally these matters tend to dominate the agenda.
9. There is a danger however that such a focus eclipses or obscures the Authority's wider objectives in relation to the statistical system *as a whole* - the production and publication of official statistics that serve the public good. In particular, in its relationship to, and knowledge of, the producers and users of official statistics. The Authority needs a good understanding of the perspectives, interests, views and concerns of these actors, and a forum to specifically address the wider aspects of its remit.

What role can COS play?

10. Part of the challenge with constructing an agenda for COS lies in its lack of direct responsibility. It cannot, and should not, seek to dictate what the National Statistician does as Head of the GSS, still less would it wish to direct users. In this sense the Committee is not fundamentally an 'approving' committee, in the same way that the Authority does not have the power of direction in relation to the uncentralised statistical system at large.
11. However, the Committee can consider issues in the round and in depth: it can challenge, support, seek to sketch out the bigger picture and make connections from the Authority's direct actions (i.e. Assessments), to their impact on producers, to the end effect of this activity on users. In this way it can play a crucial role in keeping the Authority Board informed of the wider picture, and so help ensure that its actions and decisions are taken in light of it.
12. Furthermore, the Committee could take responsibility in the first instance for those Authority objectives which relate to the wider system, and for providing assurance to the Authority Board and its Audit Committee on progress toward meeting those objectives. A corollary role would be in helping to oversee communication of the Authority's messages to the 200 plus producers of official statistics, and ensuring that those messages are clear, consistent and effective.
13. Expanding the Committee's membership to include individuals from beyond the Authority and ONS would provide breadth consistent with its system-wide perspective and more tightly defined role as an advisory and advocative body. Given the comparatively restrictive scope and discreet operation of the ONS Board and the Audit Committee, and the Authority Board's natural focus on those things it is directly responsible for, there seems to be a specific role for COS in looking across the statistical system as a whole and commenting upon it in a transparent way. And, by operating transparently the Committee can provide leverage for those working in the official statistics system.
14. Events have also prompted the need to reconsider the composition of COS. Of the

SA(COS)(10)01 - The Role of the Committee for Official Statistics

original membership, the Chief Scientific Officer at the Home Office is due to retire shortly and the role of the former ONS Director General responsible for statistical delivery has been abolished. As such the committee now has two executive members, and four non-executive members (including the Authority Chair) all of whom are already members of the Board of the Authority. Including additional members from beyond the ranks of the Authority, both users and producers of official statistics, seems still to be an appealing solution.

What should the Committee focus on?

15. At present the Committee's remit as set out in section 4 of the TOR is very broad, perhaps unhelpfully so, and some of the specific committee responsibilities set out under section 5 are at present being carried out elsewhere (for example in relation to Monitoring Reviews or on measuring public trust). These should be reviewed and the situation clarified.
16. And, as argued in the annexed paper to this note, some of the topics which have previously formed the agenda of COS are now no longer so relevant or appropriate. For example, the emphasis on process issues around the procedures for Assessment could be diminished. Nor would the Committee wish to function as a 'court of appeal' hearing cases of producer versus assessor.
17. However, in general, the role set out stills feels one where many of the right topics are covered, ones suitable for a broad based committee of people with expertise in the world of official statistics. It might be further improved by emphasising that the Committee does not claim a governance role for itself. A central change to the Committee's role as set out at Annex 1b could be to recast the objective of providing 'strategic direction' for the official statistics system in terms of the 'advice' or 'assurance' that the Committee can provide to the Board on these matters.
18. The development of the Authority's objectives should help to more sharply delineate what COS will wish to focus on. These are very likely to include reference in some form to:
 - i. attempting to strengthen planning arrangements and capacity among producers, reviewing gaps and seeking to maximise efficient use of resources including data sharing;
 - ii. raising standards for the benefits of users in accordance with the Code and;
 - iii. improving the dissemination and accessibility of statistics, with the concepts of better textual explanation and improved and more user-focussed web provision.
19. Progress about these topics could be regularly reviewed, both from the perspectives of the different interests of the committee members, and from accounts of the different actions they might be undertaking.
20. Another role for COS could be to consider priorities for official statistics, both in terms of new statistics and those which might be discontinued. Such a role was alluded to in the Committee's original terms of reference in respect of 'the allocation of resources to statistical work' and the 'coverage and comprehensiveness of official statistics' but has not to date formed a substantive part of its business. Given increasing pressures on public spending such a function is more relevant than ever, but it should be made clear from the outset that the intention was not to supplant the decision making processes of the ONS or other Government Departments. Instead, the Committee could offer guidance from a genuinely system-wide perspective, particularly in relation to user needs.

SA(COS)(10)01 - The Role of the Committee for Official Statistics

21. Finally, COS also provides the obvious entry point for information to be provided to the Authority about organised producer (GSS) and user (RSS, SUF etc) activity. This should not necessarily be a mechanical report back of committee activity in the respective organisations (although even having central sight of agendas across the piece would be interesting). However, the case is that at present the Authority does not receive regular information about either topic, and if it does not do so through COS it is hard to see where, or how, it would.

Secretariat, January 2010

Annex 1 COS Business in 2008/09 and Forward Look - Paper submitted to July meeting of COS

Annex 1 COS Business in 2008/09 and Forward Look - Paper submitted to July meeting of COS

**UK STATISTICS AUTHORITY
COMMITTEE FOR OFFICIAL STATISTICS**

SA(COS)(09)22

***Committee Business in 2008/09
and Forward Look***

Purpose

1. This paper presents a summary of the main issues considered by the Committee for Official Statistics (COS) in its inaugural year, together with an update on the latest position. The paper also provides a suggested list of topics that the Committee may wish to consider over the coming year.

Recommendation

2. Members of the Committee for Official Statistics are invited to:
 - consider the range of issues brought for its consideration during the preceding year and note progress made, and;
 - consider and comment on the list of suggested areas for future committee business (paragraph 10).

Discussion

3. The Committee for Official Statistics first convened under the Chair of Professor Adrian Smith in July 2008 and met again under the Chair of Sir Michael Scholar in September of that year. Following the appointment of Professor Sir Roger Jowell to the Authority, the Committee has so far met four times in 2009, in January, March, May and July.
4. The topics considered by the committee may be grouped into five broad areas:
 - i. leadership and revitalisation of the GSS, including statistical planning across the GSS;
 - ii. the scope of official statistics in relation to both producers and products;
 - iii. the user perspective;
 - iv. monitoring and assessment, and;
 - v. other specific statistical topics.
5. The table at **Annex A** summarises all the main papers considered by COS, when they were considered and progress made since they were considered.
6. In addition, the Committee has received oral reports from both the National Statistician and the Head of Assessment as standing items on the agenda of each meeting. It has also received periodic reports about the work of three high-level government committees, the GSS Heads of Profession (HoPs) meeting, the GSS Inter-Administration Committee (IAC), and the cross-analytic Strategy and Planning Committee (SPC).
7. An overview of the work of the COS thus far shows that it has been very heavily involved in considering aspects of the Monitoring and Assessment process and, to a

SA(COS)(10)01 - The Role of the Committee for Official Statistics

degree issues around the scope of official statistics. It has provided advice to the Authority Board on both these topics.

8. Issues around the user perspective have also been considered, although the majority of this work is now generally taken forward within the framework of the relevant Monitoring Project *Identifying and Strengthening the User Voice*. Voices and views from the statistical system beyond the ranks of Government have been substantively considered on one previous occasion (with a further one paper to be considered on the agenda of this meeting).
9. The Committee initially considered the National Statistician's plans to revitalise the GSS, including plans to improve statistical planning in 2008, but has not considered these topics so far in 2009 (a progress report is on the agenda of this meeting). Issues around the communication and presentation of statistics, across the system, have been considered in high-level form but not substantively in their own right.
10. The following are therefore suggested as a possible steer for Committee business in 2009/10:
 - i. more time allocated to fulfilling the challenge and support function in respect of the National Statistician and GSS reform;
 - ii. in particular to review the steps that will continue to be taken to develop the system for statistical planning and consider longer-term planning developments;
 - iii. also to review specific measures to improve communication of statistics to the user, particularly around written text;
 - iv. broaden the base of views considered by the Committee (and therefore feeding in to the Authority Board) by commissioning regular items from non-Government user interests reflecting their priorities and experiences;
 - v. receive regular reports from user groups and committees to accompany those received from senior GSS committees, and;
 - vi. devote less time to (mainly procedural) issues around Monitoring and Assessment as these are progressively resolved, and more to consider the impact of Monitoring and Assessment and the Authority more broadly on the statistical service.
11. In addition, the Methodology Consultancy Service provided by ONS for the GSS and the (lack of) a National Address Register have also been recently considered. The Committee has indicated that it will wish to return to both these subjects in the autumn.
12. Members of the COS may also wish to consider future business in relation to the committee's Terms of Reference (TOR). An extract from the Committee's TOR, showing the Committee's roles and responsibilities is at **Annex B**.

Secretariat, July 2009

List of Annexes

- Annex A Summary of COS Business 2008/09**
- Annex B COS Role and Responsibilities**

Annex A Summary of COS Business 2008/09

Issue/Owner/COS role	Summary	Objectives and Outputs
<p>1. Leadership and revitalisation of the GSS, including planning.(National Statistician) COS to provide challenge/support role</p>	<p>Papers describing the <i>UK Statistical System</i> (08)02 and the <i>Leadership of the GSS</i> (08)03 were considered in July 2008. Revised versions were endorsed in September (08)06 and (08)07. In addition, plans for a <i>New System for Statistical Planning</i> (08)09 were also considered in September 2008.</p> <p>Taken together, these papers set out the National Statistician's vision for the GSS and a programme of work to deliver this. The project was divided into seven priority strands of work and collectively known as GSS revitalisation, managed by Caron Walker</p>	<p>Objectives of the work included:</p> <ul style="list-style-type: none"> (i) a government-wide statistical plan that serves the public good, meeting user needs wherever possible (National Statistician's plan) and reformed governance of the system (ii) improvements in the consistency, coherence, analysis and commentary of official statistics (iii) improvements in public confidence in statistics through development of the service, and improvements in accessibility and presentation (iv) greater exploitation of data through data sharing between departments (v) to improve the use of statistics in decision making and operational delivery making <p>Progress report on the agenda of this meeting.</p>
<p>2. The scope of official statistics (Secretariat/ Authority/National Statistician) COS to ensure Authority meets obligations under the act and to conduct 'ground-clearing' work in relation to defining the Authority's locus, and to advise the Authority in relation to the coverage of official statistics.</p>	<p>The Act requires the Cabinet Office to consult the Authority in respect of Orders setting out which bodies may produce official statistics, and a <i>Second Official Statistics Order</i> was considered in October (08)08. COS also considered how the Authority would meet its obligations in respect of the <i>Statutory Listing of Official Statistics</i> (09)16.</p> <p>Issues around defining an official 'statistic' and the Authority's locus to intervene on such issues have been considered in <i>Defining Official Statistics</i> (08)10, discussion around <i>Management Information Ahead of Statistical Release</i> (09), and draft <i>Authority Advice to Organisations that Produce or Use Official Statistics</i> (09)07.</p>	<p>The Authority is on course to fulfil its statutory obligation to produce an annual list of National Statistics and a list of Official Statistics that have been produced by organisations specified in the Official Statistics Orders. Two orders have been passed in the UK parliament.</p> <p>The National Statistician, the relevant GSS taskforce and the head of the GSR have produced guidance in respect of these issues. The Authority's own guidance is due to be considered for publication at its July meeting.</p>

<p>3. The User Perspective (Secretariat/ Authority/National Statistician) COS to advise the Chair and Board of the Authority on engaging with users and influencing producers of official statistics to ensure that official statistics meet the needs of the full range of users</p>	<p>The discussion around <i>Meeting the Needs of Users</i> (08)04 and <i>Identifying and Responding to the User Voice</i> (08)05 led to the establishment of the Strengthening the User Voice Project (see below). Issues around user engagement were also considered in relation to Leadership of the GSS (see above). COS considered <i>Priorities for 2009: Issues Raised by the RSS</i> (09)02 in detail and will further consider a paper prepared by the Chief Executive of the RSS about the <i>Future Evolution of SUF and User Engagement</i> (09)19 at this meeting.</p>	<p>The Authority's work on the users, and uses of, official statistics has been channelled through the work of the <i>Strengthening Identifying the User Voice</i> project and forthcoming Monitoring Report. The User Voice Monitoring Report is due to be published in the spring.</p>
<p>4. Monitoring and Assessment (Head of Assessment) COS to commission/review Monitoring reports and make recommendations to the Authority, and to consider other aspects of the Assessment process.</p>	<p>In March COS considered MR 4 <i>Improving Migration Statistics - Draft Interim Report</i> (09)05 and a specification for <i>Strengthening and Identifying the User Voice</i> (09)06. Aspects of the process of Assessment (and designation) considered include <i>Information Gathering for Assessment and Designation</i> (09)03, the <i>Management of Assessments</i> (09)09, <i>Streamlining the Assessment Process</i> (09)12, <i>Protocol on the Production of Monitoring and Assessment Notes</i> (09)13 and the <i>Approval Process and Criteria for de-designation</i> (09)21 (on the agenda of this meeting).</p>	<p>Programmes of work in relation to Monitoring and Assessment are published and updated on the Authority's website, along with guidance for producers. By July 2009 nine Assessment reports will have been completed and published, together with one Monitoring Report.</p>

SA(COS)(10)01 - The Role of the Committee for Official Statistics

<p>5 Other Statistical Topics (Various) COS to consider ad-hoc topics in respect of its role to advise the Authority in relation to promoting the quality, coverage and comprehensiveness of official statistics in general.</p>	<p>Substantive items considered by the COS which do not readily fall into the above categories include (the lack) of a <i>National Address Register</i> (09)14 and the role of the <i>ONS Methodology Consultancy Service and Quality Improvement Fund</i> (09)10.</p> <p>Finally, the Committee has also considered relevant sections of the Authority Annual Report.</p>	<p>N/A</p>
--	--	------------

Annex B COS Role and Responsibilities

[Extract from Terms of Reference]

Role and responsibilities

3. The role of the Committee for Official Statistics is to provide strategic direction and oversight for the official statistics system. It will consider the *Statistical Service* in its entirety. That is to say, the allocation of resource to statistical work, the production of statistics and the dissemination of those statistics.
4. The Committee will seek to ensure that official statistics are planned and produced in order to serve the public good and hence to inspire confidence and trust in them. The Committee's remit therefore includes:
 - promoting and safeguarding the impartiality, accuracy, relevance, coherence and comprehensiveness of official statistics;
 - promoting and safeguarding good practice in relation to official statistics in accordance with the Code of Practice;
 - monitoring and improving public trust and confidence in official statistics;
 - supporting the Head of the Government Statistical Service (GSS)/ the National Statistician in developing and implementing policies in pursuit of these objectives.
5. Specific responsibilities of the Committee include, to:
 - i. advise the Chair and Board of the Authority on the coverage and comprehensiveness of official statistics, including the scope of official statistics and the capacity of the statistical system;
 - ii. advise the Chair and Board of the Authority on engaging with users and influencing producers of official statistics to ensure that official statistics meet the needs of the full range of users;
 - iii. advise the Chair and Board of the Authority on matters related to public confidence and trust in official statistics, including measurement and monitoring;
 - iv. provide an oversight and a challenge function to the vision, objectives and priorities of the Head of the GSS, and, to the annual statistical work programme produced by the National Statistician; provide support in the implementation of this agenda across Government Departments, including support in working with Permanent Secretaries;
 - v. consider published Assessment compliance reports (that is reports which designate National Statistics status) and promote the implementation of improvement actions that strengthen compliance and enhance the official statistics system, and;
 - vi. commission, review, and revise Assessment Monitoring reports (that is reports which consider broad system issues but do not designate National Statistics status) and recommend these reports to the Chair and Board of the Authority.

UK STATISTICS AUTHORITY

COMMITTEE FOR OFFICIAL STATISTICS

SA(COS)(10)02

Governance of the Government Statistical Service

Purpose

1. This paper sets out, for information, the new arrangements for the governance of the Government Statistical Service (GSS).

Recommendations

2. Members of the Committee for Official Statistics are invited to note and comment on the new governance arrangements for the GSS.

Discussion

3. Under the guidance of the National Statistician, the governance arrangements for the GSS have recently been revisited and revitalised in an effort to make them more effective. The new arrangements were the subject of extensive consultation and discussion amongst GSS Heads of Profession (HoPs), and were ratified at their meeting of 23 November. The arrangements were very well received by HoPs, who confirmed that the new governance structure should:
 - i. enable effective and timely decision making;
 - ii. provide appropriate support and advice to the National Statistician;
 - iii. increase the effectiveness of HoPs meetings;
 - iv. increase HoPs' ownership of GSS professional and strategic matters, and;
 - v. enable and support collective leadership of the GSS and involve a wider group of the GSS on GSS matters.
4. The new arrangements were partly based on those of the European Statistical System Committee (a decision making body made up of the Heads of the National Statistical Institutes from each of the 27 EU member states), and its supporting 'Partnership Group'. The previous governance structure, including the UK Statistics Strategy and Planning Committee (UKSSPC) which met for the first and only time in December 2008, has now been fully replaced by the new arrangements.
5. A diagram of the new governance structure is at **Annex A**. Principal elements of the new arrangements are the Heads of Profession Group, HoPs Steering Group, the Inter Administration Committee, Theme Leaders, cross-government committees and task forces. The governance structure is supported and coordinated by the National Statistician's Office.
6. The HoPs Group is at the heart of the governance of the GSS. Chaired by the National Statistician, its main tasks are to:
 - i. provide high-level advice to the National Statistician;
 - ii. consider and endorse professional policies and strategies placed before it by the National Statistician, Heads of Profession, Chief Statisticians or its subsidiary bodies;
 - iii. provide the GSS with professional and strategic guidance and leadership;
 - iv. be a forum for the National Statistician to disseminate guidance and information to HoPs;
 - v. give HoPs and Chief Statisticians an opportunity to network and share information, and;
 - vi. endorse GSS-wide statistical plans and work-programmes (not departmental or administration plans).

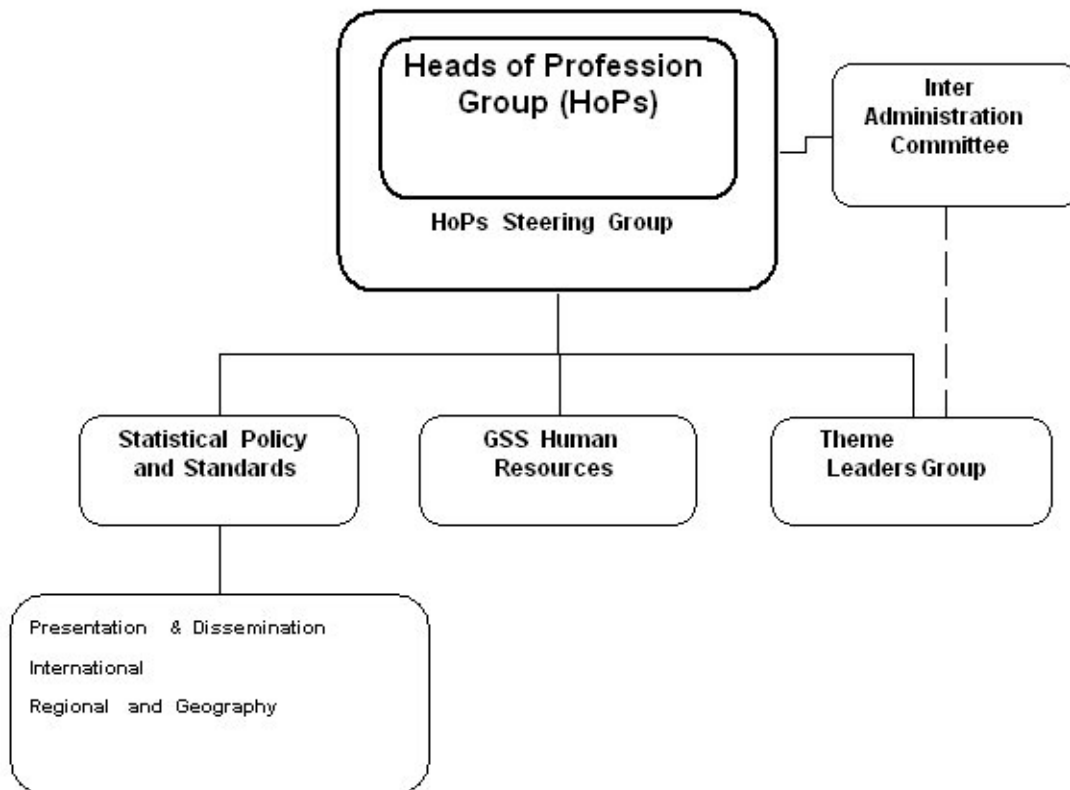
7. This is supported by the HoPs Steering Group, also chaired by the National Statistician and comprising a small number of HoPs and staff from the National Statistician's Office. The Steering Group aims to increase the effectiveness of the HoPs Group by identifying and proposing strategic issues for discussion by the main group, and monitoring the functioning of the group and its subsidiary bodies. But it will also act as a sounding board for the National Statistician to share thoughts and discuss concerns, acting as her 'inner circle' of advisers.
8. As before, the Inter Administration Committee will continue to address all matters which have a bearing on the statistical relationship between the UK government and the three Devolved Administrations.
9. A number of HoPs have been appointed as Theme Leaders, and they have been tasked with engaging with users and producers for their own themes in order to understand user needs, identify and influence the potential for statistical development and innovation, and consider long term strategic priorities. The Theme Leaders will then also meet as a group in order to consider issues which are more cross cutting, and to share information and good practice on, for example, consulting and engaging with users.
10. In addition there are several cross-government GSS Committees which deal with a range of issues on behalf of the HoPs Group. These committees are required to consider and resolve issues, ideally by building a consensus around the final decision, which would be formally ratified by the HoPs Group. The discussion would only be reopened by HoPs if such a consensus has not been achieved or if the committee chooses to refer the issue back to HoPs for additional guidance. The Statistical Policy and Standards Committee (SPSC) acts as an umbrella body for the International, Regional and Geography, and, Presentation and Dissemination Committees (and sub-committees). The Human Resources Committee, given its primary role in relation to leadership, recruitment and development of GSS staff, continues to report directly to HoPs.
11. To address particular issues, the HoPs Group and its committees set up Task Forces when appropriate, each with a clear remit and a limited life span. Task Forces are small groups of GSS staff mandated to conduct initial research into particular issues and to make recommendations to their parent body. The use of such Task Forces will enable issues to be addressed in a structured and timely way, but they also enable the involvement of a much wider group of GSS staff in such cross cutting matters, thereby spreading ownership and involvement in GSS governance and policy matters.
12. One such Task Force is currently considering how best to build links between the GSS and arm's length bodies, that is, other Crown bodies and non-Crown bodies identified by Order, who are producers of official statistics. Depending on the outcome of this work, these governance arrangements may need to be reviewed in future to accommodate the arm's length bodies within their scope.

Caron Walker, National Statistician's Office, December 2009

List of Annexes

Annex A GSS Governance Structure

Annex A GSS Governance Structure



UK STATISTICS AUTHORITY

COMMITTEE FOR OFFICIAL STATISTICS

SA(COS)(10)03

National Statistician's Statement and Official Statistics Planning

Purpose

1. This paper summarises the plans for publication of the first National Statistician's Statement in March 2010, and for Official Statistics planning in general.

Timing

2. Comments are invited by 19 January 2010.

Recommendations

3. Members of the Committee for Official Statistics are invited to:
 - i. note the approach and timetable for the production and publication of the first National Statistician's Statement;
 - ii. note the approach being taken on longer term strategic planning via Theme Leaders, and;
 - iii. comment on these issues.

Discussion

4. The reasons for implementing a process of co-ordinated planning for UK Official Statistics are well rehearsed and described in a paper to the Committee for Official Statistics (COS) in late 2008 [COS(08)09]. The main drivers are listed below:
 - i. Co-ordination – the need for a more structured and informed method of planning;
 - ii. Users – the need for transparent priority setting that recognises user needs and the obligation to serve the public good;
 - iii. Making the case for statistics – to communicate the importance of statistics in decision-making, the needs of users and how these needs relate to key areas for development, and;
 - iv. UK Statistics Authority – the Authority have an expectation for producers to act in a more joined-up fashion.
5. The main purpose of co-ordinated statistical planning should be to develop a strategic direction for Official Statistics in the UK, a vision which articulates priorities and needs, explaining the drivers behind proposed developments, which can be disseminated to key stakeholders, users, Permanent Secretaries, Ministers, etc.
6. The goal is to have, collectively across Devolved Administrations, a co-ordinated UK approach that addresses common issues, shares best practice, and identifies the extent to which user needs are being met. There are difficulties in producing a UK Government plan for Official Statistics, and it is not intended to attempt this. The National Statistician does not have the authority to set plans for Government Departments or Devolved Administrations. However she can seek to raise awareness on statistical priorities and influence future developments. It is intended to do this through the publication of a 'National Statistician's Statement', which will outline her views on gaps, opportunities and innovations within UK Government Official Statistics.
7. The National Statistician's Statement will be the key output of the planning system, and will be made in her capacity as the UK Statistics Authority's principal advisor on Official Statistics (defined in Section 30(1) of the *Statistics Act*) and Head of the Government

SA(COS)(10)03 - National Statistician's Statement and Official Statistics Planning

Statistical Service (GSS). It will:

- provide a high level outline of the main strategies and priorities, produced from the National Statistician's perspective, looking across Official Statistics in the UK;
 - describe the priorities and challenges for the GSS, identifying drivers behind proposed developments, specific case studies on use of Official Statistics in decision making, reflecting user needs across the UK;
 - draw out the main inter-administration issues, and;
 - be an annual overview of UK Official Statistics (probably covering a multi-year span).
8. This statement will not be detailed or prescriptive, impose strategic priorities or attempt to make demands of administrations or departments. It will be aimed at various audiences, specifically Departments and Devolved Administrations (Ministers, Permanent Secretaries and Chief Executives) – where the budget decisions are made - the UK Statistics Authority and Users. Statistical planning is a devolved responsibility and each of the Devolved Administrations will continue to produce their own statistical plans.
 9. The first National Statistician's Statement is planned for release on 30 March 2010, to be in place for any change in Government. The timing of future Statements will be considered given the Comprehensive Spending Review and the differing timetables for Spending Reviews between administrations.
 10. The National Statistician's Office is currently working with GSS Heads of Profession (HoPs), and Theme Leaders to build an overview of UK Official Statistics to be included as background to the first National Statistician's Statement. The National Statistician's Task Force on Planning and Communication created in December 2009 is being used as an advisory body on the approach and content of the statement.
 11. As part of the new system for statistical planning endorsed by HoPs and COS last year, Theme Leaders were established in summer 2009, and will have a major role to play in the planning process. Theme Leaders are being asked to focus on long-term planning, terms of reference are at **Annex A**. They are being tasked with understanding user needs, horizon-scanning, identifying gaps, innovations, etc and will be expected to deliver a summary of long-term strategic priorities.
 12. Theme Leaders have also been asked to address inter-administration issues, if agreed appropriate for that theme. The level of inter-administration issues that need to be addressed will vary between each theme, and liaison will be required between the theme, the Devolved Administrations and via the Inter-Administration Committee to agree where inter-administration issues fall within the theme's remit, and how they will be addressed.
 13. The National Statistician's Office is assisting Theme Leaders in fulfilling their role through secretariat of a regular Theme Leaders' Group.
 14. Consultation is planned on the National Statistician's Statement as follows:
 - position paper for comment to this meeting of COS and to the Authority Board meeting on 22 January, and;
 - near final draft Statement for comment to the Authority Board 26 February 2010 meeting, following consultation with GSS HoPs, Theme Leaders, Statistics Suppliers and Users Group (STATSUG), and the GSS Inter-Administration Committee.

Debra Prestwood, National Statistician's Office, January 2010

List of Annexes

Annex A Theme Leaders Terms of Reference

Annex A Theme Leaders Terms of Reference

Purpose: To maintain a strategic overview and lead on statistical planning for the Theme.

Accountable to: The National Statistician

Terms of Reference

- Provide advice to the National Statistician covering their statistical duties in relation to statistical planning
- Identify and influence the potential for statistical development and innovation
- Engage with users and producers, including all relevant producer and user organisations to identify priorities, gaps and any other significant issues
- Scan the horizon and maintain sight of emerging needs
- Ensure the relevance of the Theme portfolio
- Produce an annual summary of long-term strategic priorities for the theme drawn from Departmental planning and user views
- Liaise with Devolved Administrations and the Inter-Administration Committee to identify and develop a joint plan for inter-administration issues
- Consider and respond to issues identified by the UK Statistics Authority's Monitoring and Assessment Team that are relevant to the Theme
- Escalate issues to the National Statistician and Heads of Profession where appropriate
- Maintain the Theme's presence on the Publication Hub

Involvement

Lead: Relevant Theme leader

Engage with: Heads of Profession in Departments, Agencies, and other bodies relevant to the Theme, Devolved Administrations, Stakeholders, Users

Secretariat: The National Statistician's Office, UK Statistics Authority

UK STATISTICS AUTHORITY

COMMITTEE FOR OFFICIAL STATISTICS

SA(COS)(10)04

Roles and Responsibilities of Statistical Heads of Profession

Purpose

1. This paper sets out, for information, the recently agreed roles and responsibilities of Government Statistical Service (GSS) Heads of Profession (HoPs) working in UK government departments.

Recommendations

2. Members of the Committee for Official Statistics are invited to note:
 - i. the agreed roles and responsibilities of HoPs working in UK departments (paragraph 5 and **Annex A**);
 - ii. that these roles and responsibilities do not apply to Chief Statisticians in the Devolved Administrations nor to lead professionals in arm's length bodies (paragraph 6), and;
 - iii. that there may be a need to revisit the statement of roles and responsibilities in the light of further consideration of GSS interaction with arm's length bodies in relation to their production of Official Statistics (paragraphs 7 and 8).

Discussion

3. Prior to the implementation of the *Statistics and Registration Service Act 2007*, the role of HoPs was set out in the *Framework for National Statistics*. That Framework has now become obsolete and the original description has had to be refreshed and updated.
4. Although the *Statistics Act* does not mention either the GSS or the role of statistical Heads of Profession, the requirements set out in the *Act* and in accompanying secondary legislation and in the *Code of Practice for Official Statistics* assign a range of implicit responsibilities to HoPs. These duties relate, among other things, to the formal assessment of National Statistics against the *Code*, data sharing, and the granting of pre-release access to Official Statistics. The new statement of the roles and responsibilities of HoPs updates the previous Framework document and is intended to reflect better the new obligations. The statement has been the subject of extensive discussion with HoPs themselves, and was formally ratified by them at their meeting of 23 November 2009.
5. The full statement of roles and responsibilities is set out in Annex A. In brief, they set out how Heads of Profession will do the following:
 - i. oversee the efficient and effective operation of their own organisation's statistical work;
 - ii. improve and maintain public confidence in National Statistics and Official Statistics;
 - iii. improve and maintain the quality and relevance of National Statistics and other Official Statistics;
 - iv. play a key role in statistical planning and statistical coordination;
 - v. contribute to the formulation of statistical policy;
 - vi. increase and support data sharing for statistical purposes;
 - vii. maintain and improve the statistical competence of their organisation through recruitment, training and development;
 - viii. report performance, and;
 - ix. fulfil other responsibilities as required by the National Statistician.

SA(COS)(10)04 - The Role of Statistical Heads of Profession

6. This statement applies only to HoPs working in UK government departments. It does not apply to Chief Statisticians in the Devolved Administrations nor to lead professionals in arm's length bodies. The Devolved Administrations have their own statements. For example, for Scotland, the role of HoPs is set out in the Framework for Official Statistics in Scotland.
7. The situation for arm's length bodies - Crown bodies, and non-Crown bodies identified by *Order* as being producers of Official Statistics - is currently under consideration by the GSS. To help ensure compliance with the *Code of Practice*, there is a need for a lead professional to be identified for each of these organisations. However, it is not yet clear how best to build appropriate links between the GSS and these bodies. For example, some arms length bodies have expressed a preference to be represented by their sponsor department's HoP, whereas those arm's length bodies with audit or regulatory functions tend to be far less willing to consider such an arrangement.
8. There is clearly a need to consider the potential tension arising from a departmental HoP's role in determining statistical content and timing, and the managerial autonomy of non departmental public bodies. A GSS Task Force is currently considering these issues, but it is clear that there will not be a 'one size fits all' solution. Once the arrangements for dealing with arm's length bodies become clearer, there may be a need to revisit the statement of roles and responsibilities and adjust it accordingly.

Caron Walker, National Statistician's Office, December 2009

List of Annexes

Annex A Statement of the Roles and Responsibilities of Heads of Profession

Annex A Statement of the Roles and Responsibilities of Heads of Profession

Appointment

Where an official body produces 'National Statistics'; produces or makes extensive use of 'Official Statistics'; or employs an appreciable number of official statisticians, that organisation should appoint a suitably qualified person to the post of Head of Profession for Statistics. Heads of Profession (HoPs) should be appointed by the organisation's Head of Department, after seeking the views of the National Statistician. While remaining in the formal line management of their own organisation, appointees will collaborate with the National Statistician / Head of the Government Statistical Service (GSS) and be accountable to him/her for the professional integrity and quality of their work and their organisation's Official Statistics. Where there is no suitable candidate, or insufficient justification for such an appointment, the organisation should make arrangements to rely on the services of the Head of Profession in a neighbouring (e.g. sponsor) organisation.

Summary of Duties

Statistical HoPs are held responsible for overseeing their own organisation's statistical functions, and meeting their own organisation's statistical needs, and for implementing the provisions set out in statistical legislation, both within their own organisation and more generally across the UK statistical system. Their primary duty is to safeguard the professional integrity of the 'National Statistics' and other 'Official Statistics' produced by their own organisation. They will ensure that their own organisation's Official Statistics are relevant, of high quality and produced effectively and efficiently. HoPs will also play a key role in statistical planning, both in their own organisation and across government, and in the formulation of statistical policy. They will also ensure the recruitment of appropriately qualified statisticians into their organisation, investing in their development for the future statistical capability of their organisation and the GSS more widely.

Heads of Profession will:

1. Oversee the efficient and effective operation of their own organisation's statistical work
2. Improve and maintain public confidence in National Statistics and Official Statistics
3. Improve and maintain the quality and relevance of National Statistics and other Official Statistics
4. Play a key role in statistical planning and statistical coordination
5. Contribute to the formulation of statistical policy
6. Increase and support data sharing for statistical purposes
7. Maintain and improve the statistical competence of their organisation through recruitment, training and development
8. Report performance
9. Fulfil other responsibilities as required by the National Statistician

Further detail on each of the above functions follows.

Heads of Profession - detailed notes:

1. Oversee the efficient and effective operation of own organisation's statistical work

- a) Ensure that their organisation has the capability/capacity to meet the service needs, and the quality and efficiency standards set by their Ministers, Chief Executives, and/or Permanent Secretary, and by the National Statistician.
- b) Deliver the outputs in their organisation's statistical work programmes required to meet the needs of customers and policy colleagues, ensuring those outputs are relevant, fit for purpose and timely.
- c) Promote the use of their organisation's administrative and management systems for statistical purposes, and pursue this objective within the context of the *Code of Practice for Official Statistics*.
- d) Estimate the compliance costs to businesses and local authorities of responding to statistical inquiries and seek to minimise the burdens on those who supply data to their organisation for statistical purposes.
- e) Lead their organisation's professional statistical staff.

2. Improve and maintain public confidence in National Statistics and official statistics

- a) Keep a watching brief over all Official Statistics produced by their organisation and, working with their organisation's Analytical Champion (where appointed), ensure that practical arrangements are in place to ensure that their organisation as a whole, as well as their organisation's statistics, comply with the principles and practices set out in the *Code of Practice for Official Statistics*.
- b) Safeguard the integrity of the statistical work and all National Statistics produced by their organisation. Refer matters which threaten the professional integrity of those statistical outputs, and/or are possible breaches of compliance with the *Code*, to the National Statistician and work with the National Statistician to address these matters.
- c) Promote the professional independence of their organisation's statistical work, the propriety and impartiality of its decisions, the quality of its outputs and the integrity and validity of its statistics and commentaries.
- d) Prepare for the UK Statistics Authority's formal assessment of their National Statistics against the *Code of Practice for Official Statistics*, actively participate in those assessments and ensure the implementation of any follow-up actions which result from the assessment process.
- e) Protect the confidentiality of data, collected for statistical purposes, from unauthorised disclosure.
- f) Ensure that their organisation's release practices are consistent with the requirements set out in the UK Government's *Pre-release Access to Official Statistics Order*, and the equivalent *Orders* in each of the Devolved Administrations.
- g) Carry out the role assigned to them in that *Order* – for example: overseeing the arrangements for implementing and complying with the *Order*; minimising pre-release

access; and maintaining and publishing full lists of all those who receive pre-release access to statistical outputs and the reasons for that access.

3. Improve and maintain the quality and relevance of National Statistics and other official statistics

- a) Be accountable to the National Statistician for the quality of statistical outputs within their organisation, including the methodologies used in their production.
- b) Be an advocate for the use of statistics and analysis within their organisation; offer advice on statistical issues and promote the use of statistical information in their organisation's decision-making processes.
- c) Be responsible for coordinating their organisation's statistical programme, and promoting within it the implementation of National Statistics policies.
- e) Actively support user consultation; maintain regular links with relevant user groups; and take account of users' views when considering changes to statistical outputs.
- f) Monitor the quality and comprehensiveness of the statistics produced by their organisation and implement regular quality assurance processes, including thorough reviews of outputs where appropriate.
- g) Pro-actively test the National Statistics produced by their organisation to ensure they are compliant with the *Code of Practice for Official Statistics*.

4. Play a key role in statistical planning and statistical coordination

- a) Work proactively with colleagues in other analytical disciplines, policy colleagues and stakeholders to define their organisation's strategic analytical needs and to identify areas where improvements could be made.
- b) Prepare a statistical work programme in consultation with the National Statistician, which meets their own organisation's analytical needs and also forms part of a wider coherent plan covering statistics in the UK as a whole.
- c) Work with other Heads of Profession and the Chief Statisticians in the Devolved Administrations to identify priority areas for improvement and participate in cross-GSS planning groups to determine what improvement actions should be taken.
- d) Work with the National Statistician, other Heads of Profession and Chief Statisticians to promote comparable statistics across the UK.
- e) Consult the user community in order to ensure that such plans meet users' needs.

5. Contribute to the formulation of statistical policy

- a) Provide input to the development of wider policy and strategy on National Statistics and Official Statistics by participating in interdepartmental committees and working groups, and by encouraging others in their organisation to do likewise.
- b) Actively participate in Heads of Profession meetings and in cross-GSS committees as appropriate.

6. Increase and support data sharing for statistical purposes

- a) Encourage data sharing for statistical purposes, in order to improve the quality and coverage of Official Statistics and reduce the cost and burden of data collection.

7. Maintain and improve the statistical competence of their organisation through recruitment, training and development

- a) Establish and promote a learning culture for all GSS staff within their organisation; champion the Continuous Professional Development Programme (CPD); and ensure access and opportunities for personal development are open to all.
- b) Advise on the recruitment; training and development; posting; appraisal; promotion; and retention of statistical staff in their organisation.
- c) Serve on, or otherwise ensure appropriate representation on, all recruitment, promotion and other boards for statistical staff.
- d) Actively identify and nurture talent and ensure adequate succession planning.

8. Report performance

- a) Actively contribute to the preparation of reports on performance by the National Statistician, as required.
- b) Maintain a list of all of their organisation's Official Statistics, distinguishing those which are designated as National Statistics.
- b) Prepare any other reports required by the United Kingdom Statistics Authority or requested by the National Statistician, as appropriate.

9. Fulfil other responsibilities as required by the National Statistician