

Business Plan

April 2019 to
March 2022



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Foreword

Overview from the National Statistician

The Better Statistics, Better Decisions Strategy published in 2014 set out a vision for radical change to UK official statistics. It envisaged a statistical service that is faster, more fine grained and more relevant to the decisions being made. It anticipated that previously unimaginable sources of data would be drawn upon. And that we would need to up our game to communicate the value of official statistics in a challenging environment.

Five years on we have worked hard to deliver the statistics the country needs to understand the modern economy, to make an enhanced contribution to public policy, to improve population and migration statistics (and prepare for the 2021 Census) and to build our capabilities, including through the refreshed Code of Practice for Statistics.

Our plans have also needed to adapt to a changing environment. The UK's decision to leave the European Union (EU) has created new demands for statistics and we have had to address heightened public acceptability concerns about data use, data security, data ethics and data protection more generally. Our emphasis on being helpful and professional (to build public trust); innovative (by transforming statistics and our approach to data and technology); capable (by developing our people); and efficient (by modernising our corporate support) has enabled us to navigate effectively and be ready for whatever comes next.



The period of this plan will see the conclusion of the current strategy and a new period for the UK official statistics system within a rapidly changing data and policy landscape. Important near term milestones will be:

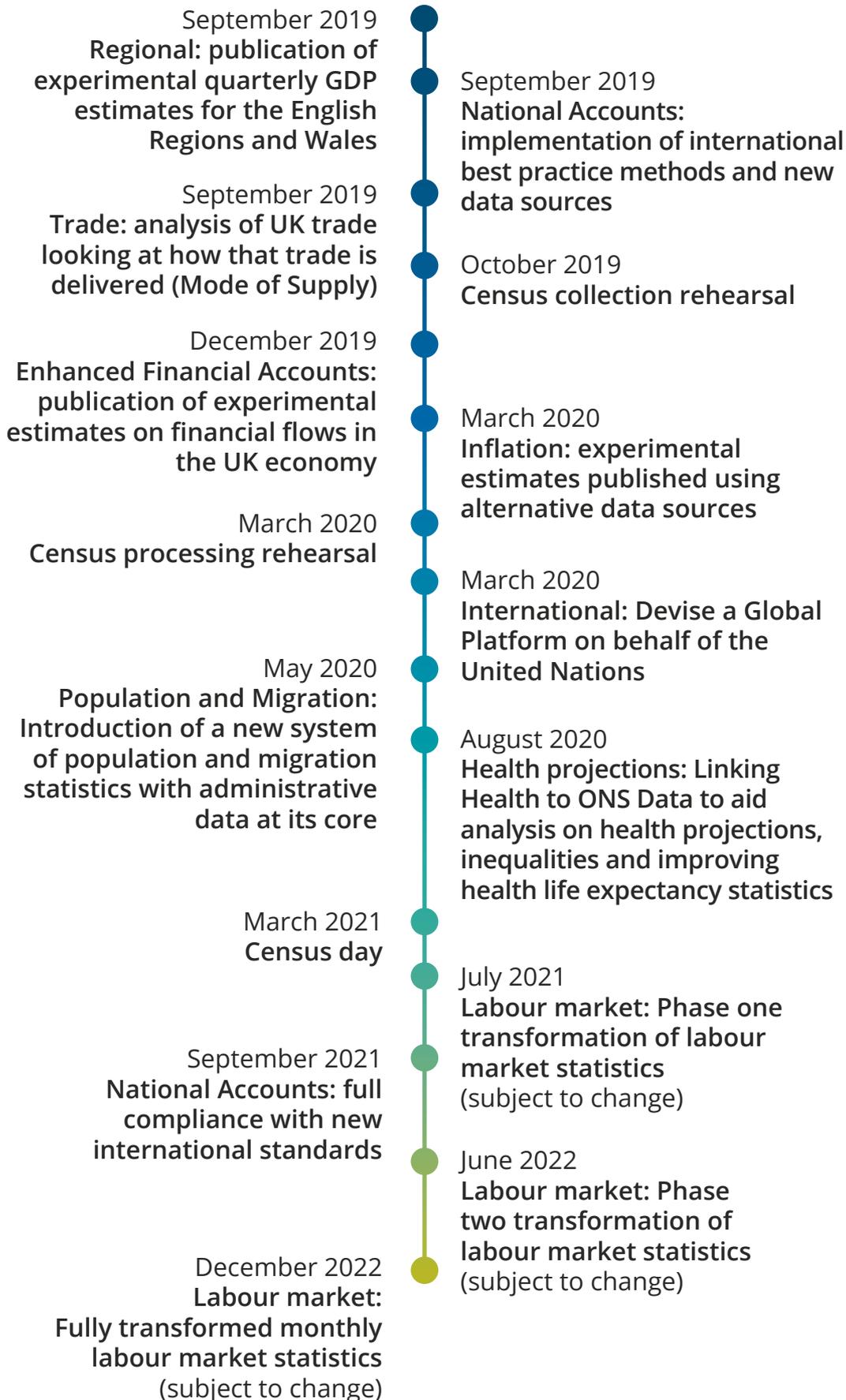
- the 2019 Blue Book update to economic statistics that will see the effective completion of the agenda set out in the 2016 Bean Review and further progress in our Economic Statistics Transformation
- the Census collection rehearsal in October 2019 in four local authority areas to test our readiness for 2021 and the processing rehearsal that will follow in Spring 2020
- continuing the implementation of the legislative framework provided by the Digital Economy Act 2017 – including support to the research community through the facilitation of access to administrative data
- our continued investments in data, technology and statistical theory to underpin our ability to deliver these milestones.

This is my last business plan as UK National Statistician and I would like to wish all my colleagues across the Government Statistical Service (GSS) and beyond every success in continuing to mobilise the power of data to help Britain make better decisions and improve lives across the country.



John Pullinger CB C Stat
National Statistician
UK Statistics Authority

High level time-line: Key deliverables for this business plan



Introduction

Purpose of the plan

The purpose of this document is to set out the overall business plan for the UK Statistics Authority for the period 2019/20 to 2021/22 – during which time we will move through the final year of the current Spending Review (2015) and into the next (2019). It describes:

- how we are changing through our strategy
- progress to date in the implementation of Better Statistics, Better Decisions
- our deliveries for the final year of our current strategy and across our ongoing transformation programmes
- how we will measure our success, together with the dependencies and risks we are managing

In previous years our business plans have set out our programmes of activity for the following three financial years. This business plan continues that theme, but as 2019/20 coincides with the end of the current Spending Review (2015), it focusses on the priority deliverables and the metrics underpinning them for the year ahead.

These include:

- the delivery of the 2019 Blue Book, which represents the culmination of a significant amount of activity in the Economic Statistics Transformation Programme
- the current plans for the Census and Data Collection Transformation Programme as we approach the Census collection rehearsal across four local authority areas in Autumn 2019; processing rehearsal in Spring 2020; and the delivery of key Census 2021 activities in the lead up to March 2021
- the delivery of progressive support to the research community by increasing access to data through the Secure Research Service in partnership with the Administrative Data Research Partnership – utilising the legislative framework provided by the Digital Economy Act 2017
- these milestones are all supported by our work to enhance our data capability

For future years we will set out the key principles and emerging themes that will underpin our next strategy and forthcoming Spending Review (2019) submission augmented by our strategic programmes – Economic Statistics Transformation and Census and Data Collection Transformation. Our initial positioning for the next iteration strategy being developed in readiness for April 2020, is set out in [Annex A](#).

The plan deals generally with the work of ONS, the executive arm of the UK Statistics Authority. The activities of the wider Government Statistical Service (GSS) are mainly covered by the plans of each government department and the four nations of the UK, although this plan includes the cross cutting elements which support the official statistical system as a whole. The work of the Authority's regulation function, the Office for Statistics Regulation (OSR), is covered by a separate business plan.

Changing through Better Statistics, Better Decisions

The key driver of Better Statistics, Better Decisions is the need to keep pace with the rapidly changing nature of the economy and society, and the changing expectations from all users of official statistics. Our success is ultimately measured by the value we bring to our users and stakeholders. We know there is a greater appetite for statistics and data from policy makers and from the public. They are seeking a coherent collection of statistics that are presented in a way which all users can understand and reflects the breadth of decisions people make.

As the country considers its changing relationship with the European Union (EU) and the world, it is essential official statistics continue to be trusted sources of information for citizens and decision makers. A key part of this is meeting our commitment to deliver our programme of over 650 statistical releases a year in a timely fashion to meet user needs.

We also need to innovate and develop new approaches, which itself raises new challenges. As we change the methods of producing statistics we need to maintain their quality. In many cases this will be achieved through the National Statistics quality mark, overseen by the OSR, a sign that statistics meet the highest professional standards of trustworthiness, quality and value.

We cannot expect to deal with all the challenges we face on our own. We have a long track record of working with government, but need to develop ever stronger ties with academia, think tanks and commercial partners. The Economic Statistics Centre of Excellence and the Population and Public Policy Centres of Expertise are key to the facilitation of these partnerships.

The majority of economic statistics produced by the ONS are underpinned by international frameworks. For those statistics international standards and our work with partners to shape new global frameworks are vital, not least so UK performance can be put in the context of worldwide trends. In the public policy space there are fewer international standards, but we need to demonstrate that our quality approach is equally robust to maintain the support of our stakeholders.

The changes we have made to our economic statistics in the implementation of Better Statistics, Better Decisions have been designed to better describe the UK's economy and shed light on key policy issues. This includes:

- understanding the UK's productivity performance, notably our relative weakness when compared to other advanced economies and why productivity growth has slowed sharply in recent years. This research agenda is closely aligned with the Government's industrial strategy
- fully capturing the complexity of the service sector, which accounts for around four-fifths of economic output
- increasing the detail and timeliness of our economic measurement using such data sources as VAT records and Pay As You Earn tax records
- better data about the UK's trade, and how trade affects the wider economy, including more detail on the products the UK trades, the countries with whom the UK trades and the industries that produce those goods and services

The country also faces challenges around measuring societal change and public policy issues such as inequalities. Our ability to describe our society impartially, clearly and in detail through statistics will be our mark of success. The issues we need to cover are diverse, including 'big picture' statistics on population estimates and migration trends, right through to data on areas and individual groups in society. Central to our understanding of the population at a local level is the Census. This is another area readying for transformation as it becomes possible to deliver Census outputs from administrative data sources. In 2021 we will run a modern, online, Census and a parallel administrative data Census.

All these developments rely on data with the Digital Economy Act 2017 allowing us to access data directly from administrative and commercial sources for research and statistical purposes for the public good. This will both relieve the burden on citizens and businesses but also allow us to transform our data collection operations and produce statistics based on billions of records (rather than hundreds of thousands), allowing for increased accuracy, timeliness and granularity.

To enable ONS to hold the data securely and use it effectively we have invested in our data capability and published our data strategy. Delivery is underpinned by new technology, data architecture and statistical methods. Our ambition to make use of additional data sources requires

a paradigm shift in statistical theory to ensure that the statistics we produce are reliable, valid and reproducible. In parallel, we are developing an ambitious administrative data research programme that will encourage academic rigour and the new statistical methods required.

Our delivery model will also need to change, responding to users' needs for new approaches. The Data Science Campus is a key resource here allowing us to develop new, experimental methods using new data sources.

We will only be able to make the changes set out above with the right skills and people. As we progress through 2019/20 and beyond, we will continue to develop our people strategy including the Government Statistical Service and the wider Analysis Function. A key part of this will be to build our approach to promoting the key role that data science will play in the future of statistics and analysis.

We will also focus on improving our overall approach to organisational planning, financial governance and our key corporate systems to make the most of the expertise we have across our supporting functions.

Delivering Better Statistics, Better Decisions

Our progress to date

The financial year 2019/20 is the fifth and final year of our strategy, Better Statistics, Better Decisions and will coincide with the end of the current Spending Review (2015). From the outset, we had envisaged five stages of implementation, each building on the other.

The first year was primarily about leadership – building the leadership team and developing our relationships with partner organisations to enable us to succeed.

During the second year the focus turned to finance – getting clarity about the resources available, notably through the 2015 Spending Review and subsequent funding from Sir Charles Bean’s review of economic statistics; and improving our financial capability.

The third year was about technology and data – building on early progress made with the ONS website and our IT sourcing, we delivered on key promises such as the development of the Data Science Campus and Economic Statistics Centre of Excellence; the enactment of important provisions in the Digital Economy Act 2017; and building the initial phases of Data Access Platform, which forms the cornerstone of our common approach to data management, processing and analysis.

In the fourth year, 2018/19, we:

- developed our convening power to bring together stakeholders to address gaps in evidence
- improved our range of analysis to impact nationally and locally – across economic statistics and key public policy areas such as loneliness, the ageing society and young people
- focussed on developing and embedding new ways of working in economic statistics
- put in place the key design principles, contractual and policy building blocks that will underpin the 2021 Census¹. We have matured our design for the Census and delivered the initial technology for our first two Census user journeys

¹ www.gov.uk/government/publications/the-2021-census-of-population-and-housing-in-england-and-wales

- the Census and Data Collection Programme has also successfully laid the foundations for looking beyond the current methods with the latest update on the Administrative Data Census, work on a new system of population and migration statistics based on administrative data. The Programme is also leaving a wider legacy with 450,000 business survey responses now online and a successful pilot of a multi-mode labour market survey (including online responses)
- started to fill gaps across areas of society that are hard to reach such as homeless people, bereaved children and the disaggregation of the UN's Sustainable Development Goals
- introduced significant changes to our technology, processes and contracts across our field force which will deliver long-term benefits in terms of flexibility and productivity
- developed our Data Management Framework and published a full suite of policies on the use, management and security of data²
- developed the basis for the Administrative Data Research Programme, which will make our administrative data accessible for accredited research purposes, facilitated by the Secure Research Service
- transferred 100 individual data sets to our Data Access Platform (DAP)
- expanded the reach and impact of the Data Science Campus – including delivery of projects across economic indicators and public health and continued to deliver trained data scientists for the ONS and government
- delivered a new National Statistics Quality Review of privacy and data confidentiality methods
- launched a strategic partnership with Cardiff University, to support the development of the next generation of analysts and policy makers.

Areas that have been more challenging than we expected

While we are on track to complete the final stage of this period of radical change in our fifth year of Better Statistics, Better Decisions, there are areas that have been more challenging than we expected:

Social Survey transformation

We have delivered significant change to our social survey teams but without sufficient consideration of the totality of the impact on our field force. This has contributed to a dip in response rates. We are addressing this through an action plan to assist our field force with their delivery challenges, which is beginning to deliver improvements.

² www.ons.gov.uk/aboutus/transparencyandgovernance/lookingafterandusingdataforpublicbenefit

Census delivery

The Census is at a critical phase of its delivery with a tight timescale for the processing and collection dress rehearsals, but the overall timetable is on track. An earlier focus on design and assurance would have helped the programme develop quicker and made the timescales for the year ahead easier.

Data acquisition

While we have access to and the ability to link increasing amounts of data from government and commercial sources, we are yet to gain access to critical data sets that will form the basis of key economic indicators and an administrative data focused replacement system for population and migration statistics. This has the potential to affect key milestones in the Economic Statistics Transformation Programme; and Census and Data Collection Transformation Programme.

Technical legacy

We have made significant progress in improving our corporate technology estate and transforming outdated technology such as that in support of Life Events statistics³; but this is a long term strategy and the core technology that supports the production of many statistics still needs to be modernised. We have plans in place across Economic Statistics to resolve significant elements, but the ability to progress in this area and across Population and Public Policy is dependent on continued investment through the next Spending Review (2019).

Capability and skills

We have set up a Learning Academy which delivers leadership, technical and analytical training. However there are challenges achieving the uplift in skills we need to see across the office. As many of our analytical staff are involved in the daily production of our statistical outputs it is difficult to provide the time they need to retrain to use new systems, methods and processes effectively. Recruiting and retaining technical skills in IT and Data Science, Data Architecture and Statistical Theory also continues to be a challenge for us; notably due to pay constraints.

Corporate systems

Our transformation has focused on developing significant changes for our front-line staff including upgrading supporting technologies

³ Known as Model 204

to enable smart and mobile working across the office and in the field. Our corporate functions need more focus in the future to ensure the organisation is supported and enabled effectively.

Our priorities for 2019/20 to 2021/22

2019/20 is a critical year for our future which will see us finalise a new strategic direction and submit our plans under the Spending Review (2019) as outlined in [Annex A](#). There will also be key changes in our senior leadership which will see us welcome a new National Statistician.

Our immediate priorities within the period are set out below disaggregated by our strategic perspectives and delivery model (see Figure 1 on page 16).

Helpful and Professional: Building public trust

We will continue to develop our capacity to produce insightful, trusted, analysis to inform debate on the back of independent statistics and continue to invest in our ability to work and communicate effectively with our broad range of stakeholders. The OSR through its 'National Statistics' designation and Code of Practice for Statistics, has a key role to play in developing trust.

We will continue to be transparent about our work to improve the quality of statistics including Gross Domestic Product; Financial Accounts; Inflation, including addressing the House of Lords enquiry on the use of the Retail Price Index (RPI)⁴; Trade; Population and Migration; Health and Social Care; Inequalities; Crime; Income and Wealth.

We will also connect across the GSS, through our Centres of Expertise and the work that we are doing to ensure consistent approaches to the quality of statistics across the system.

To maintain public trust in our use of data, we will continue to use the independent scrutiny provided by the National Statistician's Data Ethics Advisory Committee to ensure our use of data is ethically appropriate. We will also ensure we use data proportionality and transparently, with strong communication of how the better statistics go on to support clearly articulated better decisions.

⁴ www.parliament.uk/the-use-of-rpi

Professional and Innovative: Managing data responsibly

We will continue to embed our revised policies on the use, management and security of data; expand our access to administrative data through the Digital Economy Act 2017; and continue to invest in our security approach to provide confidence in our management and use of data. We will also play a leading role in the Administrative Data Research Partnership to maximise the use of these data for the public good.

Innovative: Transforming statistics

Across our statistical transformation programmes our priorities are as follows:

Economic Statistics Development

The publication of the Blue Book 2019 represents the culmination of a significant amount of work in driving improvements in this area as set out in the Bean Review.⁵ We will continue to develop finer grained and more timely economic statistics, working with the Economic Statistics Centre of Excellence to deliver improvements across the system. We will also continue our work to improve our core technology and move off legacy systems to new data platforms.

Census and Data Collection Transformation

We will submit the next iteration of our Census and Data Collection Transformation Programme Business Case in May 2019 and seek to secure the legislative basis for the Census by March 2020. We will continue to move forward with the next phases of the technology development and delivery of the programme in the build up to the Census collection and processing rehearsals in Autumn 2019 and early 2020 respectively. This will include bringing together our integrated design for the Census with our delivery partners following the conclusion of major Census procurements. We will also continue our research into the use of administrative data to replace the Census and develop a new system of population and migration statistics for delivery in 2020, building towards making recommendations to the Government in 2023 on the future of the Census.

⁵ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/507081/2904936_Bean_Review_Web_Accessible.pdf

Innovative: Increasing technical capability

We will develop the technology and data architecture that will support the data collection and processing systems that will underpin the Census. This includes the continued development of our capacity for processing online surveys; and developing modernised support for the field force. We will continue to build the capabilities of the Data Access Platform, which is the key to the future of economic statistics, public policy statistics and the use of administrative data. We will focus on continuing to develop our plans to resolve our technology legacy to improve resilience and efficiency; and deliver increasing cross government impact from our Data Science Campus – including demonstrating the role that Artificial Intelligence and Machine Learning can play in improving government’s analytical capabilities.

Capable: Developing our people

We will deliver a revised people strategy and focus on developing a high performing culture; flexible, diverse and capable teams; and an innovative and dynamic organisation. This will include building the analytical capability of our people in the ONS and across Government through the National Statistician’s leadership of the Analysis Function. We will also focus on building on the success of the Data Science Campus in the development and deployment of advance data techniques to support Data Science for the public good.

Efficient: Modernising corporate support

We will continue to invest in our corporate support and oversight functions – including the efficiency and effectiveness of our key corporate systems; enhancing and streamlining our governance; and ensuring that our assurance and oversight systems support the delivery of our strategy now and into the future. We will continue to ensure that we maximise the value we deliver from our financial resources.

Business plan 2019/20 to 2021/22: Key deliverables

To understand the context of our core deliverables this section sets out the key themes of activity that the organisation will focus on in the near to mid-term using our delivery model (figure 1). These themes align with the five perspectives in Better Statistics, Better Decisions – Helpful, Professional, Innovative, Capable and Efficient. They also cut across internal organisational boundaries and impact upon our four main business segments – Economic Statistics, Population and Public Policy, Data Capability and the Corporate Centre and provide a focus for the prioritisation of our resources in developing the Authority's key strategic assets.

Developing our priorities

We have identified the key priorities that deliver the Authority's value to the public and form the basis of the delivery of the perspectives in Better Statistics, Better Decisions:

- **Helpful and Professional: Building public trust** – investing in our relationships and independence to drive impact; supported by the quality of statistics and our analysis⁶
- **Professional and Innovative: Managing data responsibly** – managing increasing amounts of data responsibly and increasing trust in our handling of data
- **Innovative: Transforming statistics** – Economic Statistics Transformation; and Census and Data Collection Transformation
- **Innovative: Increasing technical capability** – secure scalable technology; and developing advanced data methods
- **Capable: Developing our people** – developing higher skilled workforce; and building the analytical capabilities that drive our success
- **Efficient: Modernising corporate support** – improving our management and oversight functions that support our success; while delivering value from our resources

The links between the perspectives in Better Statistics, Better Decisions and these priorities are illustrated in Figure 1. The key areas of focus that sit within these priorities are set out in detail.

⁶ Supported by the role of the Office for Statistics Regulation.

Figure 1: A Better Statistics, Better Decisions Delivery Model



Helpful and professional: Building public trust

Helpful: Increasing our impact

Public trust in statistics and the Authority is based on ensuring they are helpful to those who use them. The job is not done when the statistics are published, only once they are received, understood and valued by users.

Users need our statistics to be delivered on time and to high quality standards; being transparent about revisions to statistics and errors; and driving increases to quality. We will continue to focus on the delivery of this extensive programme – which totals some 650 releases per year for the ONS alone.

Externally, building relationships with stakeholders and partners inevitably takes time. Economic Statistics has made good progress to date, and our focus out to March 2020 is maintaining credibility and a reputation for cooperation that enhances our relationships with our key stakeholders such as key Government departments, the Bank of England, the financial markets and key commentators. Our focus will be on providing greater insight across the economy including improved trade data, better local economic statistics, higher quality and more detailed productivity measurement, improvements in labour market statistics and new approaches to measuring inflation.

Across Population and Public Policy, we work with a much more diverse range of stakeholders. Our users span central and local government, think tanks, academic institutions and community groups. To facilitate this engagement, we have set out a range of Centres of Expertise covering Migration, Crime and Justice, Ageing and Demography, Equality and Inclusion and Sub-national analysis. These centres facilitate cross-cutting analysis of key issues and provide routes to improving understanding of key issues for public policy.

For the year ahead, these will deliver the first ever analysis of data on religion in England, new analysis of disability, new analysis of children's online behaviour, further detailed analysis on the links between immigration and ageing population amongst others.

Our overall success will be measured by the ratings given to us by those using what we make available in the following areas.

How we are helping...	Who will tell us whether we are...
Helping people make important decisions in their lives including on education, jobs, transport	Public Confidence in Official Statistics Index of ignorance
Helping make decisions on EU Exit and Britain's place in the world, especially in relation to trade and migration	Department for Exiting the EU, Department for International Trade, HM Treasury Migration Advisory Committee, Home Office, academics and stakeholders in migration statistics
Helping make decisions on public finances, especially in relation to the Budget, Monetary Policy and Financial Stability	HM Treasury, Bank of England, Office for Budget Responsibility Financial sector and key economic commentators
Helping make decisions that support British business, including on UK productivity and industrial strategy, understanding the modern economy and UK research and innovation	Department for Business, Energy and Industrial Strategy Confederation of British Industry, Institute of Directors, UK Research and Innovation
Helping make decisions on sustainable development including understanding the national balance sheet	Department for International Development, United Nations, third sector stakeholders covering many of the seventeen goals, most Government departments, the Devolved administrations
Supporting devolution	Scotland, Wales, Northern Ireland and local authorities
Helping understand equalities, identity and social mobility to support social justice for individuals and communities	Women and Equalities Select Committee, third sector stakeholders across the nine protected characteristics, Institute for Fiscal Studies (IFS), Resolution Foundation and other think tanks
Helping make decisions related to health and social care	Health service providers, local authorities and the public
Helping make decisions related to housing	Department for Communities, Housing and Local Government, the sector and the public
Helping understand trends in crime and the justice system	Home Office, Ministry of Justice and the public
Helping research	Making more data available through the Secure Research Service and developing Data Architecture
Helping statisticians	Improving and developing statistical methodology, especially in relation to privacy and transactional data methods

Our plan covers the whole of the Government Statistical Service (GSS), which is supported through a range of cross-GSS programmes. We work with the Government Statistical Service to add coherence to the overall statistical framework and ensure overall compliance with the Code of Practice for Official Statistics as set out below.

Support to the Government Statistical Service (GSS)

We provide a range of support across the GSS in the following areas:

- Code of Practice for Statistics – provides professional guidance for producers in the delivery of statistics, which is upheld and supported through the work of the Office for Statistics Regulation
 - career pathways and support – this will be a particular focus during 2019/20 as we seek to build the Analysis Function as the key cross government mechanism to build capability for economists, statisticians, social researchers, operational researchers and other disciplines
 - Centres of Expertise – which assist across the profession to bring together subject matter experts to enhance the analysis of key cross cutting policy issues
 - quality assessment and oversight – the Best Practice and Impact team provide strategic leadership across government leading National Statistician Quality Reviews which will ensure the GSS makes best use of new innovative statistical methods, driving up the quality of statistical outputs
 - training and support – the Best Practice and Impact team also provide a range of training and technical support in methodology, presentation of data and in the quality of outputs and releases. The team also provides a consultancy service to work with producers to drive up quality across the statistical system
-

As we continue to move our emphasis towards delivering services to enable clearer insight about the UK economy and society, we will focus on the usability and impact of our outputs and the success of our communications via our website and social media; and through our relationships with the press and key commentators.

Professional: Delivering high quality statistics and analysis

In terms of quality, we will look to ensure that our key outputs meet the quality standards within the National Statistics framework, as overseen by the Office for Statistics Regulation; and will work towards re-obtaining National Statistics Status for trade statistics. Across our outputs, our focus will be on:

- Gross Domestic Product (GDP) – producing GDP through the use of double deflation methods and new data on the purchasing patterns of business and the output of the service sector. We will also deliver on agreed action points with Eurostat for the 2019 and 2020 Gross National Income statistics, with the aim of delivering full compliance with international standards for National Accounts by September 2021
- UK Financial Accounts – producing enhanced accounts as experimental statistics with increased sectoral detail and better visibility on trading patterns, with the aim of integrating enhanced Financial Accounts into the National Accounts by September 2021
- Inflation – responding to the House of Lords enquiry on the use of the Retail Price Index (RPI)⁷; while focussing on the production of experimental estimates using alternative data sources, such as web-scraped and retail scanner data by March 2020
- Trade – continuing to focus on the quality of trade statistics and insight from the release, while improving understanding about trade asymmetries – with the aim of integrating the improvements within the 2019 Blue Book and Pink Book in 2020
- Labour Market – progressing with the transformation of labour market statistics based on administrative data in the lead up to December 2022, with interim milestones in July 2021 and June 2022⁸
- Population and Migration – continue to report our best understanding of trends in migration using all available data from all sources. This will incorporate new sources as they become available and introducing a new system of population and migration statistics by May 2020
- Health and Social Care – aiding analysis on health projections, inequalities, healthy life expectancy, care pathways and mental health by linking health and ONS data by August 2020. We will also be developing new statistics on disability, health projections and helping to explain trends across the health landscape

⁷ www.parliament.uk/the-use-of-rpi

⁸ These milestones are subject to change, based on our ability to access key data sets from HMRC and DWP as described on page 22.

- Inequalities – further embedding a statistical Centre of Expertise for inequalities while seeking to improve statistics on earning mobility, personal well-being, measurement of economic inequalities and social attitudes. We will also deliver the suite of indicators to report progress against the United Nations (UN) Sustainable Development Goals
- Crime – Continue to improve our reporting of crime statistics to make it clear to users how to interpret them and continue to assess our impact on users’ understanding of trends in crime
- Income and Wealth – developing expanded human capital estimates, that investigate the relationship between skills and earnings; and the changing shape of the workforce.

Professional and Innovative: Managing data responsibly

Professional: Trusted data management

In light of our increased access to data, the Digital Economy Act 2017 and the new ways of working across ONS, we will also continue to embed the ONS’s policies on the use, management and security of data⁹ including agreeing common standards for our work, internally and with partners. In 2019/20, we will demonstrate how the implementation of our Data and Security Policy framework supports our improved approach to the management of data – with the maintenance of privacy being paramount. ONS established and leads the Data Architecture network across government and its agencies with the aim to promote and share good practice.

We will also continue to develop our security strategy, focussing on physical security; secure by design principles in the development of our technology, particularly in the context of the upcoming Census; protective monitoring; appropriate security clearances for our staff and contractors; and developing our culture of security through our policies, procedures and overall approach. This includes continuing to embed our comprehensive approach to data protection regulations.

A key element of our data management approach and the Digital Economy Act 2017 is providing access to data for research purposes through the Secure Research Service and in partnership with

⁹ www.ons.gov.uk/aboutus/transparencyandgovernance/lookingafterandusingdataforpublicbenefit

Administrative Data Research Network UK, the Economic and Social Research Council and UK Research and Innovation. The independent Research Accreditation Panel, established by the National Statistician in 2018, accredits researchers and research projects, and accredits safe settings for data processing in line with the statutory Code of Practice and Accreditation criteria, approved by Parliament in July 2018.

Innovative: More data sources

The access, processing, use and application of data, in particular administrative data, is not only key to the ongoing strategic development of the organisation it is also key to allow the UK to achieve a step change in the way that it makes decisions. The foundations for greater access to data were laid within this current strategy through the Digital Economy Act 2017. Since the successful introduction of this new legal gateway we have made progress in attaining core administrative data – with over 100 individual data sets now held on our Data Access Platform and administrative data both supporting the production of statistics and, where possible, being made available for research purposes through the Secure Research Service.

However, we are yet to receive full access to key government data sets, particularly from HM Revenue and Customs and the Department for Work and Pensions. Access to these data sets is important if the organisation is to deliver on its current and future goals to deliver faster and more timely estimates of GDP and the labour market; and to support the proposed revised system of population and migration statistics – in line with current plans.

The benefits of aggregating and triangulating large data sets from different sources for research and statistics is clear. Processing, access and shaping data will be possible in a fraction of the current time taken. It will also be possible to deliver more accurate and more detailed statistics and get better taxpayer value. We will continue to work closely with partners across government during the period to reach solutions to these complex issues – not least of these being data security in an increasingly challenging landscape.

Innovative: Transforming statistics

Economic statistics transformation

In economic statistics, we will have largely completed the recommendations highlighted in the Bean Review by Summer 2019, following through on improvements to statistics on trade, productivity, prices and the flow of funds. The 2019 Blue Book, due to be published in September 2019, will bring ONS in line with international best practice across key elements of National Accounts and represents a key milestone in the delivery of the Economic Statistics Transformation Programme. However, we will continue to focus on improving economic statistics across the landscape as set out above with the aim of full compliance with international standards by September 2021.

A key area of continued focus in economic statistics is the requirement to meet continually emerging new challenges of measuring the modern economy. By 2020 we will have taken further steps in understanding aspects of areas such as digital, services and intangibles. Most of this work is at a scoping or experimental stage, with a significant factor being how are we using new data sources, such as administrative and commercial data. Experimental estimates will be published using these alternative data sources by March 2020.

We have already successfully integrated VAT data in the National Accounts and have begun producing monthly GDP estimates. There will also, though, be further opportunities to expand the use of administrative and commercial data sources, including short term statistics using VAT and Pay As You Earn data. This is a key area of ongoing activity beyond the current business plan and Spending Review (2015) and is supported by the work of the Economic Statistics Centre of Excellence.

We are also working towards the transformation of labour market statistics, through the use of administrative data by December 2022, with interim milestones in July 2021, and June 2022. These milestones are dependent on access to key data from HMRC and DWP and are subject to change.

A major part of the Economic Statistics Transformation Programme is the improvements in economic statistics across both technology and our people. During 2019/20 we will work to deliver continued improvements in our skills and capabilities. We will also progress our programme of legacy technology transformation and progress with the plan to reduce our reliance on stand alone systems and transfer the process of statistical production to our Data Access Platform.

Census and data collection transformation

The Census and Data Collection Transformation Programme, drives the transformation of population and public policy statistics. Critical milestones are:

- the submission and approval of the Census and Data Collection Transformation Programme Full Business Case in 2019 which is of vital importance not only to the current Census but also strategically in terms of the future of the Census and transforming the collection of our business and social data
- the successful delivery of the technology and integration of suppliers in the lead up to the Census rehearsals
- successful delivery and evaluation of the Census collection rehearsal in October 2019; and processing rehearsal in March 2020
- Parliamentary approval for the Census Order by the end of 2019 and the Census Regulations (England and Wales) by March 2020
- the delivery of a successful Census on 21 March 2021 with first results available within a year
- building on the delivery of the migration and population statistics with the introduction of a new system of population and migration statistics by May 2020. This will be further developed with the implementation of an ongoing system for up to date, fine grained statistics on the number and characteristics of the population, integrating stocks and flows for migration as we head towards 2022
- the work to transform business and social surveys will continue with the aim being to replace surveys with administrative data, where possible, reducing burden on businesses and households, delivering quicker results.

Innovative: Increasing technical capability

Secure scalable technology

Technology underpins our ability to access, process and then use the data to produce valuable, information to help users, stakeholders and policy makers make better decisions. We have already built repositories and pipelines to enable the data to enter the organisation. Key to our ongoing work through the period is the need to continue to build technical capability for the processing and interpretation of the new data sets to produce quality statistics. We also need to continue to develop

the technical infrastructure that underpins the safe, secure access to this data by stakeholders to maximise its value.

By the end of this planning period our Digital Services and Technology function will have delivered scaled up systems to support the Census rehearsal and then the Census itself – including the capability that supports Census field operations and the field force; the online questionnaire and management; the ability to store and process Census data in the production of Census outputs; and the relevant test environments. These capabilities will be developed and tested by the Census collection and processing rehearsals in 2019/20.

In the near and mid-term, we need to fully implement and then leverage our key strategic technologies such as our Data Access Platform (DAP) and Data as a Service (DaaS) offering. Our target for 2019/20 is to support 2000 users on our DAP; we will look to have delivered most of our legacy replacement projects; and we will have adopted our Cloud native strategy aligned with wider government policy. We will then continue our progress to migrate all business surveys online and have fully functional statistical platforms and products. Finally, we will also have started the transformation towards fully virtual office working.

In terms of the legacy transformation initiatives – which formed a core element of our Spending Review (2015) bid we have made progress in terms of removing our reliance on unsupported technologies for Life Events; we have aligned our Field Force and migrated to the central corporate financial and people systems; we have started the movement of business surveys to our online Survey Data Collection Platform. Across economic statistics, all new business applications are now built specifically for migration to DAP; the use of legacy systems and off line tools is continuing to reduce as DAP availability increases. The overall aim is to reduce the number of legacy systems from 196, across 15 platforms; to 80 based on DAP by 2024 – with substantial progress in 2019/20. The ability to resolve our technology legacy across population and public policy statistics will depend on securing funding in the upcoming Spending Review (2019).

Advanced data methods and data architecture

The need for robust and fit for purpose methods and data policies has never been more important to the organisation. We pride ourselves on our leadership and research in this space. During the period we

will develop a cross-ONS data architecture with transparent, credible methods set out for data linking and use of transactional data.

Over a longer period our ambition is to automate data acquisition for all public and commercial data and develop the government data gateway setting in place a cross government data architecture to drive consistency and alignment. This will be complemented by an enhanced data assurance function.

The Digital Economy Act 2017 is important in maximising the ability of the ONS, GSS and wider research communities to access data and provide further value add to the UK economy from their analysis of the economic and social environment. We will introduce end to end digital records management with an aspiration in the longer term to move to a real-time information asset register. The need to develop DAP further is of paramount importance given that DAP is a cornerstone of our data strategy, including our approach to metadata. Again, as with the need to drive consistency across government in terms of methodologies, a longer-term aim is to introduce a common security framework for data sharing across our partners.

We are also developing our ability to deploy data science techniques, Machine Learning and Artificial Intelligence in our work. Through the Data Science Campus, we are demonstrating the impact of these techniques for the ONS and across government, as recently set out in our two-year review of the Campus activities¹⁰. During 2019/20 we will continue to embed these techniques and will expand the reach of the Campus through a partnership with the Department for International Development, which will develop a Data Science Campus hub in East Kilbride.

Capable: Developing our people

Higher skilled people

The ONS has enhanced its people capabilities over the period of the strategy. From an economic statistics perspective, we have brought in new statistical, economic and data science skills, created new partnerships through the Economic Statistics Centre of Excellence, and have increased our appetite to take more risk in planning and delivery. But that transformation is far from secured: we do not yet have the critical mass of skills, and our culture is not yet as flexible and forward looking as we need. This will continue to feature highly on our agenda during 2019/20.

¹⁰ <https://datasciencecampus.ons.gov.uk/our-first-two-years/>

From a Population and Public Policy perspective, we have enhanced our project management and service integration skills in support of the Census and Data Collection Transformation Programme; worked to increase the capacity of our field force; and boosted our analytical capabilities in our Public Policy Analysis space. However, we need to continue our focus on identifying the skills needed to successfully deliver the Census; increase the management capabilities in the field – to ensure that we can maintain survey response rates; and boost our relationship management and understanding of the needs of decision makers and politicians to better judge the needs of our users.

Across our technical and support functions, we have succeeded in building our technology capacity and introducing higher skilled methodologists and data specialists (architects and engineers), but managing the recruitment of these skillsets in the context of a restricted pay environment is challenging. We also need to boost our technical skills across our corporate and oversight functions to ensure that we can address the needs of the business and provide robust yet efficient corporate support. The Best Practice and Impact team will support the continual improvement in government statistics through delivering tailored training to the analytical community and policy profession, developing comprehensive and accessible guidance and a consultancy service driving up standards in statistical quality across the whole statistical system.

During 2019/20 we will build our environment for our people through the introduction of a comprehensive people strategy, which will facilitate the development of a high-performance culture; a flexible capable and diverse workforce; and continue our focus on becoming an innovative and competitive employer. We will also develop our ability to plan, recruit and manage our people, including improved recruitment, through the development of career pathways that support professional development, which together with a revised pay proposal will help us to continue to attract the capabilities that we will need for the future.

Increased analytical capabilities

Analytical and data science capability is a key growth area. As part of our ongoing commitment in this area, we will introduce an analysis function learning and development programme and through our Data Science Campus, a Data Science Fellowship and degree-level apprenticeships.

Partnering with external bodies is a further means by which we will seek to maximise benefits. In early 2019/20 we launched our first strategic partnership with Cardiff University. This partnership will enhance how we work together to inspire the next generation of analysts and policy-makers and add further value to the ONS's significant presence in South Wales. During 2019/20 we will introduce the first of our data science partnership Artificial Intelligence (AI) projects. We will act as a hub and key advocate for data science across the GSS community, wider government and external bodies to research the methods for the use of alternative data sources.

During 2019/20 a key focus will be on developing the cross-government Analysis Function, which will drive increases in analytical capability at a key time for the government. This will be supported by a specific Spending Review (2019) bid, which will provide direct financial support for this function into the future. This work will support our development of a Government Statistical Services People Plan, which will specifically address talent needs across the statistical system.

Efficient: Modernising corporate support

Improving our management and oversight

During 2019/20 we will develop a revised strategy for the Authority for the period starting April 2020, which will be supported by the Spending Review (2019) bid. To support these developments, we will enhance our financial, planning and oversight functions to ensure that the management approach matches the ambitions of the strategy. This will include further developing our planning and programme management and investment in our corporate systems.

Our key developments will include:

- investment in our Finance and Human Resources systems to provide modern processes, increase automation and improve co-ordination across our corporate support functions
- improving our planning and oversight functions – to improve our planning capacity in the context of the upcoming Spending Review (2019), provide sufficient risk management and assurance to support our process of transformation and add coherence
- develop our approach to understanding demand for our services in support of potential new income streams, through effective governance

- focusing on the delivery of the remaining aspects of our core technology legacy – including our corporate databases, corporate desktop and enhanced Skype functionality
- continuing to reshape our workforce as new systems and technologies become available making efficiencies as our business and social surveys move online.

Delivering value from our resources

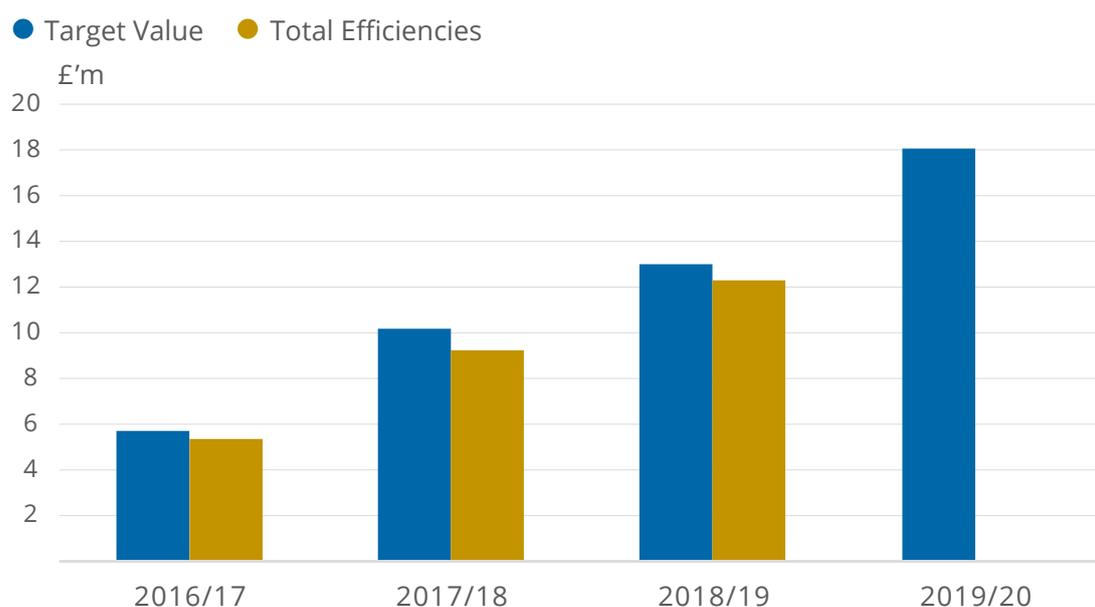
Funding

Our financial plans for 2019/20 can be found at [Annex B](#). At this point in time the forecasts for the years beyond 2019/20 are under consideration as we continue to develop our future strategy and bid for the forthcoming Spending Review (2019). As stated previously in the plan 2019/20 is a key year for us in securing the funding required to achieve our ambitions.

In terms of our efficiencies – by meeting our parliamentary control totals in 2019/20 we will have met our agreed financial targets as part of Spending Review (2015). We also remain broadly on track to deliver our target level of efficiencies over the Spending Review period as indicated in Figure 2 below.

Figure 2: Efficiencies delivered and planned over the Spending Review (2015) period

Total Efficiency



People

Our single biggest asset in financial and in value terms is our workforce. Our people strategy is summarised in [Annex C](#). Our ambition is to attract, nurture and retain the best through embedding a high performing culture, building a flexible, diverse and capable workforce, and being an innovative, competitive employer. The people business plan objectives will be articulated as part of the strategy development and together with a refreshed set of Key Performance Indicators will form part of our ongoing business plans.

Measuring our success

This section sets out the mechanisms by which we intend to monitor the successful delivery of our business plan. It focuses on our emerging Key Performance Indicators, dependencies and key risks again in the context of our Delivery Model and the five strategic perspectives (Figure 1).

To evaluate against our success, we will report with commentary on the key quantitative measures and provide a balanced assessment against the qualitative measures.

Theme	Key Performance Indicators and Measures of Success
Building public trust (Helpful and Professional)	<p>Increasing our impact (Helpful)</p> <ul style="list-style-type: none"> • Stakeholder reach and relationships – including usage of messages in Parliament/Government – qualitative and quantitative success measures (new). • Media Reach – quantitative and qualitative assessment (new). • Volume of traffic to website – increased volume and quality of interactions (new). • Social media interactions – increased social media presence – quantitative and qualitative (new). • Perceptions of independence and impact of official statistics – stable or increasing PCOS scores, trends in Index of Ignorance. <p>Delivering high quality statistics (Professional)</p> <ul style="list-style-type: none"> • 9.30am deadline – no breaches as defined by major product. • Errors in releases – no major errors, less than 10 minor errors per month. • Quality metrics (Value Engineering, Risk and Quality Reviews) – improving value engineering scores and qualitative assessment via Risk and Quality Reviews (new). • User perceptions of quality stakeholder feedback – qualitative assessment (new). • Social survey response rates – response rates increased by three per cent by 2021.
Managing data responsibly (Professional and Innovative)	<p>Trusted data management (Professional)</p> <ul style="list-style-type: none"> • Compliance with data policies – no major breaches (new). <p>More data sources (Innovative)</p> <ul style="list-style-type: none"> • Data acquisition – progress against milestones for key data sets. • SRS/ ADR UK – qualitative user feedback and published case studies showing the use of wider data sources (new).

Theme	Key Performance Indicators and Measures of Success
<p>Transforming statistics: Economic statistics transformation; census and data collection transformation (Innovative)</p>	<ul style="list-style-type: none"> • Progress with ESTP Business Case – Milestones; Dependencies; Resources benefits/resources; Risks (new). • Progress against ESTP technology transformation – delivery of milestones in legacy transformation roadmap (new). • Progress with CDCTP Business Case – Milestones (including technology delivery); Dependencies; Resources benefits/resources; Risks.
<p>Increasing technical capability (Innovative)</p>	<p>Secure scalable technology</p> <ul style="list-style-type: none"> • DAP readiness and usage – outputs produced from DAP and increasing active users (2000 by the end of 2019/20) (new). • Legacy transformation – proportion of Economic Statistics systems transferred to DAP in line with plan – legacy systems reduced from 196 to 80 by 2024 (new). <p>Advanced data methods and data architecture</p> <ul style="list-style-type: none"> • Methodology developments – number and type research outputs on administrative data (new). • Census Methodology Assurance Panel – qualitative views on the quality of methodology (new). • Impact of Data Science Campus – qualitative assessment of impact through case studies, advisory board feedback (new).
<p>Developing our people (Capable)</p>	<p>Higher skilled people</p> <ul style="list-style-type: none"> • People survey results – improved engagement scores. • Average Working Days Lost – below Civil Service Average. • Apprentice numbers – progress towards target of 60. • Training effectiveness – qualitative evaluation of the effectiveness of the Learning Academy (new). • Culture and behaviour – milestones on delivery of the People Strategy (new). • Diversity – meeting Civil Service diversity targets by 2022 (new). <p>Increased analytical capabilities</p> <ul style="list-style-type: none"> • Proportion of analysts in post – increasing proportion of analysts across workforce. • Evaluation government performance against the Analysis Function standard – to be defined through the Analysis Function (new).
<p>Modernising Corporate Support (Efficient)</p>	<p>Improving our oversight</p> <ul style="list-style-type: none"> • Progress with corporate systems improvement projects – milestones in the delivery of automation, workforce planning, improvements to systems controls (new). <p>Delivering value from our resources</p> <ul style="list-style-type: none"> • Meeting our financial delegations – Budget/forecast accuracy. • Delivering our agreed benefits – Census benefits and ESTP benefits – track of deliveries (new). • Delivering our agreed efficiencies – over the SR15 period.

Key cross organisational dependencies

Helpful and Professional: Building public trust

The main statistical areas are dependent on improvements in our corporate website and dissemination platforms to improve our communication of statistical outputs.

Innovative: Transforming Economic Statistics

The Economic Statistics Transformation Programme is reliant on:

- Methods, Data and Research – for the acquisition of data in support of the development of new indicators of statistics and the development of revised methodologies and quality measures
- Digital Services and Technology and Methods, Data and Research – for the design and scope of the Data Access Platform, which supports the resolution of the Economic Statistics technology legacy. This includes the Data Strategy and the Methods library
- Census and Data Collection Transformation Programme – for the transformation of business surveys.

Innovative: Transforming Public Policy Statistics

The Census and Data Collection Transformation Programme is reliant on:

- Methods, Data and Research – for the acquisition of data in support of the Census address and business registers; the new system of population and migration statistics that will replace the Census in the post 2021 period; and the statistical design and methods that will support the delivery of the Census and transformation of data collection
- Digital Services and Technology – for the development of the key technology that will support the delivery of the Census; technology to support the field force; contact centre and self-help websites; online questionnaire; response management; operational management information; support for flexible use and dissemination of Census data; online survey capabilities

- Digital Services and Technology and Methods, Data and Research – for the design and scope of the Data Access Platform, which will hold the Census data
- Finance, Planning and Performance – for oversight of the Census commercial partners and delivery of Census field force payroll.

Efficient: Modernising corporate support

The programme for development of our corporate systems has cross business dependencies on the key elements of the programme including:

- developing our business processes and controls – for improvements to our core management systems and technology
- improving our management information – developing management information that supports the assessment of the Authority's overall performance
- enhancing our governance – improving oversight and streamlining decision making across the Authority
- developing our website – reliance on Economic Statistics and Public Policy Analysis output teams.

Key risks to the delivery of the business plan

The following are a summary of the key risks to the delivery of our ongoing strategy and this business plan:

Helpful and Professional: Building public trust

Risk: That public confidence in official statistics is eroded through a perceived lack of independence and integrity in production, or through misuse. This is mitigated through the role of the Authority Board in overseeing the statistical system, the role of the OSR and the quality oversight of our outputs.

Professional and Innovative: Managing data responsibly

Risk: that the framework for access to sources of data provided by the Digital Economy Act 2017 is not fully utilised to realise the benefits for the transformation of official statistics and research, including enhanced economic statistics and the replacement of the Census in the post 2021 period. This is mitigated through the relationships we are building with data providers combined with our security approach and promotion of the value of data in decision making.

Innovative: Economic Statistics Transformation

Risk: that the Authority's capacity, capability and resources are insufficient to fully address the technology legacy – increasing reliance on unstable systems and the risks of errors in economic statistics. This is mitigated through our plans to resolve our technology legacy within the Economic Statistics Transformation Programme and increase our capacity to utilise our key technology platforms.

Innovative: Census and Data Collection Transformation

Risk: that the Census collection and processing rehearsals do not fully test the systems and processes that are required to deliver the Census – increasing the risks to delivery of Census 2021 and affecting its credibility; quality; and the reliability of the outputs as a basis for economic and social policy. This is mitigated through our detailed plans for the delivery of the Census rehearsals and the testing in place to ensure the rehearsals effectively assess readiness for the Census in 2021.

Innovative: Increasing technical capability

Risk: that external security threats combined with data we hold in DAP increase the risk of data loss or significant breach of our systems, undermining confidence in our security approach and our management of data. This is mitigated through the security strategy and approach to testing the security of our technology estate and Data Access Platform.

Capable: Developing our people

Risk: that we are unable to attract and retain the leadership and technical skills that we need to deliver our strategy – this increases the risk of our failure to deliver our statistics, transformation programmes and technical/technology developments. This is mitigated through the Authority's developing people strategy and promotion of the work of the Authority to the employment market.

Efficient: Modernising corporate support

Risk: that we are unable to secure sufficient resources in the next Spending Review (2019) to continue to meet our ambitions – increasing the risk that the organisation is unable to keep pace with its changing environment and deliver the necessary transformation to execute our strategy. This is mitigated through the plans for the spending review and integration with the approach to the next Authority Strategy.

Annexes

Annex A: Beyond Better Statistics, Better Decisions

Iterating our strategy

As we head beyond April 2020, we will introduce the next iteration of the UK Statistics Authority strategy. The context for this strategy is framed by independent statistics, analysis and effective use of data for government, policy and wider decision makers for the benefit of the citizen.

The UK has important decisions to make on EU Exit and our place in the world. To inform these decisions our job is to provide clear insight quickly, in fine grained forms and targeted on the issues at hand across the macroeconomy and industrial strategy, population change and migration, health and security amongst many more. All our services need to be designed to be helpful to government, business, communities and individuals when important choices and judgements are being made and to promote public trust in official statistics.

The data revolution has created previously unimaginable sources of information for us to work with for the public good. We have the ability to realise the potential and develop technologies to mobilise data as a way for the UK to deliver global competitive advantage. We have invested in our skills and capability during Better Statistics, Better Decisions. Over the next three years we will be curious and innovative to make the most of the opportunities that exist.

To address these opportunities, our values of honesty, integrity, objectivity and impartiality need to shine through in all our work. We need to respect the interests of those whose data we utilise for public benefit and never stray from description into advocacy. Outstanding communication of our findings and our ethos is essential if we are to ensure that good evidence is used in the service of democracy.

Many of the challenges we face are as a result of the organisation under investing to keep up with technology developments over past years.

As we look to make better use of data we need to invest for the future, looking at how we access and use new data sources, including Big Data and Earth Observation Data. We will develop and maintain a technology strategy, data strategy, geospatial strategy and develop our capabilities in areas such as AI and Machine Learning. We will also continue to develop our estates and smart working strategies, underpinned by the necessary technology infrastructure.

Our work is increasingly based on partnerships. We will continue to grow a community working together across the Office for National Statistics, the Government Statistical Service, Ordnance Survey and wider Government Analysis Function, with Civil Service colleagues in various professional communities and alongside an ever-growing group of academics, private sector organisations and international bodies. We look forward to building on these relationships to maximise the positive impact we can make.

Upcoming Spending Review (2019)

As we continue to work on our new strategic direction to take us beyond April 2020 we are simultaneously preparing our submission for the forthcoming Spending Review that is anticipated in Autumn 2019. There are some fundamental considerations that will form the core structure of the bid which are set out below.

The period to 2022 is of vital importance not only to the current Census which will be the last of its kind, but also strategically in terms of how the benefits of the Census will be delivered into the future. 2019/20 will see us submit a Full Business Case to HM Treasury which will seek to secure funding for the entire programme through 2021 and beyond. Given core Census objectives include the need to drive forward transformation within ONS the impact on the overall organisational strategy and financial supply is significant. The Census Full Business Case together with the SR19 submission are the two key pillars on which we will seek to validate the next phase in the future of the organisation.

In the upcoming Spending Review (2019), we will seek to establish simplified yet robust ongoing funding mechanisms which will 'normalise' elements of our ongoing transformation as part of our new baseline to fund the necessary continued investment in technology and capabilities. We will seek sustainable funding for our Economic Statistics at this critical time to be best placed to provide the UK Economy with the information that it will need to make decisions. This will include rationalising our funding streams to support our Data Science Campus; Economic Statistics Centres of Excellence; and Centres of Expertise for Population and Public Policy statistics.

We remain ambitious and part of this vision will be to set out our plans to develop our new funding options. Key to this will be working in partnership with other bodies to identify value sharing proposals. Some of the considerations in this area will include:

- the potential for additional funding to support the Authority's broad agenda through cross-government Analysis and Data bids and how these relate to the Authority's core funding
- the funding landscape for bodies that are working in the data, technology and regulatory space and how these organisations interact with the Authority
- the opportunities for cross-government efficiencies through the use of common data platforms and approaches
- the extent of our international reach, activities and funding for them
- the extent to which our public trust ethos, data platforms and analytical capabilities may support the development of additional revenue streams across the public and private sectors.

Annex B: Resources

Our financial plan

2019/20 will be challenging for the Authority in budgetary terms in the final year of the current Spending Review (2015). In general the funding available for baseline activities is lower than was the case in 2018/19, whilst our programme funding requirements are forecast to increase. There is also a significant reduction in our Capital budget.

In terms of our programme funding – we are nearing the Census delivery date in 2021 with the funding required for Census and Data Collection Transformation activities increasing significantly over the next three financial years.

This starts in 2019/20 with an increased financial profile when compared with the Spending Review (SR15) settlement. Table 1 sets out our agreed funding position as at the Main Estimate, this position will change subject to the Census and Data Collection Transformation Full Business Case approval over the summer. Our future funding position will be addressed in the upcoming Spending Review (2019).

Table 1: High level Authority funding position 2019/20 – based on the Main Supply Estimate agreement with HM Treasury

Funding Stream £'m	2018/19	2019/20	Variance
Resource			
SR15 Baseline	164.85	156.95	(7.89)
Income funded	24.26	26.60	2.34
Census and Data Collection Transformation	94.00	104.00	10.00
Bean HMT Contribution	4.00	9.00	5.00
Trade Statistics	-	2.40	2.40
Pension	-	4.20	4.20
Budget Cover Transfers	0.50	(0.22)	(0.72)
Subtotal Resource	287.61	302.93	15.33
Capital			
Capital	13.43	7.00	(6.43)
Depreciation	23.10	21.30	(1.80)
Income Target	24.26	26.60	2.34
Annually Managed Expenditure (AME)	(0.84)	(1.00)	(0.16)

Annex C: Our People Strategy

It's the people who make our organisation effective, and each of us has a part to play in driving our success.

Our People Strategy recognises the importance of everyone that works here, and the need to support them to be the best they can be. We want ONS to be a brilliant place to work for everyone. We want to create a place where we are all empowered to excel individually, in teams and in our business areas, so that we can deliver together.

To achieve this, our People Strategy focuses on three themes:

- creating a high performing culture
- developing flexible, diverse, capable teams
- being an innovative and competitive organisation

It is intended to inspire, influence and drive organisational effectiveness; and develop inclusive, empowered, and confident leadership at all levels. The People Strategy extends beyond HR into everything that affects colleagues in our organisation – where and how we work and what we do. Our success relies on everyone working towards our shared goals.

Our People Strategy is aligned to the Civil Service HR Profession Vision statement and the Civil Service Leadership statement. It also supports the emergent direction of a modernising Brilliant Civil Service.

The Strategy details our commitments to our people, core people activities and the outcomes we expect to achieve. We provide similar services for the GSS and external facing organisations including the development of the Analysis Function through a Spending Review (2019) bid during 2019/20. We have also developed a people plan for the GSS which is aligned to our organisational people strategy.

Our workforce is allocated across the directorates and DG areas for 2019/20 as follows:

Table 2: Workforce split by directorate

Row Labels	Headcount	FTE
Resource		
Economic Statistics	665	632
Economic Statistics Development	255	245
Macroeconomic Statistics and Analysis	410	387
Population and Public Policy	2,575	2,051
PPP Operations	1,917	1,432
PPP Transformation	304	287
Public Policy Analysis	354	333
Data Capability	784	753
Data Science Campus	57	56
Digital Services and Technology	326	318
Methods, Data and Research	401	379
Other	784	753
Economic Statistics DG	7	7
Population and Public Policy DG	3	3
Data Capability DG	1	1
People and Business Services	267	253
Finance, Planning and Performance	89	84
Policy, Communications and Digital Publishing	142	139
Office for Statistics Regulation	32	30
Grand Total	4,565	3,953

Contact us

UK Statistics Authority
1 Drummond Gate
London
SW1V 2QQ