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How We Will Look In Future…

LEVEL 1
DELIVERY & IMPACT

LEVEL 2
PRODUCTION & FLOW

LEVEL 3
CAPACITY & CAPABILITY
The colouring of the people shows how the organisation will be designed in the future, without displaying a detailed structure. Not all stakeholder groups are explicitly covered – it is only used where indication of structure is needed. For example, the image to the right shows users, suppliers and partners working with an ONS analyst to experiment in the design of statistical products.
The legend on the previous slide shows a sub-section of a wider stakeholder map. This has been developed in order to ensure all groups are considered in the future operating model.
The delivery of the new state will in part be achieved through a number of projects, some of which form our investment portfolio. The main areas of transformation (formal programmes or otherwise) are highlighted in order to link the future state picture to delivery.
Our Story…

These three visual stories represent important considerations which align with our communication strategy.

They set context for the future state picture in terms of some of the key challenges which we must address and how we want to be seen by our stakeholders.
Data is increasingly central to our lives and used by decision makers to inform the direction of policy.

In the future we will be at the forefront of decision making.

Data, statistics and analysis from ONS will be used with confidence to inform decision making on a daily basis.
Traditionally data for statistical production and analysis was collected specifically for each purpose.

With data available due to the advances of the digital revolution there are opportunities which were previously unimaginable.

ONS will exploit these opportunities to improve our products and relieve burden on respondents.
Our Story: 3. Public Good…

ONS exists to provide statistics and analysis for the public good.

Citizen’s are bombarded with information from multiple sources. We will aim to be the definitive source of trusted information which people turn to.
Level 1

DELIVERY & IMPACT
As an organisation we only deliver through our relationships. In the future we will focus more on how we relate to the outside world and the impact we have.

- We provide analysis and statistics which are ‘ahead of the game’ in shaping decision making around the key issues of the day. We make sense of the numbers for the public good.
- Our outputs are used by a broad range of decision makers and by the public, and make a real difference to the economy and society in the UK. Our data is central to the decisions which affect our lives.
- We are an outward facing and dynamic organisation, working in partnership with others to meet the needs of the country for research, analysis and statistics.
ONS Area: Organisation Story…

ONS will increasingly be an outward facing organisation with many interfaces with the outside world to collaborate, co-produce and influence.

Our products will be improved across a broad range of topics as we focus on the key issues of the day from migration, to trade, the services sector, regional and local issues, welfare and activity, productivity and the digital economy. Through this improvement we will have an increasing impact.
ONS exists to provide statistics, analysis and data to inform decision making and for the public good.

It is important to recognise the impact we have. From improvements to infrastructure, a stronger economy, more jobs, and better health, our outputs will help improve the lives of people in the UK.
An important part of our future state is that we will deliver through our relationships. This will include more co-production and a greater number of partnerships.

We will need the capability to operate in this space but if we do so it will greatly benefit our ability to deliver and meet customer needs.
Our engagement with the outside world will extend to how we work with academia and other groups who are key to opinion forming and decision making.

The Data Science Campus will have a key role in this, acting as a data observatory and exploring important policy issues.
ONS is part of the wider Government Statistical Service. We will expand connections across the system of UK official statistics as we seek to deliver a coherent system.

We will exchange data, knowledge, expertise and work together to deliver priority outcomes.
We will increasingly work in partnership with academic institutions on the delivery of world class research across a range of areas. ONS Research Fellows, academics and industry experts will collaborate to answer key questions about the performance of the UK economy and society.

The Economic Statistics Centre of Excellence is a partnership with academic institutions.

ESCoE will be a centre of expertise for the analysis of emerging and future issues in measuring the modern economy.
As we build our relationships with academic institutions we will both commission research and work in partnership and recruit increasing numbers of graduates with analytical capability.

We will help universities develop people who have the skills we need and we will be a first choice employer for a wide range of graduates.
The political landscape in the UK is one where devolved Government will be increasingly important. Already some of the key issues impacting on people’s lives, healthcare, education, social services, are devolved matters.

Informing decision making for the constituent parts of the UK must therefore be central to ONS analysis in the future.
Local Government Story…

As well as the provision of statistics, analysis and data for national and regional government ONS will support the devolution agenda through the provision of small area statistics.

This will influence decision making at a local level – one of the most important factors for benefitting the lives of people in the UK.
In an increasingly globalised world we must collaborate with international partners if we are to truly answer the questions facing our own society.

With the United Kingdom’s exit from the European Union our international relationships will change. How this will play out remains to be seen but it may lead to an increased focus on relationships with the OECD, the IMF and the UN. Eurostat and other National Statistics Institutes within Europe or globally will remain key partners and colleagues.
Metropolitan Area…
In the future respondents will see a change in how we collect data.

Surveys will be simplified, quick and easy to respond to online, and there will be a wide understanding that survey data collection is to fill gaps where we cannot get data from elsewhere.
Our statistics and analysis will increasingly give insight into the issues needed to inform debate.

We will be proactive with a wide range of media in order to spread the word and provide the story behind the data.
We need to ensure our products provide insight needed to answer key policy questions.

Central to this are the questions asked within Government. ONS and the data we provide will have a seat at the table where decisions are taken.
All stakeholder groups are important to us. Increasingly we will produce products which benefit commercial organisations in their decision making.
Through the transformation of our economic statistics we will produce products which measure the modern economy (such as improved national accounts and financial accounts).

These will be fundamental to decision making within financial institutions.
Our products need to recognise the diversity of UK decision making and be suitable for use across sectors and environment. Producing products which are flexible, including more open data and data visualisations, we can influence decision making in a variety of forums.
Increasingly data is available from sources which we could not previously comprehend, from biometrics, to food consumption, recycling and rainfall. In the future this will increase and we will use this data securely in the production of statistics and the analysis of policy questions.

The only limit is our imagination.
Survey Story…

Although we will move towards the increased use of administrative and commercial data sources our nationwide Field Force will continue and we will carry out some surveys as part of our mixed mode data collection model. The surveys we do run will be simple and enabled by technology, with assisted digital options to help people respond. It is likely that over time the Field Force will carry out less survey work for ONS and more for other organisations where we are funded to do so.
Businesses of all types, from SMEs to trade organisations and civic society groups need to understand the trends in the economy and society in order to plan their business and take decisions on a daily basis. We will provide simple outputs which allow users of all types to see the story behind the data or access the data itself for their own purposes.
ONS exists to provide statistics and analysis for the public good. This is our fundamental aim. With increasing opportunities available to us we aim to grow our influence on public service delivery across the UK.
An important interaction with stakeholders will be around the acquisition of data, increasingly from commercial and administrative sources.

Although data access legislation will be available to us, we will aim to work in partnership with providers without having to apply the statutory instruments.

Data will be collected for a broad range of statistical purposes and we will need expertise to do so.

Providers will be able to see the value in this partnership as we improve the products available to them and their customers.
Level 1 of our picture represents the outside world. As we look at the internal operations of ONS we recognise that we will not be an organisation which operates in isolation. Users, suppliers and partners will work with us; and ONS staff will interact increasingly with external partners. The flow between the levels of our operating model represents this outward facing, dynamic and flexible culture.
Level 2

PRODUCTION & FLOW
The production of statistics and analysis will be responsive to user needs. We will be having more conversations with stakeholders and allowing them to influence the way we work together to deliver outcomes.

- The creation of new, integrated, data sets, the availability of new commercial data sources, and the transformation of our data collection operations will lead to a revolution in our economic and population and public policy statistics. We will be using large administrative data sets in the production of official statistics and driving innovative analysis through a broad range of data, limited only by our imagination.
- We will collect data once, largely through direct data collection and online surveys, and use many times. We will understand the data we have available to us, engage positively and flexibly with suppliers and simplify the flow of data from acquisition, through processing to the use of data to inform decision making. Our data will become a service both internally and to the outside world.
- We will make the best of all available expertise, from the public, private and third sector, working in partnership with a diverse range of external experts and organisations. We will be open to the outside world in all that we do, including through the Data Science Campus and Economic Statistics Centre of Excellence.
DESIGN
Design...

We must ensure our products meet the needs of our users.

We will not assume we understand user needs but will work with others to design and develop outputs and provide answers.
The future state for ONS will be one of collaboration.

Customers and users will work with ONS in a co-productive space.

We will understand requirements, provide some products straight away or work with users to meet their needs.
As we plan new products and services we will do so in collaboration with a broad range of stakeholders.

This will include collaboration internally with analysts, operational delivery and professional services working together, but also with users and partners to ensure our outputs meet their needs.
The Data Science Campus will represent a new way of working for ONS.

Analysts and partners will tap directly into the data we have available to produce innovative analysis and insight quickly and aligned to user needs.
Users, partners, customers and our own analysts will work in a ‘sandpit’ environment to innovate and to try new ideas.

This will be an agile way of working, allowing for experimentation and failure to deliver better results.
Increasingly our users will want quick answers to their questions. We will balance the need for timeliness with concerns around accuracy to provide products which are fit for purpose, not always gold plated.
AQUIRE
Acquire…

Here we show our approach to data acquisition (the how) and responsibilities for data acquisition (the who).

The model covers all types of data acquisition, including (but not limited to) social and business surveys, administrative data, commercial data and ‘big’ data.

The term ‘acquisition’ has been used to acknowledge that we will not always collect the data.
We will be adopting a ‘one organisation’ approach where services (including data acquisition) are adopted across the office. This will maximise the value of data.

In a minimal number of cases, data will be of a sufficiently specialist nature for its acquisition to be treated differently. In all cases, however, continuous collaborative working between all parts of ONS will be key to maximising the value of the data.
Our data acquisition approach will develop as more data becomes available from commercial and administrative sources. This data will directly feed to ONS.

Survey data will still be an important part of our model but will be predominantly online, with the advantage of some validation at source.

The greater use of non-survey data will also help us mitigate the impact of falling response rates.
Acquire: Data Management & Integration…

We will take a ‘broad lens’ approach to data acquisition – aiming to get as much data into ONS as efficiently as possible with minimal cleaning.

The data will be made accessible for development of new statistical products and research activities.

Appropriate ‘cleaning’ of the data will then be applied.
We will minimise burden on data suppliers by ingesting data ‘as-is’ wherever possible.

Some data will be ready to use ‘as-is’ if helpful to our work, this can flow to the data store in an unstructured way with minimal cleaning.

Data for statistical analysis will be cleaned/linked/imputed as required.
Acquire: Data Integration Story…

Registers will be used to link data across multiple sources. Using linked data will allow us to make full use of administrative data sources in the production of statistics.

To enable this we must develop our capability to integrate administrative and commercial data sources and to model and impute where data is missing.
Our registers will also provide the sampling frame for surveys. Data collection and methodology staff will work with the registers to improve the sampling of surveys.
We are developing our platform to enable improved use of data for statistics, research and decision making. This work cuts across many areas of the organisation (including the Data Collection and Economic Statistics Transformation Programmes) and the wider system of UK official statistics. Our system needs to encourage us to think of data as a service – where we collect once and use many times and deliver data as a rich source of knowledge which can be tapped-into to answer key questions about UK performance.
Within our new way of working the role of ‘Data Curator’ will be key. We will have an inventory of datasets for use within ONS, data curators will understand the data we have available in our data store which can be used directly for multiple purposes.
PREPARE
Prepare…

We will prepare statistics and analysis in new and innovative ways which meet the needs of our users.
Prepare: Data Story…

We must recognise the varying levels of data confidentiality and treat our data carefully.

Open data can flow through the system and be made available to expert users.

Anonymous data will be used in the production of statistics and analysis.

Confidential data can only be accessed under strict secure conditions.

Our treatment of data is an attribute which sets us apart from other organisations.
Prepare: Statistical Production Story…

Our analytical workforce will increase by 50% between 2016 and 2020. This represents a step change in our statistical, analytical and methodological capacity.

Our workforce will be engaged in the production of statistics and analysis which tells a story about UK performance.

We will act with curiosity, asking ourselves questions and challenging when we see inconsistency.
Prepare: Secure Research Environment Story…

Our secure research environment will allow us to work with data with confidence.

Approved researchers will work in partnership with ONS in this environment.
USE/INFORM
Our aim is to provide statistics, analysis and advice for the public good, to help Britain make better decisions.

The use of our outputs will impact on the external environment and we will engage with users to ensure we meet their needs.
Open data can be provided in its raw (anonymous) form to allow users to paint their own picture of the challenges facing the UK.

We will release increasing amounts of open data free to users.
Our products will evolve over time.

Users will want our well respected products which are produced to high quality standards, but they will increasingly turn to new and innovative products based on new data sources.
We will communicate actively with a wide range of users to let them know the changes we make.
Our trusted products will cover national accounts, consumer prices, life events, crime, unemployment, etc. We will also see a series of new products such as flow of funds, and significant improvements to how we measure trade, productivity and migration.

Experimental statistics will also allow us to try new methods and techniques.

Users will appreciate the timeliness of our products.
We will tell a compelling story about the UK economy and society through our products and engagement with users.

This story will provide meaning across the country and steer the public debate.
Level 3

CAPACITY & CAPABILITY
The production of statistics and analysis will be underpinned by increasing capacity and capability across our people, processes and systems.

- We will have moved away from ‘silo’ applications with the provision of a small number of generic platforms covering the areas of: data collection; data collation; data analysis; and the publishing and dissemination of data and statistics. We will also have the skills and capability to use these systems to transform the way we work.
- We will be enabled by our processes, not constrained by them. Our professional services will support the business as it seeks to deliver in more outward facing and innovative ways.
- Our workforce will have the skills and capability it needs to bring the maximum value to Government and our wider stakeholder community. We will expand our expertise to improve economic, analytic and data science capability and will become the centre of excellence for analytical capability across Government.
Link: Level 2 & 3 Escalator Story…

There will be many connections between our production and data flow and the underpinning capabilities and capacities which are the foundation of the organisation.

Our people will interact with enthusiasm and energy.
In order to ensure we are all pulling in the same direction our strategy, business plan and enterprise architecture will set out a detailed blueprint for future operations.

This joined-up thinking will give predictability to allow us to progress. However, we must also be comfortable with an element of ambiguity due to the changing nature of the world we work in.
ONS is an organisation enabled by technology. In order to allow the business to transform we must transform the systems which enable the acquisition of data and the production and dissemination of statistics and analysis.
We are working collaboratively with every area of the business, to develop strategic platforms which support the delivery of statistical products.

Immediate priorities include: survey data collection to support online surveys (including for the Census); products needed to collect, process and deliver admin data into production; continued development of the Address Index, Business Index and Statistical Business Register.
As new technology becomes available we must be able to exploit its potential.

Our business processes must change in order to use new technology and this change should be radical rather than incremental.

We need strong leaders who will own and drive the change across the organisation.
Our methods will be responsive to user needs and provide the methodology services needed for our target operating model, for example the increased use of admin data.

We will drive the research agenda and work with academia (and other research bodies).

Methodologists will be embedded with the business.
The changes to our systems will lead to a number of outcomes. We will have the technology to support the transformation of the business (on Level 2) to provide benefits to our customers (on Level 1).
In the past we have been an organisation which is constrained by process and operating in functional or organisational silos.

Our future model will be one where the organisation works together in collaboration, where we focus on outcomes and deliver at pace to get there.
Processes: Levers - Professional Services Story…

There are a number of professional services which support our business.

The integration of these services will become increasingly important as we deliver change and transformation.

These services will focus on outcomes, will be flexible and will represent best practice.
Processes: Multi-mode Delivery Story…

With a relentless focus on outcomes we will find alternative solutions to delivery, transforming procurement and commercial operations to be, and be seen as, an enabling service.

We will work with partners and will co-produce to deliver at pace and in line with customer needs.
All functions and professions within the organisation will understand where we are heading and be empowered to get there. There will be ownership at all levels supported by a clear framework and simple governance.
We will be ahead of the game, exploiting data to the delight of our customers. To do this we must deliver at pace, working together and taking timely and consistent decisions. Our change will be realised through exemplary and inspiring leadership at all levels, engaging people in the change journey.
The transformation of our workforce is fundamentally linked to the transformation of our business operations and services.

For example, a reduction in administrative work through the transformation of our data collection model will lead to a reduction in certain types of post. A focus on more innovative and informative outputs will call for new skills in analysis and data science.
Increasing expertise in our economics, statistics, research and data science functions will strengthen our contribution to building a prosperous UK economy and society.

We will become the centre of excellence for analytical skills across Government.
People: Levers - Flexible Workforce Story…

We know in the future we want our workforce to be dynamic, flexible, engaged, rewarded and have a high skills base which we will both attract and grow.

We can only deliver the transformation of the organisation if we have the right people, in the right place and at the right time.
In the future, attracting the best possible candidates within a competitive recruitment market will require greater pay flexibility with more opportunity to move between and beyond existing grade structures.

An organisation’s approach to reward is an important factor in attracting, retaining and engaging employees.

We will finalise a new approach to pay and reward in 2018.
The Learning Academy will be a regional hub.

The Learning Academy programme will fully align to the needs of ONS and the wider community and will use the latest techniques and facilities for a contemporary learning and development offer.
The outcomes from our workforce transformation will develop our people in order to advance the role of the organisation as the leading analysis and data provider in the UK.

We know in the future we will be smaller, by around 500 posts between 2015 and 2020. We intend to remodel and re-skill the workforce to meet the existing and future needs of government and the wider user community.
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