

Government Analysis Function Strategy

2018

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Better Analysis, Better Delivery for the UK



Digital, Data and
Technology Profession



Government
Economic
Service



Government
Actuary's
Department



Content

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Better Analysis, Better Delivery for the UK

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The Analysis Function uses evidence and data to advise government on the best use of public resources. As specialists within the Function professional actuaries, economists, engineers, operational researchers, scientists, social researchers, statisticians as well as data scientists all support this. However, all professions need core analytical skills and have a responsibility to use analysis to make their work as successful as possible.

The Analysis Function - The value it adds to the UK

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The best analysis and evidence enables

- efficient service delivery,
- design of policy,
- understanding of user needs and informed decision making.

The scale of data produced about our society continues to grow alongside technological change which provides greater opportunities for analysis.

For decision makers in government to benefit from the potential rewards, they need to understand what is possible and where they have access to the skills.

The Analysis Function is the professional community which meets these needs.

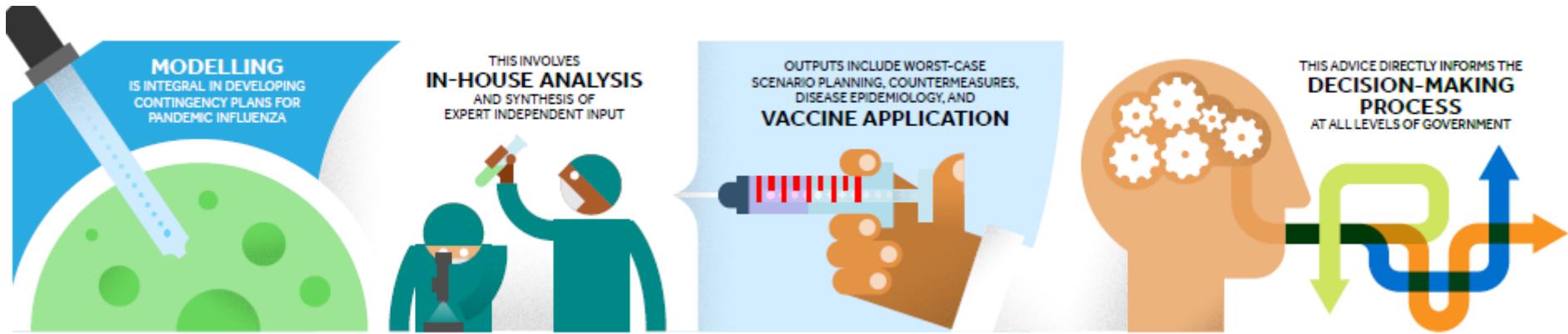


Her Majesty's Revenue and Customs analysts use Predictive Analytics techniques to improve the identification of companies and individuals likely to get into debt or pay late. Similar techniques are used to understand users who contact HMRC to use their services. These cutting edge applications of data science feed into resourcing and operational decision-making for compliance and processing staff.

The Analysis Function – Adding value through its partners

The Analysis Function aims to make it easier for policy, finance and human resources to implement analytical best practice or standards and use the services provided by analysts in government.

Public Health and Department of Health analysts use their modelling skills to help inform prevention and vaccination decisions.



The pressure on public spending remains, while the demand for sound evidence is growing. Government Analysts focus on the allocation and spatial distribution of limited resources to achieve the best possible economic, environmental and social outcomes. The special tools and approaches they use help identify the benefits, drawbacks, risks and linkages of various policy or spending options.

Analysis Function: Our vision

Analytical evidence and research helps make better decisions to deliver improved outcomes for the UK.

The Analysis Function is made up of professional analysts, scientists, engineers and actuaries from across government and its arm's length bodies with a broad range of valuable technical expertise.

In common across the Function is the use of specialist tools and techniques to gather qualitative and quantitative research, evidence and data to help make better decisions in policy, operations or deliver value for money.

Improving security and immigration screening queues – Analysis of queue movements through security at airports and large events, like the 2012 Olympics, have helped shorten queuing times.

REAL-TIME ANALYSIS
OF HOW QUEUES FILTER THROUGH SECURITY SCREENING



THIS ENABLES
OPTIMISED SCREENING
LEADING TO SHORTER QUEUING TIMES
AT MAJOR UK AIRPORTS



ANALYSTS HAVE ALSO DEVELOPED
A DYNAMIC RESPONSE TOOL
WHICH CALCULATES PASSENGER ARRIVALS



PASSENGER FORECASTS
ARE THEN USED TO ASSIST WITH
ALLOCATION OF BORDER FORCE OFFICERS
FOR PROACTIVE QUEUE MANAGEMENT



Analysis Function: Our Vision and Objectives

To deliver against the vision the Function has a strategic objective and four supporting objectives .

Vision

Analytical evidence and research helps make better decisions to deliver improved outcomes for the UK.

Strategy



To integrate the use of analysis, evidence and research into all policy, finance and operational decisions.

Human Resource

Property

Policy

Finance

Operation

Commercial

Digital

Analysis Function Standards

Aqua Book	Code of Practice for Official Statistics	Green Book	Magenta Book	Actuarial Professional & Technical Standards	Better Use of Data	Science & Engineering Standards
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Skills Objectives

1. The Learning and Development programme builds capability across the Function and within allied Functions and professions.

2. Engage partner Functions to increase the integration of analysis and radically improve Civil Service capability in Analysis and Data Science.

3. Strengthen the Function's management models and career framework to support multi-disciplinary teams and build analytical specialist as well as leadership roles.

4. To develop a supply of talent which delivers the Civil Service Leadership and Diversity objectives.

The Analysis Function: How we work now and in the future

Analytical evidence and research helps make better decisions to deliver improved outcomes for the UK.



Stronger through collaboration

- Common leadership goals helping diversity objectives, horizon scanning, setting analytical priorities, identifying multi-disciplinary working opportunities and the need for specialist expertise.
- Stronger collaboration with partner Functions as analytical leaders expand their responsibility to simplify access for all analytical skills. Similarly, partner Functions will understand the shared skills common to all analysts.
- Analysts working in multi-disciplinary analytical teams will develop skills across professional boundaries helpful to partner Functions in policy, finance, operations and HR.

Recognised specialist ,leadership and soft skills

- The Function will develop deep specialist experts from the professions in the Analysis Function whilst developing people with broader “T” shaped skill bases by linking analytical pathways across professions and domain expertise.
- Analysts who are capable of communicating the problem solving service they provide can be the critical friend who drive innovation possible from the growing demand for data, statistics, research and evidence.

Capability building for the Function and across government

- The Function’s Learning and Development programme will pool resources and build deep experts and “T” shaped analysts to cover specialist learning offers as well as common capability gaps.
- The Analysis Function will set standards and embed best practice for analysis by developing stronger links with those conducting analysis outside of the analytical professions. The Function learning offer will take account of the growing need for policy, finance and other partners need to have core analytical skills.

Analysis Function: How we will work in the future

Analytical evidence and research helps make better decisions to deliver improved outcomes for the UK.

To deliver against its vision and objectives the Function will adopt a work programme through the Analysis Function and Talent Boards which meet the ambition to be high performing, vibrant and resilient.

High Performing

- Influential at all levels of government.
- Helpful because of the benefit the Function brings to citizens, partners and customers.
- Authoritative because of its professional skills and track record of success.

Vibrant

- Career paths attract and retain high numbers of people from diverse backgrounds.
- A dynamic and agile learning community sharing best practice across professions to help people reach their potential and develop talent.
- Inclusivity welcoming varied expertise in analytical disciplines and skills.

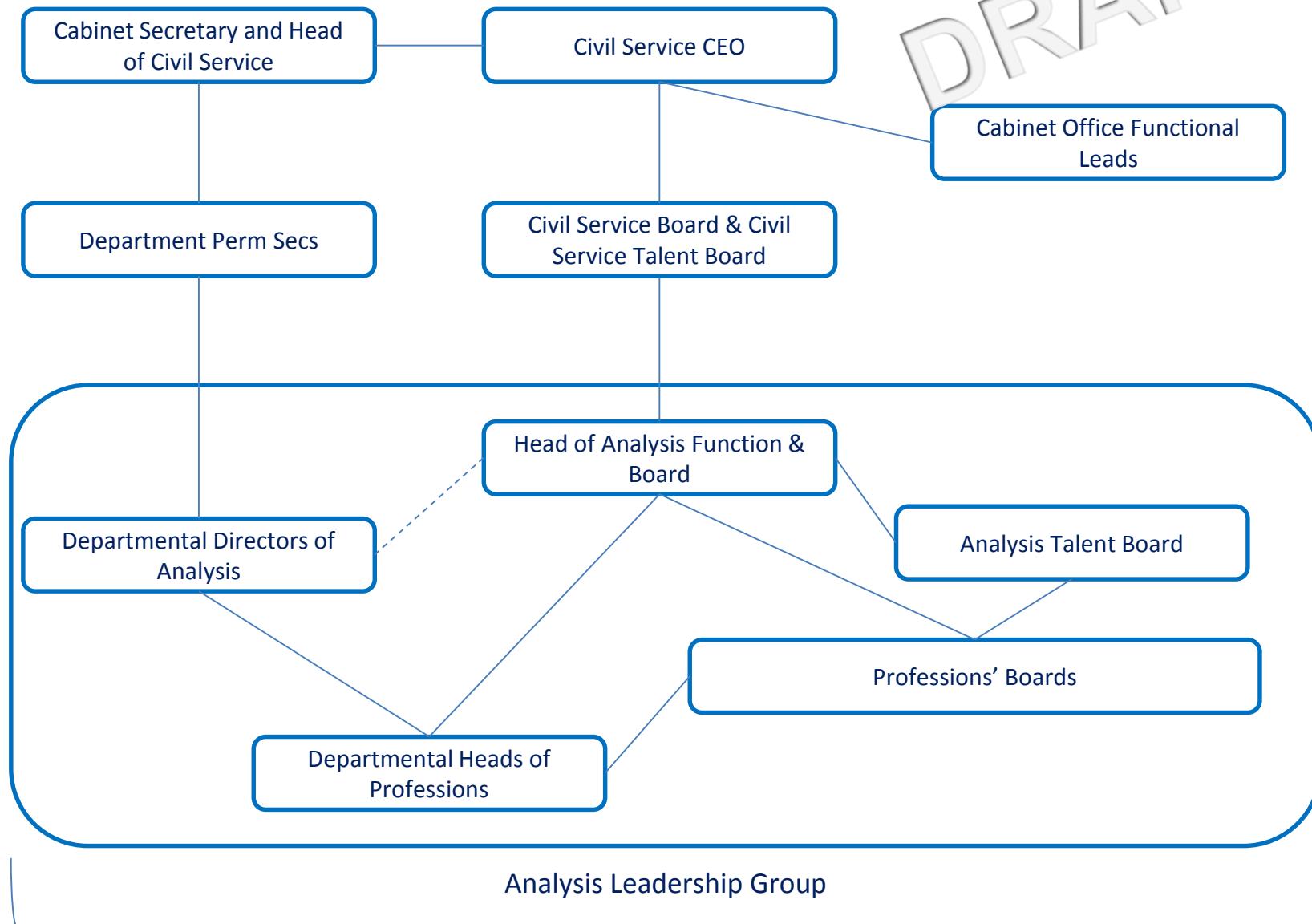
Resilient

- Able to deliver under pressure, horizon scan to identify future needs and adapt at pace to move with changes in government.
- A diverse talent pipeline reflecting society.
- A supportive community confidently advertising its value widely across government.



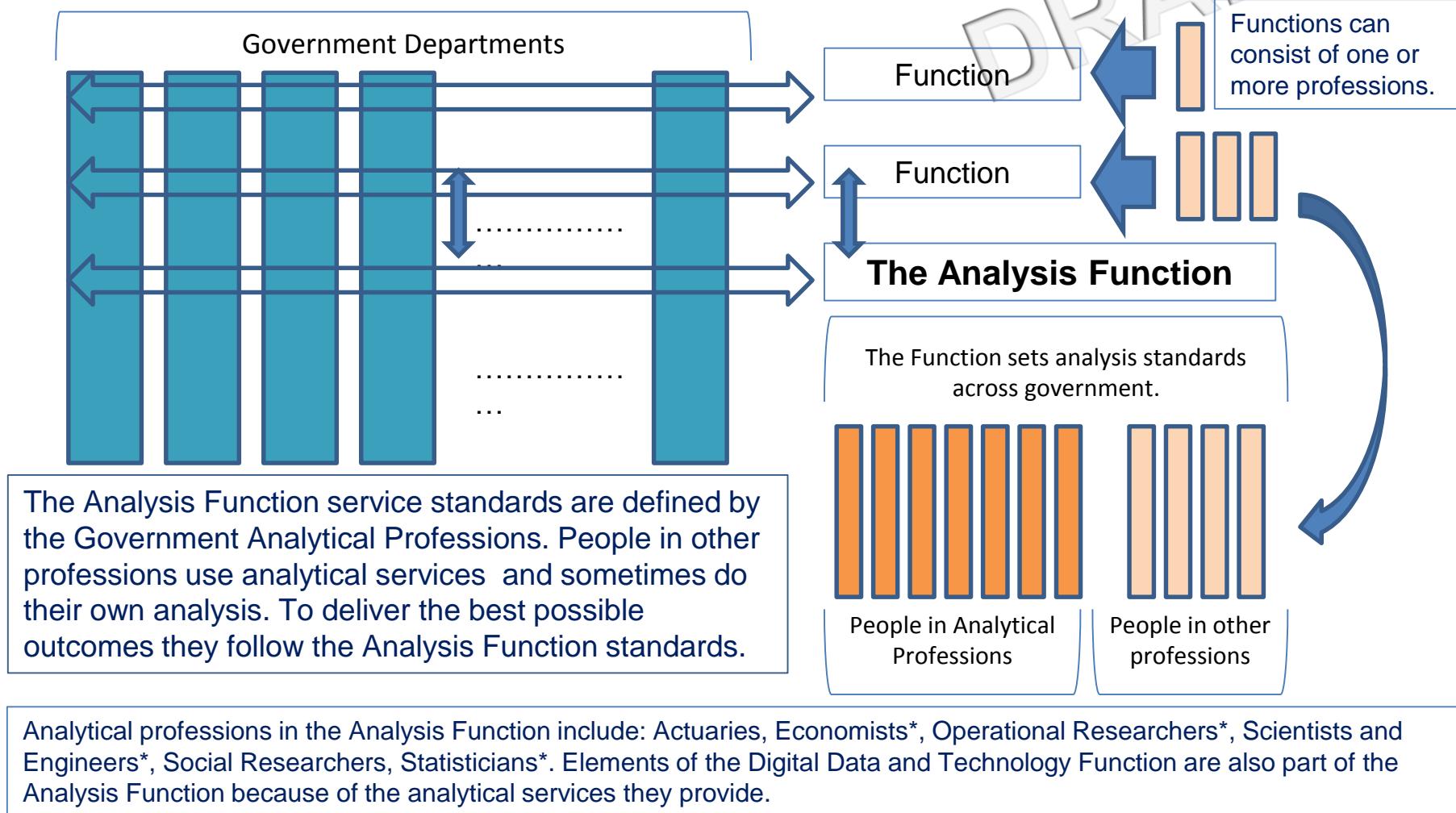
Analysis Function Governance

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The Analysis Function in the Functional Model

The analyst professions have moved quickly to the model below because of their strong cross department networks. Prioritisation of analysis across government will need a further evolution and additional Functional support.



*Data Scientists from an analytical background are in one of these professions.