Governance Guide

Decision making in the UK official statistics system

January 2019
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**Introduction**

1. This document outlines our approach to decision making within the UK statistical system. It sets out the boards, committees, groups and forums which guide the strategic direction of our work and manage the delivery of our objectives.

**Who we are**

**The UK Statistics Authority**

2. The Statistics and Registration Service Act 2007 established the UK Statistics Authority (the ‘Authority’) as an independent body at arm’s length from Government, with direct reporting to the UK Parliament, the Scottish Parliament, the National Assembly for Wales, and the Northern Ireland Assembly.

3. The Act gives the Authority the statutory objective of promoting and safeguarding the production and publication of official statistics that ‘serve the public good’. This includes:
   
   i. informing the public about social and economic matters;
   
   ii. assisting in the development and evaluation of public policy; and
   
   iii. regulating quality and publicly challenging the misuse of statistics.

**The Government Statistical Service**

4. The GSS is a cross-government network, spread across a whole range of public bodies, including components of the devolved administrations and UK government departments. Led by the National Statistician, it includes statisticians, researchers, economists, analysts, operational delivery staff, IT specialists and other supporting roles. The GSS community works together to provide the statistical evidence base required by decision-makers, publishing around 2,000 sets of statistics each year, and providing professional advice and analysis to decision-makers. ONS has an important role at the heart of the GSS, providing guidance, support, standards and training.

**Office for National Statistics**

5. ONS is the executive office of the Authority. It is the UK’s National Statistical Institute (NSI) and largest single producer of official statistics in the UK. ONS produces statistics on a range of key economic, social and demographic topics. Key services include measuring changes in the value of the UK economy (GDP), estimating the size, geographic distribution and characteristics of the population (including statistics from the Census), and providing indicators of price inflation, employment, earnings, crime and migration.

**Office for Statistics Regulation**

6. The OSR is the regulatory arm of the UK Statistics Authority. It provides independent regulation of all official statistics produced in the UK. It aims to enhance public confidence in the trustworthiness, quality and value of statistics produced by government. It does this through enforcing a Code of Practice for Statistics, via a programme of assessment and designation.

**Background**

7. Since its creation in 2008, the Authority’s governance structure has been developed and streamlined as the organisation established itself and matured. At foundation, a particular set of arrangements was necessary to a) establish independence from government, and independence between production and regulation, which was central to the legislation, and b) publish a new Code of Practice for Official Statistics and complete the very large programme of work required by the Act to formally assess over 1,000 pre-existing sets of National Statistics against the Code.
8. These fundamental tasks were completed by 2013. By this point the Authority had established itself as an independent organisation and was able to streamline and delayer its governance structures. Opportunities to enhance the previous arrangements were identified to help address the challenge of managing and focussing ONS, the need for greater foresight on emerging problems, and to boost strategic and statistical capability. Structural amendments were made to enhance clarity, help the organisation focus on those things that really matter, best support the lead executives doing the job, and equip the Authority Board to best achieve its objectives while protecting and strengthening the independent regulatory function.

9. Following the appointment of John Pullinger as National Statistician in the summer of 2014, a new senior leadership structure for UK Statistics was introduced. This saw the creation of three Deputy National Statistician positions with responsibility for helping the National Statistician discharge his responsibilities across the entire statistical system. The role of the National Statistician was refocused more clearly as the Chief Executive of the Authority and ONS, with a remit for statistical delivery across the whole GSS, and clear accountability to the Authority Board. In parallel the Board took steps to make even clearer the distinct role of the regulatory function.

10. This revised leadership and governance model helped strengthen expertise and break down silos within different parts of the Authority, ONS and across the wider GSS community.

**Legislation**

11. The UK Statistics Authority’s functions and powers are specified in the *Statistics and Registration Service Act 2007*, together with its duty to report to Parliament and the devolved legislatures. The Act includes an overall objective for the Board to "promote and safeguard the production and publication of official statistics that serve the public good" and three principal areas of responsibility:

i. the promotion, safeguarding and monitoring of quality, comprehensiveness and good practice in relation to all UK official statistics;

ii. production of a Code of Practice for Statistics, and assessment of official statistics against the Code; and

iii. the production of statistics relating to any matter relating to the UK or any part of it, via the Board’s executive office, ONS.

12. The Act specifies some governance features including the following.

i. The Board will consist of executive and non-executive members. The non-executive members are to be the Chair, a Crown appointment, and at least five other non-executive members. The executive members are to be the National Statistician, and two other employees of the Board, appointed by the non-executive members. This means that the Board will always have a strong non-executive majority.

ii. The National Statistician, also a Crown appointment, is the Board’s Chief Executive, and must establish the Board’s executive office, ONS. He or she is also the Board’s principal adviser on quality, comprehensiveness and good practice in relation to official statistics.

iii. The Head of Assessment (also known as the Director General for Regulation) is appointed by the non-executive members of the Board, and is the Board’s principal adviser on assessment against the Code.

iv. There must be separation of the functions of the National Statistician and the Head of Assessment, so that employees who take part in the production of statistics on behalf of the Board should not be engaged in advising the Board on the assessment of those statistics.

**Governance principles**

13. A review of governance in autumn 2014 established a number of core principles: that decision making should be simplified; decisions should be made at the right level; and, wherever possible, governance should provide greater integration between the UK Statistics Authority, the Office for National Statistics (ONS), and the Government Statistical Service (GSS).

14. The concept of ‘first base decision-making’ underpins the governance structure to ensure decisions. This means we want decisions to be made in the right place, at the right time, and by those who have the most knowledge and expertise.
15. To be effective the governance system requires all parts to perform optimally. The model is therefore not a management framework; business decisions affecting the way in which services are delivered and strategy is implemented require a conventional management structure to support delivery.

16. The governance model is predicated on the basis that:
   i. those who are responsible for setting the strategic vision are provided with the necessary space to ‘lead’ the business;
   ii. those responsible for monitoring, compliance and setting controls remain sat within a ‘managing’ the business context;
   iii. those tasked with operational delivery are provided with space and authority to ‘deliver’ the business with pace; and
   iv. there are also those asked to ‘advise’ decision makers on complex issues.

‘GSS by Default’

17. The Statistics Act left unchanged the un-centralised nature of the UK official statistics system. Each government department that produces official statistics has a GSS Head of Profession, who leads and manages the statistical activities within their own department\(^1\). They are accountable to their departmental management for day to day delivery, but also have a professional accountability to the National Statistician as the Head of the GSS.

18. Part of the rationale for the governance reforms introduced in 2014 was to bring ONS and the wider GSS community closer together. The principle of ‘GSS by default’ has been applied to the entire governance model. The National Statistics Executive Group (NSEG) is the primary executive leadership forum for the GSS, and its system-wide remit is reflected by its membership which includes two GSS Heads of Profession. Sub-committees of NSEG also have a GSS wide remit to varying degrees; for instance the Statistical Policy and Standards Committee (SPSC) has a particularly strong GSS role due to its focus on policies and standards, while the Portfolio and Investment Committee is focussed on ONS due to its role in managing the ONS investment fund.

19. In addition to the formal committee governance, all 31 GSS Heads of Profession are invited to attend a quarterly meeting, chaired by the National Statistician. The Deputy National Statisticians also attend, as do some senior ONS staff and the Director General for Regulation. These quarterly meetings are used to:
   i. cascade, communicate and share best practice;
   ii. engage the GSS leadership in the development of thinking;
   iii. discuss issues and help find solutions; and
   iv. maintain relationships and galvanise collective leadership of the statistical system.

\(^1\) Some smaller departments and arms’ length bodies have a ‘lead official’ with accountability to a Head of Profession from their sponsor department.
For a list of Chairs and Secretariat contacts see page 17.
Leading

20. Boards and Groups within the ‘leading’ sphere operate at a strategic level and are responsible for leading the Authority, ONS and the wider statistical system by establishing a collective vision and making decisions of strategic importance.

The UK Statistics Authority Board

21. The Authority Board is the statutory board as set out in the Act. The Board has a non-executive majority, and its sub-committees are all chaired by non-executive directors. The Authority Board is responsible for promoting and safeguarding the production and publication of official statistics that serve the public good.

22. The Board has responsibility for setting the overall strategic direction of the organisation. In October 2014 it approved the current strategy, Better Statistics, Better Decisions.

23. The Board meets at least eight times a year – in 2018 it is scheduled to meet 10 times. Each meeting includes reports from the chairs of the sub-committees, as well as a report from the Chief Executive and a report from the Director General for Regulation. The Authority Board’s Standing Orders are published on the UK Statistics Authority website.

24. Membership of the Authority Board is as follows:
   i. The Chair
   ii. The Deputy Chair
   iii. The Non-Executive Directors
   iv. The National Statistician
   v. The Director General for Regulation
   vi. One of the Deputy National Statisticians, on an annual rotating basis.

25. The legislation allowed for three executive members of the Authority Board, one of whom must be the National Statistician and the other two being appointed by the Non-Executive members. The Authority Board determined that the other two executive members of the Board shall currently be the Authority’s Director General for Regulation and one of the three Deputy National Statisticians, rotating on an annual basis.

26. The three Deputy National Statisticians are equal in status and, irrespective of one of them being at any one time an Executive member of the Authority Board, all three attend meetings of the Authority Board.

Audit and Risk Assurance Committee

27. This sub-committee supports the Authority Board and the Authority’s Accounting Officer (who is also the Chief Executive and National Statistician) in their responsibilities for risk management, control and governance. It does this by reviewing the comprehensiveness, reliability and integrity of assurances. The Committee acts in a scrutiny and advisory capacity and it has no executive authority.

28. The National Statistician is also the Accounting Officer for the Authority. The Accounting Officer is responsible for maintaining a sound system of internal control that supports the achievement of the UK Statistics Authority’s objectives, whilst safeguarding public funds and departmental assets for which they are personally responsible in accordance with the responsibilities assigned to them in HM Treasury's “Managing Public Money”

29. The Committee meets at least four times a year. Its terms of reference are published on the UK Statistics Authority website.

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2 https://www.statisticsauthority.gov.uk/about-the-authority/board-and-committees/
3 https://www.statisticsauthority.gov.uk/about-the-authority/board-and-committees/
Regulation Committee

30. The role of the Regulation Committee is to help shape the regulation strategy and work programme and to oversee the programme of Assessment of sets of official statistics against the Code of Practice and other work related to regulation.

31. The Regulation Committee meets at least quarterly. Its terms of reference are published on the UK Statistics Authority website\(^4\). The Committee meets in the absence of staff involved in the production of statistics, to safeguard the independence of regulatory decisions.

Remuneration Committee

32. The Remuneration Committee meets at least twice a year to discuss matters relating to the pay and reward strategy for the UK Statistics Authority and ONS.

National Statistics Executive Group

33. The National Statistician chairs NSEG, the top level executive committee in the UK statistics system. NSEG supports the National Statistician in the discharge of his responsibilities as National Statistician, Chief Executive and Accounting Officer of the Authority and as the Head of the GSS. As such, NSEG has a cross-cutting remit across the UK statistical system to help achieve the collective mission and strategic objectives of the official statistics system.

34. NSEG comprises of the National Statistician, the three Deputy National Statisticians, the Director of Communications, the Director of Finance, the Chief of Staff and two Heads of Profession from the GSS. The National Statistician also nominates two additional voluntary members to attend meetings. Three ONS Directors, on rotation, also attend meetings. NSEG usually meets on a monthly basis to discuss:
   i. major projects and programmes and risks;
   ii. financial performance to budget;
   iii. key activities and decisions taken by its sub-committees; and
   iv. other management information.

Inter Administration Committee

35. An Inter Administration Committee (IAC), comprised of the National Statistician (chair) and the Chief Statisticians from the devolved administrations, meets quarterly to promote coherence across the administrations and resolve inter-administration issues. The IAC works within the context of the Concordat on Statistics\(^5\) between the UK Government (including the UK Statistics Authority and Office for National Statistics) and each of the devolved administrations. The Concordat outlines the ways in which the four nations work together in relation to the production of statistics, for and within the UK, statistical standards and the statistics profession. Further information, including the Terms of Reference\(^6\), can be found on the GSS website.\(^7\)

Managing

36. Committees at this level are responsible for monitoring, organisational control, standards setting and providing assurance to NSEG.

Portfolio and Investment Committee

37. The 'portfolio' refers to all major programmes/projects and programmes of work in ONS requiring the application of programme and project methodologies and funded within the organisation. The Portfolio and Investment Committee’s main purpose is to:

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\(^4\) [https://www.statisticsauthority.gov.uk/about-the-authority/board-and-committees/](https://www.statisticsauthority.gov.uk/about-the-authority/board-and-committees/)


\(^6\) [https://gss.civilservice.gov.uk/wp-content/uploads/2013/02/IAC-TOR-August-2016-Published.pdf](https://gss.civilservice.gov.uk/wp-content/uploads/2013/02/IAC-TOR-August-2016-Published.pdf)

\(^7\) [https://gss.civilservice.gov.uk/about-us/governance/inter-administration-committee/](https://gss.civilservice.gov.uk/about-us/governance/inter-administration-committee/)
i. Ensure the optimal design of the ‘ONS portfolio of work’ (portfolio) to deliver the ‘Better Statistics, Better Decisions’ Strategy; and

ii. Provide oversight and support to delivery of the portfolio to meet all due diligence requirements; enable collaborative working; allow for flexible and adaptive delivery methods and optimise benefits.

38. The scope of this Committee includes all aspects of change and the associated allocation of resources (this may be major programmes/projects, business as usual and smaller innovative projects). A proportionate approach to oversight of these different aspects of the portfolio of work will be adopted.

39. The Portfolio and Investment Committee seeks to manage investment funding in a way that gives Senior Responsible Owners (SRO) the funding certainty they require to plan effectively. Where appropriate, it takes strategic decisions on potential overspends and re-invests underspends.

40. The Portfolio and Investment Committee’s objectives are to:

i. assess the overall performance and risks we are facing as an organisation, including informing the Chief Financial Officer's (CFO) narrative on the Integrated Performance Report that will be a standing item at National Statisticians Executive Group (NSEG);

ii. facilitate the deployment of resources against the priorities that are agreed by the Authority Board and overseen by NSEG;

iii. ensure that the overall activities of change are managed effectively;

iv. oversee the deployment of the key dependencies and enablers (DST, MDR, people and capability and financial resources) against the key priorities, through an agreed and transparent process;

v. ensure that business cases and commercial approaches are approved and prioritised in line with these priorities;

vi. ensure that the agreed benefits and efficiencies are tracked and managed effectively; and

vii. oversee the development of proposals for the 2019 Spending Review, working with priorities set by the Authority Board and overseen by NSEG.

41. To support the Portfolio and Investment Committee achieve its objectives, a Key Holders Approval Group (KH), Commercial Approvals Group (CAG), Portfolio Delivery Assurance Group (PDAG), Design Authority (DA) Business Planning Controls Group (BPCG) have been established:

i. Key Holders will individually scrutinise to provide a ‘lock/unlock’ assessment of their case for each business case (Appendix), prior to submission to CAG with onward submission to Portfolio and Investment Committee for overall approval.

ii. Commercial Approvals Group will make investment approvals to PIC on new or updated business cases and procurements. Work collaboratively with Business and Projects to clearly communicate CAG requirements and ensure that proposals reflect the optimum way forward for ONS to achieve its objectives.

iii. Portfolio Delivery Assurance Group will ensure successful delivery and assurance of the portfolio by monitoring of delivery out of committee, escalating to PIC only when required and with the right information to make timely decisions.

iv. Business Planning Controls Group will oversee and govern Corporate Planning within the Authority, ensuring it is consistent efficient and effective in its delivery. Leading and overseeing business planning, whilst providing deliver confidence and assurance to the Authority and its relevant committees. Providing assurance specifically to PIC, BPCG will provide assurance for SR19, Corporate Management Information and its Analytical Strategy, Efficiencies and Benefits realisation, and delivery of organisational Internal Audit recommendations.

v. The ONS Design Authority, which includes representatives from across ONS, helps align business and technical changes to the ONS Strategic goals. It is the custodian of the ONS Enterprise and Data Architecture and associated service models. It has the authority to approve or deny a proposed project or programme, or a proposed change to the models on the basis of its compliance with the standards in force. It ensures that proposed projects deliver products or services which meet the needs of the intended users, are consistent with and support the objectives of the ‘Better Statistics, Better Decisions’ Strategy, are digitally and technologically sound, in line with the Medium Term Business Plan and with the DST Strategic Roadmap, are fit for business purpose and represent value for money. The Design Authority
references the GDS Service Design Manual, Government Technology Codes of Practice and Digital and Technology Cabinet Office Spend Control Pipeline guidance.

**Statistical and Analytical Priorities Group**

42. The Statistical and Analytical Priorities Group (GASP) has responsibility for providing operational and strategic leadership in statistical and analytical prioritisation. On behalf of NSEG, the Group provides oversight to the formation and balance of analytical priorities across the Office, noting the priorities of (and wider benefits for) users, the GSS and the Analytical Function across government broadly. GASP will therefore also give regard to the broader statistical, social research and economist professions’ resources and priorities, making the necessary complementary inter and intra-governmental links.

43. GASP’s primary role is to generate an output that enables ONS to transparently and rigorously align its resources to a clear set of requirements.

44. A second key function of GASP is to oversee a suite of topic focussed groups that operate across the Office.

45. The co-Chairs of GASP are Directors who equally represent economic and social statistics.

**Statistical Policy and Standards Committee (and sub groups)**

46. The Statistical Policy and Standards Committee (SPSC) supports the National Statistician in promoting and safeguarding the quality of official statistics across ONS and wider GSS. It meets quarterly and has three main responsibilities:
   i. advising on legal obligations which affect statistics;
   ii. developing and putting into action statistical policies and standards; and
   iii. improving the quality of statistics.

47. Membership includes Heads of Profession for Statistics in Government departments, a representative Chief Statistician from the devolved administrations (Wales, Scotland or Northern Ireland), and senior statisticians from across the GSS.

48. The SPSC is further supported by the work a number of sub-groups, as shown in the diagram below.

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**Data Governance Committee**

49. The Data Governance Committee has oversight of the development and application of policies and processes for all aspects of data governance within ONS and the formal approval of data flows into and out of the organisation. This includes the following:
   i. data policies and standards, including security and dissemination policies;
   ii. compliance with statutory requirement in data legislation, including data protections;
   iii. data acquisition priorities and plans, and delivery;
   iv. data technologies, data architecture and methodological transformation, including the delivery of the Data Access Platform, non-survey data collection platform and the development of the Methods Library;
   v. the operations of the Secure Research Service including the statutory framework for access to de-identified data for the purposes of accredited research for the public good; and
vi. the work programme of the Data Science Campus.

**GSS International Committee**

50. The GSS International Committee (GSSIC) is the sub-committee of the National Statistics Executive Group (NSEG) with responsibility for coordination and strategic leadership in international affairs in official statistics. Its core responsibility is to ensure the UK Statistical System is competent in international statistics forums, and has the capacity to exert its influence and make its contribution to international statistical development, in the interest of the *Better Statistics, Better Decisions* strategy.

51. The GSSIC primary role is to guide and steer the international strategy of the GSS, which incorporates the strategic UK position with respect to engagement at all international statistics forums. The GSSIC is therefore responsible, on behalf of the National Statistician, for the development, and oversight of the objectives and actions of the international strategy.
Delivering

**Directorate and Divisional Management Boards**

52. The governance structure encourages decisions to be taken, wherever possible, at a local level. Each directorate and division therefore has its own management board or group responsible for taking decisions within their area of remit. This ensures quicker decision making and clearer accountability.

**Programme and Project Boards**

53. Specific programmes and projects will usually have a Programme or Project Board. Examples include the Census and Data Collection Transformation Programme Board and the Improving Dissemination Programme Board.
Advising

National Statistician’s Data Ethics Advisory Committee

54. The National Statistician’s Data Ethics Advisory Committee (NSDEC) provides independent ethical advice to the National Statistician on matters relating to policy and case work and ensures transparency of the access, use and sharing of data.

55. Specific responsibilities of the NSDEC include to:
   i. provide ethical consideration of proposals to access, share and use data;
   ii. advise on individual policies and projects against NSDEC’s ethical principles;
   iii. develop a consistent ethical framework for relevant projects related to official statistics;
   iv. promote transparency around data shares; and
   v. provide ethical advice on other data issues within the National Statistician’s remit, which includes his role as head of the Government Statistical Service.

56. Further information is available on the Authority website\(^8\).

National Statistician’s Advisory Panels on Consumer Prices

57. The Review of the Governance of Prices Statistics\(^9\) recommended the creation of two advisory panels on consumer prices: a stakeholder panel to advise the National Statistician on the uses and application of prices indices; and, a technical panel to provide advice on technical aspects of the statistics.

58. These groups met for the first time on 27 November 2015, and meet at least 3 times per year. More information is on the ONS website\(^10\).

National Statistician’s Crime Statistics Advisory Committee

59. The National Statistician's Crime Statistics Advisory Committee advises the National Statistician how best to ensure that official statistics on crime for England and Wales are accurate, clearly presented, comprehensive, transparent and trustworthy taking account of the needs of users and providers. Further information is available on the Authority website\(^11\).

Data Science Campus Advisory Board

60. The Advisory Board’s main role is to provide advice on Data Science Campus actives and the delivery of its strategic objectives. The board will also provide guidance on the development of the Campus and help the ONS executive give assurance to the Authority Board that the infrastructure is established and maintained in ways that serve the public good.

61. The Advisory Board met for the first time on 31 July 2018, and will meet three times per year.


Other forums, committees and cross cutting groups

62. To support the work of the formal standing committees and boards, a number of forums, working groups and other committees have been established to support decision making. Some of these are described below, though this is not an exhaustive list.

i. **GSS Heads of Profession.** A quarterly forum attended by the 30 GSS Heads of Profession. These meetings are used to cascade, communicate, engage, discuss issues and galvanise collective leadership of the statistical system.

ii. **People Committee.** A forum leading on GSS and GSG People issues, providing: advice on the development of people policies and practice, advice to HoPs on people issues for decision-making, the development and ongoing review of key reference documents such as the GSG Competency Framework and Continuing Professional Development (CPD) policy, oversight of core statistical training programmes and GSS Recruitment.

iii. **Thursday Morning Colleagues.** This weekly meeting chaired by the National Statistician is attended by the Deputy National Statisticians, Directors, Chief of Staff and Head of Internal Audit. It is a cascade meeting where bullet points from each area are discussed before being disseminated to staff.

iv. **Departmental Joint Consultative Committee.** This is a committee where Trade Union Representatives and ONS Human Resources and Management meet to discuss, and consult, on organisational wide staffing matters such as Pay, Absence Management and Staff Welfare.

v. **UK Census Committee.** This is a quarterly meeting with the same membership as the Inter Administration Committee, which meets to coordinate Census activity across the UK.

vi. **Editorial and Communications Group.** ECG’s remit is to coordinate external communication and commission new digital content and communication. The Group identifies and considers opportunities for repackaging existing ONS outputs to respond to the news agenda, reviews communication issues and opportunities arising from forthcoming publications, ensures proportionate handling plans are in place for releases and produces and reviews a communication grid of forthcoming content on ONS channels. ECG meets once a week and is chaired by the Director of Communications and Policy. Membership of ECG is drawn from right across the statistical production divisions of ONS.

vii. **Equality and Diversity Steering Group.** This steering group provides the governance for equality, diversity, and inclusion for the organisation. It meets three times a year and provides advice and guidance to the organisation and the People and Business Committee as they monitor the progress and implementation of the ONS Diversity and Inclusion Strategy and business area goals. In addition, the group ensures that the organisation aligns with the Civil Service Diversity and Inclusion Strategy, and is meeting its legal obligations. The group is led by the National Statistician, and its members are made up of Director General Diversity Champions, and Diversity Network Sponsors. The group reports into the People and Business Committee on the work underpinning the strategy. NSEG receives regular updates from EDSG’s network sub groups.
Prioritisation, planning and allocation of funding

63. The strategic direction of the Authority is set by the Authority Board. Working within the strategy and the priorities set by the Board: NSEG oversees executive production of a business plan which sets out more details around how the Authority will deliver outcomes which align with the strategy.

64. This business plan incorporates the ‘what’ and the ‘how’ – ensuring integration of the business plan deliverables with workforce and financial plans. A critical component of this planning is the work undertaken by the Portfolio and Investment Committee which helps to prioritise investment across the organisation. This work involves discussions around continuing and emerging demands/projects on the organisation.

65. Once the core business areas have completed their budgets and together with the ratification of the investment portfolio, the business plan (which includes the budget) is submitted to NSEG for review and then on to the Authority Board for approval.

66. Emerging pressures during the year, are discussed by NSEG as required. From those discussions, emerging pressures are discussed that may involve workforce or financial demands. If the relevant business area cannot sufficiently resource an emerging pressure then the senior executives in the first instance would look to reprioritise other resources to support the work. Should that not be an option then a business justification would be required to draw down additional funding from the Contingency Fund.
Guidance - submitting papers to boards and committees

67. Although first base decision making lies at the heart of the governance arrangements, it will inevitably be necessary for some strategic and key operational matters to be escalated to a relevant committee from time to time. In such instances, a paper will need to be prepared summarising the issue and confirming what action is requested.

68. If you’re writing a paper for a board or committee, consider the following points:

☑ Is drafting a paper for a committee the right course of action? Your Deputy Director or Director, or a member of the Secretariat team, will be able to provide advice.

☑ Could an individual make the decision within their existing remit?

☑ What will you be asking of the committee? Do they simply need to be informed of an issue or do you require a decision to be made? Are you clear on the purpose of your paper and what you want the outcome to be?

☑ Is this the right committee for this topic? For example, instead of submitting a paper to NSEG, does the People and Business Committee have delegated authority to take the decision?

☑ If a paper is required, keep to no more than three sides of A4, use plain English, and include any technical explanations as an annex.

☑ Make sure you schedule enough time for the commissioning, drafting, and clearance of your paper. Check with the Secretariat for paper deadlines.

☑ Before submission, ensure your paper has been proof-read and check the paper to make sure:
  - the background includes a paragraph summarising when the committee last considered the issue and what it decided then;
  - recommendations are clear;
  - acronyms are spelt out in full the first time;
  - job titles are included where staff members are referenced;
  - any annexes clearly labelled; and
  - the paper is presented in the correct house style and in line with the template.

☑ Are you using the latest template?

69. Please use the standard template at this link. The template also contains further guidance on style and content.
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<td>Inter Administration Committee</td>
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<td>Peter Le Quesne, Central Policy Secretariat</td>
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<td><strong>Managing</strong></td>
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<td>Portfolio and Investment Committee</td>
<td>Nick Bateson</td>
<td>Maddy Watkins, Brian Smith, Portfolio Management</td>
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<tr>
<td>Statistical and Analytical Priorities Group</td>
<td>Liz McKeown (on behalf of Emma Rourke) and Grant Fitzner</td>
<td>Peter Le Quesne, Central Policy Secretariat</td>
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<tr>
<td>Design Authority</td>
<td>Simon Taylor</td>
<td>Steve Vickers, Service Design and Assurance</td>
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<tr>
<td>Commercial Approvals Group</td>
<td>Nick Bateson</td>
<td>Roger Crowley, Commercial Services</td>
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<td>Business Planning Controls Group</td>
<td>Rhys Thomas</td>
<td>Rachel Roden</td>
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<td>Portfolio Delivery Assurance Group</td>
<td>Fahad Aleem</td>
<td>Pat Heyman, Portfolio Management</td>
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<td>Statistical Policy and Standards Committee</td>
<td>David Fry</td>
<td>Peter Le Quesne, Michael Willmott, Central Policy Secretariat</td>
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<td>Data Governance Committee</td>
<td>Heather Savory</td>
<td>Simon Whitworth, Central Policy Secretariat</td>
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<tr>
<td>GSS International Committee</td>
<td>Jonathan Athow</td>
<td>Kirsten Hinds, Central Policy Secretariat</td>
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<td>National Statistician’s Data Ethics Advisory Committee</td>
<td>Dame Moira Gibb</td>
<td>Simon Whitworth, Central Policy Secretariat</td>
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<td>National Statistician’s Stakeholder Advisory Panel on Consumer Prices</td>
<td>Dame Kate Barker</td>
<td>James Tucker, Prices Division</td>
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<td>National Statistician’s Technical Advisory Panel on Consumer Prices</td>
<td>Grant Fitzner</td>
<td>Chris Payne, Prices Division</td>
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<td>National Statistician’s Crime Statistics Advisory Committee</td>
<td>Professor Sir Adrian Smith</td>
<td>John Flatley, Crime Statistics</td>
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<td>Data Science Campus Advisory Board</td>
<td>Heather Savory</td>
<td>Peter Fullerton, Anya Crisp-Patterson, Data Science Campus</td>
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<td>GSS Heads of Profession</td>
<td>Iain Bell</td>
<td>Peter Le Quesne, Central Policy Secretariat</td>
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<td>GSS People Committee</td>
<td>Kate Sweeney</td>
<td>Lucy Vickers, People and Business Services</td>
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<th>Committee</th>
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<tr>
<td>Thursday Morning Colleagues</td>
<td>John Pullinger</td>
<td>Tom Marsh, Central Policy Secretariat</td>
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<td>Departmental Joint Consultative Committee</td>
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<td>Jo Wilson, People and Business Services</td>
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<td>John Pullinger</td>
<td>Vikki Thomas, Census Transformation Programme</td>
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<td>Owen Brace</td>
<td>Sam Collin, Communications Division</td>
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<td>Equality and Diversity Steering Group</td>
<td>John Pullinger</td>
<td>Pam Blackhurst, People Solutions</td>
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