

ONS Business Plan 2010/11

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Office for National Statistics

A National Statistics publication

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About us

The Office for National Statistics

The Office for National Statistics (ONS) is the executive office of the UK Statistics Authority, a non-ministerial department which reports directly to Parliament. ONS is the UK government's single largest statistical producer. It compiles information about the UK's society and economy, and provides the evidence-base for policy and decision-making, the allocation of resources, and public accountability. The Director-General of ONS reports directly to the National Statistician who is the Authority's Chief Executive and the Head of the Government Statistical Service.

The Government Statistical Service

The Government Statistical Service (GSS) is a network of professional statisticians and their staff operating both within the Office for National Statistics and across more than 30 other government departments and agencies.

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About ONS

Trusted Statistics – understanding the UK

The ONS Mission is to improve understanding of life in the UK and enable informed decisions through trusted, relevant, and independent statistics and analysis.

The Statistics and Registration Service Act 2007 established the Office for National Statistics (ONS) as the executive office of the UK Statistics Authority, a non-ministerial department that reports directly to Parliament. ONS is the UK Government's largest statistical producer and the UK's national statistical institute.

ONS has around 3,400 staff (of whom 1,300 are field staff) operating from two main sites: Newport and Titchfield, with a smaller office in London.

The National Statistician, Jil Matheson, is the principal accounting officer for ONS; day-to-day management of ONS is delegated to the Director General, Stephen Penneck.

The organisation of ONS (at April 2010) is shown in Appendix A.

This Business Plan for 2010/11 summarises plans prepared by business areas within ONS and sets out what we intend to do over the coming months to take forward our strategy to achieve our refreshed Vision:

ONS – where people come first for trusted statistics

Our Resources for 2010/11

Budget

Budget	Budget 2010/11 (£000's)		
	Expenditure	Income	Capital
Census	147,887	-2,686	
Economic, Labour and Social Analysis	14,837	-656	
Population, Health and Regional Analysis	10,641	-1,372	
Surveys and Administrative Sources	60,987	-18,701	880
Methodology	8,848	-360	
Information Management	39,177		9,733
Web Development	1,030		
Multi-year projects ¹	2,342	-3,154	
Corporate Services	20,770	-1,399	3,700
Communication	2,916	-84	
Corporate Strategy and Support	906		
Contingency	2,790		688
TOTAL ONS	313,131	-28,412	15,001

¹ Including the English Longitudinal Study of Ageing, Millennium Cohort Study and Wealth and Assets Survey

Workforce

Workforce forecast	Full-time equivalent	
	1 April 2010	31 March 2011
Census ²	260	396
Economic, Labour and Social Analysis	320	301
Population, Health and Regional Analysis	223	226
Surveys and Administrative Sources	1757	1749
Methodology	206	222
Information Management	228	244
Web Development	8	17
Corporate Services	206	179
Communication	62	65
Corporate Strategy and Support	19	18
TOTAL ONS	3,291	3,416

² Does not include Census field staff

Overview of 2010/11

Strategic Aims and Strategic Objectives

This Business Plan sets out our plans for 2010/11 within the framework of a refreshed ONS Strategy for 2010–2015, including the following strategic aims and strategic objectives:

Improving our LEADERSHIP and SKILLS

- To be recognised for our statistical leadership
- Staff are able to recognise leadership in managers
- To develop an engaged, well managed and skilled workforce

Improving our record of DELIVERY

- To deliver outputs to time and quality measures
- To ensure IT supports business needs
- To build customers' needs into our business plans

Improving understanding of the QUALITY of our statistics

- To engage constructively and more broadly with customers
- To manage information risks effectively
- To develop outputs that follow overall statistical design
- To comply with the Code of Practice for Official Statistics

Improving our strength in INNOVATION

- To plan for innovation
- To encourage a culture of innovation

Improving the VALUE FOR MONEY we give

- To make best use of our budgets
- To exploit data sources for analytical potential
- To minimise respondent burden

Progress towards these objectives will be monitored through the ONS Corporate Scorecard, which outlines the key performance indicators and measures.

Each directorate within ONS has an agreed Business Plan for 2010/11 that sits beneath this ONS Business Plan. These directorate plans identify how each directorate will support the ONS Vision and Values and work towards the ONS Strategic Aims.

Business Objectives

ONS is the UK's largest producer of official statistics and the recognised national statistical institute of the UK. We play a leading role in the development of national and international best practice in official statistics. In 2010/11 we will continue to produce the large range of diverse business and social statistics that make up our core business. We expect to produce around 380 News Releases and Statistical Bulletins, conduct 80 business and 12 social surveys, and publish analytical articles in our key publications. We are also working towards the delivery of a high-quality and value-for-money census in 2011; this will be a key focus of the office over the coming year.

Our strategic aims and objectives describe how we will raise the capability and effectiveness of the office. Alongside these strategic priorities we have identified our key business goals that will drive business direction and help us to set our business priorities. We will:

- produce statistics that meet our customer needs within the resources we have
- maintain an investment programme that improves the relevance of our statistics and improves our efficiency
- improve the accessibility and the presentation of our statistics
- analyse, report and comment on our statistics
- reduce the burden we place on respondents
- keep our data secure

Efficiency

We will continue to deliver and improve our statistical outputs in the face of decreasing resources. ONS, like many other government departments and agencies, faces the ongoing challenge of severe financial constraints. ONS is already facing a significant efficiency challenge within our current five year settlement (of which 2010/11 is the fourth year). During this period we have made, thorough effective business process reengineering, five per cent efficiency savings each year, whilst maintaining our investment programme.

In order to plan for the possibility of further cuts, within our current settlement and beyond it, we are undergoing a detailed business prioritisation exercise to identify our core business, which we can build on depending on our available budget. This exercise may influence the priorities outlined in this business plan.

Statistical Developments

In 2010/11 we will continue to invest in new systems and processes while developing our business. Our investment plan will enable the following key improvements to our statistics during 2010/11:

Economic, Labour and Social Analysis:

- Ensure that we meet international and UK legal requirements. A programme will be introduced by August 2010 to improve compliance with European and other international obligations
- Progressively implement national accounts re-engineering, based on the ENABLE Programme (see below)
- Improve public finance statistics to give wider and more robust coverage of the public finances and the public sector balance sheets

- Contribute to national and international debate and direction on the measurement and understanding of societal wellbeing (Beyond GDP, Stiglitz and other related programmes)

Population and Health:

- Prepare to exploit the results of the 2011 Census, rebasing and benchmarking existing population statistics and producing new outputs
- Plan the methods for disseminating the results of the 2011 Census
- Review, with the NHS Information Centre, data collection and dissemination for the Health Service
- Explore and exploit the use of administrative data wherever possible and beneficial, for example the use of e-Borders data

Surveys and Administrative Sources:

- Continue to move towards electronic data collection wherever appropriate, with a pilot Internet data collection for the Labour Force Survey in December and the aim of delivering a strategic internet data collection solution by the end of the year
- Move towards more integrated survey processes, exploring the opportunities for savings through combining surveys

More detailed key deliverables/milestones for each ONS directorate are shown in Appendix B.

Statistical Quality

In 2010/11 we will continue to take forward the ONS Statistical Quality Management Strategy.

The overall objective of this strategy is to ensure our statistics meet users' needs within available resources. More specific goals are to:

- produce relevant outputs with up-to-date metadata and quality information
- enhance the comparability of our statistical outputs
- extend the use of standard quality assurance approaches, and
- enhance continuous improvement and the use of quality management

Divisional quality implementation plans for taking the strategy forward will be prepared and implemented. An annual statement will be prepared showing how the strategy is progressing, pointing out areas of achievement and concern.

Major Programmes and Projects

An overview of each of the major projects and programmes that we will focus on during 2010/11 is below. For detailed programme deliverables and milestones see Appendix C.

Census 2011

This programme is responsible for the planning, management and delivery of the decennial population census mandated under Parliamentary legislation. Census 2011 is a considerable task for ONS; it is one of the UK Government's top major programmes and projects and has a total budget of £480 million. 2010/11 is a critical year for the Census Programme. Field operations

began in March 2010 and stakeholder engagement and communication activities will steadily increase throughout the year, all working towards Census Day on 27 March 2011. Key challenges for this high-profile programme will be delivering a high-quality and value-for-money census, ensuring an adequate response rate and ensuring that the census meets the needs of users.

Beyond 2011

This programme will develop an integrated system for producing population statistics after the 2011 Census, potentially making use of administrative data and looking at the future role of census and survey data in producing baseline population counts. During 2010/11, Beyond 2011 will produce an initial assessment of options to deliver population statistics beyond the 2011 Census. The assessment will take into account users' needs and further work on costs and benefits.

Migration Statistics Improvement Programme

This programme will improve the quality of migration and population statistics and has already delivered a package of improvements to migration statistics. During 2010/11 the programme will develop plans for Phase II which will continue to implement the recommendations of the Migration Task Force focusing on improving the regional distribution of migrants, making full use of administrative sources and working with the 2011 Census.

ENABLE (Effective National Accounts for the Blue Book to measure the Economy)

This programme will update and improve the central and local systems used to produce the quarterly and annual National Accounts. These systems will also allow us to introduce the new Standard Industrial Classification 2007. The programme will run to March 2011 and complete a substantial part of overall re-engineering. The 2011 Blue Book will be produced using these systems and will generate major benefits in terms of efficiency, transparency and our ability to understand and analyse the data.

Web Development

The programme will deliver a new ONS website by May 2011. It will enable users to find and utilise material easily, based on an internal architecture which will allow straightforward interface with other systems within government and more widely. It will also allow the majority of ONS products and outputs to be web only and written directly for the web, with concomitant savings in resources.

Capability

To continue to find efficiencies, improve working practices, and develop our outputs in a cost effective manner, we will enhance our capability through:

Completing our relocation programme

The programme of relocating posts from London, which began in 2006, will finish in 2010/11, with completion of the final major relocation (Economic, Labour and Social Analysis Directorate). There are some challenges that must still be managed in terms of completing recruitment, staff moves, induction and training to cover relocated work, and support to London staff. We will maintain a small ONS office in London, but during 2010/11 we will prepare to vacate our current premises in Myddelton Street, which is now too large for the remaining London staff and does not provide value for money.

Delivering re-engineered systems

Several of our key outputs will move to re-engineered processing systems in 2010/11, including Consumer Price Indices and Construction Statistics. These systems will provide more effective and sustainable platforms for the production of these outputs.

Making use of shared systems

Work will continue to increase usage of the Central ONS Repository for Data (CORD) and the Common Architecture for Statistical Processing and Analysis (CASPA). These shared platforms have the potential to manage the vast majority of statistical processing conducted by ONS. The Labour Force Survey and the International Migrations System are planned to move to CASPA in 2010/11.

Moving our IT condition from 'red' to 'green'

This strategy, initiated in 2009, is about turning our IT condition from 'mostly red' to 'mostly green' risk status. The work has already achieved substantial results, upgrading or removing a number of vulnerable or 'out of support' platforms. During 2010/11 we will further reduce the level of our 'red' system components, with the aim of reaching 5 per cent or below by December 2013 (from its benchmark level of 42 per cent in December 2008).

Raising our information assurance maturity

We are undergoing a programme of work to steadily improve our 'information assurance maturity'. This means improving the way that we manage information-related risks, how we protect and defend information and information systems particularly by ensuring confidentiality, integrity, and availability. This work will begin in 2010/11 with an assessment of our current level of information assurance maturity, followed by the implementation of an improvement plan to ensure that we meet all requirements of the Cabinet Office's Security Policy framework.

Improving the way that the office is managed

During 2010/11 efforts will be made to enhance the effectiveness of the office through improving our:

- **Business planning:** A new process for business planning will be implemented that will aim to improve the effectiveness and comparability of corporate and directorate level plans
- **Change management:** We will build on the recommendations of the internal audit report on change management, and will implement a portfolio management approach for ONS
- **Monitoring progress:** The ONS corporate scorecard will be produced quarterly and will be used to monitor progress towards our strategic aims and objectives through a series of key performance indicators. This scorecard will be supplemented by a monthly pack of key management information which will be considered by the ONS Executive Committee and ONS Board.
- **Leadership:** Improving leadership is one of our strategic aims. In 2010/11 we will develop and implement a Leadership Charter for ONS senior managers. This will provide an opportunity to translate the ONS Vision and Values into specific leadership values, to outline how effective leaders should act and behave, to provide a framework for ONS staff to aspire to, and to give permission for staff to challenge their 'leaders' to live up to the charter.

Enhancing our skills

ONS will implement a revised Skills Strategy during 2010/11 which sets out how we will develop the skills of our staff to build a self-confident, outward-looking organisation with opportunities for everyone to benefit and make a positive contribution.

Improving our working environment

We will continue to ensure that ONS meets all of its health and safety, security and sustainable development obligations, taking action to meet our targets for reducing carbon emissions, use of water and production of waste.

Developing our business continuity planning

ONS has an objective to become compliant with the British Standard for Business Continuity Management (BCM) (BS 25999) by May 2011. Foundation work has already been carried out in terms of producing a policy and improving BCM programme management. During 2010/11 each directorate will be assisted in the production of business continuity plans, which will be tested, in order to protect the critical outputs and business activities of ONS.

Valuing diversity

ONS is committed to being an equal opportunities employer and to achieving equality of opportunity for all employees. ONS values and welcomes diversity and believes that all employees are entitled to work in an environment free from discrimination and harassment.

During 2010/11 the main diversity priorities for the office will be to address issues relating to disability, women in the Senior Civil Service and part-time workers. Each ONS directorate will also continue to support the ONS Equality and Diversity Policy and promote diversity awareness. This will be achieved through various mechanisms including:

- Encouraging and supporting diversity networks
- Ensuring all staff have a diversity objective in their performance agreements
- Requiring staff to attend compulsory diversity training

Communication

ONS has a dedicated Communication Division that aims to deliver expert, effective communication to support the delivery of our objectives and safeguard and strengthen ONS's brand and reputation. During 2010/11 the main priorities for improving the way that we communicate will be:

Internally:

- Engage staff with the ONS Vision and Values and raise awareness across the office of our aims, objectives and the important role of the office
- Communicate information about the ONS Change Journey effectively
- Deliver a new ONS intranet and internal communication strategy

Externally:

- Improve the accessibility and understanding of our outputs
- Continue to implement a proactive media strategy
- Progress the Web Development Programme

Risk Management

ONS has been conscious of the need to make our approach to risk management more consistent across the office, especially in respect of measuring the possible impact of risk and determining our appetite for risk. A review of the ONS approach to risk management was carried out late in 2009/10 and will be implemented in 2010/11, starting with a series of risk workshops early in the year.

The key high-level risks that we will actively manage at the corporate level (as identified at April 2010) are:

1. ONS cannot live within its settlement and therefore will not deliver its outputs
2. Current economic downturn could lead to Government reopening Comprehensive Spending Review settlement for 2010/11 or 2011/12.

Stakeholder Engagement

A strong customer focus is fundamental to the ONS Vision and is reflected throughout our strategic and business objectives.

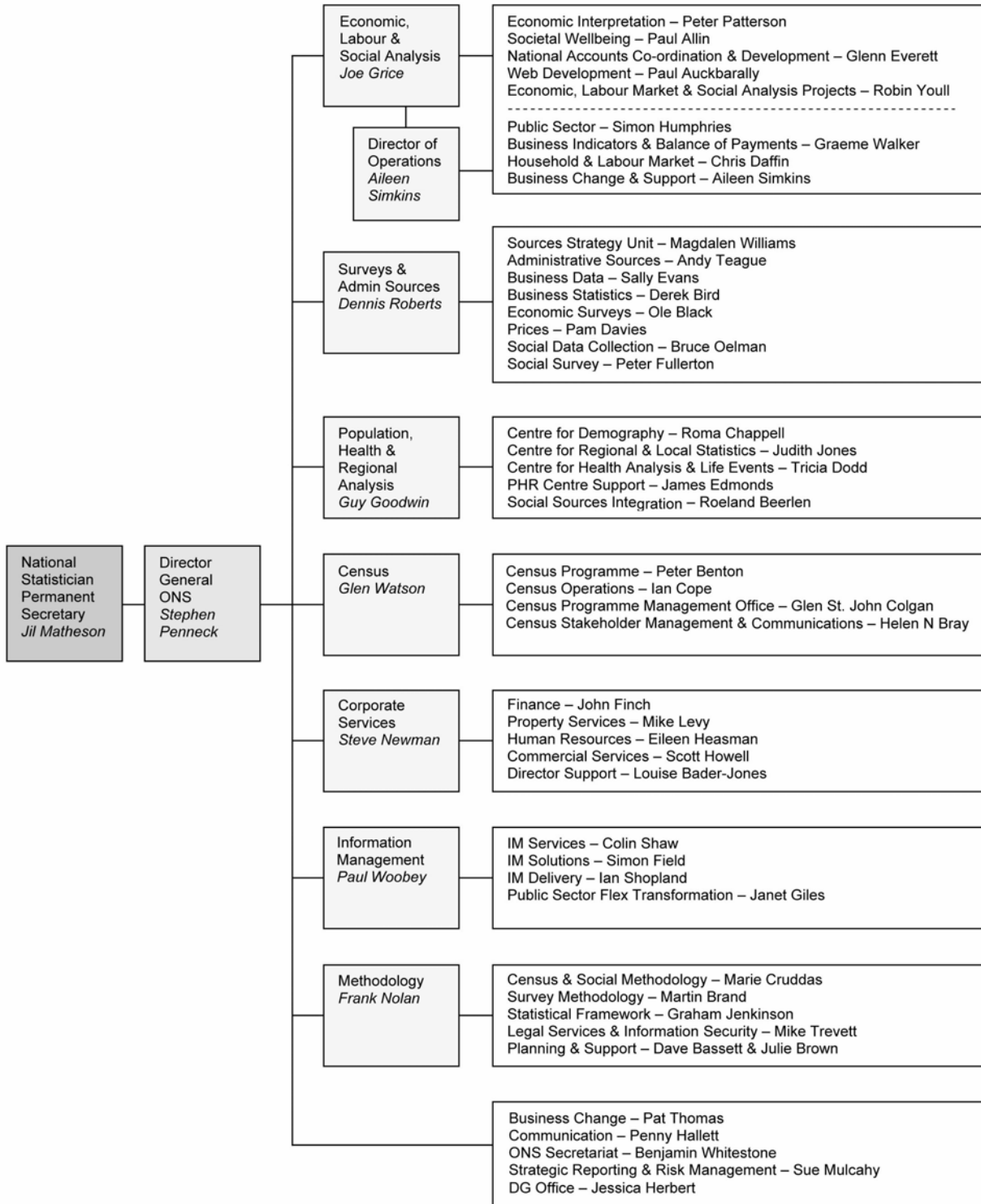
During 2010/11 we will be consulting on, and then implementing, the new User Engagement Strategy and strategies for other areas of our Stakeholder Framework, for example funders, respondents and partners. We will also develop metrics by which we can measure and monitor our performance on stakeholder engagement through our corporate scorecard and complete an equality impact assessment on our overall stakeholder engagement strategy.

The approach ONS takes to engagement will vary depending upon the purpose and the users consulted. The Code of Practice for Official Statistics requires ONS to improve engagement with users on statistical quality, ensuring that users understand the quality of ONS statistics and establishing how far the quality meets their needs. In addition, government security requirements and the continued concern about data assurance mean that ONS must ensure it meets confidentiality commitments and maintains the security of its statistics.

ONS's relationship with users will be guided by general principles. ONS will:

- be inclusive, identifying a diverse range of users
- provide clear information that is open and accessible to all
- engage with users, using a variety of methods appropriate to them
- investigate and document the needs of users, the use made of our statistics and the decisions they inform
- publish statistical reports that take account of user needs
- be open and honest, publishing information about user experience, data quality and the timeliness of reports
- consult users before making changes that affect ONS statistics
- feed-back and demonstrate the impact and influence of comments received

Appendix A – Organisation at April 2010



Appendix B – Directorate Deliverables and Milestones

Economic, Labour and Social Analysis (ELS)

In 2010/11 ELS will publish eight or more Statistical Bulletins a month (which include some of the country's key macroeconomic statistics), with more major publications on a quarterly, annual or ad hoc basis. This includes *Social Trends* and *Pension Trends*, both updated regularly on the ONS website, and the monthly journal *Economic and Labour Market Review* with an economic commentary, topical analysis and explanation of our methods. Below are some additional development milestones.

Description of milestone	Delivery Date
Complete Gross National Inventory project so all Eurostat reservations are lifted	Iterative process to September 2010
Prepare for 2011 Excessive Deficit Procedure mission, aiming to conclude all outstanding actions that are feasible in the March and September data transmissions	Ongoing
Work actively to influence international developments in the measurement of societal wellbeing	Ongoing
Enhance economic interpretation: economists involved earlier in production/briefing on all regular statistics	Ongoing
Confirm plans for next wave of English Longitudinal Study of Ageing	April 2010
Complete first set of tourism satellite accounts	May
Support the National Statistician in developing government Longitudinal Data Strategy	By summer
Engagement with business areas to identify areas of difficulty that ONS may have in complying with the proposed regulation for the National Accounts transmission programme scheduled for 2014	By summer
Expand analysis of Public Sector Finances and related statistics	June
Deliver Blue Book 2010	June
Improve early GDP estimates through use of new construction data source, monitoring effect on revisions	June (current prices) July (constant prices)
Meet requirements of Eurostat European System of Accounts (ESA) 1995 Transmission Programme	July
Deliver Pink Book 2010	July
Agree specific improvements from the Developing Financial Statistics for Policy project for implementation in the Blue Book	September
Identify requirements for methods and systems changes required for ESA 2010 and BPM6	December

and develop firm plans and timetables for all work required

New ONS website to support 'state of the UK report' with preliminary set of societal wellbeing/quality of life indicators March 2011

Ensure business and social data now available on Virtual Microdata Laboratory are moved to ESRC Secure Data Service for use by academics By April

Implement the Standard Industrial Classification (SIC) 2007 in all ELS statistics as required, ensuring users are advised of changes and impact RSI implemented in February 2010; other series in 2011

Scope requirements for ENABLE 2 for further improvements to national accounts systems TBC

Surveys and Administrative Sources Directorate (SASD)

In 2010/11 SASD expects to produce over 350 regular statistical outputs to time and quality from 80 business and 12 social surveys. Below are some additional development milestones.

Description of Milestone	Delivery Date
Tactical Internet survey despatch	April 2010
Feasibility report and business case for secure admin data environment	April
Consumer Price Indices assessment by the UK Statistics Authority	April
Statement of requirements for field force connectivity developed into costed options	May
Delivery of completed Business Register Employment Survey results system	June
Complete the rewrite of Public Sector Jobs systems	June
First publication of Construction Output and New Orders Statistical Bulletins	July
Community Innovation Survey (CIS) feasibility research completed	August
Discontinue Average Earnings Index and complete Average Weekly Earnings systems development (subject to funding)	September
Reclassification of SIC2003 onto SIC2007 completed (Producer Prices Index and Services Producer Prices Index)	September
First delivery of Integrated Household Survey (IHS) dataset (experimental statistic)	September
Life Opportunities Survey (LOS) social model disability prevalence estimates produced	October
Implementation of digital pens on International Passenger Survey	October
Access to e-Borders data established	November
Delivery of a European Register of Multi-Nationals for the Eurogroups Data Quality Project	December
New system development for RPI/CPI Phase 1 (systematisation of central spreadsheets) completed	December
Internet pilot of Labour Force Survey	December
Implementation of Standard Occupational Classification (SOC) 2010 across the full programme of social surveys	January
New system development for RPI/CPI Migration to Phase 1 solution begins	January
New system development for RPI/CPI Phase 2 (new index construction) begins	January
LOS to apply for National Statistics status	March
Integration of <i>Demography</i> and <i>UK Business</i> into one publication	March
Delivery of a strategic Internet data collection solution	March

Population, Health and Regional Analysis (PHR)

In 2010/11 PHR will continue to deliver headline population and health statistics, releases and publications including: Births and Deaths, Health Statistics Quarterly, Migration Statistics Quarterly Report, Regional Trends, Population Estimates, and Population Trends. Below are some additional development milestones.

Description of Milestone	Delivery Date
Regional Economic Indicators – ‘Regional Economies: Measuring Short-term Output Trends’ article.	April 2010
Implementation of the Subnational Population Projections Redevelopment	April
Revised migration estimates (using Migrant Worker Scan aggregates)	May
Report disability-free life expectancy by middle layer super output area (MSOA) 2001 as a Health Statistics Quarterly article or a report in a Statistical Bulletin	May/June
Report on review of Centre for Health Analysis and Life Events (CHALE)/Vital Statistics Outputs Branch (VSOB) outputs, services and processes	July
Determine strategy for Regional Statistician Service for 2011/12	July
Report on linkage of Migrant Worker Scan and PRDS	August
MRSA and C-Diff Annual Report	August
Excess Winter Mortality Annual Report	August
Findings of Work and Pensions Longitudinal Study Master Index Feasibility Report	October
Agree recommendations from review of VSOB outputs, services and processes	October
Report on review of Centre for Regional and Local Statistics (CRLS) outputs and processes	October
Implement International Migration System Redevelopment	October
Are inequalities in health expectancy by material deprivation widening during the noughties? An analyses of health expectancy between 2001–05 and 2004–08	November
Report on linking National Insurance Recording System and PRDS	December
Article: Impact of the Recession at Subnational level	December
Agree recommendations from CRLS review	December
Report on linking Work and Pensions Longitudinal Study Master Index and PRDS	March
Implement recommendations from CRLS review	March
Finalise business case for Internal Migration Statistics System (InMSS)	March

Corporate Services Directorate (CSD)

CSD has some major deliverables during 2010/11 including: making the ATLAS ERPS (enterprise resource planning system) more user friendly and moving it further towards being the single and trusted source of HR and Finance information; improving the recruitment service; and ensuring that the office can respond to any potential reductions in budget in subsequent years. This will be delivered alongside business as usual for 2010/11.

Description of Milestone	Delivery Date
A series of fit for purpose HR policies that have been communicated and embedded into the business areas according to project timetable	throughout 2010/11
Achieve value for money savings of £1.8m on office wide procurements	throughout 2010/11
Ensure that the London strategy project progresses to timetable	throughout 2010/2011
Deliver Atlas vision	Ongoing
Ensure ONS meets its obligations under the sustainability agenda	Ongoing
Improve the efficiency of the Estate by sub-letting remaining space at Drummond Gate	until fully occupied
Respond to any post-election financial settlements for ONS	TBC
Fit-for-purpose Corporate Business Continuity Plan in place	May 2010
Investigate several pilots for possible income generation opportunities	June
Annual Accounts audited and laid	July
Complete August pay deal settlement	August
Establish and embed contract management best practice across ONS	September
Costed plan for harmonisation of field force terms and conditions and developed proposals for integration of field force HR activities	December
Deliver improvements to the planning process culminating in an ONS corporate plan, from which directorates can derive their plans, and 2011/12 budgets loaded onto Atlas	March 2011
Deliver a fit-for-purpose recruitment service according to project timetable	March
A pay and reward strategy for 2011/12 that is endorsed by senior managers	March
Work with business areas to ensure that ONS has up-to-date fit-for-purpose business continuity plans in place	March

Methodology Directorate (MD)

ONS MD will continue to provide expertise in statistical and survey methodology, statistical tools, processes and practices, statistical quality, geography and legal services. Below are some additional development milestones.

Description of Milestone	Delivery Date
Research Data Access Strategy (incorporating Secure Data Service) published	May 2010
Statistical Disclosure Control strategy for 2011 Census tables	June
Business Data Collection Strategy – data collection methodological research and support for ONS business survey web data collection	June
Integrated Household Survey (IHS) weighting strategy	July
High-level sign off of census coverage methodology	July
Publication of small area model-based estimates of poverty at the middle layer super output area as experimental statistics	August
Completion of development of census methodology for edit and imputation	August
Template, guidance, and schedule for the Information System Security Policy Framework (SPF) Evidence File	August
Business Register and Employment Survey (BRES) – Ensure that register is updated smoothly and unbiased employment estimates produced using BRES survey data	October
Eden Project – Deliver savings for Annual Business Inquiry (ABI) editing with minimal loss in quality	November
Complete census coverage methodological development	December
Standard Industrial Classification (SIC) 2007 – Ensure that all short-term outputs are produced on SIC 2007 basis	January 2011
Admin Data Project – Produce report on potential for utilising admin data in editing	March
BRES Regional Estimation – Produce recommendations for regional estimation using BRES data	March
Use and implementation of new naming and coding scheme in the Product Library	March
Deliver Census Downstream Processing systems for live running	March
Enhance capacity and develop technical expertise in record linkage within ONS and the wider Government Statistical Service (GSS)	Ongoing
Seasonal adjustment reviews	Ongoing
Provision of an up-to-date National Statistics Postcode Directory at least quarterly	Quarterly

Sample selections for household surveys	Varies by survey
Promoting and operating the corporate Geographic Referencing Infrastructure (GRI) system with up to date information	Ongoing
Provision of an effective and efficient SIC, SOC and NS-SEC (National Statistics Socio-economic Classification) Helpdesk	Ongoing
Support for the Administrative Sources Division business and social data collection strategies	Ongoing
Externally funded work on using administrative data in business survey estimation	various deadlines
Implementation of the new SIC, including estimation and backcasting	various deadlines

Appendix C – Major Programme Deliverables and Milestones

Census 2011

Description of Milestone	Delivery Date
Start Field Operations Stage	March 2010
Publish rehearsal evaluation report	April/May
Start address checking Field Operations	May
Area managers start	August
Prototype output systems tested using 2001 data	November
Census processing centre fitted-out and system testing begins	December
Systems ready to go live and census field force in place	February 2011
Census Day	27 March 2011

Beyond 2011

Description of Milestone	Delivery Date
Submit draft Beyond 2011 Business Case to HM Treasury	April 2010
High-level assessment of options to assess during the Proof of Concept stage	to June
Decide on options to pursue	June
Detailed specification of design and methodology for options identified	to December
Administrative data snapshots at 2011 Census Day	March 2011

Migration Statistics Improvement Programme

Description of Milestone	Delivery Date
Revised population estimates 2002–2008	May 2010
Decision on scope and deliverables of Phase II	June
Research report on short-term migration estimates at LA level (08)	August
Analysis of Project Semaphore data and action plan	August
Publish plans for Phase II	August

Decision on further revisions prior to Census	September
Quarterly update on Phase II action plan	November
Report on feasibility of using record level administrative sources to improve migration statistics	November
Assessment of short-term migrants for National Statistics status	November
Quarterly update on Phase II action plan	February 2011
Research report on role of surveys in improving migration statistics	February

ENABLE

Description of Milestone	Delivery Date
RSI system ready for business use	July 2010
Core systems built	September
Core systems testing completed	October
Core systems ready for business use	December
Non-core systems built	December
Non-core systems testing completed	December
Non-core systems ready for business use	March 2011
ENABLE Programme closure	March

Web Development

Description of Milestone	Delivery Date
Functional Release 1: Architectural Solution with limited functionality to prove data set creation, content management, repository and beta application programming interface (API)	April 2010
Data migration activity	March 2010 to March 2011
Functional Release 2: Functional website, simple data explorer and migration tools to begin business data migration activity	July 2010
Functional Release 3: Operational website with populated content, dataset access and production API	January 2011
Functional Release 4: Enhanced website with full data explorer, full content authoring and web site maintenance	May 2011