**UNECE High-level Group for the
Modernisation of Official Statistics**

**Activity Business case for Organisational Resilience**

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| This business case was prepared by the Capabilities and Communications Group and is submitted to the HLG-MOS for their approval. |

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| **1 Purpose** |
| In an increasingly changing environment, statistical offices need to do more than just survive. They need to grow and be sustainable in the long term. Many statistical organisations are facing this challenge and recognising the need to be both stable and “anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper” – the two main elements of organisational resilience (<https://www.bsigroup.com/en-GB/our-services/Organizational-Resilience/>).The concept of organisational resilience represents a holistic view of the statistical offices’ health and success as a business. It will help the offices become more agile – thinking not just to face current risks but to face risks we don’t know are coming. Becoming a more resilient organisation will help instil a culture of discipline around delivery whilst allowing the ability to flex and change in response to demand and expectation. This resilience will come through: planning effectively to face present and future needs of our customers; anticipating, preparing for, responding to and adapting to incremental change and sudden disruptions, and; driving up product quality and increasing value for money through a culture of continual improvement and innovation. These concepts follow-on from the previous work of the Capabilities and Communications Group and potentially provide a conceptual framework for improvements to governance and decision making. |
| **2 Description of the activity** |
| The activity is intended to discover how organisational resilience applies to statistical offices. The outputs will include:1. A discovery ‘green’ paper on what organisational resilience means in the context of statistical offices
2. Collection of case studies on how statistical offices have developed target operating models.

Follow-up work may, or may not, be identified through this discovery phase. |
| **3 Alternatives considered** |
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| **4 Expected Benefits** |
| ☒ | Reduced costs |
| ☒ | Increased efficiency |
| ☒ | Reduced risks |
| ☐ | New capabilities to meet user needs |
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| **5 Type of Activity** |
| ☒ | New activity |
| ☐ | Extension of existing activity |
| ☐ | Other *(specify below)* |
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| **6 Which key priorities in the HLG-MOS Strategic Framework does the proposed project relate to?** |
| ☐ | Take cost out of our organisations to reinvest in more value added areas |
| ☒ | Explore new areas collectively and leverage each other’s' research investments in specific areas |
| ☐ | Provide whole of government data ecosystems based on international standards, for better estimates in key policy areas |
| ☒ | Renew our governance and operating processes |
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| **7 How does the proposed activity relate to other activities under the HLG-MOS?** |
| This work undertaken by the Capabilities and Communication Group is targeted at building organisation resilience, which would, among other things, support the priority identified in the HLG-MOS strategic framework of "how to approach real world problems quickly and effectively." This proposed activity will provide a framework for organisations to implement this work.     |
| **8 Proposed start and end dates** |
| **Start:** **End:** | January 2018December 2018 |
| **9 Expected costs** |
| A small task team of experts working virtually |