

UK STATISTICS AUTHORITY

Minutes
Monday 21 November 2022
London Boardroom

Present

UK Statistics Authority

Sir Robert Chote (Chair)
Sian Jones (Deputy Chair)
Professor Sir John Aston
Sam Beckett
Professor Sir Ian Diamond
Richard Dobbs
Professor Jonathan Haskel
Ed Humpherson
Professor Sir David Spiegelhalter
Professor Anne Trefethen

Also in attendance

Philippa Bonay (for item 8)
Owen Brace
Robert Bumpstead
Kirsty Champion (for item 9)
Megan Cooper
Sally-Ann Jones (Secretariat)
Alison Pritchard
Emma Rourke (for item 7)
Ruth Studley (for item 7)
Natalie Tarr (for item 9)
Becky Tinsley (for item 7)
Rhys Thomas
Jennet Woolford (for item 7)

Apologies

Helen Boaden
Nora Nanayakkara

1. Apologies

1.1 Apologies were received from Helen Boaden and Nora Nanayakkara.

2. Declarations of Interest

2.1 There were no new declarations of interest.

3. Minutes and matters arising from previous meetings

3.1 The minutes of the previous meeting held on 27 October 2022 were agreed.

4. Report from the Authority Chair [SA(22)59]

4.1 Non-Executives had met prior to the Board meeting. They had discussed topics including the Non-Executive Director recruitment process, and the prospective independent review of the Authority by the Cabinet Office.

4.2 The Chair reported on his activities since the Board last met. On 8 November Sir Robert Chote alongside Professor Sir Ian Diamond, Sam Beckett and the leadership team, had spoken at the first hybrid cross site ONS event since the pandemic, celebrating successful delivery across the organisation in 2022, followed by the ONS Excellence Awards 2022.

4.3 Sir Robert had written to Health and Social Care Ministers and senior officials in the four nations of the UK regarding the updated report by the Office for Statistics Regulation *Lessons learned for health and social care statistics from the COVID-19 pandemic*. Other correspondence from Sir Robert included a letter to Jackie Baillie, Member of the Scottish Parliament (MSP), about statistics on waiting times for NHS treatment; and to Stephen Kerr MSP about claims by the First Minister of Scotland on renewable electricity general and demand in Scotland.

4.4 Sir Robert was scheduled to meet William Wragg MP, Chair of the Public Administration and Constitutional Affairs Committee later that day (21 November). Georgina Sturge, House of Commons Assistant Librarian, had been invited as a speaker to the December Board meeting.

5. Report from the Chief Executive [SA(22)60]

5.1 Sir Ian provided the Board with an overview of activity and issues since the last meeting, highlighting the following:

- i. the publication of two Census 2021 topic summaries, one on 2 November on demography and migration, and the other on 10 November on veterans;
- ii. alongside the release of Census 2021 veteran data Sir Ian and Johnny Mercer, Minister for Veterans' Affairs, had launched the first Veterans' Survey, which was being carried out by ONS in partnership with the Office for Veteran Affairs;
- iii. as part of the HM Treasury approval process of the Integrated Data Service Full Business Case, a review had been undertaken by a team of technology experts from the Central Digital and Data Office and No 10, which had provided assurance on the deliverability of the programme; and
- iv. an additional meeting of the Inter Administration Committee had been held on 26 October to consider the coherency of fuel poverty statistics.

5.2 The Board heard that Baroness Neville Rolfe would be visiting the ONS Newport office on 25 November. Sir Ian would be meeting with Michael Gove, Secretary of State for Levelling Up, Housing and Communities and Minister for Intergovernmental Relations in the coming weeks.

5.3 Board members discussed the update and highlighted the importance of explanatory notes regarding any revisions to statistics. The National Accounts Revisions Policy had been updated (November 2022) and covered all published quarterly and annual series within the UK National Accounts, including GDP monthly and first quarterly estimates.

It was noted that all revision releases were accompanied by explanatory notes and media briefing by the Communications Director where appropriate.

6. Report from the Director General for Regulation [SA(22)61]

- 6.1 Ed Humpherson provided an update on regulation activity. OSR were dealing with a high volume of casework including a number of issues in relation to claims based on internal management information that was not publicly available.
- 6.2 The Board heard that the recruitment for the Deputy Director and Economist roles had been launched.

7. Post Census Recommendation [SA(22)62]

- 7.1 Emma Rourke, Ruth Studley and Jennet Woolford introduced a paper which provided an update on progress towards developing the evidence to underpin the 2023 recommendation on the future of the Census and population statistics in England and Wales; and readiness for a spring public consultation.
- 7.2 The Board heard that the public consultation would provide the opportunity to raise awareness and to set the scene for a recommendation later in 2023. Three core evaluation criteria had been developed and previously agreed by the Board: meeting core user needs; a flexible and resilient system; and assured, ethical and publicly acceptable. It was noted that the purpose of the consultation was not to seek opinions on modes of data collection. Mid-year population estimates for 2022 had been produced for 14 pilot Local Authorities from the ONS Dynamic Population Model and were scheduled for publication on 23 November.
- 7.3 Board members discussed the progress made and the importance of an evidence based decision. Throughout the programme of work ONS had continued to ensure that innovative statistical methods were independently assured through a number of routes including the Methodological Assurance Review Panel, Chaired by Sir Bernard Silverman. Assurance was provided on the areas of focus going forward: value for money, which formed part of programme benefits; the retention of specialist skills; public acceptability and engagement, including engagement with privacy groups; and flexibility and resilience of systems including building resilience to interruptions in data flows.
- 7.4 The Board noted progress and would continue to remain engaged as the work progressed with the next update scheduled for February 2023.

8. People Update [SA(22)63]

- 8.1 Philippa Bonay introduced a paper which provided a people update with a focus on the work taking place to mitigate the Authority's Strategic People Risk supporting delivery of the Authority strategy – Statistics for the Public Good.
- 8.2 The Board heard that progress had been made against the delivery of the People Plan priorities. The ONS had received for a second consecutive year, Glassdoor's Best Employer for Work Life Balance award. Through the Evolving the Workplace Programme collaborative, inclusive and engaging workplaces had been created across all sites. The move of the London office to Marsham Street had improved the opportunities for collaboration along with the addition of an office presence in Manchester. The strategic resourcing model underpinned the approach across the organisation to securing resources in the context of a challenging labour market across the UK. Good progress had been made against organisation wide inclusion targets.
- 8.3 Board members discussed the update. It was noted that work would continue to implement the strategic resourcing model including succession planning for high prolific and specialist roles, inclusion and diversity, and talent management.

9. Strategic Risks [SA(22)64]

- 9.1 Natalie Tarr introduced a paper which provided an updated Strategic Risk profile following discussions with Strategic Risk owners, the National Statistician, Second Permanent Secretary, the Directors General, the Authority Chair and Deputy Chair, the Chair of the Audit and Risk Assurance Committee and senior leaders.
- 9.2 The Audit and Risk Assurance Committee had supported the proposed changes to the strategic risk profile. Board members discussed the risk appetite ranges specifically the overarching risk on independence and trustworthiness. The need for contingency planning in the event of risks materialising into issues was noted. The ability to identify trends early linked to the frequency of risk updates.
- 9.3 The Board commended the progress made by the Risk and Assurance Team. The strategic risk profile and risk appetite statements and appetite ranges provided the clarity to inform discussions.

10. Any Other Business

- 10.1 Sir Ian acknowledged the sad death of former National Statistician Tim Holt, and had shared a message to all colleagues across the organisation, which had been published on the Authority website.
- 10.2 The next meeting would take place on 20 December.

UK STATISTICS AUTHORITY

Agenda

21 November 2022, 11.00-14.00, London Boardroom

Chair: Sir Robert Chote

Apologies: Nora Nanayakkara

Attendees: Philippa Bonay (for item 6), Emma Rourke (for item 5), Ruth Studley (for item 5), Natalie Tarr (for item 7), Jennet Woolford (for item 5)

NED Session: 10.30-11.00

1 11.00-11.05 5 mins	Minutes and matters arising from previous meetings Declarations of interest	Meeting of 27 October 2022
2 11.05-11.15 10 mins	Report from the Authority Chair	SA(22)59 Sir Robert Chote
3 11.15-11.40 25 mins	Report from the Chief Executive	SA(22)60 Prof. Sir Ian Diamond
4 11.40-11.50 10 mins	Report from the Director-General for Regulation	SA(22)61 Ed Humpherson
5 11.50-12.15 25 mins	Post Census Recommendation	SA(22)62 Emma Rourke Ruth Studley Jennet Woolford
12.15-12.30 15 mins	Lunch	
6 12.30-13.30 60 mins	People Update	SA(22)63 Phillipa Bonay
7 13.30-13.55 25 mins	Strategic Risks	SA(22)64 Natalie Tarr
8 13.55-14.00 5 mins	Any Other Business	

Next meeting: Tuesday 20 December 2022, London Boardroom

Chief Executive's Report, November 2022

Purpose

1. This provides the Authority Board with an overview of activity for November 2022.

Summary

2. November has been a busy period across the statistical and analytical system despite my last report being only a few weeks ago. There has been the launch of a new **Veterans Survey** in partnership with the Officer for Veterans' Affairs, the first Census 2021 **topic summaries** being published, the start of our participation in the COVID-19 **Inquiry**, and ongoing preparations for the **HM Treasury (HMT) Autumn Statement**.
3. This month has also seen the first ONS wide **Celebration Event**, joining up all our sites together to celebrate our successes over the past year. This was followed by our **Excellence Awards**, recognising the incredible work of our colleagues over the past 12 months. Ahead of **COP27**, we relaunched our Climate Change Portal, and the **Integrated Data Service (IDS)** had a very successful review and demo to No10.

Review of recent activities

4. At HMT's request, a team of technology experts from No10 and Central Digital and Data Office, in Cabinet Office, came to review the technology and platform approaches, choices and next steps of the **IDS**. This was with a view to providing reassurance on the system's security, scalability, and deliverability. The review was hugely successful with the team impressed with what the programme is doing. As the key recommendation, they asked that we enhance communications about progress.
5. We are also working with the group of Super Early Adopters to onboard them onto the system with a view to them using census data in December and linking with other ONS data from January to run real projects in the IDS environment.
6. There was also a successful **demonstration to No10 and HMT**, as a precursor to the approval of the IDP refreshed business case. This involved demonstrations of various parts of the end-to-end integrated data service (ingestion of data, indexing, matching data, running a project, and dissemination). This received great feedback.
7. On the COVID-19 Inquiry, we have been granted Core Participant status for Module Two, meaning the Chair has agreed with our assessment that we played a direct and significant role in relation to the matters which the module relates (namely the use of evidence in decision-making). Preliminary hearings were held w/c 31 October and we are continuing internal preparations, such as workshops on the development of CIS.
8. In Parliament, Ed Humpherson and I attended the opening event of **Evidence Week** on 14 November, alongside Sir Patrick Vallance and parliamentarians including Greg Clark MP, Chair of the Science and Technology Committee. We will discuss with the public the available evidence based for policies and issues that matter to them.
9. An extraordinary **Inter Administration Committee** meeting was held to consider the coherency of fuel poverty statistics in advance of this winter. Existing definitions and methodologies across the four Nations were considered, as well as best practice on dashboards and scenario modelling to be shared across the UK and developed further. It was agreed that the current-GB-wide Opinions and Lifestyle Survey should be extended to Northern Ireland, providing a valuable source of UK-wide data and this topic and potentially future insights in other areas.
10. I have also met with the new **Information Commissioner** to discuss issues of mutual interest, including the Information Commissioner's Office (ICO) new strategy and plan to

2025 and some of the key programmes and priorities for the UK Statistics Authority (the Authority). We are continuing excellent, positive relations with ICO with our teams meeting regularly and are proactively supporting the ICO with a range of case studies on topics they are consulting on (such as the use of personal data for research, and processing of personal data using tech).

11. On 8 November, the ONS took a step back to **celebrate its successes** over the past year, linking up sites in London, Newport, Titchfield and Darlington alongside those working remotely. The Chair joined my senior leadership team and I in celebrating the personal and organisational successes across the organisation. This was followed by the **Excellence Awards**, recognising our colleagues' incredible work.
12. I also had the pleasure of opening our **new Wellbeing Suite** in Newport. The core room has been dedicated to the memory of our colleague Jane Harris. In addition to the main suite, which can be used for a variety of events, there are five smaller spaces including the new and expectant parents room and a sensory muted room. The opening of these spaces, aimed at providing a safe and comfortable space for our colleagues to focus on their wellbeing, reaffirms our commitment to improving the wellbeing and day to day experiences of our people.
13. In the security space, **protective monitoring** has begun, with the introduction of initial automated response capability for suspicious activity detecting and alerting the network. Activity will be automatically blocked until the Security Operations Centre assess the alert and manually release it. Formalised Security Operations Centre **on call operations** have also been introduced through automated alert response and staff check-ins overnight and at weekends, supported by on call 24/7 for incidents.
14. The **International Team** attended Directors General of the National Statistical Institutes 2022, where we reconnected with our international partners within the European Union and wider European Economic Community. A delegation from the Statistics Bureau of **Japan** also visited the Newport office for meetings on finalising a Memorandum of Understanding between the Authority and Japan. The discussion also involved the Office for Statistics Regulation where data quality and trust was covered, capacity development, the use of big data and admin data, and access to data via the Secure Research Service. We also hosted the Canadian Assistant Chief Statistician and Chief Data Officer for Statistics **Canada** in London. Andre Loranger met with the ONS senior leadership team to discuss data science, the role of Chief Data Officers, privacy management and statistical legislation.
15. Ahead of COP27 this month, we have relaunched the **Climate Change Portal** which is powered by the Integrated Data Service. The portal brings together data from across government, with new indicators and datasets alongside added functionality. The ONS has now released around half of the 20 publications to inform policymakers and public around the climate COP and biodiversity COP next month including excess mortality during heatwaves, climate worries and energy efficiency of housing.
16. Two **census topic summaries** have been released this month; one on demography and migration, with interactive local authority maps for users, and one on veterans. Alongside this, we have launched the first Veterans Survey in partnership with the Office for Veteran Affairs. I jointly launched the survey with Jonny Mercer, Minister for Veteran Affairs, and we featured across local and national media.
17. Our next transition state for the new **Labour Market Survey (LMS)** went live from 7 November with the introduction of 'Knock to Nudge' – with our field community encouraging households to complete the survey online or via a telephone interview. We will also be publishing materials on 14 November to share information (user guides and dummy dataset files) with LMS users on what the transformed survey will look like, with further materials planned for release early 2023.

18. Positive progress has been made in addressing **business survey response rate** challenges with the implementation of a Survey Response Tool. The tool provides an interactive dashboard with real time analysis and high-level management information on response within and across business surveys. This analysis, data and approach along with the refreshing of materials has enabled the development and trialling of enforcement processes to shape an updated survey response strategy. Findings for a small number of priority surveys show an increase in response levels of 7-12 per cent.
19. The 27th **GSS Methodology Symposium** took place across two days in November. This event brought together speakers from across the GSS and wider, with some speakers from New Zealand and Australia leading panel sessions. There were over 600 attendees watching the panel sessions take place and it was a huge success.
20. The **Winter Surveillance study** has started, each week 750 samples from the CIS will be randomly selected to be tested on a multiplex assay for flu A/B, Respiratory Syncytial Virus (RSV) and COVID-19; with positive samples sent onwards for Whole Genome Sequencing. We now provide weekly unweighted estimates of UK flu/RSV positivity by age group in the UK in the weekly Management Information, and we are currently working on plans to publish this.
21. The transition to a **digital first CIS** also continues to be successful. Since the start of the transition, 1.35 million samples have been returned by respondents. Industrial action by Royal Mail staff is challenging but successful mitigation plans continue to reduce the impact on the study. Work continues on developing options for Population Health Monitoring (currently CIS) for 2023/24. The UK Health Security Agency have recently requested a review of the options to manage within anticipated constrained budgets.
22. The **Understanding the cost of living** through statistics event on 25 October was a huge success, meeting its objectives to showcase ONS statistics and further the cost-of-living debate to a wide audience base across the country. We had 585 attendees in person and online and received overwhelmingly positive feedback (94 per cent found it useful/extremely useful and 92 per cent were satisfied/very satisfied).
23. On migration, we have successfully acquired the very first supply of **Home Office Exit Checks** quarterly data. This data is key for the transformation of population and migration statistics and in particular will directly feed into long term international migration estimates due to be published late November.
24. We are setting up a **Winter Panel of 5,000 households** to answer questions on cost of living, housing, energy, heating homes, impact on health, access to treatment and impact on work, caring and life. We are looking to establish this across the UK and working with Devolved Administrations to provide insight. We are in discussions with Northern Ireland to bring them into the Opinions and Lifestyle Survey in the New Year.
25. On cost of living, we conducted a 4,000 strong survey of the impacts of the rising **Cost of Living on Higher Education Students** in collaboration with the Department for Education (DfE) and Universities UK, publication will follow later in November.
26. The latest follow up survey of **Ukrainian nationals arriving** through the Homes for Ukraine scheme achieved 3,000 responses and is due for publication in November. A survey of sponsors will go live in the next couple of weeks, helping inform decisions with the initial six month period now expiring for those arriving in the Spring.
27. We also continue to work with the **Joint Data and Analysis Centre** to provide the centre of Government with timely insight on Winter Risks, the Cost of Living, the Labour Market, Covid infections and pressures on the NHS. Commissions on the new Prime Ministers priorities are starting to emerge.
28. In terms of improving data **inclusivity**, in November we published a report on the qualitative research conducted on the lived experiences of children with special

educational needs and disability (SEND) which has been well received by the DfE and charities. DfE are considering this as part of their review of children with SEND and the results will feed into policy deliberations.

29. November also sees the release of the annual **domestic abuse compendium** covering information with regards to victims, perpetrators and victims' service. This year's release also includes an update on the work we have undertaken to date on Violence Against Women and Girls, and coincides with United Nations events on the topic.
30. Our **Household Finance Statistics Transformation** (HFST) consultation will be going live on 30 November with a blog setting out the vision for HFST. The aim is to make Household Finance Statistics (HFS) more coherent across government, and to provide a single data asset for all HFS, that can provide information that cuts across the topics of income, wealth and consumption.
31. This week we have delivered our first formal module for our 2022 cohort of the **Data Science graduate programme**. This saw over 170 graduates from 30 organisations undertake learning in R and Python. We also launched the start of our Bootcamp with the Department for Digital, Culture, Media and Sport which sees over 50 learners joining a learning pathway covering Statistics and Visualisation from now until the end of January alongside work based projects.
32. The **Data Science Competency Framework** was agreed to use across the Analysis Function (AF) at the Analysis Function People Board. Work is commencing to liaise with the AF professions on how to incorporate the Competency Framework into their frameworks to be used for recruitment and development across data scientists.
33. We held a successful **Analysis Function Board** at the end of October, discussing the publication of the Analysis Function Strategy in July and actions taken to embed this across government and collaborate with departments and professions on the cross-cutting priorities across government today. This included a focus on how the AF can boost its preparedness responding to future crises across government, and how we are collectively driving efficiency in line with government priorities.
34. Finally, I had the privilege to lead the remembrance service once again in Newport where I laid a wreath and encouraged colleagues to pay their own respects.

Professor Sir Ian Diamond, National Statistician, 14 November 2022

Update from the Director General for Regulation

Purpose

1. This paper provides the UK Statistics Authority Board with an overview of Office for Statistics Regulation (OSR) activities.

Discussion

2. Our main areas of focus since the last Board meeting have been:
 - i. **Covid Lessons Learned:** At the start of November we published a [2022](#) update on lessons learned for health and social care statistics during the COVID-19 pandemic. Our report was well received, with positive feedback from producers and users of health and social care statistics and a high level of engagement on our website and social media. The launch event for the report was attended by around 150 people, with lots of audience engagement during the Q&A. Our report was also covered in [Civil Service World](#).
 - ii. **Research Programme:** The research programme has recently [published](#) work exploring public perceptions of the public good. This work has generated a lot of interest and achieved strong impact. We will work to maintain this momentum and to disseminate the research as widely as possible. Plans are also underway to synthesise the evidence base created by the research programme to date, to create a stronger understanding of how this can influence our regulatory activities and next steps.
 - iii. **Scotland Census:** We continue to engage with the National Records of Scotland (NRS) regarding their plans and progress to secure quality estimates of the population of Scotland. We are encouraged by NRS plans of stakeholder engagement, data processing and Quality assurance approaches. We plan to issue our formal assessment report in early 2023.
 - iv. **Statistical Literacy:** We have been working with a Cambridge University PHD student on research focused on statistical literacy. The research has taken the form of a literature review on the effective communication of statistical information for the general public. We will be publishing the research, and our view on what this research may mean for the future regulation of statistics, in December.
 - v. **Post-Eurostat assessments:** We have commissioned OSR's Economy Domain to run a Quality-focused pilot assessment of ONS Producer Price Statistics. The pilot assessment will be based on OSR's Quality Assessment Framework which is comprised of the Code of Practice and elements from international statistical Quality Assessment frameworks. Over the coming weeks, OSR will discuss the contents of the pilot assessment report with key stakeholders, especially ONS, with whom OSR is working in developing the External Scrutiny proposition.
 - vi. **National Statistics Designation:** We are currently testing potential new language to explain the designation, and OSR's role, so that users of statistics and stakeholders clearly understand them. We have conducted one-to-one conversations with users of statistics and other stakeholders, and a workshop with analysts. Our testing is generating very helpful feedback that we are beginning to analyse. We plan to make any recommendations for changes to designation messaging and their implementation to the Board in early 2023. A team of regulators is also reviewing our assessment process and we will begin piloting new approaches shortly. A group of producers are piloting our Code maturity model and we are carrying out further testing on our quality grade tool.

Casework

3. We have continued to receive casework on a range of topics including issues like cladding (post Grenfell tower); suicide reporting; sex and gender; and many others. This is having an impact on the time it takes to close casework with many cases being more complicated and so taking longer to respond to.
 - i. We are also dealing with a number of issues that involve the Home Office and continue to be recurring issues. These include claims surrounding numbers of people crossing the Channel in small boats; claims around the increase in the number of staff processing asylum cases; and abuse of the National Referral Mechanism for modern slavery. A common theme in these cases is a tendency to make claims based on internal management information that are not publicly available, and I am proposing to write to the Permanent Secretary to raise this generic concern.
 - ii. Since the last meeting we have also completed a couple of Scotland related cases publicly. Both have been received positively by media and other commentators in Scotland. They relate to a [Public Health Scotland dashboard](#) showing waiting times in a way that we judged to be misleading; and claims about the predominance of [renewable energy](#) in meeting demand in Scotland which were not consistent with the evidence.

Wider reach

4. We ran two seminars with international speakers this month, on Trust and Value. Speakers came from the Hungarian Central Statistical Office and the United Nations Economic Commission for Europe as well as speakers from ONS and OSR.
5. We are holding a seminar for government analysts on November 17, on Reproducible Analytical Pipelines. Professor Ben Goldacre will be speaking, alongside OSR and Public Health Scotland, and we have over 600 attendees signed up for the event.

Issues on my mind

6. The main issue on my mind now is:
 - i. **Recruitment:** We have now launched recruitment for our Deputy Director role and our Economist roles. Recruitment is still a short-term risk that could start to impact on our ability to deliver. We are working closely with our Recruitment Partners in ONS to fill vacancies and doing some reprioritisation of our programme.

Ed Humpherson, Director General for Regulation, OSR, 11 November 2022

Regulatory Activities Dashboard

November 2022

Authority Board

Population and Society	Crime and Security	Children, Education and Skills
<p>Assessments: Correspondence between OSR and NRS on Scotland's Census due for publication Nov. Measuring the population, plans for wider user engagement given the significant nature of the transformation programme. Migration transformation: Next publication date for ONS is late November. Compliance Check: ONS mortality stats publication in early November Casework: Concerns raised about statistics on small boats by the previous Home Secretary and numbers of asylum caseworkers by Prime Minister without any supporting data in the public domain</p>	<p>Think piece on Police Recorded Crime statistics. Preparing paper for December Regulation Committee Casework: concerns raised about Home Office's use of statistics and release of data on modern slavery. Assessments: Scottish Government Scottish Prison population statistics draft report shared with SG. Compliance checks: Drafting letter for ONS modern slavery statistics and Home Office National Referral Mechanism statistics.</p>	<p>Casework: Student loan interest rates concerns raised about the method used to derive the interest rate and the nature of the communication around it. UCAS collection of sex/ gender concerns raised about UCAS plans to change question on gender in application process. Ofqual Art and Design A Levels concerns around how the grade boundaries have been calculated for the Art and Design A level this year. Compliance Check: Welsh Government School Workforce Annual Census feeding into a wider review of this data collection.</p>
Housing, Planning and Local Services	Health and Social Care	Transport, Environment and Climate Change
<p>Assessment: Statutory Homelessness in England statistics: Continuing engagement in line with DLUHC action plan, ahead of December Regulation Committee. Casework: Investigating government claims on the numbers of houses built and buildings with current fire safety issues. Compliance Checks: Drafting letter after following up with ONS on Housing Affordability outputs. Engaging with ONS, DLUHC and LUHC committee on Sub-national data developments, to support public understanding of levelling up.</p>	<p>Assessments: Re-assessment planned for OHID Adult Dental Health Survey statistics. Casework: Published a letter to PHS and Scottish Government about the dashboard on Waiting Times. Investigating concerns about vaccine coverage and A&E waiting times in Scotland. Compliance Checks: ONS Health Index ongoing, reviewing findings with producers. Systemic Reviews: Further rounds of user engagement, following up on Mental Health reviews. Published report and held launch about the review of COVID-19 lessons learned.</p>	<p>Assessments: People and Nature Survey (PaNS). Finalising report ahead of Regulation Committee in December. Casework: Ongoing Salmon Stocks statistics. Investigating concerns raised about the presentation of data in the National Travel Survey publication. Renewable energy letter published in November. Compliance Checks: UK Food Security report letter published October. Statistics of Scientific Procedures on Living Animals underway.</p>
Economy	Labour Market and Welfare	Business, Trade and International Development
<p>Assessments: ONS Regional GDP draft report for December regulation committee. Systemic Review: Post-Brexit ONS Economic Statistics Discussing contents of pilot Quality focussed assessment report with key stakeholders. Casework: UK GDP Growth Forecasts and UK new trade deals infographics. Levelling up – briefings for Clive Betts MP and LUHC committee inquiry submission.</p>	<p>Assessments: NS confirmation letter for the Living Costs and Food Survey published in October Compliance checks: ONS transformation of the Labour Force Survey (Phase 1) letter published November. Planning for phase 2 underway. PAYE RTI User engagement phase currently ongoing, alongside reviewing statistics and evidence. Social Security Scotland removal of sex/gender question. Meeting with Social Security Scotland Chief Executive. Systemic Reviews: Update blog for Income-based poverty statistics planned before the end of the year</p>	<p>Monitoring Assessment UK Trade Continuing engagement in line with ONS action plan, ahead of December Regulation Committee. Assessment: Papers going to December Regulation Committee - Business Demography phase 2 follow up, ABS Phase 2 follow up, Funded Occupational Pension Statistics follow up. Rapid Review: DIT Inward investment reviewing evidence and following up with DIT. Drafting letter planned for publication in November, Industrial Classification project work –think piece and explainer. Preparing options paper for December Regulation Committee.</p>

Data and Methods

Internal work: New data science projects are on hold until we have more resource, our priority is maintaining existing tools. Recruitment ongoing.

Full Fact Tool: We have started a three-month trial of Full Fact's horizon scanning tool, to see if it can enhance our regulatory work. We will review and take a decision on future options in December.

Review of [data sharing/linkage](#): Pulling together emerging findings from stakeholder interviews. Plan to publish a report this business year. Held a successful seminar for government analysts with ~250 attendees and guest speakers from Ofqual, Ofsted and ADR UK.

Wider reach: Models guidance published in August: gathering evidence of its use to use as case studies.

Insight

Intelligent transparency: Holding two round table events in December with external stakeholders to explore the principles of intelligent transparency and discuss progress and next steps.

Recruitment: recruiting for a new Evaluation and Insight Manager

Cross Cutting Issues

Wider reach: Our next seminar planned for government analysts in on Reproducible Analytical Pipelines in November. Professor Ben Goldacre will speak, alongside Scott Heald from Public Health Scotland. We are expecting 600+ attendees.

Policy & Standards

Designation refresh: User testing of designation messaging is continuing in November in collaboration with ONS Comms. Producers are piloting our new tools – four are applying the Code maturity model over the coming year, and we are trialling a second version of our guidance for summarising quality. Our regulatory team is reviewing our assessment approach, with pilot assessments being planned.

Voluntary application and wider reach: Holding community of practice event in November for anyone with an interest in applying the Code pillars. Engaging with organisations outside of government, along with some departments that are looking to adopt the Code pillars or extend their application of the Code. Providing a training session to the Financial Conduct Authority as they are extending their application of the Code.

Research

Public Perceptions of the Public Good, Collaboration with ADR UK: Promoting [research findings report](#) through writing [blog posts](#) and an article for Royal Statistical Society magazine.

Public Confidence in Official Statistics survey: Analysing the PCOS data to explore answers to the questions we added.

Research Programme Overview: Reflecting on work to date and planning the future directions for the research programme.

Update on progress towards the 2023 Recommendation

Purpose

1. This paper provides the UK Statistics Authority Board (the Board) with an assessment of our progress towards developing the evidence to underpin the 2023 Recommendation, with an emphasis on readiness for a Spring public consultation.

Recommendations

2. Members of the Board are invited to:
 - i. note the strength of the evidence to date; and
 - ii. note the progress made against the three core evaluation criteria and supporting success indicators as we move towards the public consultation next April.

Background

3. This paper follows the technical update received by the Board in July 2022 and presents progress towards a public consultation and recommendation to Government in 2023. As discussed in our July paper, the evidence base for our recommendation is developing via a series of proofs of concept to demonstrate what can be achieved through an admin data first population statistics system.

Consultation

4. The public consultation is a means to raise awareness and engage a wider audience than targeted efforts; it sets the scene for a recommendation later in the year. It will demonstrate how far our proofs of concept go to meeting user needs and inform our understanding of their priorities for further development. This will allow us to make recommendations in 2023 for population and social statistics that are aligned with users' needs.
5. Although the consultation and recommendation will help determine the future of the Census, the purpose of the consultation is not to seek opinions on modes of collection. Rather, if our transformation is successful, and our users confirm we can meet their needs using administration sources, we will have radically reduced the need for a Census.
6. Consultation drafting is underway, with the first draft planned for mid-December. To test acceptability, three core evaluation criteria have been developed and previously agreed with the Authority Board:
 - i. **Criterion One: Meeting core user needs:** Our plans for the future statistical system are supported by our users as meeting their core user needs for statistics about the size and composition of the population of England and Wales, its characteristics, and housing stock.
 - ii. **Criterion Two: A flexible and resilient system:** This statistical system will be flexible and resilient enough to respond at pace to future and emerging user needs, adapting to changes in available data sources; and will be capable of going beyond core needs.
 - iii. **Criterion Three: Assured, ethical and publicly acceptable:** Methods and approaches are peer-reviewed and compliant with relevant legislative and ethical considerations, and our plans are accepted by the public, with a business case and programme plan in place to deliver a sustainable statistical system.
7. Evidence against each of these criteria is summarised below.

8. These criteria are accompanied by a set of indicators against which our readiness is scored, using a RAG status approach. The 2023 Recommendation Delivery Board has assessed the status against each of the three criteria above as GREEN.

Criterion One: Meeting core user needs

9. The methodological assurance in the consultation and underpinning the 2023 Recommendation will comprise four ambitious evidence components:
 - i. a comparison of our Statistical Population Datasets (SPDs) with the 2021 Census;
 - ii. proofs of concept demonstrating our ability to produce more timely (2022-based) and more frequent (monthly) population estimates;
 - iii. proofs of concept demonstrating our ability to produce small-area univariate and multivariate statistics for a selection of topics; and
 - iv. proofs of concept demonstrating our ability to produce a Census 2021 Data Asset with a rolled forward population at the core.

Comparison of SPDs with 2021 Census

10. The 2021 Census and the Census Coverage Survey have been linked with the Demographic Index. These linked files will help us understand the coverage of these individual sources and our Statistical Population Datasets. This will inform where improvements can be made to the SPD, and which estimation strategies we should use. We will publish our findings in February 2023, including an aggregate level comparison of our latest SPD for 2021 with the 2021 Census.

More timely and frequent population estimates

11. We have produced mid-2022 population estimates for 14 pilot Local Authorities (LAs) from our Dynamic Population Model (DPM). We have conducted two Insights and Intelligence Forums with the pilot LAs to seek feedback on these population estimates and how they compare with LA expectations. We wanted to draw on their local insights, understand what information they hold that could feed into the models, and understand how we can best engage with LAs in future.
12. LAs have welcomed our proactive engagement in developing our models and their insight has helped shape our research plans for the coming months. Key feedback includes that LAs would like us to consider how we can include qualitative information in the models and that they would like ONS to prioritise accuracy, flexibility (for example in population bases) and timeliness over frequency of outputs.
13. On 23 November we will publish the provisional estimates for these 14 LAs, alongside a summary of findings from the Insights and Intelligence Forum. We are planning to publish provisional estimates for all LAs in January.

Small area univariate and multivariate statistics

14. On 31 August, we published our first ever proof of concept for small area, multi-variate statistics from linked administrative data. The person-level income by ethnicity publication focused on the coverage for each local authority, showing the proportion of the working age population for whom we could derive income and ethnicity from administrative data.

Our next steps include developing this research further for the tax year ending 2018 and developing our proof of concept on housing by ethnicity. We are aiming to publish both outputs for small areas in February.

Census 2021 Data Asset

15. We are building Census Data Asset proofs of concept through two population sub-groups: the Refugee Integration Outcomes (RIO) Linkage Study (part-funded by the

Home Office (HO) and the Asylum and Migration Integration Fund) and the Veterans Cohort, both of which are highly policy relevant.

16. In November we will release the first iteration of the RIO analytical dataset to HO analysts via the Secure Research Service in November. This will support a HO commitment to report on integration outcomes for resettled and asylum route refugees and will allow us to understand internal migration moves for refugees for the first time.
17. We are acquiring data from the Ministry of Defence to help identify UK armed forces service leavers on an annual basis. The project will allow us to understand the size of the UK armed forces veteran population in England and Wales, building on the population identified in Census 2021. Mapping of the population and datasets will start soon with feasibility testing starting early 2023.

Criterion Two: A flexible and resilient system

18. In addition to the proofs of concept summarised we are assessing the flexibility and resilience of our systems and methods. This includes building resilience to interruptions in data flows (for example through the flexibility inherent in the DPM), developing methods for longitudinal analysis of the linked data assets and improving our linkage techniques.
19. We are assessing the sustainability of our data flows, the maturity of the underpinning infrastructure and systems and the production of reproducible pipelines. This work will highlight risks and actions as the programme of work matures.

Criterion Three: Assured, ethical and publicly acceptable

20. Throughout this work programme, we have continued to ensure that our innovative methods are independently assured through several routes, including the Methodological Assurance Review Panel, chaired by Sir Bernard Silverman. On 8 November, papers will be received on:
 - i. the development of our SPDs and options for estimation relating to them;
 - ii. estimation strategies for our small area multivariate work;
 - iii. progress on producing admin-based ethnicity estimates using Generalised Structure Preserving Estimation methods; and
 - iv. quality work relating to the Demographic Index and on international migration estimation methods.

We will continue to engage with the Panel and take on board their feedback.

21. Similarly, we have engaged with the National Statistician's Data Ethics Advisory Committee (NSDEC), completing ethics self-assessments for all projects and seeking the Committee's approval and advice on our research. In July we presented an overview of the 2023 Recommendation and the component proofs of concept. This was followed by a more detailed presentation on the 2021 Census Data Asset proof of concept. The committee welcomed the progress made and encouraged continued engagement with Centre for Applied Data Ethics (CADE). We will continue to engage with NSDEC and CADE, and work through all actions that we receive during this engagement.
22. A detailed engagement plan which will include engagement with privacy groups and how we align the consultation and messaging with the ONS Public Acceptability work. In the New Year we will hold some 'War Games' to test our public acceptability position using experienced Whitehall leaders as well as opening the opportunity to trusted non-Civil Service colleagues. We would welcome input from interested Board members.

Next Steps

23. We propose that the next update is provided in the New Year, which would cover the conclusion of our published evidence, update on the documents that are being prepared

for the April consultation and an assessment of the long-term potential of our proofs of concepts against our three criteria.

Jen Woolford, Director of Population Statistics and Ruth Studley, SRO, Census and Data Collection Transformation Programme, 9 November 2022

People Update

Purpose

1. This paper provides a People update to the Authority Board, with a focus on the work taking place to mitigate our Strategic People Risk and support delivery of the UK Statistics Authority (the Authority) strategy - Statistics for the Public Good.

Recommendations

2. Members of the Authority Board are invited to note and comment on the development and success of the People Plan activities since its launch in 2020, and the continued work to mitigate the Strategic People Risk and support delivery of the Authority strategy, with specific reference to evolving work on Strategic Resourcing.

Background

3. Since the last People update to the Board, we continue to make good progress against the delivery of the People Plan priorities and mitigating our Strategic People Risk:

'Our People': The UKSA is unable to attract, engage, retain, and deploy individuals with the best analytical and professional skills; we are unable to build a diverse and inclusive pool of talent; we are unable to build a workforce that is agile and adaptable to change; and/or we are unable to enhance the sustainability and wellbeing of our workforce.

Discussion

4. We have built on the success achieved to date receiving, for a second year in a row, Glassdoor's Best Employer for Work Life Balance award. This is voted for by current and former employees, our approach to inclusion and diversity, as well as our recruitment practices, were specifically highlighted. In addition, we have been awarded 'mature' (highest rating) across all four pillars of the Smarter Working Maturity Assessment (for which we are now used as an exemplar across government); our ONS Customer Contact Centre won Gold at the Welsh Customer Contact Centre for best 'In House Contact Centre'; and we achieved 'highly commended' in the Civil Service Commission 'Mark of Excellence' awards for the inclusion initiatives we have built in to our recruitment processes notably on improving accessibility to the Civil Service for under-represented communities.
5. Through our Evolving the Workplace programme, and strong working relationship with Government Property Agency, we have seen several achievements. We have created collaborative, inclusive and engaging workplaces. In October, we moved our London office to 2 Marsham Street, placing us alongside key Civil Service departments which improves collaboration. To support the levelling up agenda, and to attract new talent into the Authority, we will be opening an office presence in Manchester in early 2023.
6. Whilst we are aware of the upcoming fiscal event, the Board are asked to note we are currently within our workforce projections as provided for our Spending Review 21 (SR21) submission.
7. Our refreshed People Plan, focuses efforts on the three priority areas required to support delivery of the Authority Strategy:
 - i. Strategic Resourcing (*notably critical workforce groups*);
 - ii. Inclusion and Diversity; and
 - iii. Skills (*with a particular focus on leading and managing through change*).

Strategic Resourcing

8. As our ONS statistics show, the UK labour market is tight, with vacancies remaining at historically high levels despite some reductions over recent months. As for most

organisations, this is notably affecting our digital and analytical skills, and we recognise that recruitment and retention have been of much discussion in recent months.

9. We remain relentless in our approach to securing the right resource supply for the organisation. Our 21-point plan aims to improve our resourcing situation even further.
10. Progress against our strategic resourcing approach includes:
 - i. Attract
 - expansion of our talent acquisition team to increase direct attraction and further increase fill rates;
 - further development of partnership opportunities¹;
 - implementation of the DDaT pay framework², aimed at improving our attractiveness and retention in a highly competitive market; and
 - utilisation of rolling and volume campaigns to maximise recruitment and business resource availability³.
 - ii. Develop
 - the launch of our 'Skills that Count' approach to development, moving away from traditional learning and focusing more on personal skill growth to improve adaptability, career progression and organisational skills; and
 - launch of Connected and refreshed Diversity into Leadership (see paras 17 and 18).
 - iii. Deploy
 - A review of the existing prioritisation framework is currently underway, led by Finance, Planning and Performance, which will amalgamate various strands to create a holistic view, and further redefine the Tier 0 scope. This work is critical to the success of the strategic resourcing approach.
 - Successful delivery of the first iteration and pilot of the deploy model⁴, with formal launch to the entire project and programme management profession due end of November 2022.
 - We have a redeployment team, who support colleagues in finding alternative opportunities when their role comes to an end (notably at the end of programme funding), so we can retain critical skillsets within the organisation. Our success rate is 97 per cent.

Inclusion and Diversity

11. Inclusion remains a key strategic driver for the organisation, and one of the four Authority Strategy pillars.
12. We have an agreed set of organisational wide inclusion targets to address perceived barriers regarding representation improve our demographic data for accurate and meaningful reporting, and deliver more inclusive recruitment. We have continued to make positive progress in that ONS has either met or exceeded the following targets:
 - i. maintain or exceed representation of Lesbian, Gay, Bi, and Trans (LGBT) colleagues against the Civil Service average;

¹ Partnership opportunities to be explored largely with academic institutions. A pilot is underway within our Health and Pandemic Insight Directorate, offering various opportunities in data, policy and project/programme delivery.

² DDaT Pay Framework aims to increase attraction and retention for those critical skillsets, and also supports our Talent Acquisition team conduct specific attraction exercises.

³ Volume campaigns involves grouping professions and role profiles together for the campaign this enhances candidate experience and attraction. Rolling campaigns are continuous recruitment.

⁴ The deploy model aims to create the ability of the organisation to move existing people resource from one role to another, responding to prioritisation of activity and outputs.

- ii. maintain or exceed representation of colleagues with a disability against Civil Service average; and
 - iii. increase diversity declaration rates to 85 per cent.
13. We continue to work towards our aspiration 50 per cent for female representation at G6 and above;
 14. The quarterly pulse survey from June 2022 focused on Inclusion and Fair Treatment. Many colleagues within this felt positive inclusive changes have been delivered over the past year (often citing specific initiatives such as Peppy⁵ or Name Drop⁶, as well as our hybrid working approach).
 15. We have created and embedded Inclusion, Culture and Wellbeing Dashboards throughout the organisation. Our interactive PowerBI system enables senior leaders to interrogate the data, supported by their HR Business Partners, and create action plans to address any issues identified. These dashboards are now being utilised in quarterly Hold to Account (H2A) meetings with Sir Ian Diamond and Sam Beckett, who challenge senior leaders on their action to date and continued improvement.
 16. A key area of focus on inclusion is to increase representation of those from Ethnic Minority (EM) background. We have developed and launched a new development programme in this space, Connected. This programme aims to drive more positive outcomes for our G7/G6 EM colleagues, through a tailored programme of wrap-around support and development, and action with line managers and the wider organisation, to raise cultural awareness and capabilities in leading a diverse workforce.
 17. We have recently refreshed our Diversity into Leadership programmes for colleagues: Ethnic Minority into Leadership, Women into Leadership and disAbility into Leadership. This showcases the breadth of diversity development and support available to colleagues and reinforces our commitment to building a more inclusive and diverse workplace.

Skills

18. Our team supporting Analysis Function and Government Statistical Service continues to strive forward in their agenda, which sees the team support across the Civil Service in the profession. After submitting the comprehensive report on the levels of the analytical capability amongst policy professionals to the Cabinet Functional Reform Board, an implementation plan was designed and issued in August 2022. This plan outlines the key deliverables to support Policy Professionals to both collaborate with our analytical workforce and develop their own analytical expertise. This milestone project marks one of the few times one government function or profession has thoroughly conducted a capability review of another and represents a key commitment of the Government Reform agenda.
19. We are leading the way across the Civil Service in terms of People Data and Analytics. We founded the cross-government People Analytics Exchange Group, creating a strong community of people analysts to work through issues affecting the wider Civil Service. The most recent event was heralded a great success by those who attended and is continuing to gain interest (34 departmental or Arm's Length Bodies members). We are also leading the work on a people data and analytics strategy for Civil Service HR, which includes prototype dashboards, learning pathways, professional standards and communities for practice for the whole Civil Service.
20. Responding to employee feedback, we have designed and implemented a series of strategy and leadership development sessions for our Grade 6 and Grade 7 colleagues.

⁵ Peppy is an application and support service for colleagues experiencing menopause.

⁶ Name Drop allows colleagues to record their name pronunciation and link the recording in email signatures.

The sessions have been led by Sir Ian Diamond, facilitated by People and Business Services. Anecdotal feedback has been that colleagues have valued the sessions, not only for the opportunity to engage closely with Sir Ian, but also for the networking opportunities they have presented deepening our One ONS culture.

21. In November we celebrated the achievements of colleagues and teams through the ONS Excellence Awards and an ONS Celebration Day, alongside the opening of the Wellbeing Suite and accompanying wellbeing rooms (including dedicated spaces for new and expectant parents and reflection).

Conclusion

22. Despite the continued challenge of uncertainty, pace of delivery and tight labour markets, we continue to deliver and improve across all areas of the People Plan, working alongside the business. Our strong focus will remain on the three key areas of Strategic Resourcing, Inclusion and Diversity, and Skills; all of which requires a whole organisation effort for us to be successful.

Philippa Bonay, Director for People and Business Services, 14 November 2022

Strategic Risk profile Update

Purpose

1. This paper provides the Authority Board (the Board) with an updated Strategic Risk profile following discussions with Strategic Risk Owners, the National Statistician, Second Permanent Secretary, the Director Generals, the UK Statistics Authority (the Authority) Chair and Deputy Chair, the Chair of the Audit and Risk Assurance Committee (ARAC) and other senior leaders. The profile will also be discussed with ARAC on 10 November 2022 prior to the Board.

Recommendations

2. Members of the Board are invited to:
 - i. review the updated Strategic Risk profile and risk appetite levels and qualitative statements; and
 - ii. review analysis of the wider Strategic Risk profile, with particular focus on the two risks outside of appetite

Background

3. The latest version of the Strategic Risk profile was signed off by the Board at its November 2021 meeting with an update on the Authority Strategic Risk Profile presented in June 2022 including the analysis of the overarching 'Independence and Trustworthiness' risk.

Discussion

Strategic Risk Profile Update and Risk Appetite

4. The Strategic Risk profile demonstrates the most significant risks to the successful delivery of the Authority Strategy and its statutory objectives, owned by the Authority senior leadership.
5. A major transformation of the profile is not proposed, however, there are some key updates and enhancements to be drawn out such as:
 - i. A merge of the previous SR1 – 'Keeping pace with analytical priorities' and SR7 – 'Collaboration with strategic partners.' In order to identify and prioritise answering key analytical questions and keep pace with analytical priorities we must ensure we sufficiently engage and collaborate with key stakeholders.
 - ii. The inclusion of third-party suppliers into SR2 as we continue to rely on suppliers in supporting the delivery of our ambition. Additionally, we have included reference to third party suppliers in SR12 where our technology estate is supported by third party suppliers such as cloud and software providers.
 - iii. The inclusion of efficiencies into SR2. We do not yet understand the impacts of the expected HM Treasury efficiency commission on the Authority, but the impacts are likely to expand the remit of our efficiency delivery workstreams and result in heightened scrutiny and potentially higher overall targets.
 - iv. The inclusion of legal (including data protection) and ethical within SR4 'Security, Legal and Ethical'. These additional elements have been managed within the risk over the last year but were not reflected in the title.
6. The development of the entire Strategic Risk profile will continue to be overseen by the National Statistics Executive Group on a quarterly basis, as well as ARAC. The Board will receive an analysis of the entire Strategic Risk profile on a bi-annual basis – this will next happen in June 2023.

Wider Strategic Risk Profile

7. The Authority has largely been operating within the Authority Board agreed Risk Appetite ranges, however, as noted in the June 2022 paper, the exposure scores for SR4 'Security' and SR11 'Data Access and Usability' continue to operate outside of appetite, with SR3 'Quality Statistics' having been brought into the top end of risk appetite.
 - i. SR4 'Security' – significant progress has been made on reducing risk related to security, with further activities planned for the coming year as part of the Security Strategy. It is believed we are close to the top end of appetite, but further work is being undertaken to validate this position via an organisational assessment in early 2023.
 - ii. SR11 'Data access and usability' – significant work has taken place to bring the exposure score into risk appetite, however further work is required to ensure we obtain signed agreement to the future data supply for the Census Transformation objectives; to re-prioritise as a result of an increase in the number of non-negotiable datasets; and to further define controls to mitigate the usability element of the risk.
 - iii. SR3 – 'Quality Statistics' – has been brought within risk appetite as a result of the foundation built over the past 18 months to evidence and better understand quality risks alongside a noticeable improvement in the culture of continuous improvement.
8. There continues to be enhanced focus on SR2 'Delivery of Strategic Ambition' and SR5 'People' as a result of the tight labour market, heightened inflationary pressures and the changes in Government which will result in updated public policy priorities, as well as the potential for expenditure reductions.

Conclusion

9. There have been key enhancements to mature risk and assurance across the organisation in the last 12 months with further plans to build on this success and continue to build organisational resilience.
10. Whilst there has not been a major change in the Strategic Risk Profile, some key changes and additions have been recommended along with a revisit of the risk appetite ranges and inclusion of risk appetite statements.
11. Two Strategic Risks are outside of risk appetite – SR4 'Security' and SR11 'Data Access and Usability' and mitigation activity is underway to bring the exposure scores back within risk appetite with associated plans in place. SR3 'Quality Statistics' has moved within risk appetite as a result of the enhancements in the quality framework.

Natalie Tarr, Head of Assurance and Kirsty Campion, Interim Head of Risk, 7 November 2022