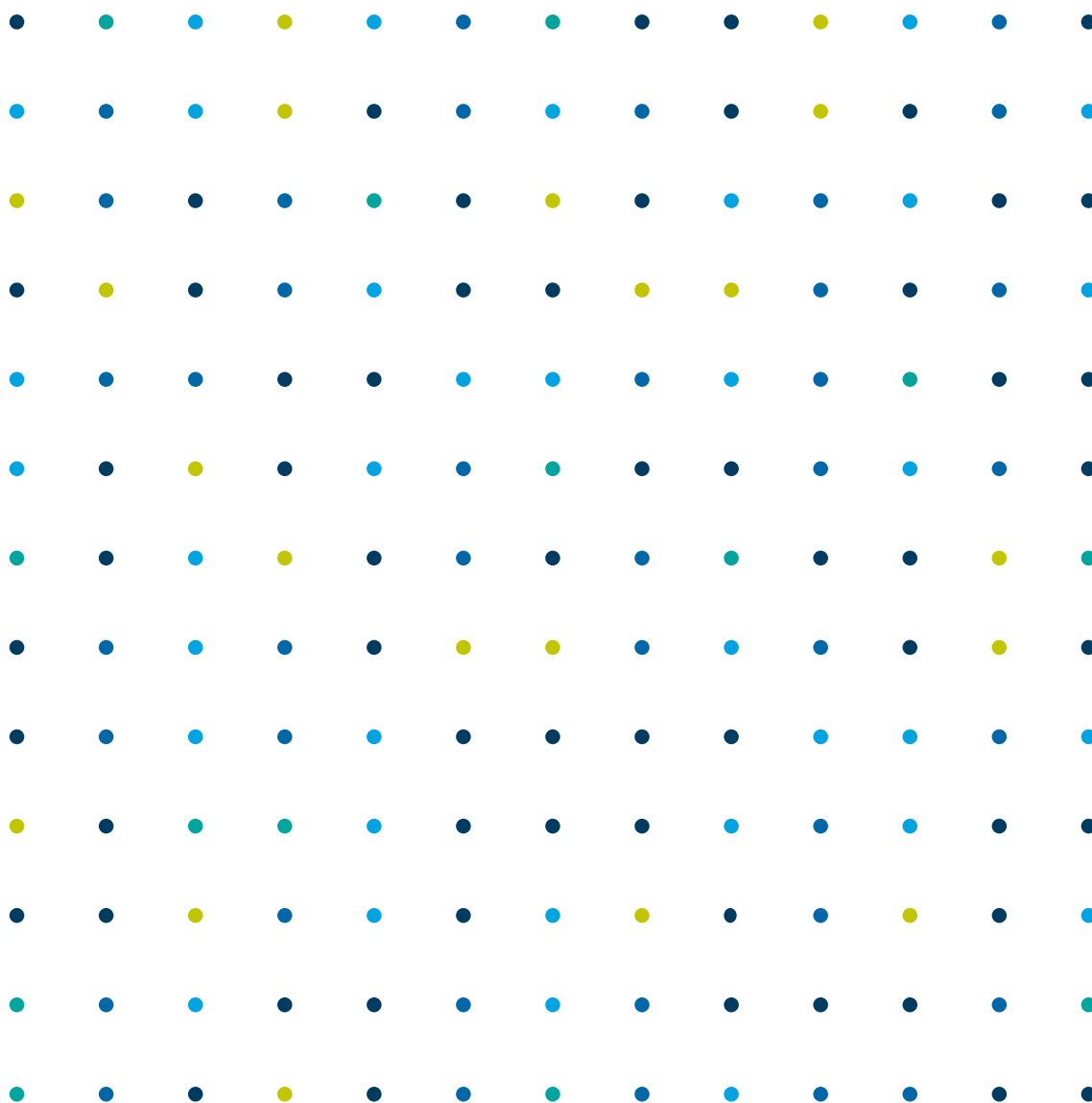


Annual report and accounts

2024/25



UK Statistics Authority

Annual report and accounts 2024-2025

For the period 1 April 2024 to 31 March 2025

Annual Report presented to Parliament pursuant to section 27(2) of the *Statistics and Registration Service Act 2007*

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Accounts presented to the House of Lords by command of His Majesty

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Note

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Any enquiries regarding this publication should be sent to us at:

UK Statistics Authority

Statistics House
Tredegar Park
Newport
South Wales
NP10 8XG

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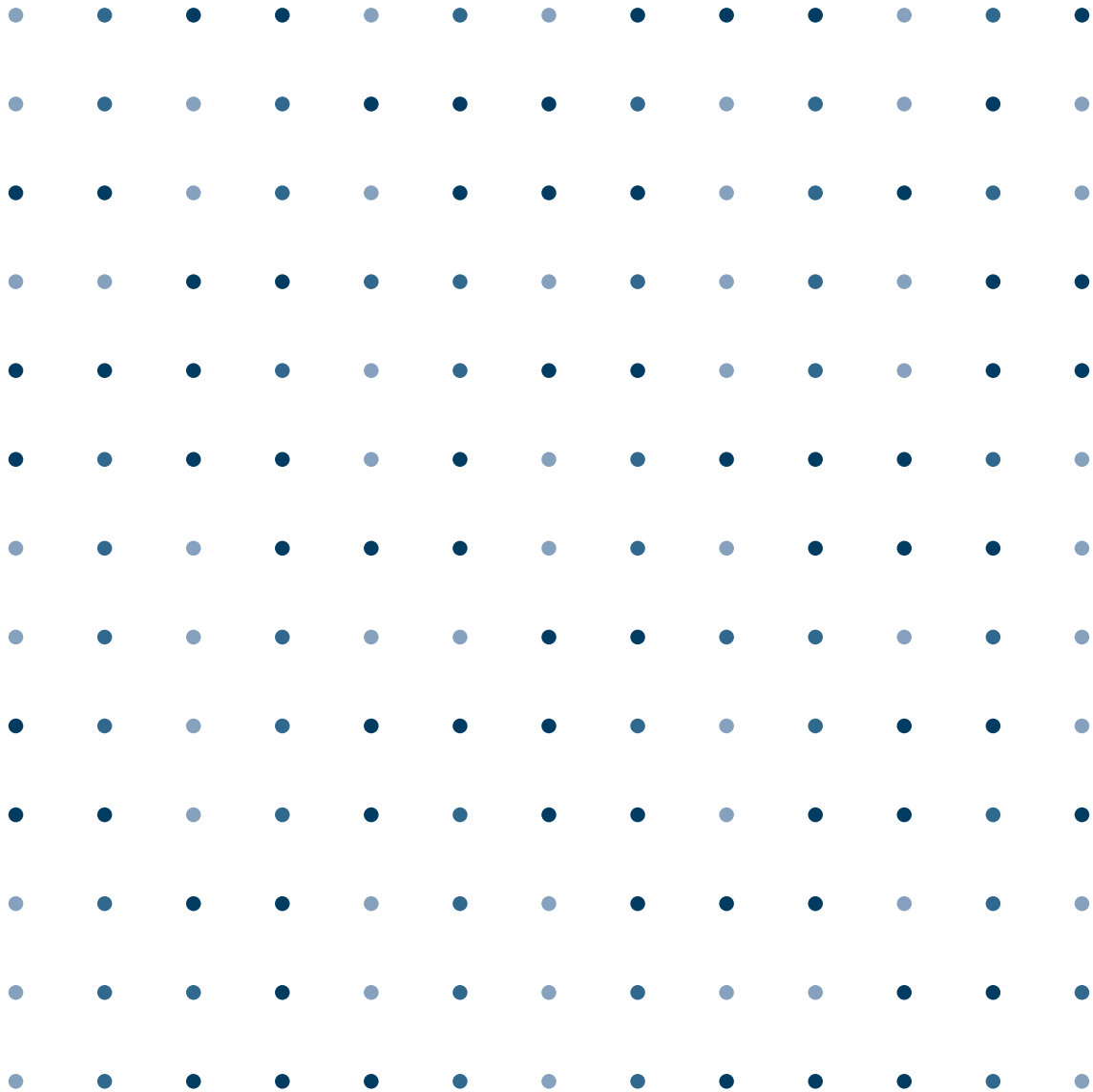
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Chair's foreword

The 2024-25 financial year has been a challenging one for the official statistical system and for the Office for National Statistics (ONS) in particular. Colleagues across the ONS have been working with their characteristic expertise and determination to deliver statistics for the public good, but there have been concerns about the quality of some outputs both within the Authority and among external stakeholders.

Having provided support and challenge to the ONS both directly and through the work of our Office for Statistics Regulation (OSR), in April the Authority Board and the Cabinet Office (our sponsor department) commissioned a review of the performance and culture of the ONS from Sir Robert Devereux, a seasoned former Permanent Secretary and mentor to Whitehall leaders. We thank him for his contribution and also the many ONS staff and stakeholders who helped inform his conclusions.

Sir Robert's review was published in June 2025 and the Board and Cabinet Office support his recommendations. Sir Robert recommended a greater focus on the production of core economic statistics, which the ONS has responded to by publishing 'Restoring confidence, improving quality: the plan for economic statistics' and a plan for the improvement and enhancement of household and business surveys. Taken together, these also respond to the review of ONS economic statistics published by the Office for Statistics Regulation in April this year. Sir Robert also recommended that the role of the National Statistician be split, at least temporarily, with a Permanent Secretary (for the Authority) responsible for the operational running of the organisation and the National Statistician focused on statistical expertise and leadership. Sir Robert's final recommendation was to review the long-term governance of the Authority and statistical system. The implementation of these recommendations will mean an ongoing period of change for the ONS and the Authority, and the Board stands ready to support the executive through this.

Notwithstanding the challenges faced this year, there has been much to welcome and celebrate. In January, we hosted the inaugural Statistical Assembly, a partnership between the UK Statistics Authority and the Royal Statistical Society. Proposed by Professor Denise Lievesley in her independent review of the Authority, the event saw hundreds of users and stakeholders gather together, in-person and



online, to discuss and debate the crucial issues facing the UK statistical system, from the future of the Census to health disparities, the labour market to the future of AI.

We were delighted by the enthusiasm and passion that attendees brought to the rich discussion on the day, and the sense of us pulling together as one community to help sustain and improve the breadth of statistics produced in the UK. I am grateful to Professor Cathie Sudlow for chairing the event; Professor David Hand for his independent report distilling the main takeaways; and members of the Assembly delivery group for volunteering their time to help ensure the day was a success.

As an organisation, we have begun putting what we heard into practice as well as continuing to embed the other formal recommendations of Professor Lievesley's review. Inevitably, the need properly to resource the ONS's plan to improve its core statistics will require some reprioritisation and refocusing of human and financial resources, which means that there will be less scope to meet some stakeholder requests and ideas for new activity than we would ideally have wished.

This year has also seen the closure of the ARIES (Ambitious, Radical, Inclusive, Economic Statistics) programme. This has delivered a suite of benefits and improvements to economic statistics which will help underpin and complement the additional efforts of the new recovery plan and the ongoing programme of work to transform ONS's labour market statistics which was announced at the beginning of the 2025/26 financial year. The programme has fortified many areas of statistical production. For example, the ONS has laid the groundwork to improve financial sector data, which is helping the UK meet its international commitments to the International Monetary Fund (IMF), yielding benefits in the years to come. Some are already in the hands of users, more closely meeting their needs: fully revamped data on research and development, and richer consumer prices statistics using data from private rents, second-hand cars, and rail fares.

There have also been strides for the ONS in the population space this year, with significant progress made in producing administrative-based population estimates, utilising the wealth of data held across government to produce more timely insights. Reflecting the continued progress required in this area, and stakeholder feedback on their needs, the Authority recommended to the Government in June that the ONS once again undertake a census with universal coverage in 2031. In this twin track approach to population data, each track strengthens the other.

Last year's Report and Accounts were laid following the General Election of 2024, but this is the first to cover the pre-election period and then the change of government. Though we are, as an organisation and as leaders, independent of government, this has meant some new priorities for the system and elevated others (such as population statistics and the future of data sharing). The Authority has engaged with Ministers, Parliament, and the devolved governments to help them shape the future of our statistical system amid a range of other new initiatives.

During the pre-election period in particular, the OSR's campaign for 'Intelligent Transparency' has gone from strength to strength, being taken up by journalists, think tanks, political candidates and others. The principle that statistical claims and statements should be based on data to which everyone has equal access, that are clearly and transparently defined, and for which there is acknowledgement of any uncertainties and relevant context is more important today than ever.

The OSR has accomplished much of value through the year, providing support and challenge to statisticians in government to be open and progressive in improving quality and ways of working despite resource pressures and increasing demand. This includes its regulation of ONS, especially its review of economic statistics to which the new strategy is in part a response. Much work was also undertaken as the OSR prepared to update the Code of Practice for Statistics.

For the Government Statistical Service (GSS) as a whole, we have also seen considerable progress, with the network producing its strategic vision for the GSS, entitled Strength in Numbers. It sets out to improve ways of working between statisticians, and we can already see colleagues pushing each other to seize opportunities for collaboration, develop leadership skills, uphold the Code of Practice and Intelligent Transparency, and share successes from innovation and transformation. Furthermore, in putting it together they have already demonstrated the excellent things we can do when working across departmental boundaries, and this augurs well for the future health of the statistical system.

We are now drawing to the close of the Authority's current strategy, Statistics for the Public Good 2020-25. Recalling how the last five-year period began with the statistical system suddenly having to respond to the Covid pandemic (which then also had lasting consequences for the system, not least accelerating the decline in household survey response rates), we have to look ahead to the next five years with humility and a recognition that we do know now exactly what shocks and pressures the system will need to confront. But the principle of working for the public good – providing and disseminating data and analysis that helps us understand society and the economy and make informed decisions – remains supremely valid.

Let me close by paying tribute to Sir Ian Diamond, who stepped down as National Statistician in May having led the ONS and the GSS for six years. He brought passion, dedication and hard work to the role, along with vast experience and knowledge, and in doing so became a hugely respected champion for data and statistics across government. He oversaw one of the most successful censuses in 2021, and helped steward the country through the pandemic by standing up the gold-standard Covid Infection Survey and providing his expert advice. We all wish him the very best for the future. I am very grateful to Emma Rourke for having stepped up as Acting National Statistician when Sir Ian departed and for the dedication and commitment she has brought to that task.

A handwritten signature in black ink, appearing to read 'Rob Chote', with a horizontal line underneath.

Sir Robert Chote

Chair, UK Statistics Authority
July 2025

Chief Executive's report

I am pleased to present the UK Statistics Authority's Annual Report and Accounts for the financial year ending March 2025. This report meets our statutory obligations and provides accountability and transparency for our use of public resource over the previous 12-month period. In addition, the Annual Report and Accounts (ARA) provides us, as an organisation, an opportunity to reflect on both the progress we have made across the last year, and the difficulties we have faced as an organisation to produce consistently high quality and trustworthy outputs.

The last 12 months have been a challenging period for our core economic statistics users, and I recognise that the ongoing disruption whilst we pursue systemic recovery continues to impact them. Going forward, our learning from error and outlook of being more responsive to our users, coupled with the tightening fiscal environment and our Spending Review settlement, necessitates that we focus our activity on our core objective of providing high-quality economic and population statistics, without sacrificing the sustainability of our operations. It is vital that we recover and restore confidence in our work, and we commit to a relentless pursuit of this aim.

Our ongoing commitment to updating our processes is underlined by our key deliverables under the ARIES (Ambitious, Radical, Inclusive Economic Statistics) programme, which concluded on 31 March 2025. ARIES delivered an end-to-end improvement to our Research and Development (R&D) statistics, carried out the groundwork to enable improved financial sector data, allowing the UK to meet its international commitments to the International Monetary Fund (IMF), and delivered many additional improvements such as a first iteration of a new Local Government Statistical pipeline.

Alongside the prioritised investment and continuous improvement in our core statistics, our transformation work is continuing at pace. Transforming our labour market statistics continues to be our highest priority, given their importance for economic decision making. We are progressing work towards a readiness assessment in collaboration with main users in July 2026, ahead of transitioning our published headline labour market statistics from November 2026. As part of



our prices transformation, scanner data will be incorporated into our headline consumer price statistics from March 2026. This will provide new levels of detail about what groceries are being bought, how prices are changing and what this means for people's shopping habits. Over the coming months, I also look forward to the introduction of further improvements to our migration statistics, including new methods for estimating British Nationals and the establishment of a new National Statistician's Migration Advisory Panel.

With regards to our population and migration statistics, the past year saw progress in producing more timely, high-quality statistics using administrative data, including further development of our admin-based population estimates. While our vision remains to create a sustainable and resilient population statistics system that uses the best available data sources, we recognise the current limitations in the quality and availability of data flows across the public sector that create challenges, including with coverage.

Through our consultation and extensive engagement with stakeholders, users and producers of statistics alike, including at the inaugural UK Statistics Assembly in January 2025, it was clear that the decennial census remains of enormous value. At the same time, we heard enthusiasm for the improvements to quality, frequency and range of outputs we can see by making greater use of administrative data. As a result, our recommendation, published on 17 June 2025, proposed that the Government commissions the ONS to conduct a questionnaire-based census asked of the whole population in 2031, supported by the growing power of administrative data and new technologies. This will be aided by the UK and Welsh Governments committing to ensure regular and reliable data flows. The decision to call a mandatory census in 2031 in England and Wales rests with government ministers. While we await a response, should the Government accept our recommendation, activity will build quickly with a public consultation on census topics planned for the autumn.

In March 2025, the Authority Board jointly commissioned with the Cabinet Office, Sir Robert Devereux to undertake a short but wide-ranging independent review of the performance and culture of the ONS. Sir Robert's recommendations were published on 26 June 2025 alongside the joint response from The Authority and Cabinet Office, who both accepted the findings and conclusions. I fully acknowledge the issues highlighted in the review and remain committed to implementing the recommendations. In addition to our published Strategic Business Plan for 2025/26 which provided a renewed focus on our core economic and population statistics, we published, on 26 June 2025, a Plan for Economic Statistics that details how we currently assess the quality of our core statistics, what we are doing to address issues and risks, and how we are putting the right foundations in place for the future to restore confidence and improve the quality of our outputs.

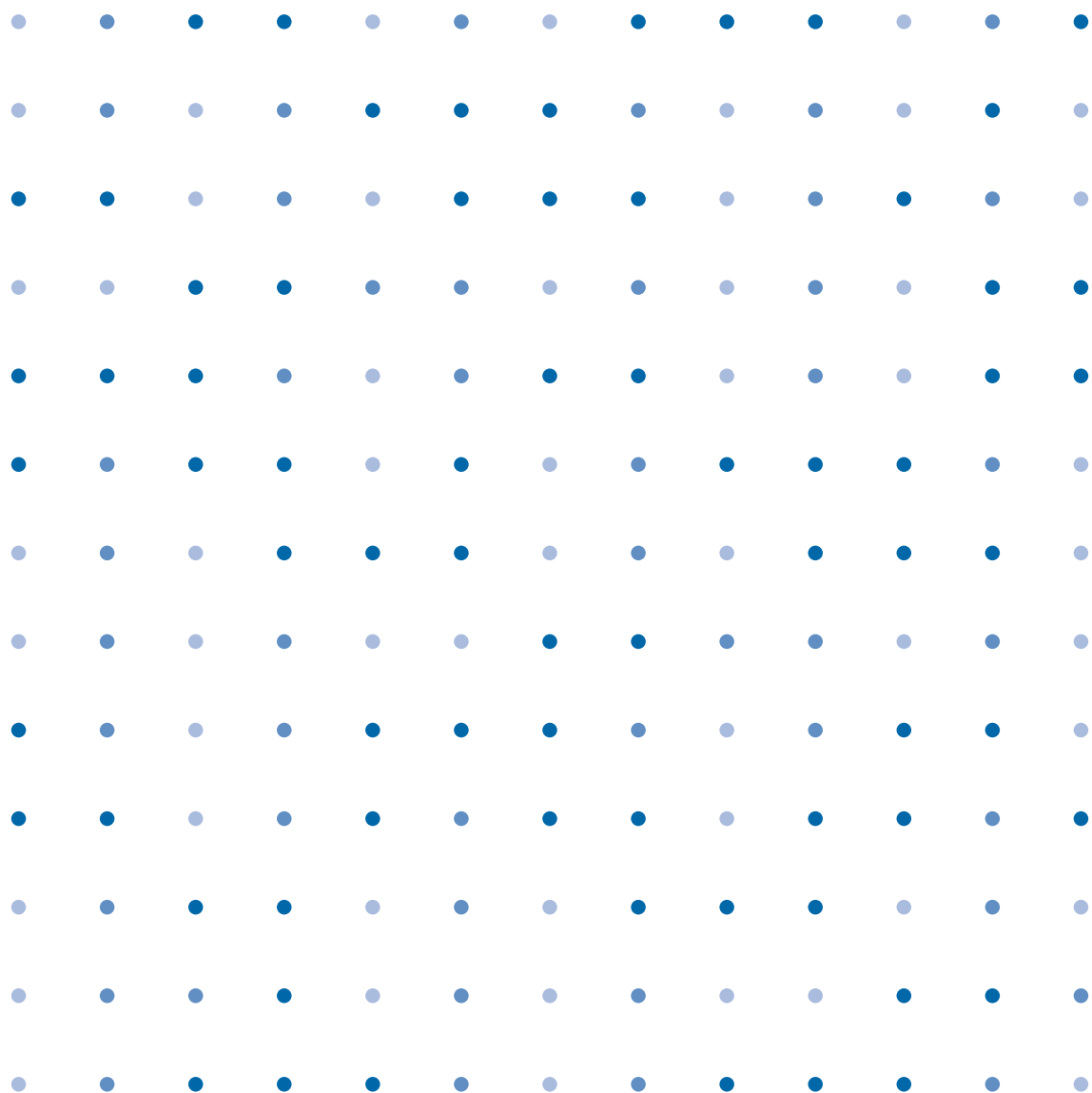
Taken together with our Surveys Improvement and Enhancement Plan for Economic Statistics, these plans reflect how we will be prioritising our most critical statistics and building a more resilient statistical system. Given the tight fiscal environment, difficult decisions have been made, and will continue to be necessary, to prioritise activity, identify efficiency savings and reallocate resources. It will be integral to our success as a National Statistical Institute that these plans and their consequential changes, are implemented successfully across the coming year and beyond.

Reflecting on this recent period, despite our many challenges, I am proud of the incredible work taking place across the organisation as we deliver statistics for the public good and refocus our commitment and efforts. We are fortunate to have many talented analysts, working alongside expert colleagues throughout the ONS, and with the right focus and leadership we can achieve the right level of recovery our users need.

A handwritten signature in black ink, appearing to read 'Emma Rourke', with a stylized, cursive script.

Emma Rourke

Acting National Statistician
UK Statistics Authority
July 2025





Purposes and activity

Statutory framework

The Statistics Board, operating as the UK Statistics Authority (the Authority) was established under the Statistics and Registration Service Act 2007 (the Act) and on 1 April 2008 formally assumed its powers. The Authority is an independent statutory body. It operates at arm's length from government as a non-ministerial department and reports directly to the UK Parliament, the Scottish Parliament, the National Assembly for Wales and the Northern Ireland Assembly.

The work of the Authority is further defined under the secondary legislation made under the Act by the UK Parliament or devolved legislatures.

Statutory objective

The Authority has a statutory objective of promoting and safeguarding the production and publication of official statistics that 'serve the public good'. The public good includes:

- informing the public about social and economic matters
- assisting in the development and evaluation of public policy
- regulating quality and publicly challenging the misuse of statistics

Official statistics are for the benefit of society and the economy as a whole; not only in government policy making and the evaluation of government performance, but also informing the direction of economic and commercial activities. Statistics provide valuable data and evidence for analysts, researchers, public and voluntary bodies, enabling the public to hold to account all organisations that spend public money, and informing wider public debate. The Authority is committed to official statistics enabling sound policy, decisions and providing a firm evidence base for decision-making both inside and outside of government.

Statistics for the Public Good

On 16 July 2020, the Authority launched its strategy for the UK official statistics system for the five years 2020 to 2025. The strategy can be found in full on the Authority's **website**¹. The collective mission of our official statistics system is:

High quality data and analysis to **inform** the UK, **improve** lives and **build** the future.

The Authority plans to publish a refreshed strategy during 2025 to cover the 2025-2030 period, drawing on the findings from recent external reviews.

¹ <https://uksa.statisticsauthority.gov.uk/statistics-for-the-public-good/>

Functions

The Statistics for the Public Good strategy covers the principal elements of the UK official statistics system for which the Authority has oversight. The Authority provides professional oversight of the Government Statistical Service (GSS), and has exclusive responsibility for its two executive arms, the Office for National Statistics (ONS) and the Office for Statistics Regulation (OSR). The National Statistician also leads the cross-government Analysis Function.

The Government Statistical Service (GSS)

The GSS is a UK network, spread across a whole range of public bodies, including the devolved governments and UK government departments which produces and analyses statistics. It includes professional statisticians, data scientists, geographers, researchers, economists, analysts, operational delivery staff, IT specialists and other supporting roles. The GSS is also a part of the cross-government Analysis Function, which has built a community of analysts of various professional backgrounds working to provide the evidence base for understanding the biggest challenges of the day. Both the Analysis Function and the GSS are also led by the National Statistician.

The Office for National Statistics (ONS)

The ONS is the Authority's statistical production function and is part of the GSS. Led by the National Statistician, the ONS is the UK's internationally recognised National Statistical Institute and largest producer of official statistics. The ONS produces data, statistics and analysis on a range of key economic, social and demographic topics.

Office for Statistics Regulation (OSR)

The OSR is the Authority's independent statutory regulator. Led by the Director General for Regulation, OSR ensures that statistics are produced and disseminated in the public good and aims to increase public confidence in the trustworthiness, quality and value of statistics produced by governments. OSR also reports publicly on system-wide issues and on the way statistics are being used, celebrating when the standards are upheld and challenging publicly when they are not.

The legislation which established the UK Statistics Authority requires strict separation of the functions of production and regulation, where those involved in the production of statistics are not involved in the assessment of statistics against the Code. The Director General for Regulation reports directly to the Chair of the Authority and produces a separate annual performance report. More detail about OSR, including its approach, its governance and an assessment of its effectiveness is set out in the Annex to this document.

Overview

The UKSA strategy

The UK Statistics Authority (UKSA) strategy - [Statistics for the Public Good](#) – sets the direction for the UK official statistics system with its overarching mission to deliver:

High quality data and analysis to **inform** the UK, **improve** lives and **build** for the future

The five year strategy, which is in its final year, describes four strategic drivers that underpin the mission statement – UKSA must be:

Radical in taking opportunities to innovate and collaborate, using data for the public good

Ambitious in setting out to answer the critical research questions the public needs the Government to answer, and informing the decisions that citizens, businesses and civil society take

Inclusive in its approach to workforce, talent management, and the design of data, statistics and analysis

Sustainable in delivering a unique service in a way which delivers value for money with lasting benefits and minimises impact on the environment, all through partnership and collaboration

The UKSA strategy is supported by business plans produced by each constituent part of the statistical system.

The ONS strategic business plan

The ONS strategic business plan, updated annually, sets out how ONS will contribute towards delivery of the UKSA strategy. The Strategic Business Plan details how the ONS will deliver in line with the four Strategic Drivers - Radical, Ambitious, Inclusive and Sustainable, working in partnership with the GSS, data providers and the analytical and research community.

The 2024/25 version of the ONS [Strategic Business Plan](#) also set out the structure through which ONS delivers against its commitments. It presented five Priority Outcomes supported by the ONS Prioritisation Framework activities, business level milestones (BLMs) and programme level milestones of three transformation programmes:

- Future of Population and Migration Statistics (FPMS)
- Integrated Data Services Programme (IDSP)
- Ambitious, Radical and Inclusive Economic Statistics (ARIES)

The 5 Priority Outcomes for 2024/25 were:

1. An enhanced reputation and trustworthiness for delivering independent and high-quality statistics and analysis.
2. Top quality published statistics on health, population, and migration.
3. Top quality published statistics on prices, GDP, and employment.
4. Greater linked data capabilities that result in faster, evidence-based decisions across government.
5. Modernised and sustainable digital infrastructure using a secure, modularised approach.



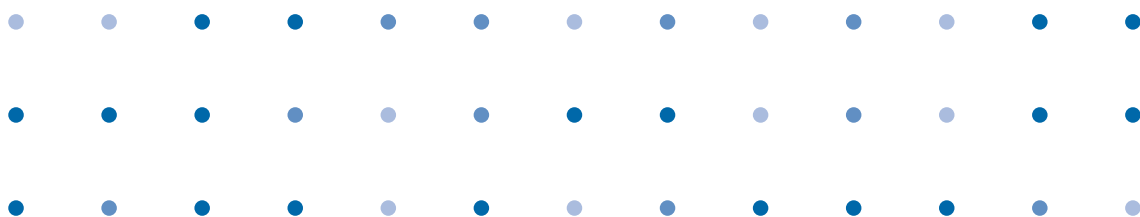
Statement about the use of Government Functional Standards

The ONS aligns to functional standards such as those for Analysis, Finance, Project Delivery, Human Resources, Communications, Property, Digital, Data and Technology, Security, Commercial, Internal Audit and Counter Fraud. The organisation assesses itself against these functional standards on an annual basis. Our review for 2024/25 noted that four areas have shown an improvement on our compliance against the functional standards compared to the prior year, with seven functional areas now reporting at least a ‘good’ level of compliance or above . All areas have plans in place to drive continuous improvement during 2025/26 and beyond to ensure continued and enhanced compliance.

The National Statistician also leads the Analysis Function which supports a 17,000 strong community of analysts. The work of the Analysis Function is overseen by the Analysis Function Board (AFB) and the Departmental Directors of Analysis (DDANs), who represent Departments and our wider stakeholders. An Analysis Function People Board subcommittee has also been established in recent years to further strengthen the delivery of people specific priorities. This governance structure ensures the Analysis Function addresses cross-cutting challenges, drawing on the strengths of the analytical professions, and ensures a consistent approach to delivering expert analytical advice across government.

OSR business plan

OSR published its Business Plan in April 2024. This set out the independent role, governance, vision, and priority outcomes and activities for OSR. Performance against the OSR business plan for 2024/25 is set out in the **Annex** to this document.



Performance analysis

The Authority has faced many challenges during 2024/25 across its statistical outputs in terms of quality, and in re-balancing ambition in the context of finite resources. Quality problems have manifested into published errors, delays, and de-accreditation of official statistics. Several Internal Audits for aspects of our technology implementation received limited ratings with an unsatisfactory rating received in relation to internal data governance. These ratings have contributed to an overall 'Limited' annual opinion by the Head of Internal Audit; a deterioration from 'Moderate' annual opinions of recent years.

Given the overall context over the past twelve-months it is perhaps unsurprising that the organisation has come under external criticism, leading to the independent review by Sir Robert Devereux. The findings from the Devereux Review (published 26 June 2025) will help the Authority to set a course for improvement, starting with a plan for the recovery of core economic statistics. More detail on the challenges faced is set out on pages 20-22 and in the Governance Statement on page 55.

Despite these challenges the organisation has continued to deliver against its plans during 2024/25. The following sub-sections present highlights from the year aligned to Priority Outcomes (POs) as set out in our 2024/25 Strategic Business Plan.

Summary of performance by priority outcome

The challenging financial environment remains and user demand for our statistics continues to be high. These competing factors are set in the wider context of increasing costs of data collection, more challenging engagement with respondents and difficulty in maintaining the capacity of our field force. Prioritisation has therefore been essential. In this context our POs are reviewed annually to ensure we remain aligned to the UKSA strategy and to user requirements. Each PO is delivered via a set of priority activities, and associated milestones and form the basis of the prioritisation framework. Performance against the business plan is monitored via key milestones and performance indicators.

Key deliverables

The 2024/25 ONS Strategic Business Plan set out a high-level timeline of our key milestones for the year. The table below shows the status of these milestones on 31 March 2025.

Milestone: Publish official population estimates for England, Wales and the UK (using estimates for Scotland and Northern Ireland published by NRS and NISRA respectively).

Due date: 31 December 2024 **Status:** **Complete**

Milestone: First release of Annual Births and Deaths statistics.

Due date: 30 September 2024 **Status:** **Complete**

Milestone: Climate and Health platform early launch.

Due date: 30 October 2024 **Status:** **Complete**

Milestone: Deliver core Statistical Business Register (SBR) functionality.

Due date: 31 October 2024 **Status:** **Complete**

Milestone: Production and publication of Pink Book 2024, including coordination with the wider Annual National Accounts.

Due date: 31 October 2024 **Status:** **Complete**

Milestone: Publish official population projections for UK at national level.

Due date: 29 November 2024 **Status:** **Complete** – but re-baselined to January 2025

Milestone: Development and publication of experimental Interregional trade estimates (subject to funding by Ministry of Housing, Communities and Local Government).

Due date: 30 November 2024 **Status:** **Complete**

Milestone: Move remaining Business Surveys (BRES/BRS, ASHE, Prices Suite, FSS) from paper to an online solution.

Due date: 17 March 2025 **Status:** Incomplete: replanned to be delivered in 2025/26*

Milestone: Publish official Migration Statistics.

Due date: 31 March 2025 **Status:** Complete

Milestone: Publish official Travel and Tourism Statistics.

Due date: 31 March 2025 **Status:** Complete

Milestone: Produce timely and relevant monthly Public Sector Finances statistics, introducing improvements in data and methods to reflect changes in the activities of government and the wider public sector.

Due date: 31 March 2025 **Status:** Complete

Milestone: Publish official demographic statistics and analysis.

Due date: 31 March 2025 **Status:** Complete

Milestone: Publication of regular labour market outputs to pre-announced schedule.

Due date: 31 March 2025 **Status:** Complete

Milestone: Publication of regular business survey outputs to pre-announced schedule. Delivery of key business survey outputs to quarterly and annual National Accounts to agreed deadlines.

Due date: 31 March 2025 **Status:** Complete

Milestone: Publication of regular Gross Domestic Product and National Accounts related outputs (excluding Blue Book) to pre-announced schedule.

Due date: 31 March 2025 **Status:** Complete

Milestone: Publication of the annual Blue Book to pre-announced schedules.

Due date: 31 March 2025 **Status:** Complete

Milestone: Delivery of key outputs related to the Gross National Income requirements as per the UK withdrawal agreement.

Due date: 31 March 2025 **Status:** Complete

Milestone: Produce timely and relevant monthly Consumer Price Inflation statistics, including meeting our statutory obligations to continue to produce Retail Price Index statistics.

Due date: 31 March 2025 **Status:** Complete

Milestone: Make further improvements in the quality and coverage of public services' productivity, focussed on agreed priority services, including where possible for the estimates for the Devolved Administrations.

Due date: 31 March 2025 **Status:** Complete

* The transition of these surveys to an online format has been extended to allow for the development of additional technical capabilities. These surveys are among the largest and most complex business surveys conducted, requiring bespoke technical solutions. Development of these capabilities is currently underway, with progress being made in line with the revised milestones.

The Financial Services Survey (FSS) has now successfully migrated online. Additionally, the first of the price-related surveys has gone live, with the remaining three scheduled to launch by October 25. The Annual Survey of Hours and Earnings (ASHE) has also expanded its online offering.

To date, approximately 2.1 million of 2.4 million questionnaires, dispatched annually, have been successfully moved online.

Key challenges

This section expands on the main challenges we have faced in 2024/25 and our responses to those challenges.

Data

ONS faces similar significant challenges as other organisations in collecting and processing the data that is required to inform our statistics. Data is collected from individuals and businesses through surveys (some online but some face-to-face), and from some businesses and government departments through data transfers. Our research and experience show that both sources of data continue to be necessary. The key external factor that impacts collection of survey data is respondents' engagement, which requires the continuing evolution of collection options.

The Labour Force Survey, and migration statistics offer an example. The ONS recognises the real challenges that remain with its Labour Force Survey (LFS) and are prioritising addressing these. The ONS, along with other national statistical institutes, has faced the challenge of falling response rates to household surveys with existing trends exacerbated during and after the pandemic period. At its lowest point in 2023 the LFS overall response rate stood at 12.7% and the associated achieved sample was 14,180 households containing 29,220 individuals. This shortfall in achieved response resulted in significant implications for the quality of statistics derived from the LFS, where we have seen elevated volatility and reduced precision in the resulting labour market statistics.

At the same time, we have seen additional challenges from changes in population estimates. LFS survey weights rely on population projections, which are usually updated every two years because the LFS data are timelier than our mid-year population estimates. Projections are produced using information about past behaviours to provide illustrative estimates for future periods. In recent years we have seen big changes in levels of net migration which mean the future illustration and updated mid-year population estimates have varied more than they did in the past. This can impact levels of employment and other indicators provided by the LFS, so that they can be over or under estimated. This is important because labour market statistics are a significant source of evidence for decision-making that underpins financial and economic stability.

The scale of the quality issues with the LFS resulted in the temporary suspension of LFS derived Labour Market Statistics from October 2023 to January 2024. To address these issues the ONS introduced a survey recovery plan, which set out the significant steps required to restore the quality of LFS estimates. These measures have evolved over the 2024/25 period but can be broadly categorised into improvements to data collection and methodological enhancements. Alongside this, ONS has focused on communicating to users how they should interpret and make use of LFS derived statistics in the period before they are fully recovered,

including making use of our full suite of labour market indicators which includes surveys of businesses and HMRC data on the number of people on payrolls. Progress continues to be made in recovering the LFS with the achieved sample now significantly higher and the incorporation of updated population information into the estimates complete.

Work has also advanced on our strategic solution, the Transformed Labour Market Survey (TLFS). Its online-first design means we can approach many more people in different ways to produce the best possible picture of the labour market. However, as a new self-completion survey, it has taken an extended period of time to fully develop to ensure we are achieving the quality necessary for users. In late 2024 we tested a shorter version of the questionnaire aimed at further improving data quality and plan to provide a further update on next steps in 2025. A lessons learnt review was also commissioned to review the TLFS programme and opportunities for ONS in the future. The report identified a number of recommendations, and in December 2024 we published an interim action plan to address those, ranging from a review of governance, assurance, and decision-making processes to a strategic investment in surveys. Both the work to recover the LFS and to develop the TLFS has benefited from the introduction of a new Stakeholder Advisory Panel, chaired by Professor Jonathan Portes, assurance from academic experts and extensive engagement with key users.

The recently published Devereux Review also highlighted prioritisation and funding decisions as a direct driver leading to the removal of the “COVID boost” funding on the LFS. The Authority has acknowledged the review’s findings and the importance of fully funding survey data collection within the organisation. The Authority has committed to urgent recovery actions, including boosting interviewer capacity, improving response rates, reweighting the survey, and enhancing data quality assurance. The Authority has also reaffirmed its support for transitioning to TLFS as a long-term solution.

Quality

The organisation has faced quality challenges with certain core statistics related to reliance on legacy systems, the quality of input data (linked in part to the issues set out above), and the overall complexity of the statistical estate. In some cases, these challenges can lead to errors in our published statistics. Over the financial year, the ONS reported 5 major errors in total defined as errors which could affect an important aspect of our release or could lead to user misinterpretation. These errors which required significant changes to our estimates were identified in: i) data delivered by another organisation (for instance, in the case of the error in the trade in goods publication), ii) statistical methods applied through legacy systems (for instance, in the case of producer prices, and trade in services publications), iii) manual steps required by the lack of portability between legacy systems (for instance, in the case of population estimates by output areas and property crime tables). These errors have been internally reviewed to ensure that the organisation learns from them, and to

reduce the likelihood of reoccurrence, with specific focus on strengthening quality assurance processes and activities, upskilling teams on relevant coding skills and direct engagement with data suppliers to address issues at source.

Cost savings

Against the backdrop of these challenges and given wider public sector financial constraints, the need to find efficiencies and make difficult prioritisation choices were paramount. The ONS delivered £12.8 million of efficiencies and cost savings in 2024/25, which were essential to meet the increase in costs driven by inflationary impacts.

Measures contributing to meeting this savings and efficiencies target included streamlining our outputs, automation of processes including through the use of artificial intelligence (AI), revising our commercial approaches and reducing our corporate services costs. While this released some savings for reinvestment to maintain our highest priority outputs we had to scale back in additional areas, for example on planned improvements to the Crime Survey for England and Wales and by reducing climate, environment, economic and broader analytical capabilities. These decisions have been unpopular with some of our users and have resulted in reduced support to some Government departments' policy areas. The need to further focus our resources and prioritise investment on our core statistical production is the key driving factor of our 2025/26 business plan and features heavily in the recent reviews of the organisation and through the recent Spending Review.

Continuous improvement and legacy systems

With ongoing challenges around the quality of our production we have established continuous improvement principles to seek to manage and mitigate risk through the end-to-end production processes of our key economic statistics. We also worked with an external partner to develop improved ways of working to manage our statistical processes, with tools and techniques that will be rolled out across the organisation. Looking ahead, this should result in increased quality and efficiency alongside our existing programme of implementing reproducible pipelines and our focus on quality assurance.

Addressing our complex IT and legacy systems has been more limited than would be ideal, because of a constrained financial environment. However we have and will continue to prioritise improvements in this area. In order to protect our current position we ensured that our systems continued to be supported, maintained and secure. We also ensured that the costs of continuing to fund legacy systems were prioritised particularly where specialist skills for their management were scarce. Nonetheless, the longer-term work to move away from all legacy systems remains high on our agenda for 2025/26 and beyond, recognising this will take time, with some demonstrable progress made in 2024/25.

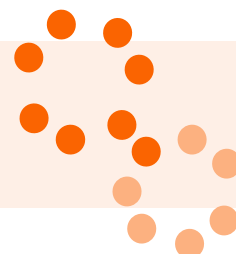
Our ongoing risks are described in the Governance Statement on page 55.

Overall performance narrative by strategic driver

This section sets out a more detailed summary of our performance by Priority Outcome against the ONS Strategic Business Plan for 2024/25. It is often the case that deliverables span Priority Outcomes, therefore we have made the link where we feel the deliverable is most relevant.

Radical

Cross cutting analysis and integrated data



Priority outcome 1 – An enhanced reputation and trustworthiness for delivering independent and high-quality statistics and analysis

The Authority continued to respond to emerging and priority topics and changing contexts that the public and government face. We worked to provide analysis and develop the evidence base to support the Government's missions, such as Economic Growth, Safer Streets and Barriers to Opportunity, as well as newly created task forces focused, for example, on child poverty.

In March 2024, we launched Explore Local Statistics (ELS), a digital dissemination service to find out more about local areas across the UK. The service allows users to find, visualise, compare and download over seventy subnational indicators from across Government in one place, addressing a well-documented need for improved accessibility and dissemination of local data.

In April 2024, the Data Science Campus published the latest big data article on the flow of consumer card spending across the UK, containing insights into the relationship between where people live and where they spend.

New methods were developed during the year for population and migration statistics, including using Advanced Passenger Information (API) to replace the International Passenger Survey for international migration estimates.

In March 2024, we began publishing quarterly updates on short-term lets facilitated by collaborative economy platforms via a landmark data-sharing agreement. This publication provides valuable insights into the growth of short-term lets, tourism trends, and supports evidence-based policymaking at both local and national levels.

On Consumer Prices, we expanded our use of alternative data sources, including (since February 2024) data from AutoTrader being incorporated. This has increased our monthly price observations from 105 to 300,000.

Our Opinions and Lifestyle Survey (OPN) continued to provide timely insights on a range of priority policy requirements including the Barriers to Opportunity Mission, trust in elections, flood prevention scheme awareness, and attitudes towards artificial intelligence and big tech companies. Its sister survey, the Business Insights and Conditions Survey (BICS) also continues to gather intelligence from a business perspective.

In May 2024, statistics published by the Data Science Campus on ship crossings through critical maritime passages received significant media coverage and public interest. These statistics shed light on trade disruption meeting the needs of the Department for Business and Trade (DBT), the Department for Transport (DfT) and the Cabinet Office.

Through our Ukrainian Humanitarian Survey, we have responded and evolved to meet new policy needs winning both a Government Social Research award and Analysis in Government impact award in 2024. Our most recent release surveying Ukrainians in the UK was published in June 2024.

In 2024/25, we continued to produce hyper-granular economic statistics. For example, we embedded our innovative gross value added estimates at Lower-layer Super Output Area (LSOA) and equivalent geographies into regular Regional Accounts production in August 2024.

In July 2024, we investigated firm employment dynamics in local economies through the Longitudinal Business Database, focussing on job creation and destruction across International Territorial Level 3 subregions between 2004 and 2022.

Priority outcome 2 – Top quality published statistics on health, population and migration

In May 2024, we published a ‘Reason for Migration’ output which included a net student migration estimate. This informed debate on whether international students stayed after completing their studies and if so, for how long. This has led to further user consultation in spring 2025 to identify what other net migration estimates would be useful in aiding decision making.

This was followed in the summer 2024 by the publication of administrative based population and migration estimates, which were major milestones of the Future Population and Migration Statistics (FPMS) Transformation Programme. We invited the OSR to review the quality of the population estimates and their assessment noted “the work that ONS is doing to improve estimates of the population in England and Wales is at the forefront of harnessing technological advancements for statistics production”.

Other notable FPMS Programme milestones achieved include placing a developmental administrative based census in the Integrated Data Service

enabling onward data linking and more granular insights and publishing an action plan against the OSR recommendation for administrative based population estimates to be accredited as official statistics by summer 2025. FPMS continues to deliver on its key milestone to finalise and issue the recommendation for the future of population and migration statistics, considering the interests of HM Government as key users, and wider feedback, such as from the UK Statistics Assembly. On 17 June 2025, The Authority published a recommendation on behalf of ONS, proposing that preparations begin for a census in 2031 in England and Wales.

In January 2025, we published 2022-based national population projections, which integrated transformed migration statistics and included a new interactive tool on our website. The tool allowed users to assess the impact of different demographic changes and explore the differing impacts of higher or lower assumptions on the projection.

The ONS Centre for Crime and Justice released, to time and to expected quality, the strategically important quarterly Crime in England and Wales statistics series throughout 2024/25. With financial support from the Department for Education and the Home Office, we also further developed our work on measuring crime against children. We successfully piloted the Young People's Safety Survey.

Working closely with partners across government and the private sector, we took an innovative approach to shaping how we measure Violence Against Women and Girls to support the Government's Safer Street Mission. We also worked closely with the OSR so that the estimates of crime from the Crime Survey for England and Wales were successful in regaining 'Accredited Official Statistics' status. In April 2024, ONS endorsed the refreshed Health and Social Care strategy which included pivoting pandemic investment into a sustainable model for population health measurement and analysis. Contributing to this strategic aim, we successfully repurposed the winter covid infection survey platform for use on an NHS England funded survey, the Health Insight Survey (HIS), focussing on patient experiences at GP practices and other NHS services.

We linked data assets, including the Public Health Data Asset, to monitor health inequalities. Through funding from a range of partners, we have linked NHS datasets with census, social security benefits and HMRC data to understand the interplay between health and work. The analyses show the impact of a range of NHS interventions, including bariatric surgery, NHS talking therapies and endometriosis diagnosis, on people's earnings and employment. These analyses have directly helped inform government spending in areas with high levels of economic inactivity.

The [Sudlow Review](#) was launched, co-commissioned by the then National Statistician, Sir Ian Diamond and Sir Chris Whitty, to look at the UK health data

landscape. It set out a bold vision for overcoming the barriers and inefficiencies that currently delay the safe and secure use of health data to improve lives. The review makes the case for the criticality of linked data infrastructure to drive positive outcomes for the public.

Ambitious

Inclusive, quality, coherence, accessibility
and timeliness of our core statistics

Priority outcome 3 – Top quality published statistics on prices, GDP and employment

To enable urgent quality improvements to the social surveys feeding economic statistics, we received additional funding from HM Treasury in 2024/25. This was invested in increasing our interviewer numbers, implementation of changes to bolster retention, and increasing incentives for survey respondents. This has helped to improve performance on key surveys, but we need to do more to improve performance across our full survey portfolio – a theme which is covered in our plans for 2025/26. We are hopeful that our plan to recover social surveys, including focused resources in this area, will help us continue to improve response rates in an increasingly challenging environment. Despite advances in administrative data, surveys remain essential to the production of core economic statistics.

The Blue Book and Pink Book were successfully published in October 2024, including the latest data and with a full rebasing to 2022 to ensure continued



accurate measurement of the UK economy. Alongside this were the production of regular publications of the Quarterly National Accounts, Sector Accounts, Balance of Payments and related releases. We also published a range of economic statistics showing the UK's relationship with the rest of the world, including UK Trade, Foreign Direct Investment and Mergers and Acquisitions. This work included moving some aspects of production from legacy systems. In addition to the annual and quarterly releases we also published monthly economic indicators and GDP estimates, with a weekly real time indicators release completing the picture of how various areas of the economy were performing.

We delivered a full redevelopment of Research and Development (R&D) statistics, including significant improvements to sample, methods, concepts, systems, and the use of administrative data. This resulted in fuller coverage of the level and type of UK R&D activity to inform the Government's mission on economic growth.

Each month, the ONS and HM Treasury jointly produce vital public sector finance statistics on taxation and public spending and monitor the government's performance against its fiscal targets. The ONS has produced analysis in line with the Chancellor's new fiscal rules, including the investment rule based on Public Sector Net Financial Liabilities (introduced in 2016). Beyond monthly bulletins, statistical improvements such as enhancing central government debt interest data and updating classifications of public sector bodies have been made.

ONS also produces statistics on consumer and business prices and the housing market on a monthly basis. In 2024/25 we made substantial progress in moving our house price production system off legacy technology, addressed the recommendations of an OSR review into producer prices, and introduced new and innovative methods for deriving key deflators using administrative data and multilateral methods. We also began the regular quarterly publication of our new Household Costs Indices.

The Prices Transformation Project delivered a wide range of changes in 2024/25, which significantly reduced reliance on aged infrastructure and increased the resilience, sustainability and efficiency of consumer prices monthly production. The changes also allow for the easier implementation of new methods, a new classification structure that will allow the better use of administrative data, and new Northern Ireland rents data. The capability to use scanner data was delivered in March 2025 and, following extensive stakeholder engagement, it was decided to dual run alongside the existing methods for a year to allow further time for quality assurance and to lay the foundations for going live with the singular new approach in March 2026.

The Public Services Productivity Review was delivered successfully to target in March 2025. This once in a generation review improves the productivity measures of UK public services to aid government policy and decision making, delivering new methods, systems and a strategic roadmap for incorporating the

improvements into the UK National Accounts as part of the ONS's wider System of National Accounts 2025 implementation. The Review has also provided ground-breaking insights into how public sector workers spend their time, management practices in the public sector, and their views on the opportunities for, and barriers to, use of automation and Artificial Intelligence (AI).

Priority outcome 4 – Greater linked data capabilities that result in faster, evidence-based decisions across government.

The Integrated Data Programme has now delivered an Integrated Data Service (IDS) with Digital Economy Act (2017) (DEA) accreditation for data provision. The service offers a secure, cloud-native analytic hub, with a critical mass of valuable data (100+ datasets available), including systematic linkages between the most sensitive personal and business data (such as census records, tax records and health records).

Analysis of this data in year has supported a host of innovative analytical projects feeding into the Government's missions, covering four distinct areas critical to growth, as well as impactful analysis in the areas of health, crime, energy, and opportunity.

However, the programme has faced numerous challenges which were recently reflected in a Gateway Review by the National Infrastructure Service Transformation Authority (NISTA) in March 2025. The review recommended urgent action to address a lack of central Government sponsorship for the programme, clarify the relationship with the National Data Library (NDL) and unblock permissions from Other Government Departments (OGDs) to grant access to datasets for analysis. Since this time, the Spending Review 2025 (SR25) recognised the challenges faced by the programme and sets out the need to focus the IDS's assets on ONS priorities, such as labour market and population statistics.

The Secure Research Service (SRS) also forms part of our service to researchers and analysts. It is ONS's well-established Trusted Research Environment, which is also accredited as a DEA processor for the provision of data.

The SRS is used by hundreds of organisations across the UK, with approximately 1,900 accredited researchers working on about 800 live projects. Academics make up around 55% of the user base, with government (25%) and private/third sector (20%) making up the rest.

Sustainable

Building a sustainable and efficient business model

Priority outcome 5 – Modernised and sustainable digital infrastructure using a secure, modularised approach

Our large, cloud based, digital infrastructure is now recognised across government for its security, efficient design and scalability. We implemented AI in the ONS, including the successful roll out of Microsoft Co-pilot, development of the first ONS AI policy and an associated governance framework. We were also a significant contributor to the “AI Playbook for UK Government” recently published by the Cabinet Office.

In addition to implementing a series of improvements to the stability of our website, we released previews to our new website platform that will better help users find, understand explore and act upon our data and statistics. We are also continuing our programme of legacy replacement to support the ongoing improvement of statistical quality and development of the new Statistical Business Register private beta.

As part of the ambition to roll out a more standardised, transparent, and empowering way of working in ONS, a proof-of-concept study was commissioned in 2024/25 to embed operational quality excellence. A pilot was undertaken in the Health, Population and Methods (HPaM), and Economic Social and Environmental Statistics (ESEG) groups, as a cross-office delivery supported by an external consultancy company. This involved the implementation of digital artefacts and ways of working. The pilot identified key benefits for operational quality, efficiency



and process improvement, and an exercise is now underway to understand the resourcing requirements and implications of implementing this approach across the organisation, as well as ensuring the link with our wider quality management framework and our ambitions under our quality statistics priority outcomes.

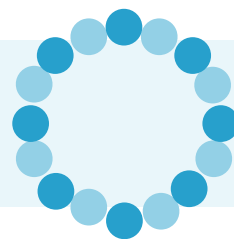


ONS is also improving the transparency, resilience and efficiency of statistical production by transforming our production pipelines. We are replacing complex manual processes with automated ones that follow good practice from software engineering. This makes sure that processes are fully reproducible and easy to audit and maintain. We have a rolling programme of pipeline transformation activity as we move statistical processing from legacy systems to modern cloud infrastructure. Major projects underway include transformation of Capital Stocks, the Monthly Business Survey and Construction Survey, and Population Statistics processing. Transformed pipelines are much easier to maintain and bring with them large efficiency savings in terms of runtime, setup and assurance.

We have also reviewed our quality framework to ensure more visibility and impact of the modernisation of our digital infrastructure on the quality of our data and statistics, to ensure that prioritisation decisions address quality risks and issues identified throughout the data lifecycle. This will be an area of focus for our resources in future business planning.

Inclusive

Building inclusivity into everything we do

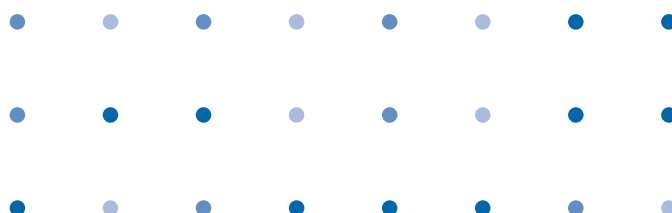


Over the course of 2024/25, ONS colleagues met with delegations from the national statistics offices of Australia, Jordan, the United Arab Emirates, South Korea, Kazakhstan, Namibia, Ghana, Rwanda and Japan. Discussions covered a range of topics of mutual interest, sharing of best practice, and bilateral programmes of cooperation. This work is in support of international cooperation and best practice, primarily funded through Official Development Assistance budgets.

In October 2024, on behalf of the UK Statistics Authority, Sir Ian Diamond signed an arrangement on statistical cooperation with Eurostat. This agreement will enhance collaboration between our offices, with an initial focus on the transfer of GDP data as well as other areas of economic statistics. The arrangement is a living document and there is a possibility of adding additional areas in future if agreed with Eurostat.

We continue to progress the Pandemic Preparedness Toolkit project and this year we began working with international partners in Nepal, Malawi and Argentina. The toolkit, funded through Wellcome, is being co-developed using the breadth of experiences across the partnership. It aims to unlock the potential of national statistics offices to add value to health surveillance systems during future infectious disease outbreaks.

The ONS was awarded “highly commended” in the Best Equality, Diversity and Inclusion Initiative category at the Chartered Institute of Personnel and Development (CIPD) Wales Awards. Our submission highlighted the incredible work to develop and embed the inclusion, culture and wellbeing dashboard, our inclusive interactive experience, and ‘hold to account’ sessions all of which aim to further our strategic principle of ‘Inclusivity’.



Performance monitoring metrics

The metrics we use to routinely monitor performance are disaggregated by priority outcomes and complement the progress reporting against our strategic objectives (as set out above) through our internal governance. Our performance against the metrics for 2024/25 is set out below. Some of the metrics were developed for 2024/25 and thus no historic comparable data is available. The metrics as they currently exist have been used to assess trend rather than absolute targets. As we continue to review and refine our plans for 2025/26, we intend to introduce a revised set of performance metrics to help us monitor our core priority outputs.

Priority outcome 1 – An enhanced reputation and trustworthiness for delivering independent and high-quality statistics and analysis

Indicator: Major errors

2024-2025 performance: Five major errors reported between April 2024 and March 2025

2023-2024 performance: Six major errors reported between April 2023 and March 2024

Major errors help to measure the quality of our outputs. The errors reported represent less than one per cent of our total statistical releases in the period. For context these errors are defined as those which, for example, could affect an important aspect of a release, or lead a user to misinterpret the statistics. All errors were swiftly corrected and communicated to users. All errors are reported on the date that they are corrected rather than the date it is reported.

Indicator: Statistical concerns escalated under the Code of Practice

2024-2025 performance: Five statistical concerns that required escalation between April 2024 and March 2025

2023-2024 performance: Six statistical concerns that required escalation between April 2023 and March 2024

Statistical Concerns refers to 'Reporting concerns under the code of practice'. The deputy Head of Profession will decide if a concern needs to be escalated to the Office for Statistics Regulation and the National Statistician. There has been a minor change to the indicator name since 2023-24.

Priority outcome 2 – Top quality published statistics on health, population and migration

Priority outcome 3 – Top quality published statistics on prices, GDP and employment

The below covers both priority outcome 2 and priority outcome 3.

Indicator:

Page views by priority theme

2024-2025 performance:

Between April 2024 and March 2025:
Employment: 392,146 page views
GDP: 219,360 page views
Population: 457,477 page views
Prices: 453,211 page views

2023-2024 performance:

New for 2024/25

Website page views are monitored across our priority themes.

Indicator:

Publications by priority theme

2024-2025 performance:

Between April 2024 and March 2025:
Employment: 109 publications
GDP: 158 publications
Population:128 publications
Prices: 59 publications

2023-2024 performance:

New for 2024/25

Publications are monitored across our priority themes.



Indicator: Social survey responses achieved vs target

2024-2025 performance: As of February 2025:
Transformed Labour Force Survey (TLFS) W1: hit target 9/11 months
Labour Force Survey (LFS) W1: hit target 8/11 months
Family Resources Survey (FRS): hit target 0/11 months
Living Costs and Food Survey (LCF): hit target 4/11 months

2023-2024 performance: New for 2024/25

Monthly responses are monitored against a target to ensure data being collected is of sufficient quality.

Indicator: Business survey response rates

2024-2025 performance: As of February 2025:
Monthly Business Survey (MBS): 72.7%
Monthly Wages and Salary Survey (MWS): 81.9%
Business Register and Employment Survey (BRES): 80.1%
Survey of Research and Development Carried Out in the United Kingdom (R&D): 29.6%

2023-2024 performance: As of February 2024:
MBS: 72.3%
MWS: 83.7%
BRES: 81.2%
R&D: 78.2%

Monthly responses are monitored to reflect the level of engagement with our key business surveys. BRES and R&D response rates are cumulative across the year. The R&D survey response rate is significantly lower as of February 25 due to a later dispatch than last year.

Priority outcome 4 – Greater linked data capabilities that result in faster, evidence-based decisions across government

Indicator:

IDS priority datasets delivered

2024-2025 performance:

As of March 2025:
20/27 priority datasets due in FY24/25 had been delivered onto the IDS

2023-2024 performance:

New for 2024/25

The number of priority datasets delivered onto the IDS (Integrated Data System) is tracked.

Indicator:

IDS priority datasets indexed

2024-2025 performance:

As of March 2025:
10% (2) of priority datasets added to the IDS were indexed to support linkage

2023-2024 performance:

New for 2024/25

The proportion of priority datasets which are indexed (i.e. enabled for linkage with other datasets on the IDS) is monitored.



Priority outcome 5 – Modernised and sustainable digital infrastructure using a secure, modularised approach

Indicator: Security incidents

2024-2025 performance: Between April 2024 and March 2025:
Priority 1 (substantial) incidents: 0
Priority 2 (moderate) incidents: 4
Priority 3 (low) incidents: 48

2023-2024 performance: New for 2024/25

Incidents are defined as follows:

- Priority 1 are the highest priority incidents that require immediate attention and response due to their severe impact on the organisation. These incidents usually affect critical systems, cause significant data breaches, or result in substantial financial or reputational damage.
- Priority 2 are serious incidents that require prompt attention but do not have the immediate, critical impact of Priority 1 incidents. They still pose a significant threat to the organisation’s operations, data integrity, or security posture but allow for a slightly less urgent response.
- Priority 3 are lower-priority incidents that still require attention and resolution but have the least immediate impact on the organisation’s operations and security. These incidents are typically less severe and can be managed through routine response processes.

Indicator: Legacy reduction

2024-2025 performance: As of March 2025:
Overall legacy reduction RAG rating was red

2023-2024 performance: New for 2024/25

This indicator tracks our progress in reducing our reliance on legacy technology. It is reported as an overall RAG status of green, amber or red and is produced by our Legacy Oversight Group based on a range of information. Whilst progress has been made during the year, as set out elsewhere in the performance report, the legacy technology issues that we face are complex and will take time to fully resolve. The current RAG rating reflects this complexity.

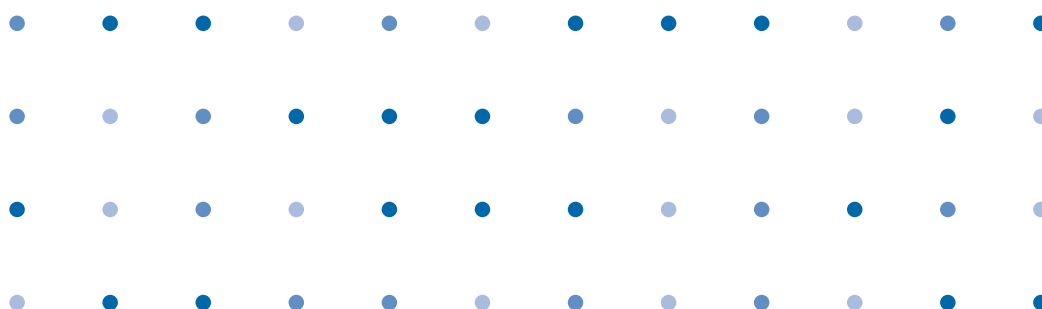
Looking ahead

Our priority outcomes have been further refined for 2025/26 as follows:

1. An enhanced reputation for delivering trusted, relevant, independent statistics and analysis.
2. Top quality published statistics on prices, GDP, the labour market, household finances, public sector and population (including births, deaths and migration).
3. Support the Government's missions and other users by maximising the use of our statistics and responding to evidence gaps where we are uniquely positioned to do so.
4. Greater linked data capabilities that result in faster, evidence-based decisions across government.

This revised articulation of our core outcomes further sharpens our focus on our most important outputs. The Outcomes are presented in the [2025/26 Strategic Business Plan](#).

The recently published Devereux Review will impact the original planned deliverables for 2025/26. Changes to resource allocations is likely to lead to a re-statement of the 2025/26 Business Plan in light of the new context.



Resources and organisation

Financial management

Throughout 2024/25 we complied with all HM Treasury expenditure control approvals processes and managed the standard annual fiscal events within the required timescales. We again successfully managed within our financial control totals as set by Parliament for the year – including in relation to core funding and all programmes. 2024/25 was the last year of Spending Review 2021 (SR21) which provided us with a multi-year financial settlement over the three financial years 2022/23 through to 2024/25. During the year we have worked closely with HM Treasury colleagues through the multi-phased Spending Review 2025 (SR25) processes. In October 2024 we received confirmation of our funding settlement for 2025/26 through SR25 Phase 1. This settlement provides us with certainty of funding for 2025/26 at the same overall level as 2024/25 (subject to adjustments at the Main and Supplementary Estimates).

The overall financial position for 2024/25 remained tight which required the organisation to again focus on its core priorities through business planning with efficiencies continuing to play an important role in ensuring sustainability. Actions taken in 2023/24 to reduce our cost base meant that we entered 2024/25 with an affordable business plan and a mandated workforce cap in place for the first half of the year further drove down costs as the organisation worked toward its workforce target. Whilst we made significant progress in achieving the mandated end of year workforce target within the first six months of 2024/25 this had an impact on our ability to fully deliver against our objectives.

Our 2024/25 business planning processes again redistributed funding from lower to higher order priority activities continuing the trend across the SR21 period. Our Efficiency Savings Plan delivered efficiencies and cost savings of £12.8m in 2024/25 exceeding our target of £12.1m. Overall across the SR21 period we have reduced our workforce (expressed in Full Time Equivalent (FTE) terms) from a peak of 5,509 on 31 March 2023 to 5,049 on 31 March 2025 and have delivered sustained cost reductions of £39.9m by the end of 2024/25. This has been essential to enable us to live within our means particularly in the context of significant inflationary pressures over the three years including on our primary cost driver which is staff salaries.

Financial outcome

Our total net resource expenditure increased from £362.9m in 2023/24 to £374.8m in 2024/25. This figure is net of income but includes ring-fenced resource expenditure (depreciation). The commensurate budget for 2024/25 with which to compare was £385.5m. The increase year on year is due largely to additional funding approved by HM Treasury for expenditure on surveys.

Taking the position gross of income receipts our resource expenditure figures increased from £397.5m in 2023/24 to £403.7m in 2024/25. This increase overall reflects the uplift in expenditure set out above but the gross position has also been impacted by a lower overall level of income (and associated expenditure) in 2024/25 compared with 2023/24. Our income has decreased from £34.6m in 2023/24 to £28.9m in 2024/25 due to one off funding being received in 2023/24; this included Covid-19 related income.

Our total net capital expenditure increased from £23.4m in 2023/24 to £25.8m in 2024/25. The commensurate budget for 2024/25 with which to compare was £28.5m. The overall increase in capital expenditure is due to additional investment on in house intangible software assets and investment in a new property lease in Manchester including fit out costs.

Our capital expenditure is made up of £17.5m investment in development of assets, with £8.3m of expenditure classified as capital expenditure under the European System of National and Regional Accounts (ESA10). The latter is not classified as capital expenditure under International Financial Reporting Standards (IFRS).

Further information on our financial outturn is provided in the Financial Summary section on pages 81-82 and in our Accounts in chapter 4.

People capability

Throughout 2024/25, the Authority has continued to mature its skills development approach to focus on ensuring we have the right skills in the right place at the right time, as well as building critical skills for a sustainable future.

Building on our previous work we have continued to embed a strategic skills development approach to develop an 'agile capacity and capability' programme of work. This reframed our offer with a stronger focus on developing and deploying critical skills to deliver against the Authority's priority statistical outputs. This approach enables a more agile, informed and efficient mechanism for developing and deploying talent in the organisation; capturing the skills our people have, aligning this insight to critical gaps, and moving talent to the right place at the right time to build more sustainable deployment routes which ensure delivery against the highest priorities.

In 2024, the Authority redefined the behaviours and core and critical skills we need to deliver our priority outcomes, and launched a new process to provide detailed insight on our capabilities across the organisation.

The Authority continues to invest in entry talent pipelines with a particular focus on internally retaining and reskilling for skills that are critical to the delivery of statistical outputs. The routes for this include Fast Stream, apprenticeships and the government-wide Life Chances schemes. In 2024

we also launched a flagship degree apprenticeship ‘BSc (Hons) Applied Data, Statistical and Economic Analysis’, in partnership with Cardiff Metropolitan University to provide a bespoke route to building our critical skills. We also continue to build and mature our capability approach for the Government Analysis Function, with a strong baseline learning and skills offer, and the Analysis Function Career Framework, as well as the delivery of a high level workforce data product.

Our approach for cultivating a positive employee experience is also vital for critical skills development and retention. When compared to last year, the People Survey 2024 results show a downward trend in all themes apart from the My Work and Learning & Development themes which maintained scores of 74 per cent and 54 per cent respectively. However, in most cases the decreases have been by less than 5 percentage points (pp).

When compared to our organisational People Survey results these themes are down by 1pp and 3pp respectively which may be an indication of sentiment following the changes to hybrid working. The Leadership & Managing Change theme most strongly reflects sentiment regarding our organisational culture and operating conditions over the last year by decreasing 6pp to 43 per cent, where the Civil Service average is 53 per cent. Much of the free text feedback for the People Survey last year was linked to the way we reintroduced office attendance to align with a cross Civil Service agreement. Although this score remains above pre-pandemic levels and we have previously targeted action in this space in response to both the 2022 and 2023 People Survey results, we are continuing to bolster our support by developing Line Management and Leadership learning.

We have also considered the People Survey results in line with the organisational context and so at a corporate level we are converging on 3 specific areas of focus to drive improvements, these are: Effective Leadership, Highlighting Outcomes and Simplifying Conversations. Targeted communications are already underway and meanwhile Directorates continue to own and develop bespoke action plans in response to local level results through People Action Groups.

Furthermore, the recently published Devereux Review identified cultural issues within the Authority that were seen as contributing to its performance challenges. The Authority has responded that it is determined that this will mark a turning point for the organisation as it prioritises its key statistics and focuses on developing an open culture in the organisation that encourages challenge.



Corporate responsibility

Anti-corruption and anti-bribery measures

The Authority is committed to upholding high standards of honesty and integrity in all its activities and continues to work on its commitments regarding counter-fraud, bribery and corruption. All staff are required to act with honesty, integrity and to safeguard the public resources they are responsible for, with mandatory training (provided by Civil Service Learning) on counter fraud, bribery, and corruption. The Authority operates a zero-tolerance approach to fraud, with all cases of irregularity investigated and dealt with appropriately.

The Authority's Counter Fraud Team maintains a Fraud, Bribery and Corruption policy available to all staff via the internal intranet. The policy establishes clear expectations in terms of roles and responsibilities and what processes they need to follow to report any concerns regarding fraud, bribery, and corruption. There is a Counter Fraud, Bribery and Corruption Strategy to support the Authority in minimising fraud, bribery, and corruption over the next five years. The team undertakes a fraud risk assessment, involving fraud workshops and training sessions, to identify where the Authority may be susceptible to fraud and to ensure proportionate controls are in place.

All members of the Counter Fraud Team are associate members of the Government Counter Fraud Profession and Accredited Counter Fraud Technicians. The Counter Fraud Team carries out an assessment against the Government Functional Standards – GovS 013: Counter Fraud. These assessments are reviewed bi-annually and contribute to the counter fraud workplan and supports the identification of proactive fraud work led by the Counter Fraud Officer, such as targeted training and in-depth reviews. Counter fraud reports are provided at least twice a year to the Audit and Risk Assurance Committee. The Counter Fraud Team has not identified any material fraud for the period.

All senior leaders in the organisation – interpreted here as members of the Senior Civil Service – are required to complete a declaration of interests survey and confirm a statement on related parties. In addition, Commercial staff will complete a conflict-of-interest declaration for major procurements (Gold and Silver contracts). All employees must declare all relevant outside interests.

An ongoing register is maintained of all hospitality and gifts offered to Authority staff. All staff are made aware of the civil service rules and the internal policy around acceptance of hospitality or gifts including the requirement to declare any offer. This register was presented to the Authority's Audit and Risk Assurance Committee in June 2025 to demonstrate adherence to the policy.

Other information in the public interest

Responding to members of the public

There was one complaint in 2024/25 (2023/24 zero) about the Authority raised via the Parliamentary Ombudsmen. This complaint was not upheld and therefore no Ombudsman recommendations were issued.

Whistleblowing arrangements

Whistleblowing has a clear legal basis, and a common approach is taken across the Civil Service. Our arrangements are in line with this approach and are considered to be effective; our low number of cases is in line with other departments of a similar size. The annual report on whistleblowing and related speak up activities has been presented to Audit and Risk Committee and whistleblowing is also discussed with the UK Statistics Authority Board.

It is important the Authority's work environment offers a safe, inclusive, and supportive place to work; where everyone feels comfortable to speak up if they experience or witness anything that concerns them at work. The Authority's Whistleblowing and Raising a Concern policy provides assurance on the visibility, accessibility and understanding of the approach to 'speaking up' and is a core element of the Authority's Speak Up Framework. The Speak Up Framework enables navigation between the Resolution Policy for concerns related to inappropriate behaviour and unfair treatment, and the Whistleblowing policy for concerns related to breaches of the Civil Service Code, suspected illegal activity, or fraud. Several communication and engagement events take place throughout the year to maintain awareness of the Framework, including the annual 'Speak Up' week in the autumn, championed by a senior leader and consisting of all colleague communications and the provision of learning interventions.

Respect for human rights

UKSA fully complies with the Human Rights Act 1998.

The realisation of human rights correlates with the availability of sound official statistics. Statisticians play a critical role in supporting evidence-based policy and measuring civil, economic, political, and social rights. In accordance with internationally accepted standards, starting with the Universal Declaration of Human Rights, the dissemination of relevant information is essential to meet peoples' right to information and delivering on related entitlements to trustworthy statistics. Upholding rights, such as the rights to privacy and to be registered as well as the rights of statisticians themselves is vital to ensure robustness and independence in official statistical systems.

The Authority recognises these challenges and has established a clear Statement of Principles to ensure that we:

- exercise our statutory responsibilities in a fair, proportionate and accountable way, with due regard for principles of privacy and appropriate degrees of internal and external scrutiny;

- work in a collaborative, transparent and fair manner with data suppliers, civil society, and the public, responding to any concerns or opportunities as they arise; and
- reinforce our full accountability to the UK Parliament and the devolved legislatures in exercising our statutory responsibilities.

Researchers, statisticians and data scientists should demonstrate compliance with the UK Statistics Authority's ethical principles through use of the Ethics Self-Assessment Tool and/or consultation with the National Statistician's Data Ethics Advisory Committee. The UK Statistics Authority's Centre for Applied Data Ethics was established in February 2021 with the aim of being a world leader in the field of applied data ethics. The Centre has developed an ethics self-assessment tool that enables staff to quickly assess their use of data against the UKSA's ethical principles and identify and mitigate ethical risk.

The Authority also recognises the ways in which internationally accepted and domestic legislation provide further effects to the human rights, protections, and freedoms guaranteed to its workforce. The Authority is committed to upholding the key human rights that intersect with the employment relationship through workplace policies and practices developed in collaboration with its workforce and official consultation channels to maintain the principles of dignity, fairness, respect, and equality. Examples include, but are not limited to:

- maintaining the confidentiality and privacy of colleagues' voluntarily-disclosed personal information, as per General Data Protection Regulation principles
- ensuring colleagues are aware of their right to join one of our formally recognised unions
- underpinning our work with the commitments outlined in our Inclusion and Diversity Plan that extend over the Authority's remit as an employer and leader within the statistics profession within government
- identifying and overcoming perceived biases and disadvantages through the completion of an Equality Impact Assessment where required

As an employer, our inclusion and diversity plan, recruitment practices, and wider employment policies all fully comply with the Human Rights Act. Inclusion is a strategic priority for the Authority, and further information on our policies and practice in this space can be found in the Equality, Diversity and Inclusion section.

Sustainable development

It is the policy of the UK Statistics Authority (including the Office for National Statistics, its Executive Office) to conduct its operations in a manner that reflects a commitment to the protection of the environment, embeds the principles and priorities of the Government's sustainable development strategy and complies with environmental laws and regulations.

Our Sustainable Development Policy states this will be met by:

- achieving continual improvement in environmental performance;
- considering the environmental impact of our operations and prevent pollution and reduce carbon emissions;
- aiming to meet the targets (KPIs) established by the Greening Government Commitments;
- meeting all environmental legislative requirements; and
- complying with sustainable reporting requirements

Environmental performance

The Government's Greening Commitments (GGC) have challenged us to reduce the environmental impact of our estate and operations. This section and the table below present our progress against these measures and targets for reducing greenhouse gas emissions, such as carbon and waste, on a yearly basis with the goal of net zero by 2050. Please note the current GGC period is 2021 to 2025, with our baseline period set from 2017/2018.

There was a change to flight data requirements in 2022-23, from number of flights to kilometres travelled on international flights. To ensure accurate comparison, we have converted the baseline figure into kilometres to allow tracking through the period.

Summary for 2024-25

Annual performance - 2024-25	Whole estate								
	GHG emissions	Direct building emissions	Waste			Water	Paper purchased	Domestic flights	International flights
	tCO ₂ e	tCO ₂ e	Total tonnes	% sent to landfill	% waste recycled	Total m3	Reams A4 equivalent	tCO ₂ e	km travelled
Baseline 2017-18	4,878	605	359	4.30%	69.20%	15,037	34,860	100	2,308,438
% reduction target 2024-25	38%	43%	15%	5%	70%	8%	50%	30%	reduction
Target against baseline	3,024	344.85	305.15	0%	70%	13,834	17,430	70	reduction
FY 2024-25	1,803	76	116	0%	70%	8,872	9,475	47	3,617,096
% reduction	63%	87%	68%	0%	70%	41%	73%	53%	-57%

The table above show that in the year 2024/25 the Authority failed to meet its targets on international flights in the context of our funding through Official Development Assistance for international work.

Reduce our emissions

The Authority has been tasked with reducing its overall emissions by 38% and direct emissions by 43%, as part of the GGC commitments.

The 2024/25 data show a 63% reduction in GHG Emissions and an 87% reduction in Direct Building Emissions. This trend can be attributed to reducing the size of our estate and sustainability investments carried out in recent years.

The GGC also challenges the Authority to reduce domestic flights by 30% against the new baseline figures from 2017/2018. The Authority has a travel policy which mandates that the cheapest method of transport should be employed for any journey, which could encourage domestic air travel between the Southeast, Northeast and Scotland and Northern Ireland. The 2024/25 period has seen a marked decrease in domestic flights, well ahead of target. This has largely been attributed to greater accountability and approvals of domestic flights. In reference to international flights, there is an increase in travel overseas due to a large expansion in the international division within ONS.

Improve our waste management

All information communication technology (ICT) equipment is disposed of via an established contract which helps ensure that all redundant ICT equipment is re-used or recycled responsibly.

The Authority successfully reduced its overall waste by 68% against the baseline figures which target a reduction of 15%. The Authority has also reduced paper use by 73% which improves again on previous year's figures.

Water use

In 2024/2025, water consumption reduced by 41% against the baseline, exceeding the target of 8%. Despite seeing an increase in the number of colleagues attending each of our sites compared to last year, we continue to see further reductions largely due to investing in water saving equipment within W/Cs and showers and better leak detection.

International flights

In relation to our international flights, ONS was successful in receiving its own Official Development Assistance (ODA) funding as part of SR21; this saw its funding increase with a primary objective of increasing the number of countries ONS supports with statistical capacity building and modernisation. The expansion of the programme has therefore resulted in the increase in the amount of travel that the business undertakes to support development activity. Other international projects have also been onboarded by ONS in recent years. Wellcome funding for Climate and Health (Commenced February 2022) and the Pandemic Preparedness toolkit (commenced April 2023) has resulted in an increased amount of travel. In addition, as part of maintaining international

relationships the international relations team will also travel to developed countries as part of ongoing engagement.

Over the next few years, we expect to see the amount of travel to increase further. The upcoming period from 2025-2030 will be re-baselined by DEFRA.

Sustainable procurement

The Authority's standard Terms and Conditions requires all suppliers to comply with our Sustainable Development Policy, which includes, but is not limited to, the conservation of energy, water, wood, paper and other resources, a reduction in waste, the phasing out of the use of ozone depleting substances and the minimisation of the release of greenhouse gases, volatile organic compounds and other substances damaging to health and the environment.

Building on changes to procurement policy and as set out in PA2023, the Authority has been able to fully embrace social value within a tender, placing it as a significant, mandated element of any evaluation. Key to the success of the implementation of social value is the ongoing work with our supply base to develop specifications and requirements that have sustainability at their heart.

The Authority extensively uses Public Sector Framework arrangements collaboratively managed by government organisations such as the Crown Commercial Service (CCS) and the Government Digital Services' (GDS). The CCS and GDS frameworks aim to encourage small and medium sized enterprises and local businesses to bid for work with support available to them if required. The Authority continues to support the engagement of small and medium-sized enterprises (SMEs) across our contract base.

The requirements of the Government Buying Standards (GBS) are issued to the Commercial Services team on a quarterly basis via the Commercial Update, which is a comprehensive review of all Procurement news and legislation. The quarterly updates also provide information from across the Commercial Team such as data from the Cabinet Office approved Commercial Pipeline as these assist the Team in reviewing opportunities that may be of interest to smaller or local business, ensuring appropriate timetables and market engagement are utilised.

Food and catering

All contractors are required to adhere to our Sustainable Development and Crown Commercial Services (CCS) policies. Our catering services are procured as part of our Total Facilities Management contract which is delivered through a CCS framework. This promotes the use of local products from local suppliers to keep the tractor miles down. To continue to eradicate the use of single use plastics, takeaway beverage cups were removed from all outlets in the Authority's sites at the end of 2024/25, which should reduce our annual waste by 3 tonnes and save up to £17,000 in cost avoidance.

Sustainable construction

The Authority's refurbishment and construction works are designed and built with the objective of improving the performance of the estate, and in so doing contribute to the achievement of Greening Government Commitments targets. For example, this has included the installation of LED sensor light fittings as standard, low flow taps and carpets with recycled backing. All contractors are required to complete a sustainability questionnaire used as part of the tender process and are required to source materials in line with the Government Buying Standards (GBS).

Our Evolving the Workplace programme has reused existing furniture where possible, and any surplus has been given to community organisations and charities with any residual items planned for sustainable recycling through specialist providers.

Biodiversity

The Authority complies with The Environment (Wales) Act 2016, Section 6 on Biodiversity. It does not have any responsibility for Sites of Special Scientific Interest but takes such action as it can to promote, conserve and enhance biodiversity for example by specification of environmentally friendly measures in its ground's maintenance contract.

Climate change adaptation

The Authority's Sustainable Development Action Plan considers the long-term implications of its operations in relation to climate change. This Action Plan is updated yearly and assesses any risks of climate change, how the estate may require necessary adaptation, is robust in the face of changing weather, extreme events and sea level rises from climate change. Business Continuity uses scenario-based exercises to plan for events including any potential effects of extreme weather on our estate.

Sustainable governance and decision making

Our Sustainable Development Policy and Action Plan are embedded within our overall governance and decision making. Since 2021, when our Environmental Champions' Group was initiated (EnSus), many improvement projects have been identified, elevated and presented to senior management for approval.

Rural proofing

Our estate is not positioned in rural areas, nor do the estate's operational policies affect rural areas.

Task Force on Climate-related Financial Disclosure Statement

The Authority has reported on climate-related financial disclosures consistent with HM Treasury's TCFD-aligned disclosure application guidance which interprets and adapts the framework for the UK public sector. The Authority has complied with the TCFD recommendations and recommendations disclosures around:

- Governance
- Metrics and targets
- Risk management

This is in line with the central governments TCFD-aligned disclosure implementation timetable. The Authority plans to make disclosures for Strategy, Risk Management and Metrics and Targets disclosures (a) and (c) in future reporting periods in line with the central government implementation timetable.

In 2015 the FSB established the TCFD to develop recommendations for more effective climate-related disclosures to promote more informed decisions and, in turn, enable stakeholders to understand better the concentrations of carbon-related assets and exposures to climate-related risks.

Recommendations published by the Task Force in 2017 proposed:

- four widely adoptable recommendations across four thematic areas (Governance, Strategy, Risk Management, and Metrics and Targets)
- eleven recommended disclosures structured around the thematic areas, representing the core elements of the organisation's operations. The disclosures are intended to interlink and inform each other
- general and sector-specific guidance for applying the framework
- seven key principles for effective disclosure:
 - relevant
 - specific and complete
 - clear, balanced, and understandable
 - consistent over time
 - comparable across the sector, industry, or portfolio
 - reliable, verifiable, and objective
 - timely

The TCFD recommendations have been adopted by a range of organisations in the private sector and this document will demonstrate the adoption as part of the public sector adoption as part of global best practice.

Governance

During 2024/25 an Integrated Performance Report was provided to the Portfolio and Investment Committee (a subcommittee of the Executive Committee) for each of its meetings, which includes performance tracking of our GGCs. Following changes to the executive governance of the Authority, from 2025/26 this information will be provided directly to the Executive Committee periodically. Please see pages 50-51 for reporting structure in 2024/25.

In terms of strategic risks there are no strategic risks relating to sustainability and environment including climate change.

The UKSA Sustainable Development Policy is one of the main supporting documents and is reviewed and signed off annually.

Our objectives (for the period 2020-2025) are to:

- reduce carbon emissions from business operations, such as travel and paper use
- reduce water consumption
- reduce, reuse, or recycle all waste
- incorporate sustainable development elements into our purchasing and contract management strategies; for example, consideration of life cycle, end-of-life and appropriate disposal of products and goods
- incorporate ISO14001 principles across the Authority's Estate
- meet the guidance requirements set out under Section 6 of the Environment (Wales) Action 2016 Part 1 on Biodiversity
- encourage volunteering opportunities within the local community.

Metrics and targets

The Authority employs various metrics to assess our impacts and gauge our vulnerability to climate change. Our established metrics, including energy consumption and greenhouse gas emissions, are aligned with the Sustainability Reporting Guidance and the Financial Reporting Manual (FReM). The climate targets are set by the GGCs.

Please see Environmental Performance section on pages 44-46 for further information on UKSA climate performance, metrics and targets.

Risk management

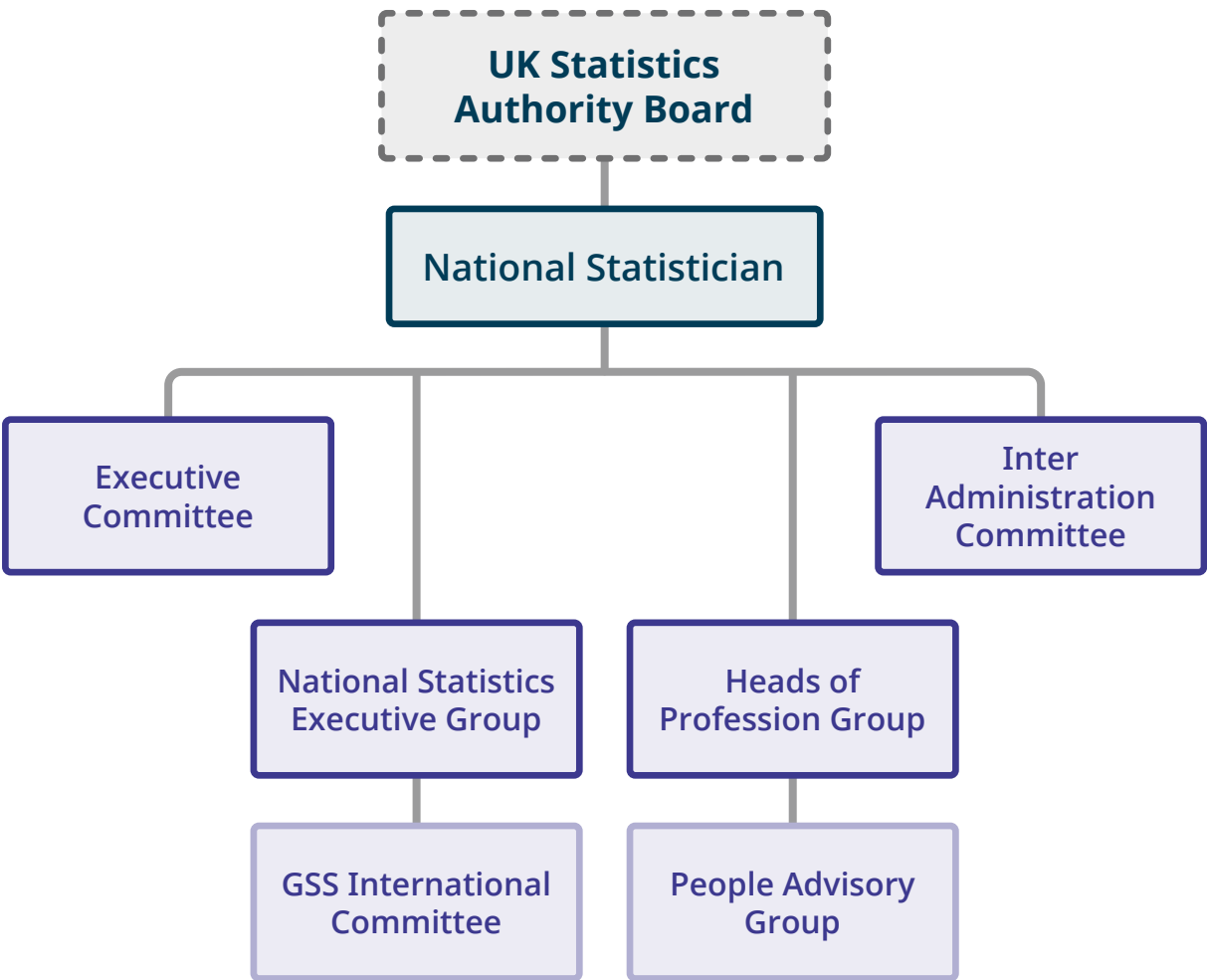
The organisational strategy identifies its principal purpose as providing "High quality data and analysis to inform the UK, improve lives and build the future." Therefore, the Authority's risk appetite has been set by the Authority Board in relation to risks that would impact on the quality and access of outputs and/or its reputation.

The following documents the reporting structure in 2024/25.

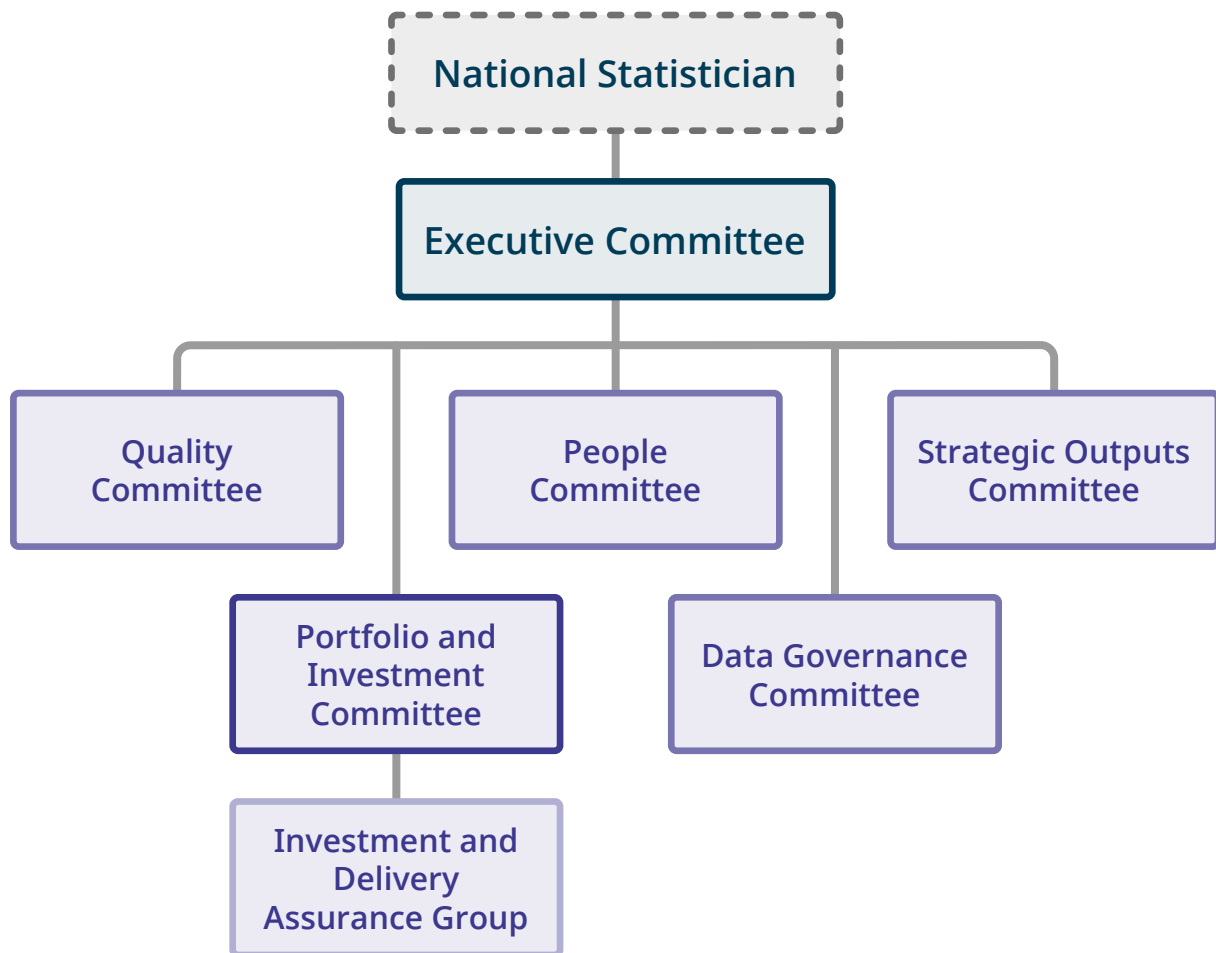
Authority Board sub-committees



National Statistician



Executive Committee



National Statistician's advisory committees



Risk management is an integral part of UKSA planning and decision making. The UKSA Risk Management Framework sets out the principles, concepts and accountabilities for effective risk management across the department and is aligned to the Orange Book – Management of Risk, Principles and Concepts 2023 and Managing Public Money.

Although there are no strategic risks relating to sustainability and environment, we manage all our risks with a variety of processes and tools which are aligned to the Orange Book Risk Control Framework and three-line defence model.

Further information on risk management can be found on pages 62-64.

Implementation

The UK Statistics Authority will meet these aims and objectives by the means set out in our Sustainable Development Action Plan.

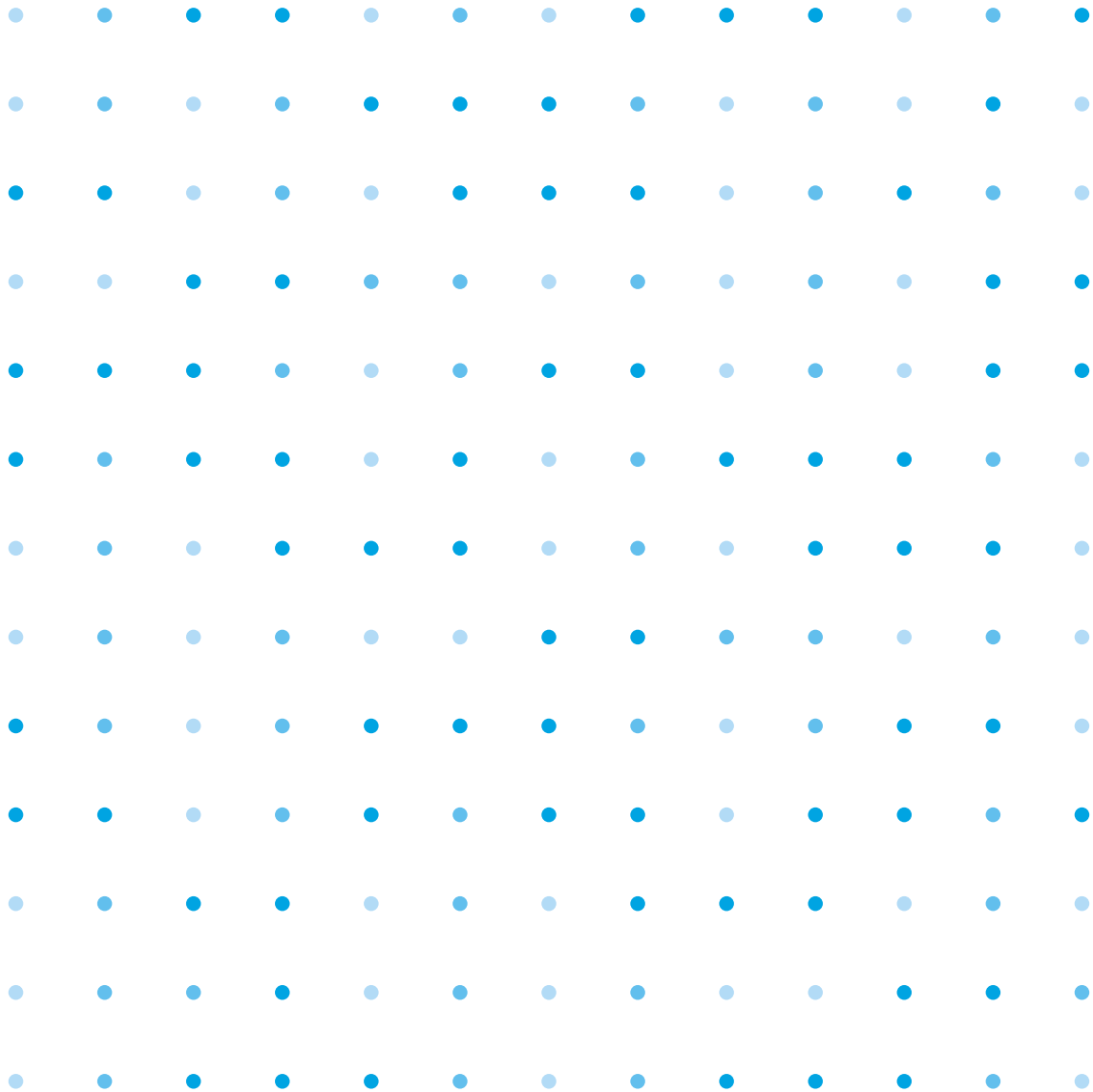
Sustainable Development Action Plan

The Sustainable Development Action Plan (SDAP) has been created to support the Authority's Sustainable Development Policy by identifying the actions that the Authority needs to take to comply with Policy and providing a means for tracking the actions. Central Government expects an SDAP from all departments and their executive agencies. This is to ensure that the strategic actions of the organisation intend to integrate Sustainable Development (SD) into its decision-making and everyday operations are recorded. The Authority maintains a SDAP which is reviewed yearly.



Emma Rourke

Acting National Statistician
UK Statistics Authority
16 July 2025



Statement of Accounting Officer's responsibilities

Under the Government Resources and Accounts Act 2000, HM Treasury has directed the Authority to prepare for each financial year resource accounts detailing the resources acquired, held or disposed of during the year and the use of resources by the Authority during the year.

The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Authority and of its income and expenditure, Statement of Financial Position and cash flows for the financial year.

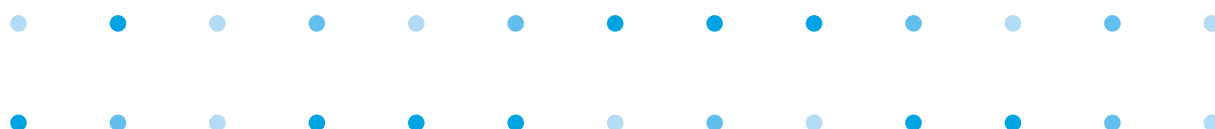
In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the Accounts Direction issued by HM Treasury, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the accounts;
- prepare the accounts on a going concern basis;
- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

HM Treasury has appointed the National Statistician as Accounting Officer of the Authority.

The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the Authority's assets, are set out in Managing Public Money published by the HM Treasury.

As the Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the Authority's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.





Governance statement

Responsibilities

My tenure as acting National Statistician and interim Principal Accounting Officer for the UK Statistics Authority (the Authority) began on 9 May 2025 following the resignation of the previous National Statistician Professor Sir Ian Diamond. In drafting this Governance Statement, I have drawn on the conclusions reached by my predecessor, briefings that I have received on the effectiveness of the system of internal controls, and my experience as part of the senior executive for the whole of 2024/25.

As Principal Accounting Officer, I have responsibility for maintaining effective governance and a sound system of internal control to support the achievement of the Authority's policies, aims and objectives. As part of this role, I safeguard the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me. I confirm that the Annual Report and Accounts is fair, balanced and understandable and I take personal responsibility for the Annual Report and Accounts and the judgments required for determining that it is fair, balanced and understandable.

This Governance Statement supports the description of performance provided in Chapter 2 which summarises the Authority's strategy and the progress made towards its delivery. It sets out the key challenges faced by the Authority, the issues which have arisen, the remaining risks, and the system of control to manage these risks. These include dealing with falling survey response rates while also transforming statistical production systems.

For example, despite considerable efforts over 2024/25, real challenges remain with the Labour Force Survey (LFS) following the quality concerns which resulted in the temporary suspension of LFS derived Labour Market Statistics from October 2023 to January 2024. Progress continues to be made in recovering the LFS, with the achieved sample now significantly higher and the incorporation of updated population information into the estimates completed. Work has also advanced on a strategic solution, the Transformed Labour Market Survey (TLFS). However, it will take more time to ensure that the quality necessary for users of labour market statistics can be achieved.

In addition, the organisation has faced challenges with other core economic statistics: trade in goods, trade in services, producer prices and average earnings. These reflect both errors made by data suppliers, and in the methods applied by legacy statistical systems. There has been voluntary de-designation of National Statistics due to quality concerns. The Authority recognises that none of these issues are acceptable for users of its statistics.

In line with commitments made by the Authority to the Public Administration and Constitutional Affairs Committee, the then Accounting Officer (Sir Ian Diamond) delegated responsibilities to Mr Ed Humpherson for the OSR budget, from 1 June 2020 (covering the reporting period 2024/25). The appointment was made at the discretion of the then Accounting Officer under the terms of Managing Public Money policy, whereby accounting officer responsibilities for defined parts of the department's business can be delegated by the principal Accounting Officer. The position carries with it the responsibility for ensuring that resources approved by the UK Statistics Authority Board for the Office for Statistics Regulation are used for the purposes intended.

Compliance with the Corporate Governance Code

I have assessed the Authority's compliance with the Corporate Governance in the Central Government Departments' Code of Good Practice 2017. The code focuses on governance arrangements for ministerial departments and there are elements, such as ministerial chairmanship of the Board (Section 1.1), which are not directly relevant to the Authority due to its statutory framework and status as a non-ministerial department. However, in all other areas the Authority complies with the principles of the code. There are no other instances of non-compliance.

Role of the Authority Board during 2024/25

The UK Statistics Authority Board (Authority Board) has the statutory objective of promoting and safeguarding the production and publication of official statistics that 'serve the public good'. In accordance with the 2007 Act, the Authority Board is comprised of a majority of non-executive directors (including a Chair) appointed through open competition, and three executive members, as set out in the table on page 60.

The post of Chair of the UK Statistics Authority is a Crown appointment. Sir Robert Chote was appointed by the late Queen Elizabeth II following an open competition and subject to a pre-appointment hearing by the Public Administration and Constitutional Affairs Committee and a formal debate on the floor of the House of Commons. Sir Robert took up his post on 1 June 2022 and his appointment is on a five-year term.

In June 2025 Sir Robert Chote informed the Cabinet Office of his intention to step down as UKSA Chair in the autumn, to take up the role of President of Trinity College, Oxford. A campaign to appoint his successor will be launched within the next few weeks.

Governance and Committees of the Authority Board during 2024/25

Sub-committees, which supported the Authority Board in its work and reported to it, met as follows during 2024/25.

Audit and Risk Assurance Committee

Chaired by Dr Jacob Abboud² and met five times.

Purpose: To support the Authority Board and the Authority's Accounting Office in their responsibilities for risk management, control, governance and audit.

Regulation Committee

Chaired by Penny Young / Prof. Dame Carol Propper³ and met seven times.

Purpose: To oversee the programme of assessment of sets of official statistics against the Code of Practice plus other work related to assessment and regulation.

Remuneration Committee

Chaired by Sir Robert Chote and met twice.

Purpose: To determine 2023/24 performance bonuses for the members of the Senior Civil Service employed by the Authority and to consider other staff pay issues.

2 Dr Jacob Abboud was confirmed Chair of ARAC in January 2025.

3 Professor Dame Carol Propper took on the role of Chair of Regulation Committee in November 2024.

Topics covered by each committee

Authority Board

- Strategy and Business planning
- Strategic Risk Profile and Risk Appetite
- Integrated Data Service Programme
- Economic Statistics transformation (including the Labour Force Survey, Transformation of the Labour Force Survey and legacy transformation)
- Future of Population and Migration Statistics
- Independent Review of the Authority by Professor Denise Lievesley
- Government Statistical Service Vision
- General Election Planning
- Whistleblowing
- Economic Statistics Centre of Excellence
- Refresh of the UK Statistics System Authority Strategy
- UK Statistics Assembly
- Annual Review of Effectiveness.

Audit and Risk Assurance Committee

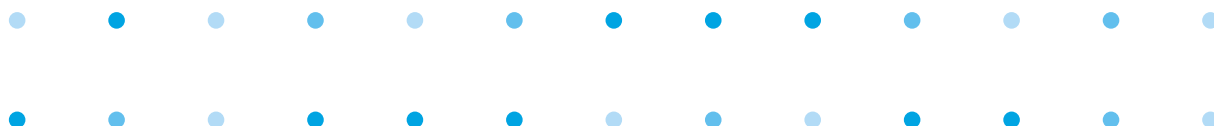
- Annual Report and Accounts
- Business planning
- Risk and Assurance (including risk management and assurance mapping)
- Internal Audit Programme 2024/25
- Internal Audit Action Tracking
- Internal Audit Draft Plan 2025/26
- Corporate Governance Assurance
- External Audit
- Finances
- Fraud
- Whistleblowing
- Data Protection
- Office for Statistics Regulation annual update
- Risk Deep Dives for Legacy Transformation, Strategic Resourcing and Statistical Quality
- Annual Review of Committee Effectiveness.

Regulation Committee

- Annual Business Plan
- State of the Statistical System Report
- Annual Review of Casework
- Annual Report
- Sex and Gender Identity
- Regulation of transformation including Transformation of the Labour Force Survey
- Economic Statistics
- Census Assessments
- Data Sharing and Linkage
- Intelligent Transparency
- Health Inequalities
- Comparability
- Code of Practice for Statistics Review
- Population Statistics
- General Election Interventions
- Police Recorded Crime
- Adult Social Care Workforce Statistics
- Annual Review of Committee Effectiveness.

Remuneration Committee

- Senior Civil Service performance moderation (base pay and non-consolidated performance related award).



Attendance at the Authority Board and its sub-committees

Members	Authority Board	Audit and Risk Assurance Committee	Regulation Committee	Remuneration Committee
Non-executive members				
Sir Robert Chote Chair	10/10		7/7	2/2
Sian Jones Deputy Chair	2/3			
Penny Young Deputy Chair	10/10		6/6	2/2
Dr Jacob Abboud	10/10	4/5		
Professor Sir John Aston	7/7	3/4		
Peter Barron*	2/2		1/1	
Nora Nanayakkara	1/3			
Professor Dame Carol Propper	7/10		6/7	
Professor Sir David Spiegelhalter	9/10		7/7	
Professor Mairi Spowage*	1/2	1/1		
Dr Sarah Walsh*	2/2	0/1		
Executive members				
Professor Sir Ian Diamond Chief Executive and National Statistician	10/10	5/5		2/2
Ed Humpherson Director General for Regulation	9/10		7/7	
Emma Rourke ⁴ Director General for Health, Population and Methods	8/8			
Alison Pritchard Director General for Data Capability	0/2			

*Dr Sarah Walsh, Professor Mairi Spowage and Peter Barron were appointed to the Authority Board on 31 January 2025.

⁴ Emma Rourke appointed as Executive member of the Authority Board in June 2024

Board effectiveness review

This year's board effectiveness review was overseen by the Chair of the Authority Board. A survey was undertaken that sought members' views on:

- processes for agreeing business plans
- adequacy of information provided to the Board, to allow it to monitor performance and progress
- board composition and culture
- support for members
- areas of focus for the coming year

The outcome of the survey was discussed at the board meeting in July 2024.

The responses indicated sustained performance by the Board with the Chair continuing to provide an open and supportive culture to allow an inclusive environment for discussion. The Board considered important strategic issues focusing on the delivery of the Strategy, Statistics for the Public Good. Board members noted that transparency of reporting and early warnings could be improved, and action is already being taken on this. The skills gaps on the Board at the time in relation to strategic communications and audit experience was noted. This was a result of a delay to the recruitment campaign, due to the General Election, following the departure of Non-Executive Directors. Members indicated, through the survey at the time, that in the coming year areas of focus should include statistical outputs, taking forward the recommendations from the Lievesley review and the transformation of the Labour Force Survey.

Assurance over the quality of information

The Authority Board recognised the need to ensure it receives sound advice and information to enable informed decisions to be made. The Secretariat works with teams to ensure the information provided is of a good quality, with a template used for committee papers, structured to ensure risks and resource implications are highlighted and to ensure sufficient engagement and challenge during discussions.

The structure and information contained in regular agenda items are reviewed annually as part of the board effectiveness review. An Integrated Performance and Finance Report is provided to the Authority Board in each meeting to aid decision making and the Strategic Risk framework has been discussed throughout 2024/25. Overall, the Authority Board has been content with the quality of the data it has been provided with during the year.

Executive Committees during 2024/25

The former National Statistician, Professor Sir Ian Diamond, chaired the Executive Committee and the National Statistics Executive Group (NSEG) during 2024/25.

The role of the Executive Committee is to support the National Statistician in the exercise of their function as Chief Executive Officer, to set the strategic direction and achieve the collective mission and objectives of the Authority.

The role of NSEG is to support the National Statistician in the exercise of their function as the Head of the Government Statistics Service (GSS) and Analysis Function, to achieve the collective mission and strategic objectives of the official statistics system. NSEG met on three occasions and the Executive Committee met on 22 occasions during 2024/25.

The role of the Audit and Risk Assurance Committee is to support the Authority Board and Authority's Accounting Officer in their responsibilities for risk management, control and governance. The Committee concentrates its assurance role on the extent of the risks to which the realisation of the Authority's strategic aims and objectives is exposed. Regular reports are provided at each meeting to the Audit and Risk Assurance Committee in key areas including Finance, Risk and Assurance, Internal Audit and External Audit.

In May 2025 changes were made to the Authority's executive governance structure to re-enforce the leadership by broadening the membership of the Executive Committee. To enable faster, clearer decision-making the executive governance structure was also simplified. All executive sub-committees were stood down and their responsibilities subsumed into the Executive Committee with the introduction of a more frequent weekly meeting to act as the central forum for all strategic decisions.

Management of risk

2024/25 saw continued maturity in relation to the oversight, challenge and accountability of the Authority's risk and assurance approach. Senior leaders took an active role in relation to risk management and assurance, as well as discussing the organisation's appetite for risk. The UKSA Risk Management and Assurance framework has been established with the Orange Book key principles at its core. The approach to risk management in light of the wider organisational context will continue to evolve, noting in particular views expressed by the Head of Internal Audit.

Risk management approach and strategic risk framework

The Risk and Assurance Framework provides a mechanism for the identification, analysis, and management of risk across the UKSA. It also assures that risks to the delivery of the Authority's strategy are being managed within appetite.

The Authority Board has ultimate accountability for risk management, with responsibility for agreeing the Strategic Risk profile and the associated risk appetite. Updates on the Strategic Risk profile are provided to the Board on a bi-annual basis.

The Audit and Risk Assurance Committee (ARAC) has responsibility for advising the Board on the effectiveness of governance, risk management and the system of internal control. Updates are provided to each ARAC on the evolving Strategic Risk profile, as well as other relevant risk and assurance activities. ARAC provides scrutiny over the management of the strategic risks to satisfy itself that major risks are identified that mitigation strategies and appropriate levels of assurance are in place.

Executive accountability for risk management resides with the National Statistician (the Accounting Officer), with executive oversight residing with the Executive Committee (ExCo) and, during 2024/25, its sub-committees. Each strategic risk is owned by a member of the senior leadership team and in 2024/25 was overseen by a relevant ExCo sub-committee where in-depth analysis of each risk was scrutinised with a clear escalation route to ExCo to provide additional challenge and assurance. ExCo received regular updates on the strategic risk profile to ensure visibility and scrutiny of the full strategic risk landscape and its interlinkages, enabling ExCo to embed risk at the heart of decision making. Risk owners were accountable for providing their updates to the relevant sub committees with the Risk and Assurance team providing independent assessment of progress.

Changes to the executive governance structure implemented in May 2025 removed a tier from the 2024/25 governance hierarchy which will expedite the review of strategic risks by ExCo in future periods.

The Authority operates the 'Three Lines' model to distinguish the different executive responsibilities for risk and assurance:

1. First line

Business areas own the risks and are responsible for responding and managing those risks through executing internal controls on a day-to-day basis, for implementing corrective actions to address deficiencies and for assuring themselves that these activities are working. The first line function is undertaken by our Senior Civil Servants.

2. Second Line

Internal functions monitor and facilitate the implementation of effective risk management practices and facilitate the reporting of adequate risk related information up and down the organisation, providing the policies, frameworks, tools, techniques, and support to enable risk and compliance to be managed in the first line. The second line function is undertaken through the Risk and Assurance team and monitored through the internal governance structure.

3. Third line

Independent functions provide assurance to the Accounting Officer, ARAC and the Authority Board that risk management and controls are appropriate and effective through independently and objectively evaluating internal controls, risk management and governance processes. The third line function is primarily undertaken by Internal Audit and, for programmes on the Government Major Projects Portfolio, third line assurance is also provided by the National Infrastructure and Service Transformation Authority (NISTA).

Additional independent assurance is provided by the Office for Statistics Regulation (OSR), the independent regulatory arm of the Authority, which undertake assessments of ONS statistics in line with the Code of Practice for Statistics.

The Authority's risk and assurance team have undertaken a review of the organisations risk management practices against the risk control framework bank of questions as set by the risk centre of excellence. The findings noted compliance with the five key principles (governance and leadership; integration; collaboration and information; processes; continuous improvement), which was an improvement when compared to 2023/24.

In addition to the five key principles of the Orange Book, the Authority's risk control framework now covers the pillars of Governance and Management, Roles and Accountabilities, Strategy, Planning and Reporting, Policies and Procedures and the Three Line Model. This is the first year the UKSA has assessed itself against these pillars and can report that all applicable pillars are also met. In undertaking this exercise, some areas for improvement were noted and an action plan of improvements has been put in place, including but not limited to reviewing the framework to ensure all elements of the risk control framework pillars are reflected, evaluating and seeking continuous improvement of organisational understanding of the risk framework, and keeping a more formal log of improvements made over the year in order to evidence the continued maturity and how processes operate in practice.

UK Statistics Authority strategic risks

The Authority's strategic risk profile demonstrates the most significant risks to the successful delivery of the Authority's strategy and its statutory objectives. The profile is agreed by the Authority Board including the level of risk appetite associated with each risk on an annual basis, with reference to the UKSA Strategy, the ONS Business Plan and the external environment. All strategic risks were overseen, and their management assured during 2024/25 by ExCo and its sub-committees. Key areas of risk focus for 2024/25 included quality, technological resilience (with particular focus on legacy systems), people, as well as the independence, trustworthiness and impact strategic risk. This profile has been refreshed for 2025/26 as part of an annual review of the strategic risk profile but the figure below represents the strategic risks in place over 2024/25.

UK Statistics Authority strategic risks summary

Independence, trustworthiness, and impact

The risk that, particularly in the heightened political environment leading to an election, the statutory independence of the UK Statistics Authority is, or is perceived to be, compromised by political interests or commercial relationships, and/or the trust in the UKSA is eroded.

Mitigation includes:

- cross office coordination to meet emerging needs of Government;
- ensuring timely and coherent communications are delivered;
- continued engagement with Parliamentary stakeholders;
- engaging and responding to ongoing public enquiries;
- ExCo and UKSA Board challenge on areas that could impact trust and reputation;
- intervening when statistics are misused;
- fair and open recruitment processes for the Authority Chair, National Statistician and Non-Executive Directors;
- clear standards on independence and impartiality and clear separation of roles within the Authority (e.g. the role of OSR).

Ensuring our statistics and analysis keep pace with changing priorities

The risk that the UKSA is not able to pivot, focus and commit to providing timely and relevant data on the most important questions of the day with agility and pace and/or does not maintain a culture of continuous improvement across the entirety of its outputs. The UKSA fails to continue to meet the demands and needs of our varied users. There is also the risk UKSA do not take opportunities

to collaborate on analysis across Government, devolved regions, local authorities, data providers and data users.

Mitigation includes:

- cross ONS and GSS (Government Statistical Service) horizon scanning;
- engagement and partnership work with Centre of Government;
- understanding of local government needs and how ONS can support;
- analytical framework which sets out ONS agreement on priorities;
- monitor public and business perceptions of ONS outputs.

Delivery of strategic ambition

The risk that the UKSA is unable to ensure that appropriate investment and/or resource is allocated to the key activities that impact on the strategy, and/or is unable to respond with agility to new/emerging priorities.

Mitigation includes:

- monitoring for early warning indicators of key supplier failure and having business continuity plans in place;
- ongoing monthly monitoring of the financial position in year;
- efficiencies framework to continually identify new efficiencies;
- demand, prioritisation and resource management to continually understand capacity to deliver;
- maintenance of a robust, agile business plan;
- commercial strategy and dependency management.

Quality statistics

The risk that the quality (and/or perception of quality) of UKSA outputs diminishes, as well as the ability to appropriately communicate changes to quality.

Mitigation includes:

- the Statistical Quality Maturity Model (SQMM) to assess process, methods, and systems in output areas;
- divisional quality improvement plans;
- lessons learned & targeted improvements;
- quality reviews;
- statistical design governance to ensure accuracy from the outset;
- quality champions network;
- guidance and support for reproducible analytical pipelines;
- provision and monitoring of quality related training courses.

Security

There is an increased risk of an accidental information loss and/or a successful cyber or physical attack resulting in service disruption and/or a data breach.

Mitigation includes:

- a suite of technical, data, information management, and process security controls;
- protective monitoring capabilities;
- risk-based compliance and audit activity;
- business continuity framework maintaining high level of resilience and security culture campaigns, including training, to raise awareness and to reinforce behavioural expectations.

Our people

The risk that the UKSA is unable to develop, deploy and retain individuals with critical skills and is unable to retain a diverse and inclusive pool of talent. When recruitment is required externally, the UKSA is unable to attract critical skills.

Mitigation includes:

- strategic skills approach which includes prioritisation led deployment;
- line manager capability training;
- wellbeing plan;
- inclusion and diversity (I&D) plan including mandatory I&D goals and training, targeted leadership programs;
- a suite of retention controls;
- provision of key employment policies;

All contributing to building an agile, sustainable, and diverse workforce.

Our communications

The risk that the quality of UKSA communications is poor and uncoordinated. Communications are not open, accessible, coherent, and timely. There is a risk that the UKSA is not seen as transparent, data is misunderstood or misused, and the organisation is unable to respond with agility.

Mitigation includes:

- gathering feedback on our communications from stakeholders;
- ensuring our communications are timely and coherent;
- ensuring the ONS website remains stable, and a new website platform is delivered;
- maintaining a core narrative to promote consistency in communications;
- strengthening stakeholder relationships;
- monitoring ONS' reputation in the media and promoting ONS where possible.

Inclusivity in our statistics and analysis

The risk that the UKSA's presentation of society is not inclusive and reflective of all aspects of the UK's rapidly changing economy, demographics, and policy priorities.

Mitigation includes:

- addressing the recommendations of the Inclusive Data Taskforce;
- establishment of cross-GSS sub-committee on Inclusive Data to support GSS analysis;
- annual review and development of the IDTF action plan;
- ensuring key stakeholders in relation to inclusivity are engaged and securing further resource to support inclusivity initiatives

Ability to transform and accurately measure population and migration

The risk that the UKSA fails to: i) accurately produce its core population and migration statistics offering and/or does not deliver the transformation required for it to be fit for the future and to meet user needs; and ii) fails to provide a credible evidence base for the acceptance of the National Statistician's Recommendation by Parliament.

Mitigation includes:

- the creation and implementation of a roadmap for establishing and delivering a robust set of evidence required to support the 2023 Recommendation, publication of the outcomes of the 2023 Recommendation Consultation, Public consultation to understand user needs;
- delivery of the Future of Population Migration and Social Statistics outline business case;
- ensuring the supply of Administrative Data to support the transformation of population and migration statistics.

Data access and usability

The risk that the UKSA may be unable to influence both public and private sectors in delivering transformative data sharing arrangements. Such arrangements are crucial to i) support UKSA's role of facilitating increased sharing and linkage of data for research purposes that benefit the public good; and ii) support the UKSA in obtaining regular and sustainable access to administrative data that is useable and of sufficient quality.

Mitigation includes:

- DGO process for effective end-to-end data acquisition;
- effective account management of key data stakeholders to ensure relationships are nurtured;

- DGO support for IDS delivery;
- understanding improvements required to successfully transition to the Cloud Data Platform;
- designing and building metadata capability for IDS and the wider ONS.

Technological resilience

There is a risk that the UKSA technology estate (inc. third party suppliers, software, systems, services, and platforms) is unreliable, obsolescent, unaffordable, or no longer supported.

Mitigation includes:

- effectively managing third party suppliers of IT services;
- delivery of business automation applications;
- reducing ONS' overall tech footprint at Crown Data Centres;
- ongoing programme of upgrades and patching across the ONS IT estate;
- implementation of the strategic roadmap that identifies the reduction in reliance on Legacy systems;
- continuous improvement of the IT disaster recovery capability.

Security management

The overall security of the Authority's systems, in particular our key data management environment, the Data Access Platform (DAP), remains vitally important. Throughout 2024/25 we focused on supporting a major platform update, migrating DAP to a Cloud based platform, which provided greater resilience and security.

As the Authority's digital presence grows and data partnerships diversify, protecting data, regardless of location, is crucial. In this setting, people are an organisation's strongest asset. The Authority has continued to cultivate a culture based on empowered people equipping colleagues with the knowledge and threat awareness to keep safe. Over the last year there has been a determined focus on communicating, educating and testing resilient behaviours. At the same time, security operations capability was expanded to provide a safety net in case something goes wrong.

Security technology enhancement has also been a focus through 2024/25, with the migration of the Authority's Security Information and Event Management (SIEM) to a new provider, which has provided improved coverage and capability in detecting and triaging security events. The implementation of a specialist Vulnerability Management team, providing intelligence to security and digital services specialists has strengthened the ability to proactively build and operate secure technologies.

The Authority's support to the Digital Economy Act continues through the security assessment of potential data processors under the Act and Code of Practice. Data security experts have assessed organisations for accreditation this year to ensure strong security controls are in place to host and process data, with the Research Accreditation Panel deciding on the formal accreditation.

External assurance of data security has been secured through specialist bodies such as the Information Security Forum (ISF).

Data

ONS has a diverse and complex data estate, with multiple routes of data entry and different usage within and across the organisation, and for different users, including external academic researchers. Key governance mechanisms include memoranda of understanding with data suppliers, regular audits, clear roles for information asset owners, and adherence to metadata standards for key data ingests. The Authority has a data strategy in place, largely for administrative and alternative data, aimed at enhancing data quality, accessibility, and usability across the organisation.

However, a recent internal audit review of data governance (which is distinct from Data Protection, which is covered below) was rated as 'Unsatisfactory'. The Authority acknowledges that there is no one common ontology across the organisation that classifies and coheres the complete ONS data estate. Also, a federated rather than cross-cutting, more centrally controlled, model of data acquisition and data ingress/ingests occurs across ONS, which has led to limited oversight in some key areas, without a clear view of how data quality is being improved throughout the data lifecycle.

As a result, a data governance strategic review has been initiated, drawing on best practice in other National Statistics Institutes, other government departments, academic institutions, and the private sector with the aim of implementing a new data governance framework for the Authority. This new data governance framework will seek to clarify roles and responsibilities and make recommendations about the business change needed to bring more effective data governance to the Authority.

Information management

Significant levels of confidential data are collected and acquired in the use of official statistics, and staff in some parts of the Authority have access to a range of business and personal data for statistical purposes. Information management and confidentiality therefore remain critical considerations for the Authority, and the recognised, strong cultural understanding that information must be handled lawfully, accurately and securely, supported by strong legal, technological, and business processes persists.

Compliance with information legislation continues to be a core priority, and activities that support the management of documents and records throughout their lifecycle have been developed and matured. Technical enhancements have been made to the Information Asset Register to provide greater management information for Information Asset Owners to inform and support improved management of assets. This will further improve metadata collection, accuracy, and transparency to support the Authority's use of data and the production of statistics and research.

I am required to report any significant breaches relating to personal data to the Information Commissioner's Office (ICO). There have been no such incidents during 2024/2025.

Information technology

The organisation continues to face challenges in relation to its technical infrastructure including the movement away from technical debt. During the year a limited Internal Audit opinion was provided in relation to the organisation's 'Evergreen' strategy (aimed at avoiding the technical debt of the future). Whilst this points to weaknesses in controls the findings of the review were welcomed as they enable us to develop more robust plans as we seek to avoid the 'legacy issues' of the future.

Advancements in technology through the use of automation and AI continue to evolve as do our plans for maximising their use. A further limited opinion in year has helped to highlight areas of focus on what is still an emerging yet vital future component of our plans to improve and streamline key processes.

As an organisation we have adopted Reproducible Analytical Pipeline (RAP) methodologies across a wide range of our statistical outputs. Whilst a limited Internal Audit rating was given to this area of work in year, the review was focussed on tracking the benefits of implementation rather than the implementation processes themselves. Clearly the introduction of RAPs needs to demonstrate increased value and/or improved quality and thus future RAP plans will include a greater focus on outcomes achieved.

Developments in the control environment

Maintaining and improving an effective system of internal controls and governance within the Authority remains a key priority. The system of internal control is designed to manage risk to an acceptable level and within our agreed risk appetite, rather than to eliminate all risk. A strong internal control environment facilitates the Authority's effective and efficient operation. Additionally, an effective system of internal control helps us to ensure the quality of both internal and external reporting. It also serves to ensure compliance with applicable law and regulations, as well as our internal policies.

During 2024/25 the Authority continued to improve the internal control environment as follows:

- A continued improvement in maturity and accountability for strategic risks including regular updates through governance forums.
- The continued maturity and evolution of the governance framework with a risk-based approach (alongside broader horizon scanning) supporting business planning.
- Enhancements in controls following the delivery of additional targeted second line assurance reviews in the following areas: Quality risks; Data Quality Management; Ethnic minority experience; IT disaster recovery and procurement.
- Enhancement in controls and assurance insight through the refreshed strategic risk profile and improved reporting to Executive Committee and the Audit Risk and Assurance Committee.
- Continued improvements in our business planning process, placing risk at its core to support the Authority in balancing ambition and resource management with the funding available.
- Quarterly sessions with Directors General covering finance, performance, people, risk and assurance within their areas.
- Development of Risk and Assurance eLearning for all colleagues and external formal training for Risk and Assurance leads to bolster and mature skills in risk and assurance management across the organisation.
- Assessment of compliance against government functional standards, showing continuous improvement across the organisation.
- A reinvigorated and improved Corporate Governance Assurance Statement process increasing the level of insight and assurance from across all areas of the organisation and adherence to first line controls.

The Authority's annual corporate governance assurance statement was compiled from assurance sources covering all essential areas of internal control, including people; risk; governance; security; statistical quality; portfolio management; commercial and finance management. The self-assessment responses were reviewed for adequacy by subject matter experts and the outcomes of the exercise confirmed a broadly positive position of the control environment. Directors received a summary for their areas detailing positive outcomes and areas for improvement with suggested actions where applicable.

Further enhancements in the control environment will be a key area of focus for 2025/26, particularly in respect of quality and legacy technology to ensure we are managing our strategic risks within the risk appetite set out by the UKSA Board.

Organisational Reviews

It has been a challenging period for the statistical system and the ONS specifically. The ONS has faced difficulties including those linked to the long-term trend of declining response rates for household surveys, financial resources remaining constrained, and barriers within government to data sharing limiting the exploitation of administrative data.

These, alongside other challenges and limitations, have been highlighted in recent external reviews such as the 2024 public sector body review by Professor Denise Lievesley, the report by Professor David Hand summarising the views of attendees at the inaugural Statistics Assembly 2025, and the Office for Statistics Regulation's review of ONS economic statistics. The Authority welcomed the insights offered by these reviews, giving careful consideration over 2024/25 to any recommendations and regularly reporting progress to the Authority Board against those that are taken forward.

In March 2025 the Authority Board also jointly commissioned, with the Cabinet Office, Sir Robert Devereux to undertake a short but wide-ranging independent review of the performance and culture of the ONS. [Sir Robert's recommendations](#) were published on 26 June 2025 alongside the joint response from The Authority and Cabinet Office, who both accepted the findings and conclusions. The Authority fully acknowledges the issues highlighted in the review and is committed to implementing the recommendations starting with the publication of a plan for economic statistics, also on 26 June 2025, which aims to restore confidence and improve the quality of core statistics.

In response to one of the Devereux review recommendations, The Cabinet Office launched an internal expression of interest for a new Permanent Secretary to lead the day-to-day operations of the ONS on 7 July 2025. The recruitment exercise is due to close on 21 July 2025. In parallel a public appointment process to recruit the next National Statistician has commenced.

As a non-Ministerial department reporting to Parliament, the Authority also benefits from the challenge, scrutiny and support of Parliamentary select committees and their members. In particular, the Public Administration and Constitutional Affairs Select Committee which is currently conducting an inquiry into the work of the Authority. This is likely to report in the Autumn.

Cabinet Office Controls

The Authority is required to comply with the Cabinet Office spend controls framework, which is designed to help organisations reduce unnecessary spend and encourage cross-government collaboration. Central government organisations, including departments and the bodies they sponsor must obtain Cabinet Office approval when they want to spend money on specified activities. Cabinet Office spend controls are part of the wider government financial delegations and approvals process and are an important part of the mandate of the government functions. The Cabinet Office operates the spend controls on behalf of HM Treasury.

The spend controls apply to commercial contracts, general grants, and individually specified types of transactions. The spend categories and associated control thresholds which are most applicable to the Authority are:

- Commercial: All future commercial spend activity, framework agreements or material changes to services worth £20 million or more.
- Digital and Technology: Digital and technology spend over £1 million, or any spend on cases involving Crypt-Key.
- Facilities Management: All contracts over £500,000.
- Contingent Labour: All Contingent Labour contracts with day rates of £1,000 or more, excluding agency fees and recoverable VAT.

Regularity Breach

A breach of the Cabinet Office controls framework in respect of the Crime Survey for England and Wales, as disclosed in detail in the Authority's Annual Report and Accounts for 2023/24 and repeated below, has deemed all expenditure under this contract irregular. The cumulative expenditure under the contract for 2023/24 and 2024/25 is £8.3m which exceeds the Authority's in year materiality level of £8.1m. Cumulative expenditure under the Crime Survey for England and Wales by 2024/25 is thus deemed material and has led to a qualified opinion on the grounds of regularity in 2024/25.

2023/24 Disclosure

The Authority's outsourced contract for the Crime Survey for England and Wales was due to expire in March 2024 and the process of reviewing arrangements to outsource the service from April 2024 onwards commenced in June 2022. During this period, market engagement took place, and the feedback received led to the service specification being developed and an Invitation to Tender (ITT) being issued in June 2023. Prior to the ITT being issued, Cabinet Office approved the Outline Business Case in May 2023 as part of the prescribed Commercial spend control process for agreements valued at £20 million or more.

Only one bid was received in response to the ITT being issued. Consequently, two actions were taken forward by the Authority in September 2023: a feasibility review into bringing the service “in-house”; and post-tender clarification discussions with the sole bidder. These actions concluded in October 2023 with the recommendation to continue the outsourcing arrangement under improved terms obtained through the post-tender clarification process. Preparation of the Full Business Case (FBC) proceeded, and the Authority’s Portfolio and Investment Committee approved the FBC which was then submitted to Cabinet Office in January 2024.

However, to ensure uninterrupted provision of data from the Crime Survey for England and Wales from April 2024 onwards, preparatory work lasting six months had to be commissioned in October 2023. The supplier agreed to commence this work “at risk” based on a Letter of Intent issued to them, limited to the costs of the preparatory work not exceeding £0.5m and subject to agreement to award the full contract.

In February 2024, the Cabinet Office rejected the FBC (with conditions which have subsequently been met) but stated that the Authority was not precluded from awarding the contract. The FBC was rejected for not following due process on the grounds of two definitions of retrospective action being breached – where the results of the evaluation have been communicated to bidders and where spend has been incurred or committed. This was on the basis that engagement with the sole bidder through the Letter of Intent issued in October 2023 effectively notified the sole bidder of the outcome of the evaluation before a decision from the Cabinet Office on the FBC and therefore rendered the approval request retrospective.

Whilst the Authority acknowledges this decision and accepts that due process was not followed in this situation, it should be noted that the Cabinet Office deemed the FBC a good commercial case which would have been approved if not submitted retrospectively. All other aspects of the prescribed procurement process were adhered to. Cabinet Office also recognised that the breach is not a common occurrence for the Authority, and there were no sanctions imposed that would impact spend control thresholds for the Authority’s future business cases.

The Authority, despite significant market engagement, received only one bid for this contract which presented a unique set of circumstances and issues. The post-tender clarifications with the sole bidder achieved significantly improved commercial terms and greater value for money through cost reductions for the Exchequer. The impact of not issuing the Letter of Intent in October 2023 presented an intolerable risk in terms of interruption to survey operations from April 2024 and the consequential impact that would have on the production of national crime statistics.

Following the Cabinet Office decision on the FBC in February 2024, the Authority faced a choice of whether to award the significantly improved contract despite the relatively minor procedural irregularity, or to run a fresh procurement exercise that would likely lead to a two-year gap in national crime statistics.

The Authority considered the balance between meeting value for money requirements and ensuring continuity of service for national crime statistics, with technical regularity requirements. As the Cabinet Office had confirmed that the Authority was not precluded from awarding the contract, despite its judgement of procedural irregularity, the Authority decided to favour value for money and continuity of national crime statistics by awarding the contract (valued at £42.8m over 5 years) in April 2024.

In response to the spend controls breach and to mitigate against recurrence, the Authority's Commercial Services Division engaged with Cabinet Office, who provided spend control refresher training, and the introduction of monthly engagement sessions to discuss the Authority's procurement pipeline. The timeline for commencing complex procurements has also been amended and brought forward to ensure contingency exists within future schedules to mitigate against unforeseen delays.

Assurances from Internal Audit

The Internal Audit function provides the National Statistician and the Audit and Risk Assurance Committee with a clearer view on any emerging risks. The internal audit programme is closely linked to the key risks of the Authority. Arrangements are in place to ensure that the National Statistician is made aware of any significant issues which indicate that key risks are not being effectively managed. The Internal Audit service complies with the Public Sector Internal Audit Standards.

Opinion of the Head of Internal Audit

The annual internal audit opinion for FY 2024-25 on the adequacy and effectiveness of governance, risk management, and controls at the UK Statistics Authority (Authority) is **Limited**. Based on the work undertaken during the financial year, there are significant weaknesses in the framework of governance, risk management and control such that it could be or could become inadequate and ineffective. The drivers for my opinion are noted below.

Data Governance

The ONS lacks an enterprise-wide Data Governance Framework covering all data domains, with key decisions outstanding over the 'to-be' data governance model. Opportunities exist to address gaps in oversight and assurance over ONS data and to update and enhance the Information Asset Register (IAR). The absence of an enterprise data management tool hinders the ability to effectively and efficiently maintain the data asset register.

Legacy Technology

The strategic approach to longstanding issues related to use of Legacy systems and future state technology lacked congruence, while tactical remediation plans lacked detail, and implementation of mitigations has been slower than anticipated.

Risk Management and Governance

Improvements to financial forecasting and business planning continue to embed to enable better insight on productivity and efficiency, and clarity in communication of priorities.

The majority of the ONS strategic risks are operating towards the top edge of appetite, while two strategic risks – Quality Economic Statistics, and Technological Resilience are currently operating out of appetite.

Direction of Travel

The ONS has faced some criticism of core outputs, particularly economic statistics throughout FY 2024-25. Following the National Statistician resignation in May 2025, the Interim National Statistician has instigated changes in governance arrangements, in anticipation of the Devereux review and ongoing Public Administration & Constitutional Affairs Committee (PACAC) review, the former having published recommendations on the 26th of June. We anticipate further significant changes and challenges in light of these review recommendations.

Confirmations of Census requirements and funding settlements now enable a strategic refresh of the UKSA priorities. Purposely focusing on delivery of our core statistics while ensuring transparency in communications both internally across the office, and in our external stakeholder messaging, will underpin successful navigation through this challenging period, and underpin refocus on our ambitions.

We will refresh our Strategic Audit Plan to support any revisions to risks and enterprise priorities through a lens of quality and efficiency, to provide timely assurance that this focus on priorities is embedded throughout UKSA activities in FY 25-26.

When formulating my Opinion, I have recognised that Management have already taken steps to address many of the issues raised to bring the control framework back in line with good practice, with steady progress in addressing agreed management actions. All areas exhibiting gaps in assurance during FY 2024-25 will be followed up in FY 2025-26 at ARAC in line with good governance requirements.

Opinion of the Chair of the Audit and Risk Assurance Committee

Based on the work of the Committee during the year and the assurance work carried out by the External and Internal Auditors, it is my opinion that the Authority's governance and control framework for the year was generally effective, but with some areas of significant weakness identified especially in relation to data governance and technology.

The Committee accepts the overall limited opinion from the Head of Internal Audit as a fair assessment. This is the first year of a limited opinion from the Head of Internal Audit since 2020. Over the last year issues including a lack of a joined up strategic approach and cross organisational delivery re-emerged. Legacy transformation, strategic resourcing and statistical quality continued to be challenging issues that lacked assurance.

Emma Rourke on appointment as Acting National Statistician and Accounting Officer immediately made changes to the executive governance framework of the ONS to reinforce the leadership structure with the broadening out of ONS Executive Committee (ExCo) membership to strengthen decision making accountability.

The Committee requires assurance in the coming year in all areas identified by limited assurance audits, and also the unsatisfactory Data Governance audit given the fundamental nature of this audit to the ONS as the UK's National Statistics Institute. The Committee will also require assurance on the strategic risks and the effectiveness and impact of the recently implemented revised governance structures supporting the ONS ExCo in May 2025 in the overall running of the Authority, which will continue to be reviewed by the Committee.

The Committee has seen legacy transformation remain a challenge albeit with limited progress reported in the first half of the year but a lack of assurance and plans in place in the second half of the year. The pace of delivery of legacy transformation remained slow, and the organisation needs to develop robust plans with appropriately prioritised funding in place as this impacts a number of strategic risks. The Committee will require assurance that plans are in place to mitigate legacy risks within an agreed timeframe to avoid any further delays or intolerable risk exposure.

The Risk and Assurance (R&A) function has continued to make progress. More work is required to assess how to strengthen the R&A function especially in relation to first line with respect to risk accountability and ownership. The Committee will require assurance on the effective management of the interdependencies across the strategic risk profile and to develop mitigation plans to address those risks that are outside of the Authority's appetite.

The business planning process this year concluded with the publication of the ONS's revised strategic business plan published on 3 April. The Committee recognises the impact of the unexpected centrally mandated headcount cap at the start of 2024/25, which was lifted in the second half of the year and the challenging context for the organisation including the need to make difficult prioritisation decisions to focus in areas such as the Transformed Labour Force Survey. The year-end financial position meets all relevant control totals but the surplus position is perhaps higher than is optimal with a missed opportunity to use it to address areas of critical challenges. The Committee will expect improved assurance this year on workforce forecasting.

Strategic resourcing and people engagement and culture have been a theme reported throughout the year that need to be addressed. The Authority continues to operate in a tight fiscal environment and is entering a period of further significant change and delivery in core priority areas. The Committee will require assurance that the outcomes of the Devereux Review and the Public Administration and Constitutional Affairs Committee Inquiry reviews are implemented effectively, maintaining focus on core delivery.

In the coming year, the Committee will want to see improvements in the following areas:

- Developing the culture of ownership and accountability.
- Progressing critical enabling capabilities in resourcing and technology.
- Strengthening Risk and Oversight functions, including line of sight of end to end strategic risks across the three lines of defence.
- Strengthening Governance.

Overall conclusion

2024/25 has been a challenging year for the organisation, which has exposed areas of weakness and focal points for improvement. A 'Limited' overall opinion from the Head of Internal Audit is a regrettable and retrograde step for the organisation but is justified on the evidence. This year's qualification of the regularity opinion – whilst related to a unique set of circumstances in 2023/24 rather than a systemic issue – is also regrettable. I remain committed to improving the performance of the organisation as we move into the new Spending Review period.

Given the overall context over the past twelve months it is perhaps unsurprising that the organisation has engaged in a series of additional external reviews outside of what would be considered as routine, including the review by Sir Robert Devereux of the performance and culture of the ONS which was published on 26 June 2025. The suite of findings from these

reviews, while uncomfortable reading in places, have all been welcomed. The recommendations have helped the Authority, including the ONS, to set out a course for improvement for example through the new economic statistics and survey improvement plans published on 26 June 2025. This course for improvement will need to be charted in a constrained fiscal environment through which the ONS will also need to make essential preparations for a census in 2031 if the Government accepts the Authority's recommendation to do so. This will not be easy. The ONS will need to focus more sharply than ever before on its core purpose to produce high quality economic and population statistics, above all else.

In conclusion, I believe that the overall governance of the Authority is effective but there is work to do to improve the organisation's delivery, build performance accountabilities across the organisation, and address specific control issues. Since being appointed as Acting National Statistician, I have already made changes to the Authority's executive governance to support delivery of our priorities and to enable faster, clearer decision-making and a more joined up approach to leadership. There is clearly more to do but, informed by insights from external reviews and internal audit, I am clear on what is required to set the organisation on the right course for improvement.



Emma Rourke

Accounting Officer

16 July 2025

Summary financial information

Key financial outturns

The key financial outturns for 2024/25 are shown below:

Resources	2024/25 Estimate £'000	2024/25 Outturn £'000	Variance £'000
Departmental Expenditure Limit – Resource	385,450	374,773	10,677

The Authority has utilised 97% of its Resource funds throughout the year in progressing its strategic and operational objectives. The above figures include both ring-fenced and non-ring-fenced resources. Within this, the Authority utilised:

- 98% of its non-ring-fenced Resource funding; and
- 78% of its ring-fenced funding (Depreciation and Amortisation).

Departmental Expenditure Limit – Capital

	2024/25 Estimate £'000	2024/25 Outturn £'000	Variance £'000
Capital	28,498	25,834	2,664

The Authority has been able to utilise 91% of its Capital funds throughout the year using this funding to continue to transform our IT systems, capitalise research where appropriate in the context of ESA10, and to ensure our estate reflects our hybrid working requirements.

Depreciation and amortisation

	2024/25 Estimate £'000	2024/25 Outturn £'000	Variance £'000
Depreciation	11,833	8,286	3,547
Amortisation	5,378	5,129	249
Total	17,211	13,415	3,796

The Authority has robust financial controls in place for asset management and we have been able to plan effectively for the utilisation of our assets. During the year we have continued to review our assets which verified the continued useful economic life.

Annually Managed Expenditure

	2024/25 Estimate £'000	2024/25 Outturn £'000	Variance £'000
Annually Managed Expenditure – Resource	2,300	(74)	2,374
Annually Managed Expenditure – Capital	500	234	266

The Annually Managed Expenditure saving is attributed to a reduction in the level of provisions created during the period compared to that anticipated during the Estimate process.

The Authority had planned to create provisions which did not materialise at year end. These included a potential voluntary exit scheme which was not needed due to a successful redeployment policy and levels of resource staff attrition and also contractual disputes not concluded within the year end period. Further details on the movements within Provisions can be found in note 11 of the Accounts chapter.

Included within the resource expenditure are staff costs which are analysed in the staff report. This shows the number of full-time equivalent staff (FTEs) and their costs, which include wages, social security and pension costs. Employees are Civil Servants to whom the conditions of the Superannuation Acts of 1965 and 1972 and subsequent amendments apply.

The Remuneration Report (pages 88-98) provides further information on the relevant schemes.

To support compliance with IAS24 Related Party Disclosures, all executive directors, non-executive directors and deputy directors are required to complete declarations that they have not entered into agreements or undertaken any material transactions with a related party during the year. Further information is in note 16 of the accounts.

The accounts of the Authority are audited by the Comptroller and Auditor General and his Certificate and Report to the House of Commons is presented in the Annual Accounts at pages 117-125.

The financial statements are audited in accordance with International Standards on Auditing (UK) issued by the Accounting Practices Board, and in accordance with the Government Resource and Accounts Act 2000.

Notional Audit fees charged in the accounts amount to £142,000 (2023/24 £137,000).

Core tables

	2020/21 Outturn £'000	2021/22 Outturn £'000	2022/23 Outturn £'000	2023/24 Outturn £'000	2024/25 Outturn £'000	2025/26 Forecast £'000
Resource DEL						
Programme expenditure	458,851	448,889	352,376	362,903	374,773	392,100
Total resource DEL	458,851	448,889	352,376	362,903	374,773	392,100
<i>Of which:</i>						
Staff costs ¹	252,780	298,541	263,164	278,447	276,151	280,000
Purchases	602,696	592,702	301,594	105,356	114,153	122,090
Income	(408,204)	(453,190)	(224,528)	(34,613)	(28,946)	(27,200)
Depreciation ²	7,603	5,606	6,983	9,735	8,286	10,710
Amortisation	3,976	5,230	5,163	3,978	5,129	6,500
Resource AME						
Provisions	10,221	5,382	5,837	(967)	(23)	2,300
Utilised provisions	(250)	(11,217)	(9,765)	(1,039)	(51)	-
Total resource AME	9,971	(5,835)	(3,928)	(2,006)	(74)	2,300
<i>Of which:</i>						
Take up of provisions	10,791	5,435	5,984	158	-	2,300
Release of provisions	(570)	(53)	(147)	(1,125)	(23)	-
Utilisation of Provisions	(250)	(11,217)	(9,765)	(1,039)	(51)	-
Total resource budget	468,822	443,054	348,448	360,897	374,699	394,400
<i>Of which:</i>						
Depreciation and Amortisation ²	11,579	10,836	12,146	13,713	13,415	17,210
Capital DEL						
Programme expenditure	12,525	25,278	35,678	23,379	25,834	23,600
Total capital DEL	12,525	25,278	35,678	23,379	25,834	23,600
<i>Of which:</i>						
Purchase of assets	13,177	25,401	35,678	23,379	25,834	23,600
Capital Grants Received	(652)	(123)	-	-	-	-
Capital AME	-	-	-	-	234	-
Total capital budget	12,525	25,278	35,678	23,379	26,068	23,600
Total departmental spending	469,768	457,496	371,981	370,563	387,352	400,790
<i>Of which:</i>						
Total DEL	459,797	463,331	375,909	372,569	387,192	398,490
Total AME	9,971	(5,835)	(3,928)	(2,006)	160	2,300

Notes

1. £8,341,000 of staff costs in 2024/25 associated with research and development have been analysed as capital expenditure in the Core Tables in accordance with European System of Accounts 2010 Assets and Liabilities (ESA10).
2. Total departmental spending is the sum of the resource, AME and the capital budget excluding depreciation. Similarly total DEL is the sum of resource and capital DEL less depreciation. AME covers the cost of provisions.

The Statistics Board Total departmental spending, 2020/21 to 2024/25

Carrying values	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 Forecast £'000
Assets of which:						
Non-current assets	52	96	84	72	71	71
Current assets	132,310	90,260	53,958	27,172	25,115	26,000
Intangible assets:						
Software licences	1,570	3,562	8,005	5,742	3,785	4,000
In-house development and applications under construction	10,006	7,311	8,375	12,833	17,919	16,500
Tangible assets:						
Property plant and equipment	46,820	15,141	47,064	41,103	41,996	45,000
Total assets	190,758	116,370	117,486	86,922	88,886	91,571
Current liabilities	(163,265)	(93,576)	(76,784)	(47,822)	(38,134)	(34,000)
Non-current liabilities	(2,390)	(511)	(27,826)	(23,269)	(22,766)	(22,000)
Capital employed	25,103	22,283	12,876	15,831	27,986	35,571

Note

Capital employed is a measure of the value of the assets that add to the Authority's ability to support its future business activities. It represents the Authority's investment in its continuing operation. The significant increase in the Authority's current assets and liabilities in 2021/22 and 2020/21 is attributed to receivables and payables relating to the delivery of the Covid Infection Survey. The increase in non-current liabilities and Property plant and equipment in 2022/23 relates to adoption of IFRS16 Leases.

Prompt payment target

The Authority is committed to both the Chartered Institute of Credit Management and the Department for Business, Energy and Industrial Strategy's prompt payment code. The policy sets out that all invoices should be paid in accordance with contractual conditions.

Where no conditions exist, payment will be made within 30 working days of the receipt of goods or services, or the presentation of a valid invoice, whichever is the later. We made payments in accordance with this policy in 96% of transactions for the year ended 31 March 2024 (96% in 2023/24). The performance is measured in accordance with HM Treasury guidelines.

In addition to the 30 days target we endeavour to pay small and medium sized enterprises within five days. We achieved payment in accordance with this policy in 86% of transactions for the year, (88% in 2023/24) compared to a target of 80%.

Directors' report

The requirements of the Directors' report are covered by the following:

The Statistics Board, operating as The UK Statistics Authority is a non-ministerial department, operating at arm's length from Government and reporting directly to Parliament and the devolved legislatures. The Cabinet Office retains residual ministerial responsibilities for the UK Statistics Authority.

The composition of the Authority Board and its sub-committees is set out in the Governance Statement (pages 55-80).

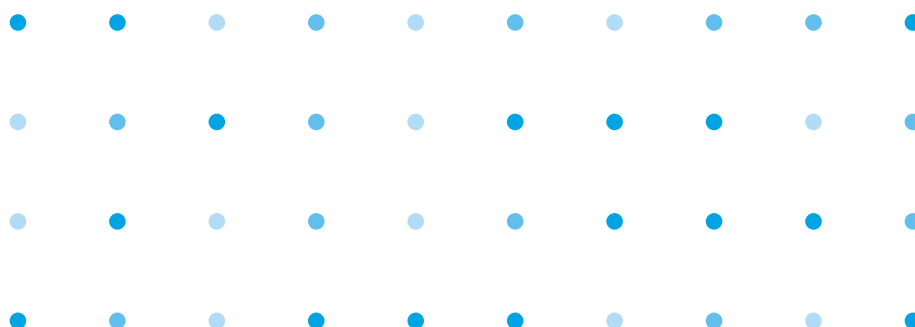
The Executive Directors of the UK Statistics Authority are set out in the Remuneration Report (pages 88-98).

The Authority maintains a Register of Interests of its Board members. The Register of Interests is maintained on the UK Statistics Authority website at: <https://uksa.statisticsauthority.gov.uk/the-authority-board/>

It is updated at least annually. The onus is on individual members of the Authority to determine other interests that should be disclosed and to make known to the Chair and Secretariat any subsequent changes in those interests. At the start of every meeting of the Authority Board, members will be asked to declare any interests in the business on the agenda. Members should similarly make an interest known should it arise during the business of the meeting.

Personal data related incidents are described in the Governance Statement (page 71).

Other disclosures are promulgated by HM Treasury through Public Expenditure System papers.



Financial reporting to Parliament

This report forms part of the annual reporting process to Parliament. Further, and as part of the reporting process the Authority also prepares estimates of its expenditure with the Main Estimate in the early part of the financial year, and the Supplementary Estimate normally published in February. Details can be found at: <https://www.gov.uk/government/collections/hmt-main-estimates>

Engagement and transparency

The Authority believes that transparency is a key condition and driver for the delivery of our services. As a publicly funded organisation, we have a duty to our stakeholders to be transparent about our business operations and outcome.

To provide transparency across its operations the Authority published information which is regularly updated on its own website and /or the UKSA website.

This includes:

- expenses and hospitality received by board members and senior directors
- organisation charts
- details of senior and junior posts and senior staff salaries
- details of payments to suppliers each month over £25,000
- monthly prompt payment information
- exception reporting

The Authority has a central email enquiry point, authority.enquiries@statistics.gov.uk. Enquiry handling is managed by the Secretariat. There is also a central telephone enquiry line **0845 604 1857**.

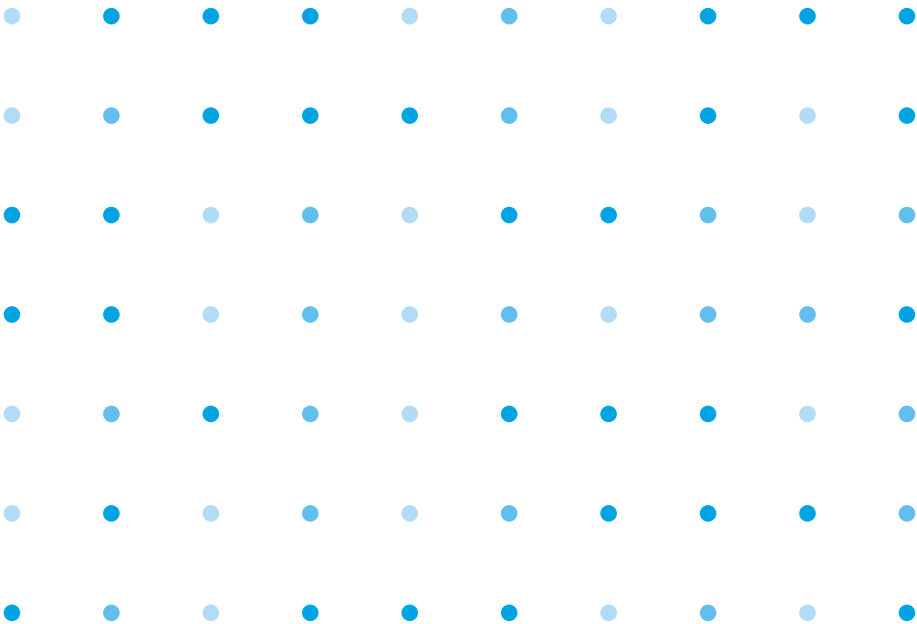
The Authority operates transparently and openly. It publishes the minutes and papers of its meetings, and correspondence regarding issues of public concern and information about other aspects of its work on its website www.statisticsauthority.gov.uk.

Contractual arrangements

The Authority uses around 250 third-party agreements to help to deliver its business. All contracts are tiered using a segregation tool that follows Government Commercial Operating Standards (GCOS) best practice and this allows the Authority to determine the level of engagement to successfully deliver the required contractual outcomes.

It categorises contracts into 3 tiers: Gold; Silver; and Bronze. Gold contracts receives the highest level of input and scrutiny from commercial contract managers, as they are considered key to delivering our operational goals. It also maps to a risk vs complexity matrix so that contract management techniques are applied most effectively.

Supplier performance is reviewed in accordance with Government Procurement Guidelines including monthly reviews to strategically monitor the financial stability of the business, Key Performance Indicators, and to share lessons learned to improve delivery across the whole portfolio. Social value continues to be key in evaluating third parties and our focus on social value produces contracts that have additional benefits for the local communities they serve. For example, producing a more inclusive and accessible recruitment procedure to improve opportunities for groups in under-represented areas.



Remuneration report

The remuneration report is presented in accordance with Civil Service Employer Pension Notice guidance.

Service contracts

The Constitutional Reform and Governance Act 2010 requires Civil Service appointments to be made on merit on the basis of fair and open competition. The Recruitment Principles published by the Civil Service Commission specify the circumstances when appointments may be made otherwise.

Unless otherwise stated below, the officials covered by this report hold appointments which are open-ended. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Further information about the work of the Civil Service Commission can be found at www.civilservicecommission.org.uk

Remuneration policy

The Remuneration Committee concluded the pay arrangements for the UK Statistics Authority's Senior Civil Servants. The committee's membership is set out in the Governance Statement.

The UK Statistics Authority Senior Civil Service (SCS) salary arrangements follow the guidance set out by the Cabinet Office in response to the Senior Salaries Review Body. SCS pay consists of two elements: a consolidated increase to base pay and a non-consolidated bonus payment. Both elements are performance-related and determined by an individual's performance in the previous appraisal year.

The remuneration for the National Statistician is not agreed by the Authority's Remuneration Committee but is determined independently.

Remuneration (including salary) and pension entitlements

The following sections provide details of the remuneration and pension interests of the Executive and Non-Executive Directors of the UK Statistics Authority and the Office for National Statistics.

Remuneration of Executive Directors for the UK Statistics Authority and the Office for National Statistics, 2024/25 and 2023/24 (audited)

Senior directors Name and title	2024/25 Salary £'000	2023/24 Salary £'000	2024/25 Pension benefits £'000	2023/24 Pension benefits £'000	2024/25 Total £'000	2023/24 Total £'000
Professor Sir Ian Diamond National Statistician Statistics Authority Fixed-term contract 22 October 2019 to 9 May 2025	180-185	175-180	89	80	270-275	255-260
Ed Humpherson Director General for Statistics Regulation	170-175 + bonus 5-10	160-165	177	89	350-355	250-255
Alison Pritchard Deputy National Statistician for Data Capability	120-125	115-120 +bonus 10-15	78	98	195-200	225-230
Michael Keoghan Deputy National Statistician for Economic, Social & Environmental Statistics	150-155	145-150 +bonus 10-15	83	49	235-240	205-210
Emma Rourke Deputy National Statistician for Health, Population & Methods	150-155 + bonus 10-15	140-145 (FYE 145-150) + bonus 10-15	59	56	225-230	205-210
Peter Benton Deputy National Statistician for Data Capability	110-115 + bonus 0-5	65-70	80	13	190-195	75-80
Simon Sandford-Taylor Director Digital Services and Technology	105-110 + bonus 5-10	100-105 + bonus 5-10	155	58	265-270	165-170
Jennet Woolford Director Public Policy Analysis	105-110 + bonus 0-5	100-105 + bonus 0-5	72	50	180-185	150-155
Philippa Bonay Director for Operations, and People & Business Services	150-155 + bonus 10-15	130-135 (FYE 140-145) + bonus 15-20	58	52	220-225	200-205
Thomas Taylor Director Finance, Planning and Performance	140-150 + bonus 10-15	140-145 + bonus 5-10	95	42	255-260	185-190
Sarah Moore Director Communications and Digital Publishing from 7 June 2023	100-105 + bonus 10-15	75-80 (FYE 95-100) + bonus 5-10	78	75	190-195	160-165
Kate Davies Director Business Surveys from 5 January 2024	95-100 + bonus 10-15	20-25 (FYE 95-100) + bonus 0-5	146	35	255-260	55-60
Sarah Henry Director Methodology & Quality	110-115 + bonus 0-5	105-110 + bonus 0-5	44	42	160-165	150-155
Elizabeth McKeown Director Economic Statistics, Production & Analysis	105-110 + bonus 10-15	100-105 + bonus 0-5	63	33	180-185	135-140
Alex Lambert Director Social Surveys	105-110 + bonus 5-10	100-105 + bonus 10-15	66	52	180-185	160-165

Senior directors Name and title	2024/25 Salary £'000	2023/24 Salary £'000	2024/25 Pension benefits £'000	2023/24 Pension benefits £'000	2024/25 Total £'000	2023/24 Total £'000
Fiona James Director Data Growth and Operations	105-110 + bonus 0-5	100-105 + bonus 5-10	60	51	170-175	160-165
Grant Fitzner Director Macroeconomic & Environment Statistics and Analysis	120-125 + bonus 0-5	115-120 + bonus 0-5	55	57	175-180	175-180
Ruth Studley Director Population Transformation	105-110 + bonus 0-5	100-105 + bonus 5-10	65	48	170-175	155-160
Khondker Rahman Director Data Science Campus	110-115 + bonus 0-5	105-110 + bonus 0-5	128	32	240-245	140-145
Jason Zawadzki Director Economic Statistics Change	120-125 + bonus 5-10	110-115 + bonus 5-10	-	-	125-130	115-120
Jason Yaxley Director Integrated Data Services Programme to 19 January 2025	95-100 (FYE 105-110) + bonus 0-5	100-105	318	97	415-420	195-200
Mary Gregory Director Population Statistics from 1 April 2024	100-105 + bonus 10-15	-	117	-	230-235	-
Lucinda Eggleton Director Health and International From 1 December 2024	40-45 (FYE 120-125)	-	-	-	40-45	-
Julie Stanborough Interim Director Health and International From 24 June 2024 to 22 September 2024	25-30 (FYE 100-105) + bonus 5-10	-	-4	-	25-30	-
Ms Sam Beckett Second Permanent Secretary and Deputy Chief Executive Statistics Authority to 30 May 2023	-	25-30 (FYE 150-155)	-	-	-	25-30
Owen Brace Director Communications and Digital Publishing to 30 June 2023	-	25-30 (FYE 105-110)	-	10	-	35-40
Darren Morgan Director Economic Statistics Production & Analysis to 30 January 2024	-	85-90 (FYE 100-105) + bonus 10-15	-	48	-	140-145

Notes

The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increase or decreases due to a transfer of pension rights.

The pension benefits of any members affected by the public service pensions remedy which were reported in 2022-23 based on alpha membership for the period between 1 April 2015 and 31 March 2022 have been reported since 2023-24 based on PCSPS membership for the same period.

Where a member of the Board served for only part of a year, the full year equivalent (FYE) figure is also shown in brackets.

No Directors had significant interests that would have influenced their decision making.

Salary

Non-Executive Directors are paid a fee, plus expenses, and have no pension entitlement.

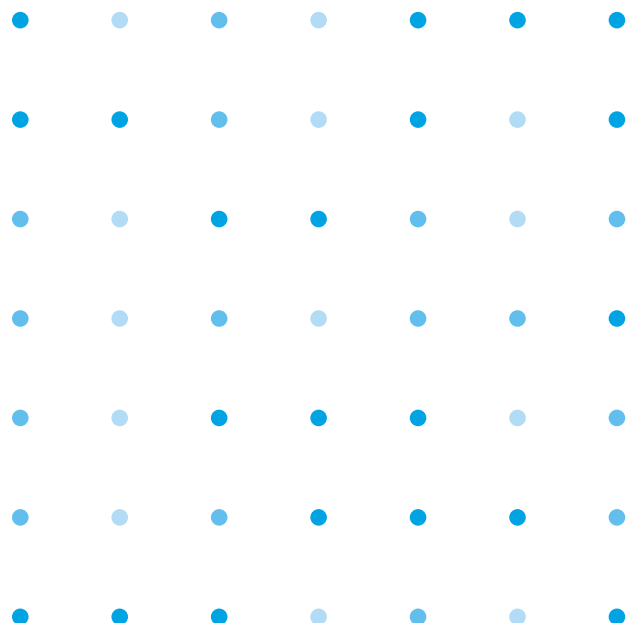
'Salary' includes gross salary; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation. This report is based on accrued payments made by the Department and thus recorded in these accounts.

Benefits in kind

None of the above received benefits in kind.

Bonus payments

Bonuses are based on performance levels attained and are made as part of the appraisal process. Bonus payments are reported in the financial year that payments are made, but can fall within one of two categories. In-year bonuses recognising performance in the financial year they were paid and annual bonuses, which recognise performance in the previous financial year.



Remuneration of Non-Executive Directors of the UK Statistics Authority 2024/25 and 2023/24 (audited)

Senior directors Name and title	2024/25 Salary £'000	2023/24 Salary £'000
Sir Robert Chote Chair of UK Statistics Authority Fixed contract from 1 June 2022 to 31 May 2027*	70-75	70-75
Ms Sian Jones Deputy Chair Fixed Contract from 12 December 2018 to 1 July 2024	5-10 (FYE 30-35)	30-35
Ms Nora Nanayakkara Non-Executive Director Fixed Contract from 1 July 2016 to 1 July 2024	0-5 (FYE 15-20)	15-20
Professor Sir David Spiegelhalter Non-Executive Director Fixed Contract from 27 May 2020 to 26 May 2026	15-20	15-20
Dr Jacob Abboud Non-Executive Director Fixed Contract from 13 February 2023 to 12 February 2027	15-20	15-20
Professor John Aston Non-Executive Director Fixed Contract from 1 July 2021 to 31 December 2024	10-15 (FYE 15-20)	15-20
Penny Young Non-Executive Director Fixed Contract from 13 February 2023 to 12 February 2027	15-20	15-20
Professor Dame Carol Propper Non-Executive Director Fixed Contract from 13 February 2023 to 12 February 2027	15-20	15-20
Peter Barron Non-Executive Director Fixed Contract from 31 January 2025 to 30 January 2028	0-5 (FYE 15-20)	-
Dr Sarah Walsh Non-Executive Director Fixed Contract from 31 January 2025 to 30 January 2028	0-5 (FYE 15-20)	-
Professor Mairi Spowage Non-Executive Director Fixed Contract from 31 January 2025 to 30 January 2028	0-5 (FYE 15-20)	-
Mr Richard Dobbs Non-Executive Director Fixed Contract from 27 May 2020 to 26 May 2023	-	0-5 (FYE 15-20)
Tim Watkinson Independent Member of the Audit and Risk Assurance Committee Fixed Contract from 1 July 2018 to 30 June 2025	0-5	0-5
Dr Julia Mundy Independent Member of the Audit and Risk Assurance Committee Fixed Contract from 1 July 2018 to 30 June 2027	0-5	0-5

Note

*In June 2025 Sir Robert Chote informed the Cabinet Office of his intention to step down as UKSA Chair in the autumn 2025.

Fair pay (audited)

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the lower quartile, median and upper quartile remuneration of the organisation's workforce.

	2024/25 25th percentile pay ratio	Median pay ratio	75th percentile pay ratio	2023/24 25th percentile pay ratio	Median pay ratio	75th percentile pay ratio
Salary component	27,252	34,624	45,098	25,954	32,975	42,950
Total pay and benefits	27,402	34,874	45,098	26,104	33,275	43,100
Pay ratio	6.66:1.00	5.23:1.00	4.05:1.00	6.80:1.00	5.33:1.00	4.12:1.00

The mid-point banded remuneration of the highest-paid director in the Authority in the financial year 2024/25 was £182,500 (2023/24: £177,500). This was 5.23 times (2023/24: 5.33 times) the median remuneration of the workforce, which was £34,874 (2023/24: £33,275).

No employees received remuneration in excess of the highest-paid director in either 2024/25 or 2023/24. The lowest staff remuneration in 2024/25 was £23,496 (2023/24: £22,082).

Percentage change in total salary and bonuses for the highest paid director and the staff average (audited)

	2024/25		2023/24	
	Total salary and allowances	Bonus payments	Total salary and allowances	Bonus payments
Staff average	4.9%	(6.5) %	5.8%	(15.4) %
Highest paid director	2.8%	0%	6.0%	0%

The percentage change from previous financial year in respect of the highest paid director is based on the mid-point of their banded total salary and bonus payments. The percentage change in the staff average figures, is calculated as total salary and bonus payments in the period, divided by the FTE number of employees (excluding the highest paid director).

Total remuneration includes salary, non-consolidated performance-related pay and benefits-in-kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

The Authority implemented the August 2024 pay award in 2024/25, resulting in a consolidated increase of at least 5% for all staff members, as reflected in the increase to the average staff remuneration (4.9%) and positive pay ratio movements in the above tables. In comparison, the average staff remuneration in 2023/24 increased at a higher rate (5.8%), due to the 2023/24 pay award delivering a consolidated increase of at least 4.5% to all staff members in addition to a one-off non-consolidated payment of £1,500 made to all eligible staff members.

Pension benefits (audited)

The following table identifies pension benefits for Executive Directors of the UK Statistics Authority and the Office for National Statistics.

Details of the Civil Service Pensions Scheme can be found on pages 96-97.

Senior Directors Name and title	Accrued pension at pension age as at 31/3/25 and related lump sum £'000	Real increase in pension and related lump sum at pension age £'000	Cash Equivalent Transfer Value at 31 March 2025 £'000	Cash Equivalent Transfer Value at 31 March 2024 £'000	Real increase in Cash Equivalent Transfer Value £'000
Professor Sir Ian Diamond National Statistician Statistics Authority Fixed-term contract 22 October 2019 to 9 May 2025	25 - 30	5 - 7.5	-	-	-15
Ed Humpherson Director General for Statistics Regulation	95 - 100 plus a lump sum of 45 - 50	7.5 - 10 plus a lump sum of 2.5 - 5	1,972	1,738	158
Alison Pritchard Deputy National Statistician for Data Capability	55 - 60	2.5 - 5	1,204	1,084	70
Michael Keoghan Deputy National Statistician for Economic, Social & Environmental Statistics	65 - 70 plus a lump sum of 100 - 105	2.5 - 5 plus a lump sum of 2.5 - 5	1,244	1,110	64
Emma Rourke Deputy National Statistician for Health, Population & Methods	20 - 25	2.5 - 5	302	233	39
Peter Benton Deputy National Statistician for Data Capability	55 - 60 plus a lump sum of 150 - 155	2.5 - 5 plus a lump sum of 2.5 - 5	1,311	1,193	68
Simon Sandford-Taylor Director Digital Services and Technology	40 - 45	7.5 - 10	812	637	143
Jennet Woolford Director Public Policy Analysis	40 - 45 plus a lump sum of 90 - 95	2.5 - 5 plus a lump sum of 2.5 - 5	863	768	57
Philippa Bonay Director for Operations, and People & Business Services	30 - 35	2.5 - 5	519	434	38
Thomas Taylor Director Finance, Planning and Performance	60 - 65 plus a lump sum of 150 - 155	5 - 7.5 plus a lump sum of 2.5 - 5	1,343	1,209	77
Sarah Moore Director Communications and Digital Publishing from 7 June 2023	35 - 40	2.5 - 5	651	566	57
Kate Davies Director Business Surveys from 5 January 2024	30 - 35 plus a lump sum of 80 - 85	5 - 7.5 plus a lump sum of 12.5 - 15	654	509	119

Senior Directors Name and title	Accrued pension at pension age as at 31/3/25 and related lump sum £'000	Real increase in pension and related lump sum at pension age £'000	Cash Equivalent Transfer Value at 31 March 2025 £'000	Cash Equivalent Transfer Value at 31 March 2024 £'000	Real increase in Cash Equivalent Transfer Value £'000
Sarah Henry Director Methodology & Quality	20 - 25	2.5 - 5	342	277	32
Elizabeth McKeown Director Economic Statistics, Production & Analysis	35 - 40 plus a lump sum of 85 - 90	2.5 - 5 plus a lump sum of 2.5 - 5	686	614	42
Alex Lambert Director Social Surveys	35-40 plus a lump sum of 85-90	2.5-5 plus a lump sum of 2.5-5	736	654	49
Fiona James Director Data Growth and Operations	35 - 40	2.5 - 5	602	536	38
Grant Fitzner Director Macroeconomic & Environment Statistics and Analysis	20 - 25	2.5 - 5	353	274	46
Ruth Studley Director Population Transformation	40 - 45 plus a lump sum of 105 - 110	2.5 - 5 plus a lump sum of 2.5 - 5	919	830	50
Khondker Rahman Director Data Science Campus	55 - 60	5 - 7.5	1,233	1,062	123
Jason Zawadzki Director Economic Statistics Change	-	-	-	-	-
Jason Yaxley Director Integrated Data Services Programme to 19 January 2025	55 - 60 plus a lump sum of 100 - 105	12.5 - 15 plus a lump sum of 35 - 37.5	1,139	798	317
Mary Gregory Director Population Statistics from 1 April 2024	30 - 35	5 - 7.5	561	454	85
Lucinda Eggleton Director Health and International From 1 December 2024	-	-	-	-	-
Julie Stanborough Interim Director Health and International From 24 June 2024 to 22 September 2024	25 - 30 plus a lump sum of 65 - 70	0 plus a lump sum of 0	567	567	-4

Note

The pension benefits of any members affected by the public service pensions remedy which were reported in 2022-23 based on alpha membership for the period between 1 April 2015 and 31 March 2022 have been reported since 2023-24 based on PCSPS membership for the same period.

Real increase in Cash Equivalent Transfer Value (CETV) accounts for inflation. Negative values represent CETV funded by the employer that has decreased in real terms.

The posts held by the non-executive Directors of the UK Statistics Authority are non-pensionable.

Civil Service pensions

Pension benefits are provided through the Civil Service pension arrangements. Before 1 April 2015, the only scheme was the Principal Civil Service Pension Scheme (PCSPS), which is divided into a few different sections – classic, premium, and classic plus provide benefits on a final salary basis, whilst nuvos provides benefits on a career average basis. From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or alpha, which provides benefits on a career average basis. All newly appointed civil servants, and the majority of those already in service, joined the new scheme.

The PCSPS and alpha are unfunded statutory schemes. Employees and employers make contributions (employee contributions range between 4.6% and 8.05%, depending on salary). The balance of the cost of benefits in payment is met by monies voted by Parliament each year. Pensions in payment are increased annually in line with the Pensions Increase legislation. Instead of the defined benefit arrangements, employees may opt for a defined contribution pension with an employer contribution, the partnership pension account.

In alpha, pension builds up at a rate of 2.32% of pensionable earnings each year, and the total amount accrued is adjusted annually in line with a rate set by HM Treasury. Members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004. All members who switched to alpha from the PCSPS had their PCSPS benefits ‘banked’, with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha.

The accrued pensions shown in this report are the pension the member is entitled to receive when they reach normal pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over normal pension age. Normal pension age is 60 for members of classic, premium, and classic plus, 65 for members of nuvos, and the higher of 65 or State Pension Age for members of alpha. The pension figures in this report show pension earned in PCSPS or alpha – as appropriate. Where a member has benefits in both the PCSPS and alpha, the figures show the combined value of their benefits in the two schemes but note that the constituent parts of that pension may be payable from different ages.

When the Government introduced new public service pension schemes in 2015, there were transitional arrangements which treated existing scheme members differently based on their age. Older members of the PCSPS remained in that scheme, rather than moving to alpha. In 2018, the Court of Appeal found that the transitional arrangements in the public service pension schemes unlawfully discriminated against younger members.

As a result, steps are being taken to remedy those 2015 reforms, making the pension scheme provisions fair to all members. The public service pensions remedy is made up of two parts. The first part closed the PCSPS on 31 March 2022, with all active members becoming members of alpha from 1 April 2022. The second part removes the age discrimination for the remedy period, between 1 April 2015 and 31 March 2022, by moving the membership of eligible members during this period back into the PCSPS on 1 October 2023. This is known as “rollback”.

The partnership pension account is an occupational defined contribution pension arrangement which is part of the Legal & General Mastertrust. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member). The employee does not have to contribute but, where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally provided risk benefit cover (death in service and ill health retirement).

Further details about the Civil Service pension arrangements can be found at the website www.civilservicepensionscheme.org.uk

Cash equivalent transfer values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost.

CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Board member and senior official off-payroll engagements

The following table identifies off-payroll engagements of board members, and/or, Senior officials with significant financial responsibility, between 1 April 2024 and 31 March 2025.

	2024/25 Number of engagements
Number of off-payroll engagements of board members, and/or, senior officials with significant financial responsibility, during the financial year.	-
Total number of individuals on payroll and off-payroll that have been deemed “board members and/or senior officials with significant financial responsibility”, during the financial year. This figure should include both on payroll and off-payroll engagements	24

Other information

Compensation for loss of office (audited)

No Director received compensation for loss of office during 2024/25.

Payments to past directors (audited)

No payments were made to past directors other than in respect of employment or other contractual service for the company other than as a director.



Staff report

Staffing structure

Staff numbers (audited)

	2024/25 Total FTE	Permanently employed FTE	Others FTE	2023/24 Total FTE
Objective statistical services	4,916	4,765	151	5,328

Note

Statistical Staff numbers are calculated using the average number of staff on the payroll each month rather than at year end.

Staff costs (audited)

	2024/25 Total £'000	Permanently employed Staff £'000	Others £'000	2023/24 Total £'000
Statistical services staff costs	206,596	202,773	3,823	214,682
Social security costs	20,604	20,604	-	21,860
Other pension costs	56,306	56,306	-	54,365
Tax and levies	986	986	-	1,048
Total	284,492	280,669	3,823	291,955
Less recoveries in respect of outward secondments	(400)	(400)	-	(316)
Total net costs	284,092	280,269	3,823	291,639

Notes

Statistical Services staff costs include £8,341,000 of research and development costs which are analysed as capital expenditure in the Statement of Outturn against Parliamentary Supply.

The 2024/25 salary figure reflect a net yearly credit of £11k of accrued holiday/flexi pay, and PRP of £953k. In addition to the £284,092k reported net costs, £1,410k of salary costs were capitalised as capital expenditure (£1,485k 2023/24) and not included in the operating costs statement.

Capitalised staff costs (audited)

	2024/25 Cost £'000	FTE	2023/24 Cost £'000	FTE
Platform Delivery (IDSP)	440	21	942	13
Core Service Design and Architecture (IDSP)	525	19	435	16
Data Management and SBR	445	21	108	4
Total	1,410	61	1,485	33

Staff numbers as at 31 March 2025 (audited)

Contract type	2024/25 Headcount	FTE	2023/24 Headcount	FTE
Permanent employment contract	5,464	4,897	5,388	4,872
Fixed term employment contract	166	150	201	174
Paid secondment or loan in	2	2	3	3
Total	5,632	5,049	5,592	5,049

Staff loaned as at 31 March 2025

Grade	2024/25 <12 months	>12 months	Total	2023/24 Total
SCS Pay Band 2 (Director)	-	-	-	1
Grade 6	-	-	-	1
Grade 7	3	2	5	4
SEO	3	1	4	7
HEO	2	2	4	5
Total	8	5	13	18

Staff hosted as at 31 March 2025

Grade	2024/25 <12 months	>12 months	Total	2023/24 Total
Grade 6	-	1	1	1
SEO	-	-	-	1
EO	1	-	1	1
Total	1	1	2	3

Staff turnover

	2024/25	2023/24	2022/23
Civil Service turnover	8%	10%	12%
Departmental turnover	12%	16%	16%

Note

Civil Service Turnover captures staff leaving the Civil Service from the Authority. Departmental Turnover captures both staff leaving the Civil Service from the Authority and staff leaving the Authority but staying within the Civil Service. Turnover percentages are calculated as the number of leavers within that period divided by the average number of staff in post over the period.

Contingent workers as at 31 March 2025

Contingent worker type	2024/25 Headcount	2023/24 Headcount
Agency worker	225	68
Contractor	16	33
Consultant	19	17
Service worker	179	209
Total	439	327

Staff composition as at 31 March 2025

Grade	2024/25 Headcount		FTE		2023/24 Headcount	FTE	
	Female	Male	Female	Male		Female	Male
AA/AO	698	547	483.8	386.6	714	504	502.2
EO	439	290	398.7	273.9	436	271	396.3
HEO	593	485	551.6	477.4	666	535	626.4
SEO	706	606	665.4	595.3	671	549	632.7
Grade 7	507	441	475.1	431.0	489	433	463.4
Grade 6	119	111	112.8	109.1	112	113	105.1
SCS Pay Band 1 (Deputy Director)	31	37	30.0	37.0	29	37	28.8
SCS Pay Band 2 (Director)	10	6	10.0	6.0	9	8	9.0
SCS Pay Band 3 (Director General)	2	3	1.8	2.8	2	3	1.8
Permanent Secretary	0	1	0.0	1.0	0	1	0
Total	3,105	2,527	2,729.2	2,320.1	3,128	2,454	2,765.7

Number of Senior Civil Service staff by SCS pay band (average for the year)

SCS Pay Band	2024/25 Headcount	FTE	2023/24 Headcount	FTE
SCS Pay Band 1 (Deputy Director)	65	64	70	69
SCS Pay Band 2 (Director)	16	16	16	16
SCS Pay Band 3 (Director General)	5	5	5	4
Permanent Secretary	1	1	1	1
Total	87	86	92	90

Off-payroll engagements

The following table identifies all off-payroll engagements as at 31 March 2025 for more than £245 per day for a period longer than six months.

	Number of existing engagements as at 31st March 2025
Number of existing engagements as of 31 March 2025	12
<i>Of which:</i>	
Number that have existed for less than one year at the time of reporting	0
Number that have existed between one – two years at the time of reporting	2
Number that have existed between two – three years at the time of reporting	4
Number that have existed between three – four years at the time of reporting	0
Number that have existed for four years or more at the time of reporting	6

3.5.10 The following table details the total number of off-payroll engagements in excess of £245 per day for a period longer than six months (between 1 April 2024 and 31 March 2025).

	Number 2024/25
Number of new engagements, or those that reached six months in duration, between 1 April 2024 and 31 March 2025	52
<i>Of which:</i>	
Number assessed as inside the scope of IR35	45
Number assessed as outside the scope of IR35	7
Number engaged directly (via PSC contracted to department) and are on the departmental payroll	-
Number of engagements reassessed for consistency/assurance purposes during the year.	-
Number of engagements that saw a change to IR35 status following the consistency review	-

Sickness absence

Average working days lost during 2024/25, for our workforce excluding Interviewers, was 8.0 (was 6.9 in 2023/24), and for the workforce as a whole, was 9.0 (was 8.2 in 2023/24).

The methodology used for our external reporting of sickness absence has excluded our Interviewer workforce because of differing terms and conditions of employment. The figure of 8.0 is in line with our external reporting, and the figure of 9.0 reflects the whole workforce.

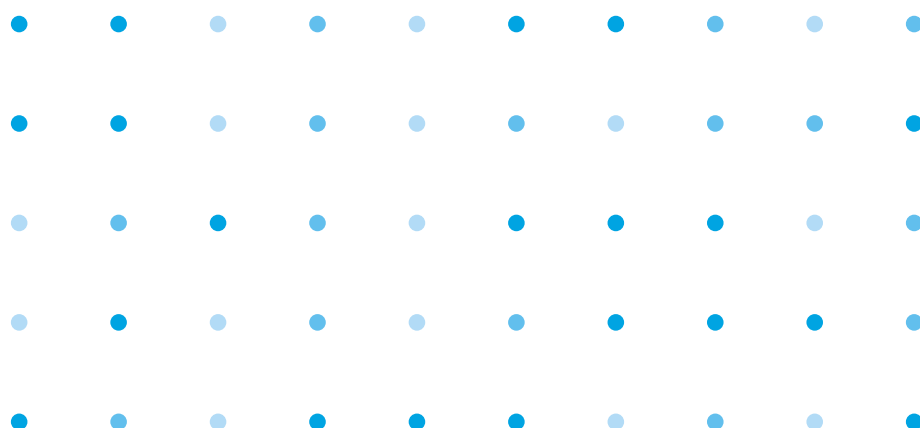
Reporting compensations for employee departures (audited)

Exit package cost band	Total number of compulsory redundancies agreed within the year		Total number of other departures agreed within the year		Total value of exit packages agreed within the year by cost band £'000	
	2024/25	2023/24	2024/25	2023/24	2024/25	2023/24
< £10,000	-	-	7	3	27.9	14.5
£10,000 – £25,000	-	-	9	0	155.9	0
£25,000 – £50,000	-	-	4	0	153.4	0
£50,000 – £100,000	-	-	1	1	58.5	51.8
Total number of exit packages by type (total cost)	-	-	21	4	395.7	66.3

During the financial year 2024/25 we released 11 individuals through a targeted Voluntary Exit scheme (1 in 2023/24). The offer of exit, and last day of service took place in 2024/25 therefore costs are attributed to financial year 2024/25. We also had 10 efficiency departures (3 in 2023/24) where there is a cost to the Authority of £169k (£14.5k in 2023/24).

Redundancy and other departure costs have been paid in accordance with the provision of the Civil Service Compensation Scheme, a statutory scheme under the Superannuation Act 1972. Exit costs are accounted for in full for the year of departure. Where the department has agreed early retirements, the additional costs are met by the department and not the Civil Service pension scheme.

Ill-health retirement costs are met by the Pension Scheme and are not included in the table.



Employee matters

Employment, training and support for people with disabilities

The Authority is committed to being an equal opportunities employer. As part of this commitment, the Authority gives full and fair consideration to the employment, training, support and progression of colleagues with a disability/long-term health condition.

The Authority applies the Recruitment Principles of the Civil Service Commission, appointing candidates on merit through fair and open competition.

Recruitment and selection training is provided to all interviewers. In 2023, The Authority retained its Level 3 Disability Confident Leader status, the highest-level of accreditation, demonstrating its commitment to offer interviews to those who declare a disability/long-term health condition and meet the minimum selection criteria.

The Authority's policies require that managers must consider and, where reasonable, implement workplace adjustments to enable a colleague with a disability/long-term health condition to attend work and carry out their role effectively. Such adjustments are recorded on a Workplace Adjustments Passport and are kept under regular review. There is an active disABILITY Diversity Network, supported by senior champions, focused on removing any barriers within the workplace, and celebrating key disability awareness days throughout the year across the organisation.

The Authority promotes several cross-government talent schemes that seek to attract colleagues with disabilities, as well as those from other underrepresented groups. These include the Future Leaders Scheme (FLS) and Senior Leaders Scheme (SLS). The bespoke Disability Empowers Leadership Talent scheme, also known as DELTA, is available to anyone with a disability/long-term health condition who gains a place on the cross-government FLS. In addition, our learning offer supports working with those who are neurodivergent. Our learning interventions meet all legal accessibility requirements.

Monitoring spending on consultancy and temporary staff

Professional services external resources can generally be split into two broad categories. Temporary staff includes temporary workers and specialist contractors who are used to cover business-as-usual or service delivery activities within the Authority. Consultancy includes staff who provide objective advice relating to strategy, structure, management or operations of the Authority and may include the identification of options with recommendations.

Expenditure on consultancy decreased from £10.3m in 2023-24 to £6.1m in 2024-25 and expenditure on contractors decreased from £4.1m in 2023-24 to £1.9m in 2024-25.

Spend on consultancy and the need for temporary staff is largely dependent on the nature of projects being undertaken and the expertise required. The lack of demand on this type of role was the primary contributor to a decrease in temporary staff costs this year.

Workplace health, safety and welfare

All activities required under the Health and Safety (H&S) framework of governance, risk management and control for the Authority were completed during this period. Our workplace H&S performance is audited and reviewed on an annual basis and reported to the Departmental H&S Committee and the People Committee. The Authority has published an up-to-date H&S Policy, which has been amended as necessary to ensure it remains current with legislation and takes account of organisational changes. All necessary risk assessments, inspections, maintenance, cleaning and testing regimes were in place.

A focus on wellbeing is embedded within our People Survey and broader engagement activity including our wider management approach. The 2024 People Survey saw a range of responses in this area but with net positive scores in the organisational culture theme. Our overall Positive Emotion, Engagement, Relationship, Meaning and Accomplishment (PERMA) score, a holistic measure of positive wellbeing, remained stable and high at 72%. Our Proxy Stress Index score saw a two percentage point increase to 28% (from 26%). We acknowledge an error in the reporting of our Proxy Stress Index score through our 2023/24 Annual Report and Accounts, which quoted it as 31%, with a three percentage point increase on the previous year, when it should have been 26% with a two percentage point decrease on the previous year.

Our wellbeing offer is wide-ranging and dynamic across the organisation, based on the principles of being proactive, empowering and flexible, with a focus on five wellbeing pillars: Workplace, Mental, Physical, Social, and Financial. Our offer also includes Menopause Ambassadors, a new cadre of Macmillan trained Cancer in the Workplace trainers, and resources to support colleagues with leading and managing change. We continue to improve the accessibility and understanding of our current resources, working closely with relevant networks to enhance our offering particularly in response to a greater focus on mental health and wellbeing.

Equality, diversity and inclusion overview

Our strategic purpose is to create 'Statistics for the Public Good'. To do so, it is vital that we continue to build a working environment in which equality and inclusion are instinctive, with a workforce that reflects the public it serves.

Compliance with the Equality Act 2010 remains a core tenet, as we align policies, processes, and infrastructure to its principles. Our Equality Impact Assessments

(EIAs) play a key role in helping us ensure that inclusion is hardwired into all our practices. Further information on our commitment to the Public Sector Equality Duty is available on the Authority's website.

'Inclusion' is also a central pillar of our People Plan, which is reflected in our Strategy and Strategic Business Plan. Our ambition is to drive an inclusive culture in which everyone feels valued, that they belong, and have an equal opportunity to contribute to the organisation's purpose.

Our more detailed Inclusion Plan outlines our intention to:

- build a coordinated approach to Inclusion and Diversity across the organisation
- hardwire Inclusion and Diversity into everything we do
- build representation of underrepresented groups and support their career progression
- continue to build the Authority's reputation as an inclusive employer
- improve and develop our evidence base.

This plan was launched in November 2020, and we have made significant progress to date; notably in the development of our evidence base, strengthening our governance and coordination, and being recognised for our practices by external benchmarking experts. More information about recognition in this space can be found within the benchmarking and collaborating section below.

In 2024/25 We have supplemented our evidence base through greater engagement with our colleague networks to enable a more joined up employee voice architecture. We also continue to partner with external bodies to drive innovation in inclusion practices, most recently seen in our enhanced menopause support offering.

Equality, diversity and inclusion infrastructure

Governance

Our Inclusion & Diversity Steering Group (IDSG) leads on evaluating new initiatives, and progress against existing commitments and issues. The Group consists of colleagues from across our employee diversity networks and other key stakeholders. IDSG reports to our People Committee (PC), the governance body responsible for people matters. PC is attended by key senior leaders, chaired by one of our Deputy National Statisticians, and includes non-executive colleagues to represent diverse viewpoints from across the organisation.

Diversity networks

Our employee diversity networks continue to add essential value and insight to our inclusion agenda and play a key role in supporting the organisation to

improve our processes and policies. Each recognised diversity network is led by a team of colleagues who volunteer their own time to undertake dedicated roles, and a sponsor from the senior leadership cadre.

The networks also play an active role in raising awareness and creating a learning environment around inclusion. This includes but is not limited to: arranging expert guest panels; sharing blogs on their experiences; identifying and sharing best practice; raising awareness around key events; and linking with other government departments' networks.

Benchmarking and collaborating

In line with the Civil Service Diversity and Inclusion Strategy (2022-2025) guidance, the Authority continues to identify opportunities to engage with independent, external organisations. This helps us to ensure that our policies and practices are robust and in line with leading industry standards by participating in objective benchmarking exercises and benefitting from expert support and advice.

The Authority also maintained its Disability Confident Leader status for further three years, with feedback celebrating and acknowledging efforts in continuing to challenge behaviours and attitudes, promote inclusion through our Networks, and report on disability, mental health, and wellbeing.

We continue to identify opportunities for more collaboration and shared initiatives with the Cabinet Office and other government departments.

Measuring progress

Workforce diversity data is monitored at both business and organisational level, with progress measured on a regular basis via an interactive dashboard. Declaration rates are steadily increasing, and colleagues are regularly encouraged to contribute the information to build a stronger evidence base from which to drive our interventions.

In addition to our workforce demographic data, progress is measured through a combination of sources including new people dashboards, insights from our employee diversity networks, listening groups, internal targeted pulse surveys and the annual Civil Service People Survey. The Inclusion, Culture, and Wellbeing dashboard remains a valuable tool through which the Authority can move beyond traditional methods of monitoring diversity to meaningfully measuring inclusion and hold senior leaders accountable for their progress.

The People Survey provides an overall score for Inclusion and Fair Treatment, for which the Authority has maintained a high score of 81% in 2024.

With the publication of the revised Civil Service Inclusion & Diversity strategy, we continue to closely align our approach to measuring and evaluating our success with the wider Civil Service set of standards.

Workforce diversity data and progress against targets as at 31 March 2025

Whilst all employees in the Authority are strongly encouraged to make a positive declaration within each of these diversity measures there is no obligation to do so. The percentage of employees who have declared is 88.4%. The following data is collated from those who have made a declaration.

UK Statistics Authority (all grades)	Mar-25	Mar-24	Mar-23
Females	55.1%	56.0%	56.4%
Ethnic minority groups	10.8%	9.7%	9.4%
Employees with disabilities	23.2%	22.3%	16.9%
LBGO*	7.5%	7.9%	7.3%

*Lesbian, Gay, Bisexual and 'Other'

Senior Civil Service Measures (SCS)	Mar-25	Mar-24	Mar-23
Females in SCS Pay Band 2	62.5%	52.9%	40.0%
All SCS			
Female	47.8%	44.9%	41.9%
Ethnic minority groups	6.3%	6.3%	5.9%
Employees with disabilities	19.7%	16.7%	14.7%

Feeder grade measures	Mar-25	Mar-24	Mar-23
Grade 6			
Female	51.7%	49.8%	49.6%
Ethnic minority groups	3.5%	4.1%	2.4%
Employees with disability	10.8%	11.3%	8.6%
Grade 7			
Female	53.5%	53.0%	52.9%
Ethnic minority groups	7.4%	8.3%	8.8%
Employees with disability	17.5%	16.5%	11.8%

The Authority is committed to being representative of the society we serve and to create an inclusive environment for colleagues to thrive. We benchmark our ethnic minority representation against the 'travel to work' area for our main locations and are proud to report that our current ethnic minority representation of 10.8% surpasses the benchmark of 8.7%.

We have consistently maintained at least 50% female representation at our feeder grades to SCS, as well as across our managerial and administrative grades. We are pleased with the increase in female representation at our SCS grades, which has risen from 44.9% to 47.8%. This progress positively impacts our aspiration to achieve total gender parity, although we recognise that changes within this smaller population can have a disproportionate impact on distribution.

We are hugely encouraged by the growth, over the past two years, in the population of our workforce who have declared as disabled (23.2%). We pride ourselves on being an inclusive employer, and creating working environments that allow all colleagues to be fully effective is key to that.

Trade union facility time

Organisations are required to publish trade union facility time data. Trade union facility time is a legal entitlement and is allocated by the Authority. Total time spent on union activities should equate to no more than 0.1% of the total pay bill and no-one should spend more than 50% of their time on such activities.

The total number of employees who were trade union representatives during the year was 44.

Percentage of time	2024/25 Number of employees	2023/24 Number of employees	2022/23 Number of employees	2021/22 Number of employees
0%	1	-	-	-
1-50%	43	46	53	50
51%-99%	-	-	-	-
100%	-	-	-	-

The cost to the Authority of trade union facility time represents 0.06% of the pay bill of £284,492,000 (2023/24 0.04% of the pay bill £291,955,000).

Time spent on paid trade union activities as a percentage of total paid facility time hours is 0%.



Parliamentary Accountability Report

Statement of Outturn against Parliamentary Supply

In addition to the primary statements prepared under IFRS, the Government Financial Reporting Manual (FReM) requires the Authority to prepare a Statement of Outturn against Parliamentary Supply (SOPS) and supporting notes.

The SOPS and related notes are subject to audit, as detailed in the Certificate and Report of the Comptroller and Auditor General to the House of Commons.

The SOPS is a key accountability statement that shows, in detail, how an entity has spent against their Supply Estimate. Supply is the monetary provision (for resource and capital purposes) and cash (drawn primarily from the Consolidated fund), that Parliament gives statutory authority for entities to utilise. The Estimate details supply and is voted on by Parliament at the start of the financial year.

Should an entity exceed the limits set by their Supply Estimate, called control limits, their accounts will receive a qualified opinion.

The format of the SOPS mirrors the Supply Estimates, published on gov.uk, to enable comparability between what Parliament approves and the final outturn.

The SOPS contain a summary table, detailing performance against the control limits that Parliament have voted on, cash spent (budgets are compiled on an accruals basis and so outturn won't exactly tie to cash spent) and administration.

The supporting notes detail the following: Outturn by Estimate line, providing a more detailed breakdown (note 1); a reconciliation of outturn to net operating expenditure in the SOCNE, to tie the SOPS to the financial statements (note 2); a reconciliation of outturn to net cash requirement (note 3); and, an analysis of income payable to the Consolidated Fund (note 4).

The SOPS and Estimates are compiled against the budgeting framework, which is similar to, but different to, IFRS. An understanding of the budgeting framework and an explanation of key terms is provided on page 38, in the financial review section of the performance report. Further information on the Public Spending Framework and the 6 reasons why budgeting rules are different to IFRS can also be found in chapter 1 of the Consolidated Budgeting Guidance, available on [gov.uk](https://www.gov.uk).

The SOPS provides a detailed view of financial performance, in a form that is voted on and recognised by Parliament. The financial review, in the Performance Report, provides a summarised discussion of outturn against estimate and functions as an introduction to the SOPS disclosures.

Summary tables (audited)

Summary table 2024-25, all figures presented in £000's

Type of Spend	SoPS Note	Outturn			Estimate			Outturn vs Estimate, saving/(excess)		Prior Year Outturn Total 2023-24
		Voted	Non-Voted	Total	Voted	Non-Voted	Total	Voted	Total	
Departmental Expenditure Limit										
Resource	1.1	374,773	-	374,773	385,450	-	385,450	10,677	10,677	362,903
Capital	1.2	25,834	-	25,834	28,498	-	28,498	2,664	2,664	23,379
Total		400,607	-	400,607	413,948	-	413,948	13,341	13,341	386,282
Annually Managed Expenditure										
Resource	1.1	(74)	-	(74)	2,300	-	2,300	2,374	2,374	(2,006)
Capital	1.2	234	-	234	500	-	500	266	266	-
Total		160	-	160	2,800	-	2,800	2,640	2,640	(2,006)
Total Budget										
Total Resource	1.1	374,699	-	374,699	387,750	-	387,750	13,051	13,051	360,897
Total Capital	1.2	26,068	-	26,068	28,998	-	28,998	2,930	2,930	23,379
Total Budget Expenditure		400,767	-	400,767	416,748	-	416,748	15,981	15,981	384,276
Non - Budget Expenditure	1.1	-	-	-	-	-	-	-	-	-
Total Budget and Non Budget		400,767	-	400,767	416,748	-	416,748	15,981	15,981	384,276

Note

Figures in the areas outlined in thick line cover the voted control limits voted by Parliament. Refer to the Supply Estimates guidance manual, available on gov.uk, for detail on the control limits voted by Parliament.

Net Cash Requirement 2024/25 (audited)

All figures presented in £000's

Item	SoPS Note	Outturn	Estimate	Outturn vs Estimate, saving/(excess)	Prior Year Outturn Total 2023-24
Net Cash requirement	3	395,335	400,254	4,919	377,138

Notes

Although not a separate voted limit, any breach of the administration budget will also result in an excess vote. The Authority's net expenditure is classed as programme costs. There are no administration costs. Explanations of variances between estimates and outturn are given in the Management Commentary on pages 81-82.

The notes on pages 112-115 form part of these accounts.

Notes to the parliamentary supply, 2024/25

(£000's) (audited)

SOPS 1 – Outturn detail by Estimate Line

For the period ending 31 March 2025. All figures presented in £000's.

SOPS 1.1 Analysis of resource outturn by estimate line

Outturn					Estimate			Outturn vs Estimate, saving/ (excess)	Prior Year Outturn Total 2023-24
Type of Spend	Programme		Net	Total	Total	Virements	Total inc Virements		
	Gross	Income							
Spending in Departmental Expenditure Limit (DEL)									
Voted expenditure									
A. Programme Expenditure	403,719	(28,946)	374,773	374,773	385,450	-	385,450	10,677	362,903
Total voted DEL	403,719	(28,946)	374,773	374,773	385,450	-	385,450	10,677	362,903
Total spending in DEL	403,719	(28,946)	374,773	374,773	385,450	-	385,450	10,677	362,903
Spending in Annually Managed Expenditure (AME)									
Voted expenditure									
Provisions	(74)	-	(74)	(74)	2,300	-	2,300	2,374	(2,006)
Total voted AME	(74)	-	(74)	(74)	2,300	-	2,300	2,374	(2,006)
Total spending in AME	(74)	-	(74)	(74)	2,300	-	2,300	2,374	(2,006)
Total resource	403,645	(28,946)	374,699	374,699	387,750	-	387,750	13,051	360,897

Note

The programme costs within the annually managed expenditure reflect the utilisation of provisions and impairments charged to Annually Managed Expenditure (AME)

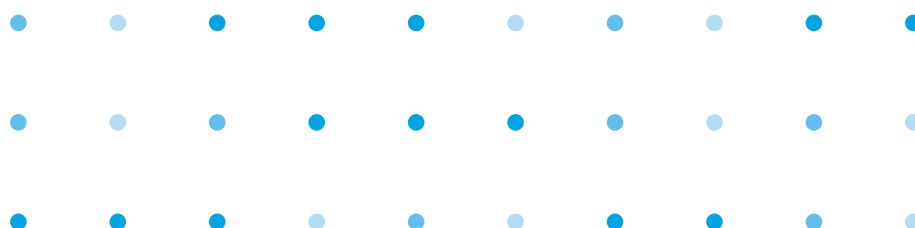
SOPS 1.2 Analysis of capital outturn by estimate line

All figures presented in £000's.

Type of spend (Capital)	Outturn			Estimate			Outturn vs Estimate, saving/ (excess)	Prior Year Outturn Total 2023-24
	Gross	Income	Net total	Total	Virements	Total inc virements		
Spending in Departmental Expenditure Limits (DEL)								
Voted expenditure								
A. Programme Expenditure	25,834	-	25,834	28,498	-	28,498	2,664	23,379
Total voted DEL	25,834	-	25,834	28,498	-	28,498	2,664	23,379
Total spending in DEL	25,834	-	25,834	28,498	-	28,498	2,664	23,379
Spending in Annually Managed Expenditure (AME)								
Voted expenditure								
Voted expenditure	234	-	234	500	-	500	266	-
Total voted AME	234	-	234	500	-	500	266	-
Total spending in AME	234	-	234	500	-	500	266	-
Total capital	26,068	-	26,068	28,998	-	28,998	2,930	23,379

Note

The total Estimate columns include virements. Virements are the reallocation of provision in the Estimates that do not require parliamentary authority (because Parliament does not vote to that level of detail and delegates to HM Treasury). Further information on virements is provided in the Supply Estimates Manual, available on gov.uk. The outturn vs estimate column is based on the total including virements. The estimate total before virements have been made is included so that users can tie the estimate back to the Estimates laid before Parliament.



SOPS 2 – Reconciliation of outturn to net operating expenditure

All figures presented in £000's.

Item	Reference	Outturn Total	Prior Year Outturn Total 2023-24
Total resource outturn	SOPS 1.1	374,699	360,897
Add			
Expenditure which meets the European Statement of Accounts 2015 definition of research and development: Staff Costs (permanent)		8,341	13,509
Capital Grants Expense		286	178
Capital AME - Dilapidations		235	-
Less			
Capital Grants Received		-	-
Total		8,862	13,687
Net operating expenditure in Consolidated Statement of Comprehensive Net Expenditure	SOCNE	383,561	374,584

Note

As noted in the introduction to the SOPS above, outturn and the Estimates are compiled against the budgeting framework, which is similar to, but different from, IFRS. Therefore, this reconciliation bridges the resource outturn to net operating expenditure, linking the SOPS to the financial statements. Capital grants received and capital grants expensed are budgeted for as CDEL, but accounted for as income and expenditure on the face of the SOCNE, and therefore function as reconciling items between Resource and Net Operating Expenditure. £286k (£178k in 23/24) of capital grants expense relate to the transfer of the Authority's capitalised property developments, which were transferred off balance sheet to the GPA.

SOPS 3 – Reconciliation of net resource outturn to net cash requirement

For the period ending 31 March 2025. All figures presented in £000's.

Item	Reference	Outturn Total	Estimate	Outturn vs Estimate, saving/ (excess)
Total Resource outturn	SOPS 1.1	374,699	387,750	13,051
Total Capital outturn	SOPS 1.2	26,068	28,998	2,930
Adjustments to remove non-cash items:				
Depreciation and amortisation	4	(13,415)	(17,211)	(3,796)
New provisions and adjustments to previous provisions	4	(212)	(2,800)	(2,588)
Other non-cash items	4	(104)	-	104
Adjustments to reflect movements in working balances:				
Increase/(decrease) in receivables	8	2,518	-	(2,518)
Increase/(decrease) in trade and other payables	10	3,997	3,517	(480)
Increase/(decrease) in other financial liabilities	13	1,778	-	(1,778)
Other movements in working capital not reflected in operating costs		6	-	(6)
Use of provisions	11	-	-	-
Total		(5,432)	(16,494)	(11,062)
Net cash requirement		395,335	400,254	4,919

Note

As noted in the introduction to the SOPS above, outturn and the Estimates are compiled against the budgeting framework, not on a cash basis. Therefore, this reconciliation bridges the resource and capital outturn to the net cash requirement.

SoPS 4 Amounts of income to the consolidated fund

SoPS 4.1 Analysis of income payable to the consolidated fund

There is no income payable to the consolidated fund.

SoPS 4.2 Consolidated fund income

The Authority does not collect income as an agent of the consolidated fund.

Parliamentary Accountability Disclosure

Special payment and losses (audited)

For the period ending 31 March 2025

	Number	2024/25 £'000	Number	2023/24 £'000
Ex-gratia claims	40	5	39	5

There are no individual cases of special payments or losses over £300,000 (2023/24: No cases) which need separate disclosure as required by Managing Public Money.

Fees and Charges (audited)

The Authority does not collect statutory fees and charges.

Gifts (audited)

The Authority has not made gifts with a total or individual value exceeding £300,000.

Regularity of expenditure (audited)

The Authority incurred irregular expenditure of £7,791,000 during 2024/25 (£481,000 in 2023/24), for further details please refer to the Cabinet Office Controls disclosure in the Governance Statement on page 74.

Remote contingent liabilities

None identified.

Disclosure of information to the auditors

The responsibilities of an Accounting Officer include confirming that as far as she is aware there is no relevant audit information of which the auditors are unaware and that she has taken steps she ought to have taken to make herself aware of any relevant audit information, and to establish that the auditors are aware of that information.



Emma Rourke
Accounting Officer
16 July 2025

The Certificate of the Comptroller and Auditor General to the House of Commons

Opinion on financial statements

I certify that I have audited the financial statements of the Statistics Board (operating as the UK Statistics Authority) for the year ended 31 March 2025 under the Government Resources and Accounts Act 2000.

The financial statements comprise the UK Statistics Authority's

- Statement of Financial Position as at 31 March 2025;
- Statement of Comprehensive Net Expenditure, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and UK adopted international accounting standards.

In my opinion, the financial statements:

- give a true and fair view of the state of the UK Statistics Authority's affairs as at 31 March 2025 and its net expenditure for the year then ended; and
- have been properly prepared in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions issued thereunder.

Qualified opinion on regularity

In my opinion, except for the effects of the matters described in the basis for qualified opinion on regularity sections below, in all material respects:

- the Statement of Outturn against Parliamentary Supply properly presents the outturn against voted Parliamentary control totals for the year ended 31 March 2025 and shows that those totals have not been exceeded; and
- the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for qualified opinion on regularity

The UK Statistics Authority is required to comply with Cabinet Office spend controls which form part of its framework of authorities. These include controls over commercial spend. During 2024–25, the UK Statistics Authority incurred spend against a contract to conduct the Crime Survey for England and Wales. It had not obtained Cabinet Office approval of the contract when it was entered into in 2023–24. Expenditure of £7.79m, recognised within note 4 of the financial statements, therefore did not have appropriate Cabinet Office approval. I have qualified my regularity opinion as a result.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2024). My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2019. I am independent of the UK Statistics Authority in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that the UK Statistics Authority's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the UK Statistics Authority's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

The going concern basis of accounting for the UK Statistics Authority is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which requires entities to adopt the going concern

basis of accounting in the preparation of the financial statements where it is anticipated that the services which they provide will continue into the future.

Other information

The other information comprises information included in the Annual Report, but does not include the financial statements and my auditor's certificate and report thereon. The Accounting Officer is responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000.

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report subject to audit have been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000;
- the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

Matters on which I report by exception

In the light of the knowledge and understanding of the UK Statistics Authority and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance and Accountability Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept by the UK Statistics Authority or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit; or
- the financial statements and the parts of the Accountability Report subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual have not been made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for:

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within the UK Statistics Authority from whom the auditor determines it necessary to obtain audit evidence;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- preparing financial statements which give a true and fair view, in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000;
- preparing the annual report, which includes the Remuneration and Staff Report, in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000; and

- assessing the UK Statistics Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by the UK Statistics Authority will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Government Resources and Accounts Act 2000.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, I:

- considered the nature of the sector, control environment and operational performance including the design of the UK Statistics Authority's accounting policies and performance incentives.
- inquired of management, the UK Statistics Authority's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the UK Statistics Authority's policies and procedures on:
 - identifying, evaluating and complying with laws and regulations;
 - detecting and responding to the risks of fraud; and

- the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the UK Statistics Authority's controls relating to the UK Statistics Authority's compliance with the Government Resources and Accounts Act 2000, Managing Public Money and the Supply and Appropriation (Main Estimates) Act 2024;
- inquired of management, the UK Statistics Authority's head of internal audit and those charged with governance whether:
 - they were aware of any instances of non-compliance with laws and regulations;
 - they had knowledge of any actual, suspected, or alleged fraud,
- discussed with the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the UK Statistics Authority for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions and bias in management estimates. In common with all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of the UK Statistics Authority's framework of authority and other legal and regulatory frameworks in which the UK Statistics Authority operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of the UK Statistics Authority. The key laws and regulations I considered in this context included Government Resources and Accounts Act 2000, Managing Public Money, Supply and Appropriation (Main Estimates) Act 2024 and employment law.

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management, the Audit and Risk Committee concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board; and internal audit reports; and
- I addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements on estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

Other auditor's responsibilities

I am required to obtain appropriate evidence sufficient to give reasonable assurance that the Statement of Outturn against Parliamentary Supply properly presents the outturn against voted Parliamentary control totals and that those totals have not been exceeded. The voted Parliamentary control totals are Departmental Expenditure Limits (Resource and Capital), Annually Managed Expenditure (Resource and Capital), Non-Budget (Resource) and Net Cash Requirement.

I am required to obtain sufficient appropriate audit evidence to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control I identify during my audit.

Gareth Davies

Comptroller and Auditor General

National Audit Office

16 July 2025

157-197 Buckingham Palace Road

Victoria

London

SW1W 9SP

The Report of the Comptroller and Auditor General to the House of Commons

Introduction

The UK Statistics Authority is an independent statutory body. It operates at arm's length from government as a non-ministerial department and reports directly to the UK Parliament, the Scottish Parliament, the National Assembly for Wales and the Northern Ireland Assembly. The UK Statistics Authority has a statutory objective of promoting and safeguarding the production and publication of official statistics that 'serve the public good'.

This Report sets out why I have qualified my regularity opinion due to a breach of Cabinet Office spend controls.

Breach of Cabinet Office Spend Controls

As a central government body, the UK Statistics Authority is required to comply with the Cabinet Office Spend Controls. These state that all central government organisations, including departments and the bodies they sponsor, must obtain approval from the Cabinet Office when they want to spend money on specified activities. The specified activities include commercial spend on all contracts with a value greater than £20m.

I draw attention to the disclosures that the UK Statistics Authority has made on pages 74-76 of the Annual Report. This explains the circumstances which led to the UK Statistics Authority entering into a contract in 2023-24 for the Crime Survey in England and Wales without receiving approval under the Cabinet Office Spend Controls.

In my Report on the 2023-24 accounts, I noted that I had concluded that any expenditure incurred on the contract would be irregular. However, given that the UK Statistics Authority incurred immaterial expenditure under the contract in 2023-24, I did not modify my regularity opinion for that year in this respect, while noting there was a significant risk that I would qualify my regularity opinion in future years once there was material spend against the contract.

In 2024-25, the UK Statistics Authority has spent £7.79m against the contract.

Total anticipated spend is £42.8m excluding VAT over the period of the contract and total cumulative expenditure to 31 March 2025 on the contract is £8.29m.

This spend is irregular and I have qualified my regularity opinion as a result. I do not anticipate qualifying my regularity opinion as a result of this breach in future years. I consider that, while future spend against the contract will be irregular, the irregularity will not be material, as it is due to a breach at the procurement stage which has already been recognised in this year's qualification.

Gareth Davies

Comptroller and Auditor General

National Audit Office

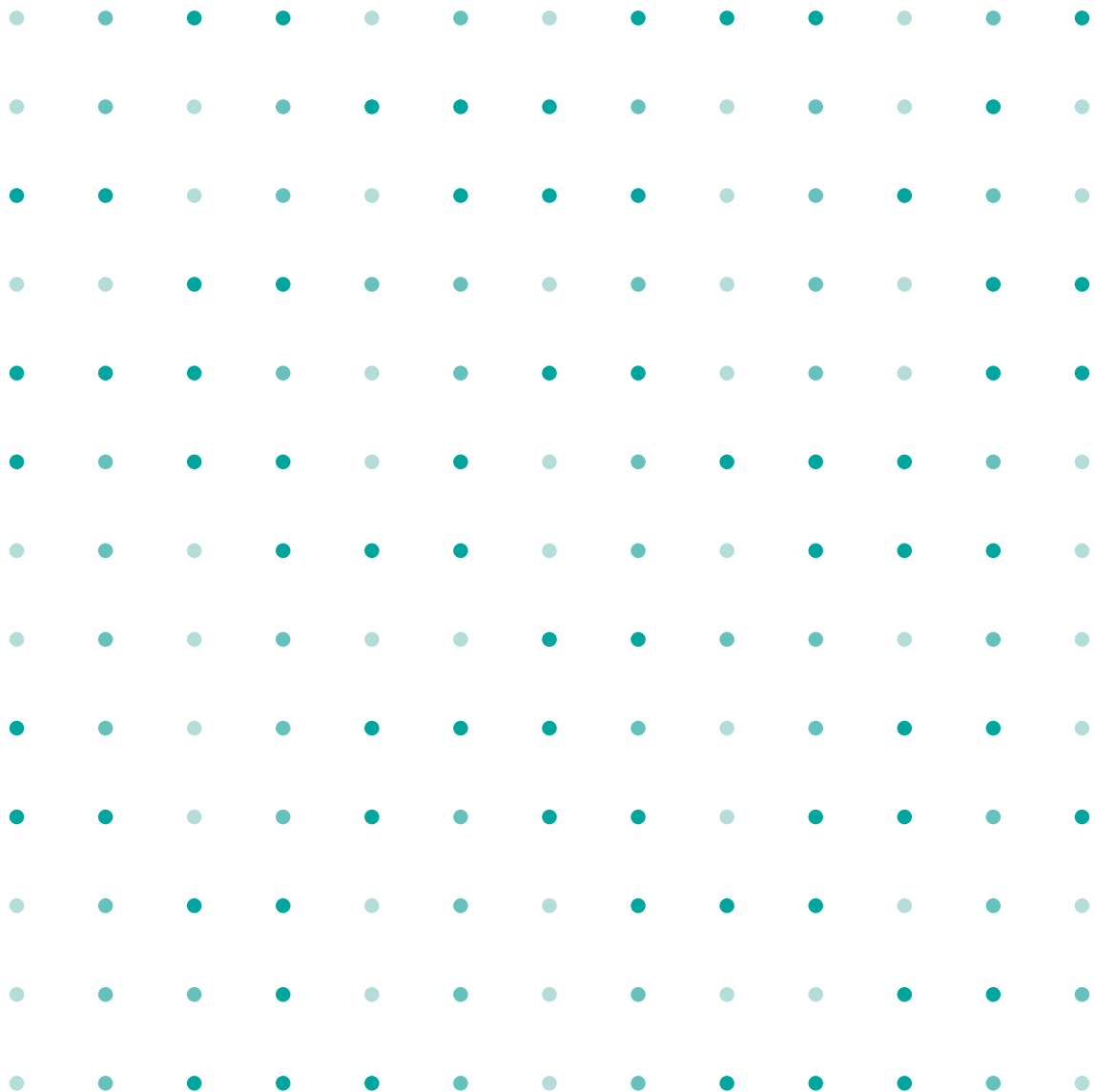
16 July 2025

157-197 Buckingham Palace Road

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SW1W 9SP



Statement of Comprehensive Net Expenditure

This account summarises the expenditure and income generated and consumed on an accruals basis. It also includes other comprehensive income and expenditure, which include changes to the values of non-current assets and other financial instruments that cannot yet be recognised as income or expenditure.

For the Year to 31 March 2025

	Note	2024/25 £'000	2023/24 £'000
Revenue from contracts with customers	5	(21,190)	(25,496)
Other operating income	5	(7,756)	(9,117)
Total operating income		(28,946)	(34,613)
Staff costs	3	284,492	291,955
Purchase of goods and services	4	113,707	103,871
Depreciation and impairment charges	4	13,415	13,713
Provision expense	4	212	(967)
Other operating expenditure	4	390	325
Total operating expenditure		412,216	408,897
Net operating expenditure		383,270	374,284
Finance Expense	4	291	300
Net expenditure for the year		383,561	374,584
Other comprehensive net expenditure			
Net (gain)/loss on revaluation of property, plant and equipment		(102)	99
Net (gain)/loss on revaluation of intangible assets		(137)	(363)
Comprehensive net expenditure for the year		383,322	374,320

Note

The notes on pages 131-160 form part of these accounts.

Statement of Financial Position

This statement presents the financial position of the department. It comprises three main components: assets owned or controlled; liabilities owed to other bodies; and equity, the remaining value of the entity.

As at 31 March 2025

	Note	2024/25 £'000	2023/24 £'000
Non-current assets			
Property, plant and equipment	6	15,984	13,525
Right of Use assets	13	26,012	27,578
Intangible assets	7	21,704	18,575
Financial assets		71	72
Total non-current assets		63,771	59,750
Current assets			
Trade and other receivables	8	1,946	4,769
Other current assets	8	22,622	17,280
Cash and cash equivalents	9	547	5,123
Total current assets		25,115	27,172
Total assets		88,886	86,922
Current liabilities			
Trade and other payables	10	(34,338)	(42,976)
Provisions	11	(1,321)	(1,336)
Lease liabilities	13	(2,475)	(3,510)
Total current liabilities		(38,134)	(47,822)
Total assets less current liabilities		50,752	39,100
Non-current liabilities:			
Provisions	11	(436)	(261)
Lease liabilities	13	(22,330)	(23,008)
Total non-current liabilities		(22,766)	(23,269)
Assets less liabilities		27,986	15,831
Taxpayers' equity and other reserves:			
General Fund		25,267	12,390
Revaluation Reserve		2,719	3,441
Total equity		27,986	15,831

Note

The notes on pages 131-160 form part of these accounts.



Emma Rourke

Accounting Officer, UK Statistics Authority

16 July 2025

Statement of Cash Flows

The Statement of Cash Flows shows the changes in cash and cash equivalents of the department during the reporting period. The statement shows how the department generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of service costs and the extent to which these operations are funded by way of income from the recipients of services provided by the department. Investing activities represent the extent to which cash inflows and outflows have been made for resources which are intended to contribute to the departments' future public service delivery.

For the period ending 31 March 2025

	Note	2024/25 £'000	2023/24 £'000
Cash flows from operating activities			
Net expenditure		(383,270)	(374,284)
Adjustment for non-cash transactions	4	14,017	13,071
Other non-cash adjustments		-	-
Decrease/(Increase) in trade and other receivables		(2,518)	11,937
(Decrease)/Increase in trade payables	10	(5,070)	(10,191)
Use of provisions	11	(51)	(1,039)
Net cash (outflow)/inflow from operating activities		(376,892)	(360,506)
Cash flows from investing activities			
Purchase of property, plant and equipment	6	(4,037)	(3,648)
Purchase of intangible assets	7	(9,637)	(7,935)
Lease Asset Upfront Deployment Costs		(6)	-
Net cash (outflow)/inflow from investing activities		(13,680)	(11,583)
Cash flows from financing activities			
From the Consolidated Fund (Supply) – current year		390,759	362,110
Advances from Contingency Fund		-	28,500
Repayments to the Contingency Fund		-	(28,500)
Payment of lease Liability		(4,472)	(4,749)
Interest payment of lease liability		(291)	(300)
Net Financing		385,996	357,061
Net increase/(decrease) in cash and cash equivalents in the period before adjustments from payments to the Consolidated Fund		(4,576)	(15,028)
Net increase/(decrease) in cash and cash equivalents in the period after adjustment for receipts and payments to the Consolidated Fund		(4,576)	(15,028)
Cash and cash equivalents at the beginning of the period		5,123	20,151
Cash and cash equivalents at the end of the period		547	5,123

Note

The notes on pages 131-160 form part of these accounts.

Statement of Changes in Taxpayers' Equity

This statement shows the movement in the year on the different reserves held by the Department, analysed into 'general fund reserves' (i.e., those reserves that reflect a contribution from the Consolidated Fund). The Revaluation Reserve reflects the change in asset values that have not been recognised as income or expenditure. The General Fund represents the total assets less liabilities of a department, to the extent that the total is not represented by other reserves and financing items.

For the period ending 31 March 2025

	Note	General Fund £'000	Revaluation Reserve £'000	Total Reserves £'000
Balance at 1 April 2023		9,205	3,671	12,876
Net Parliamentary Funding		362,110	-	362,110
Advances from the Contingencies Fund		28,500	-	28,500
Repayments to the Contingencies Fund		(28,500)	-	(28,500)
Comprehensive net expenditure for the year		(374,584)	-	(374,584)
Auditor's Remuneration	4	137	-	137
Transfers between reserves		494	(494)	-
Net loss on revaluation of property, plant and equipment	6	-	(99)	(99)
Net gain on revaluation of intangible assets	7	-	363	363
Amounts issued from the Consolidated Fund for supply but not spent at month end	9	(5,123)	-	(5,123)
Deemed supply	9	20,151	-	20,151
Balance at 31 March 2024		12,390	3,441	15,831
Net Parliamentary Funding		390,759	-	390,759
Advances from the Contingencies Fund		-	-	-
Repayments to the Contingencies Fund		-	-	-
Comprehensive net expenditure for the year		(383,561)	-	(383,561)
Auditor's Remuneration	4	142	-	142
Transfers between reserves		961	(961)	-
Net loss on revaluation of property, plant and equipment	6	-	102	102
Net gain on revaluation of intangible assets	7	-	137	137
Amounts issued from the Consolidated Fund for supply but not spent at month end	9	(547)	-	(547)
Deemed supply	9	5,123	-	5,123
Balance at 31 March 2025		25,267	2,719	27,986

Note

The General Fund is used to account for all financial resources, except for capitalised assets. The Revaluation Reserve records unrealised gains and losses on revaluation of assets. The notes on pages 131-160 form part of these accounts.

Notes to the Accounts

1. Statement of Accounting Policies and Accounting Convention

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and UK adopted international accounting standards.

The 2024/25 Government Financial Reporting Manual (FReM) applies International Financial Reporting Standards (IFRS), adapted or interpreted for the public sector. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the UK Statistics Authority for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Authority are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

These accounts have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment and in-house software.

The Authority is primarily resourced by funds approved by the House of Commons through the annual Appropriation Act. Resources are drawn down each month to meet expenditure requirements and are credited to the General Fund. The functional currency for the UK Statistics Authority is pounds sterling.

Going concern

The Authority anticipates continued funding to promote and safeguard the production of official statistics that serve the public good, as evidenced by the future financing of the Authority's liabilities, annually approved by Parliament via the passing of the Supply and Appropriation (Main Estimates) Act and the Supply and Appropriation (Anticipation and Adjustments) Act. This is sufficient evidence that the Authority remains a going concern in accordance with the continuity of service principle outlined within the FReM. The Authority anticipates future Spending Review budgets to be agreed in due course and there is no reason to believe that future Estimate approvals will not be forthcoming. Furthermore, the Authority has received its settlement through the multi-year Spending Review 2025 which sets organisational budgets across government to 2028/29.

Property, plant and equipment

Property, plant and equipment (PPE) assets include computers, and associated equipment, office machinery, and furniture and fittings.

PPE assets are re-valued from the beginning of the quarter of acquisition. These assets are stated at current costs by using indices taken from the Authority's publication Price Index Numbers for Current Cost Accounting.

PPE assets must exceed the capitalisation threshold of £5,000 (excluding VAT) and have a life greater than one year.

Intangible assets

Intangible assets consist of software licenses and in-house developed software. Software licenses are not re-valued and are included at depreciated historical cost.

In-house developed software is stated at current costs by using indices developed by the Office for National Statistics (ONS) National Accounts Division.

In-house developed software assets must exceed a capitalisation threshold of £50,000 (excluding VAT) and have a life greater than one year.

Software Licences must exceed a capitalisation threshold of £5,000 (excluding VAT) and have a life greater than one year.

A contract that provides access to cloud-based software is generally expensed. However, in some limited circumstances it could be determined the Authority controls a software intangible asset which will require capitalisation. Features of a cloud computing arrangement that may indicate that the Authority obtains control of a software intangible asset include:

- exclusive rights to use the software, or
- ownership of the intellectual property for customised software – i.e. the supplier cannot make the software available to other customers.

Depreciation and amortisation

Depreciation is calculated so as to write off the re-valued cost of assets over the estimated useful economic life on a straight-line basis. An asset disposal is actioned when the economic benefits have been fully realised.

All Intangible assets are reviewed annually for impairment.

Assets in the course of construction

Assets under construction are capitalised as appropriate where meeting the requirements of IAS 16 or IAS 38 and transferred out of assets under construction into the relevant category of PPE or intangibles on completion.

Research and development

The Authority undertakes certain research into statistical and survey methodology. Costs are charged to the Statement of Comprehensive Net Expenditure as they arise.

As required under European System of Accounts (ESA) 10 Research and Development costs are charged to Capital within the Statement of Parliamentary Supply. The reconciliation between the Statement of Comprehensive Net Expenditure and the Statement of Parliamentary Supply is shown at SOPS Note 2.

Revenue from contracts with customers

Under IFRS 15, key judgements in determining the recognition and timing of revenue recognition are identified at the point when:

- control of goods and services is transferred under contractual arrangements and services to the customer, and
- performance obligations are satisfied, whether at a point in time or over time.

Most of the Authority's performance obligations relate to services satisfied over time and driven by costs incurred to ensure continuation of survey related services. Other contracts will be explicit in stating performance obligation milestones, where this exists revenue is recognised over time when those obligations are met.

The Authority applies the five-stage model for the recognition of revenue from contracts with customers:

Step 1 – Identify the contract(s) with a customer.

Step 2 – Identify the performance obligations in the contract.

Step 3 – Determine the transaction price.

Step 4 – Allocate the transaction price to the performance obligations in the contract.

Step 5 – Recognise revenue when the Authority satisfies a performance obligation.

The application of the model depends on the facts and circumstances presented in a contract with a customer and requires the exercise of judgement. Revenue related to performance obligations recognised over time as the service is rendered is measured by reference to the input (resources consumed in satisfying a performance obligation) method.

Leases

IFRS 16 "Leases" is applied in accordance with the requirements of the FReM and replaces IAS 17; this introduces a single lessee accounting model that requires a lessee to recognise assets and liabilities for all leases (apart from the exemptions included below).

In respect of lessees, IFRS 16 removes the distinction between operating and finance leases and introduces a single accounting model that requires a lessee to recognise ('right of use') assets and lease liabilities.

The definition of a contract is expanded to include intra-UK government agreements where non-performance may not be enforceable by law. This includes, for example, Memorandum of Terms of Occupation (MOTO) agreements.

The Authority has elected not to recognise right of use assets and lease liabilities for the following leases:

- intangible assets;
- non-lease components of contracts where applicable;
- low value assets (these are determined to be in line with capitalisation thresholds on property, plant and equipment)
- leases with a lease term of 12 months or less.

At inception of a contract, the Authority assesses whether a contract is, or contains, a lease. A contract is, or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time. This includes assets for which there is no consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Authority assesses whether:

- the contract involves the use of an identified asset;
- the Authority has the right to obtain substantially all of the economic benefit from the use of the asset throughout the period of use, and;
- the Authority has the right to direct the use of the asset.

The Authority assesses whether it is reasonably certain to exercise extension options or not to exercise break options at the lease commencement date. The Authority reassesses this if there are significant events or changes in circumstances, within its control that were not anticipated at the lease commencement.

Right of use assets

The Authority recognises a right of use asset and lease liability at the commencement date. The right of use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for initial direct costs, prepayments or incentives, and costs related to restoration at the end of a lease.

The right of use asset is depreciated using the straight-line method from the commencement date to the end of the lease term. Whilst the authority applies a straight-line depreciation method to its right of use assets, a periodic review is undertaken to adjust and align depreciation to any variable lease payments over time.

The Authority applies IAS 36 Impairment of Assets to determine whether the right of use asset is impaired and to account for any impairment loss identified.

Lease liabilities

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate provided by HM Treasury (HMT) for that calendar year. The HMT discount rates were 0.95% in 2022, 3.51% in 2023, 4.72% in 2024 and 4.81% in 2025.

The lease payment is measured at amortised cost using the effective interest method. It is re-measured when there is a change in future lease payments arising from a change in the index or rate, if there is a change in the Authority's estimates of the amount expected to be payable under a residual value guarantee, or if the Authority changes its assessment of whether it will exercise a purchase, extension, or termination option.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments, including in-substance fixed payments;
- Variable lease payments that depend on an index or a rate, initially measured using the index rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee;
- The exercise price under a purchase option that the Authority is reasonably certain to exercise, lease payments in an optional renewal period if the Authority is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Authority is reasonably certain not to terminate early.

When the lease liability is re-measured, a corresponding adjustment is made to the right of use asset or recorded in the SoCNE if the carrying amount of the right of use asset is zero.

Provisions

The Authority provides for legal or constructive obligations which are of uncertain timing or amount at the Statement of Financial Position date on the basis of best estimate of the expenditure required to settle the obligation. Where the effect of time value is significant, provisions are discounted using the discount rates published by HM Treasury. These provisions are reviewed each year in accordance with IAS 37.

IAS 37 defines and specifies the accounting for and disclosure of provisions, contingent liabilities, and contingent assets.

The Authority recognises a provision if it is probable that an outflow of cash or other economic resources will be required to settle the provision. If an outflow is not probable, the item is treated as a contingent liability.

Trade receivables

Trade receivables are recognised at their amortised cost less expected credit losses in accordance with IFRS 9. Expected credit losses are based on the Authority's expectation of recovery at the year end.

Staff costs

Under IAS19 Employee Benefits, all staff costs must be recorded as an expense as soon as the organisation is obliged to pay them. This includes the cost of any untaken leave at the year end.

Staff costs include wages and salaries, social security costs and pension costs.

Cash and cash equivalents

The Authority holds balances of cash and cash equivalents in a readily realised form; these include cash balances, shopping vouchers and postage stamps. Any amounts held in a foreign currency are translated into sterling at the exchange rate on the date of reporting.

VAT

Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of assets. Where output VAT is charged or input VAT is recoverable, the amounts are stated net of VAT.

Programme expenditure

Net expenditure for the year is analysed in the Statement of Comprehensive Net Expenditure between income and operating costs. The classification of expenditure and income as programme follows the definition of programme costs set out in HM Treasury Consolidated Budgeting Guidance, and as voted by Parliament in the Treasury's Supply Estimate.

Pensions

Past and present employees are covered by the provisions of the Principal Civil Service Pension Schemes as described in notes to the accounts and in the Authority's Remuneration Report. The Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS) are unfunded, except in respect of death in service or ill health retirement. Employees can opt to open partnership pension accounts, a stakeholder pension with employer contributions ranging from 8% to 14.75 % depending on the Employee's age. The Authority recognises the expected costs of these elements on a systematic and rational basis over a period during which it benefits from employees' services by payment to the Principal Civil Service Pension Schemes (PCSPS) of amounts calculated on an accruing basis. Liability for payment of future benefits is a

charge on the PCSPS. In respect of the defined contribution elements of the schemes, the Authority recognises the contribution payable for the year.

Contingent liabilities

Where the time value of money is material, contingent liabilities which are required to be disclosed under IAS 37 are stated at discounted amounts and the amount reported to Parliament separately noted. Contingent liabilities that are not required to be disclosed by IAS 37 are stated at the amounts reported to Parliament.

Accounting estimates and judgements

In preparation of the Authority's financial statements, management is required to make estimates and judgements that impact the amounts being reported for assets and liabilities as at the date of the Statement of Financial Position and amounts reported against income and expenditure during the year. Uncertainties are inherent in business activities, and as such, some elements of financial statements cannot be measured precisely and therefore can only be estimated. Estimation involves judgements based on the latest available, reliable information.

As per IAS1, paragraph 122 only the Estimates and Judgements that have the most significant effect on the amounts recognised in The Authority's financial statements have been documented in the following section.

Revenue from contracts with customers

IFRS15 Revenue from Contracts with customers requires that where a performance obligation is satisfied over time that revenue shall be recognised as and when the performance obligation has been satisfied.

This requires the application of judgement by management to be applied to the measurement and timing of revenue recognition, related balances for contract assets, trade receivables and accrued and deferred income in the context of whether satisfaction of performance obligations is satisfied over time or at a point in time. The Authority primarily fulfils its performance obligations through services that are delivered over time, with revenue recognition based on costs incurred to maintain the continuity of survey-related activities. For contracts with explicit performance obligation milestones, revenue is recognised progressively as those milestones are achieved.

The Authority has several income streams where the level of revenue is based on expenditure incurred; judgements are applied to ensure the costs associated are reliable and accurately reflect the level of expenditure of the project.

Judgements are applied to calculate a corporate overhead rate which is used to derive the charge out rate when charging for staff time. The level of overheads associated with each revenue stream are agreed with the customer prior to contract commencement.

The Authority recognises revenue using an input method based on the full economic costs, including overheads incurred. Revenue is calculated by reference to reliable estimates and total expected costs. Revenue and associated margin are therefore recognised progressively as costs are incurred. The Authority has determined this method faithfully depicts the Authority's performance in transferring control of the services to the customer.

Leases

At the commencement of a lease agreement, The Authority considers reasonable certainty regarding the lease term to account for potential break clauses, extensions and terminations when measuring the asset and liability value. As part of that consideration the Authority's strategic plans and the Authority's facilities team are consulted to ensure a suitable measurement is applied to the reasonable certainty evaluation.

The Authority was reasonably certain not to exercise termination options within its property lease agreements upon commencement of the leases for Newport, Titchfield and Christchurch estate. During the 2024/25 financial year, The Authority has entered into a new property lease agreement for office space in Manchester. Management have assessed the lease agreement and cannot be reasonably certain not to break the termination option, and therefore have accounted for the lease to the break clause as per IFRS16.

The Authority will reassess whether it is reasonably certain to exercise termination or break clauses, upon the occurrence of a significant event or a significant change in circumstances which is in the control of The Authority. Any significant event would need to relate to an unconditional business decision made by The Authority. A significant event has occurred during 2024/25, with the Darlington property lease. The Authority has signed a letter of commitment with GPA to occupy a new Government Hub at Brunswick Street, Darlington with a phased occupation expected to begin in 2027. With the confirmation of the new premises and following engagement with key stakeholders, The Authority are now reasonably certain to remain at Feethams House for the full length of the current lease. This has been accounted for as per IFRS16 within the 2024/25 accounts.

As the lease liability and the right-of-use asset is based on unadjusted lease payments as known at the commencement date, no uplifts for inflation or RPI have been factored into the calculations. Therefore, when the lease payments change because of inflation or RPI the Authority will account for the remeasurement of the lease by recalculating the new lease liability by discounting adjusted lease payments with the original discount rate. The difference will be a right-of-use asset adjustment. The Authority does not anticipate any volatility within its lease payments as set out in lease agreements.

In-house developed software applications – Assets Under Construction

Applicable expenditure incurred in the development of internally created software is capitalised and recognised as an intangible asset if the criteria set out in the relevant accounting standards are met. The Authority has made judgements and assumptions when assessing whether a project meets these criteria including making judgements about whether particular costs arise from the research phase, or the development phase of the software build, and the proportion of staff time to be capitalised (as per agreement with Financial Accountant and Project Manager).

The Authority recognises an intangible asset, whether purchased or built in-house (at cost) if, and only if:

- the Authority intends to complete the asset and bring it into use
- the Authority has the ability to use the asset
- there are adequate technical, financial and other resources to complete the development and use the asset
- it is probable that the future economic benefits that are attributable to the asset will flow to the entity
- the cost of the asset can be measured reliably

In-house developed software applications are amortised between a range of two and six years (subject to an annual review), charged from the quarter in which the assets are completed.

Statistical records

Statistical information has built up over many years and is stored for reference purposes. No attempt is made to value this data, as there is no realistic way of doing so that would arrive at a meaningful valuation and it is not separable from the business under principles of IAS 38. The cost of storing and maintaining the data is charged to the Statement of Comprehensive Net Expenditure as incurred.

Standards not yet adopted

IFRS17 Insurance Contracts

IFRS 17 Insurance Contracts, which replaces IFRS 4 Insurance Contracts, will be adopted in the UK from 1 January 2023. HM Treasury have agreed with the Financial Reporting Advisory Board (FRAB) to delay the implementation of IFRS 17 in central government by 2 years to 1 April 2025

The headline of the new standard is that the scope of an insurance contract will change from that under IFRS 4 Insurance Contracts, meaning that some contracts issued by organisations and not previously considered to fall within an

insurance category could now be classified as an insurance contract. e.g. product breakdown contracts or warranties. The standard only applies to insurance contracts issued and not those held.

Management has assessed the likely effect of the new standard and has concluded; the Authority does not believe it issues any contracts that fall within the scope of IFRS17.

IFRS18 Presentation and Disclosure in Financial Statements

IFRS 18 Presentation and Disclosure of Financial Statements was issued in April 2024 and applies to annual reporting periods beginning on or after 1 January 2027 (subject to UK and Financial Reporting Advisory Board (FRAB) endorsement). IFRS 18 Presentation and Disclosure of Financial Statements sets out general and specific requirements for the presentation and disclosure of information in general purpose financial statements.

The objective of IFRS 18 Presentation and Disclosure of Financial Statements is to improve comparability of financial performance between organisations applying IFRS. Once effective, it will replace IAS 1 Presentation of Financial Statements. The Authority does not intend to early adopt IFRS 18 Presentation and Disclosure of Financial Statements.

Management has assessed the likely effect of the new standard, and it will not change how the Authority will recognise and measure items in the financial statements. It will affect the way the Authority presents and discloses information in those statements.

IFRS 19 Subsidiaries without Public Accountability: Disclosures

IFRS 19 Subsidiaries without Public Accountability: Disclosures was issued in May 2024 and applies to annual reporting periods beginning on or after 1 January 2027 (subject to UK and Financial Reporting Advisory Board (FRAB) endorsement). The Standard permits certain eligible subsidiaries to apply reduced disclosure requirements when preparing their financial statements.

As the Authority does not have any subsidiaries, this standard will have no material impact.

There are no other IFRS or IFRIC interpretations not yet effective that would be expected to have a material impact on The Authority.



2. Segmental Information of Expenditure and Income

The following information is regularly provided in order to inform the decision making by the National Statistician's Executive Group and the primary Chief Operating Decision Maker (CODM) of the UK Statistics Authority to make decisions regarding planning, resource allocation and income, as well as performance monitoring.

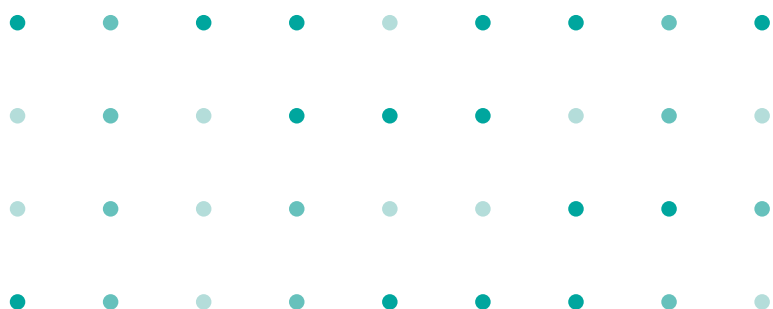
	2024/25					2023/24				
	Gross Expenditure £'000	Customer Contracts Income £'000	Other Income £'000	Total Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Customer Contracts Income £'000	Other Income £'000	Total Income £'000	Net Expenditure £'000
Reportable segments										
Corporate support	48,273	-	(2,234)	(2,234)	46,039	53,244	(950)	(2,365)	(3,315)	49,929
Data growth and operations	17,739	-	-	-	17,739	20,263	-	(42)	(42)	20,221
Data science campus	5,422	-	(11)	(11)	5,411	6,806	(41)	(58)	(99)	6,707
Digital services and technology	85,923	-	(88)	(88)	85,835	79,736	-	(130)	(130)	79,606
Economic Statistics	33,059	-	(261)	(261)	32,798	33,398	(43)	(474)	(517)	32,881
Health analysis and pandemic insight	9,880	(2,988)	(3,025)	(6,013)	3,867	10,037	(1,243)	(4,007)	(5,250)	4,787
Health population and methods transformation	27,433	(189)	(275)	(464)	26,969	23,674	(4,083)	(114)	(4,197)	19,477
Integrated data programme and service	20,770	(5,912)	(8)	(5,920)	14,850	21,011	(6,513)	-	(6,513)	14,498
Leadership	2,454	-	(2)	(2)	2,452	2,345	-	-	-	2,345
Macroeconomic statistics and analysis	27,269	(345)	(55)	(400)	26,869	25,531	(167)	(503)	(670)	24,861
Methodology and quality	15,367	-	(470)	(470)	14,897	15,112	-	(32)	(32)	15,080
Public policy analysis	20,650	-	(780)	(780)	19,870	25,850	(302)	(1,092)	(1,394)	24,456
Surveys	80,381	(11,756)	(537)	(12,293)	68,088	75,178	(12,154)	(284)	(12,438)	62,740
OSR	3,335	-	(10)	(10)	3,325	3,183	-	(16)	(16)	3,167
Total	397,955	(21,190)	(7,756)	(28,946)	369,009	395,368	(25,496)	(9,117)	(34,613)	360,755

Reconciliation between segment information and net operating cost in the statement of comprehensive net expenditure.

		2024/25			2023/24		
	Note	Gross Expenditure £'000	Income £'000	Net Expenditure £000	Gross Expenditure £'000	Income £'000	Net Expenditure £000
Total reported by segment		397,955	(28,946)	369,009	395,368	(34,613)	360,755
Reconciling items							
Depreciation	4	13,415	-	13,415	13,713	-	13,713
Provisions created in year	11	234	-	234	158	-	158
Provisions not required in year	11	-	-	-	(1,096)	-	(1,096)
Unwinding discount on provisions	4	(23)	-	(23)	(29)	-	(29)
Performance related pay year end accrual	3	953	-	953	247	-	247
Loss on disposal of equipment	4	(38)	-	(38)	10	-	10
Movement in holiday pay	8,10	11	-	11	826	-	826
Statement of comprehensive net expenditure		412,507	(28,946)	383,561	409,197	(34,613)	374,584

Note

Net assets are not reported separately to the CODM.



3. Staff numbers and related costs

For the period ending 31 March 2025

	Permanently employed Staff £'000	Others £'000	2024/25 Total £'000	2023/24 Total £'000
Statistical services staff costs	202,773	3,823	206,596	214,682
Social security costs	20,604	-	20,604	21,860
Other pension costs	56,306	-	56,306	54,365
Tax and Levies	986	-	986	1,048
Total	280,669	3,823	284,492	291,955
Less recoveries in respect of outward secondments	(400)	-	(400)	(316)
Total net costs	280,269	3,823	284,092	291,639

Note

Statistical Services staff costs include £8,341,000 of research and development costs (£13,509,000 2023/24) which are analysed as capital expenditure in the Statement of Outturn against Parliamentary Supply.

The 2024/25 salary figure reflect a net yearly credit of £11k of accrued holiday/flexi pay, and PRP of £953k. In addition to the £284,092 reported net costs, £1,410k of salary costs were capitalised as capital expenditure (£1,485k 2023/24) and not included in the above table.

Staff numbers

	Permanently employed Staff FTE	Others FTE	2024/25 Total FTE	2023/24 Total FTE
Objective statistical services	4,765	151	4,916	5,328
Total	4,765	151	4,916	5,328

Note

Statistical services staff numbers are calculated using the average number of staff on the payroll each month rather than at year end.

Capitalised staff costs

	Cost £'000	2024/25 FTE's	Cost £'000	2023/24 FTE's
IDSP Platform Delivery	440	21	942	13
IDSP Core Service Design and Architecture	525	19	435	16
Data Management and SBR	445	21	108	4
Total	1,410	61	1,485	33

4. Programme costs

For the period ending 31 March 2025

	2024/25	2023/24
	Total	Total
	£000	£000
Non-cash items		
Depreciation	8,286	9,735
Amortisation	5,129	3,978
Total Depreciation charge	13,415	13,713
Net release of provisions	-	(938)
Unwinding and rewinding of discount on provisions	(23)	(29)
New provision	235	-
Total Provision Expense	212	(967)
Grant Expense	286	178
External audit fee	142	137
Loss on disposal of equipment	(38)	10
Other operating expenditure	390	325
	14,017	13,071
Payments for carrying out surveys	18,350	13,209
Non-cash Provision Utilisation	-	(991)
Survey Incentives	3,915	3,262
Other expenditure	9,610	8,755
Information technology	49,355	44,703
Contractors	1,888	4,183
Consultancy	6,064	10,280
Miscellaneous fees	1,441	520
Travel and subsistence	5,403	4,255
Telecommunications	1,559	1,306
Accommodation	8,664	7,934
Postage	3,601	3,307
External training	2,304	1,755
Marketing and media	297	298
Hospitality	457	398
Stationery	434	490
Other leases	130	98
Hire of plant and machinery	229	104
Exchange rate (gains)/losses	1	-
Ex-gratia payments	5	5
Purchase of goods and services	113,707	103,871
Finance Expense	291	300
	113,998	104,171
Total programme costs	128,015	117,242

Note

There were no payments to the auditors for non-audit services in the year 2024/25 (2023/24 nil).

5. Income

For the period ending 31 March 2025

	2024/25 £'000	2023/24 £'000
Customer contracts	21,190	25,496
Other	7,748	9,082
EU income	8	35
Total	28,946	34,613

An analysis of income from services provided external and public sector customers is as follows:

	2024/25			2023/24		
	External £'000	Public sector £'000	Total £'000	External £'000	Public sector £'000	Total £'000
Customer contracts	5,947	15,243	21,190	6,956	18,540	25,496
Other	3,080	4,668	7,748	2,812	6,270	9,082
EU income	8	-	8	35	-	35
Total	9,035	19,911	28,946	9,803	24,810	34,613



6. Property, plant and equipment

For the period ending 31 March 2025

	Building £'000	Computers £'000	Office machinery £'000	Furniture and fittings £'000	Assets Under Construction £'000	Total £'000
Cost or Valuation						
At April 2024	-	25,200	565	11,043	145	36,953
Additions	-	3,233	52	3	3,393	6,681
Disposals	-	(239)	(11)	-	(286)	(536)
Revaluations	-	60	-	122	-	182
At 31 March 2025	-	28,254	606	11,168	3,252	43,280
Depreciation						
At April 2024	-	18,038	499	4,891	-	23,428
Charged in year	-	2,925	30	1,076	-	4,031
Disposals	-	(239)	(5)	1	-	(243)
Revaluations	-	25	-	55	-	80
At 31 March 2025	-	20,749	524	6,023	-	27,296
Net Book Value						
At 31 March 2025	-	7,505	82	5,145	3,252	15,984
Asset Financing						
Owned	-	7,505	82	5,145	3,252	15,984
Leased	-	-	-	-	-	-
Net book value at 31 March 2025	-	7,505	82	5,145	3,252	15,984



For the period ending 31 March 2024

	Building £'000	Computers £'000	Office machinery £'000	Furniture and fittings £'000	Assets Under Construction £'000	Total £'000
Cost or Valuation						
At April 2023	-	27,313	684	11,282	128	39,407
Additions	-	3,786	10	(14)	195	3,977
Disposals	-	(6,007)	(124)	-	(178)	(6,309)
Revaluations	-	108	(5)	(225)	-	(122)
At 31 March 2024	-	25,200	565	11,043	145	36,953
Depreciation						
At April 2023	-	21,407	500	3,871	-	25,778
Charged in year	-	2,571	124	1,104	-	3,799
Disposals	-	(6,002)	(123)	-	-	(6,125)
Revaluations	-	62	(2)	(84)	-	(24)
At 31 March 2024	-	18,038	499	4,891	-	23,428
Net book value at 31 March 2024	-	7,162	66	6,152	145	13,525

Note

Included in the £6,681,000 of additions are £3,097,000 of capital creditors. The total amount of capital creditors brought forwards from 2023/24 was £453,000.

7. Intangible Fixed Assets

For the period ending 31 March 2025

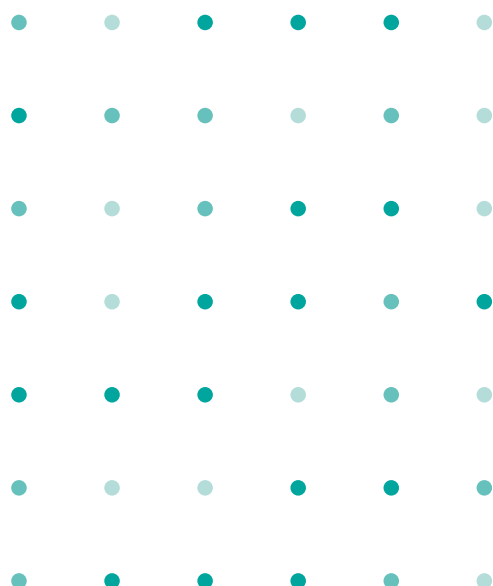
	In house software £'000	Software Licenses £'000	Assets under construction £'000	Total £'000
Valuation				
At April 2024	21,989	11,554	9,065	42,608
Additions	-	(111)	8,232	8,121
Transfers from assets under construction	-	-	-	-
Disposals	-	-	-	-
Revaluations	1,375	-	-	1,375
At 31 March 2025	23,364	11,443	17,297	52,104
Amortisation				
At April 2024	18,221	5,812	-	24,033
Charged in year	3,283	1,846	-	5,129
Disposals	-	-	-	-
Revaluations	1,238	-	-	1,238
At 31 March 2024	22,742	7,658	-	30,400
Net book value 31 March 2025	622	3,785	17,297	21,704

For the period ending 31 March 2024

	In house software £'000	Software Licenses £'000	Assets under construction £'000	Total £'000
Valuation				
At April 2023	50,373	11,655	3,153	65,181
Additions	-	174	5,912	6,086
Transfers from assets under construction		(270)	-	(270)
Disposals	(29,890)	(5)	-	(29,895)
Revaluations	1,506	-	-	1,506
At 31 March 2024	21,989	11,554	9,065	42,608
Amortisation				
At April 2023	45,151	3,651	-	48,802
Charged in year	1,817	2,161	-	3,978
Disposals	(29,890)	-	-	(29,890)
Revaluations	1,143	-	-	1,143
At 31 March 2024	18,221	5,812	-	24,033
Net book value 31 March 2024	3,768	5,742	9,065	18,575

Notes

The net book value of in-house developed software would be £509,000 if historic cost accounting had been applied. The Authority calculates indices to value in-house developed software assets on a quarterly basis. The Authority does not re-value software licensees. There are no capital accruals included in the £8,121,000 of capital additions; The capital accrual amount brought forward from 2023/24 was £1,516,000. An asset disposal is actioned when the economic benefits have been fully realised.



Intangible Fixed Assets – In-house developed software applications

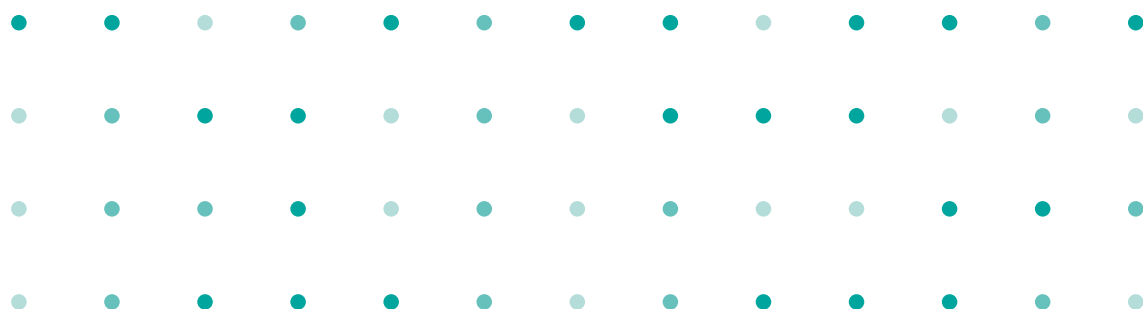
For the period ending 31 March 2025

	CORD £000	Electronic Data Collection £000	Business Prices £000	Life Events £000	Data Access Platform £000	DCTP Business Registers £000	Clerical Matching £000	ARIES Prices £000	Adjustment £000	Total in-house software £000
Valuation										
At April 2024	11,662	7,670	-	-	-	-	2,103	549	5	21,989
Disposals	-	-	-	-	-	-	-	-	-	-
Transfers from AUC	-	-	-	-	-	-	-	-	-	-
Revaluations	787	409	-	-	-	-	142	37	-	1,375
Adjustments	-	4	-	-	-	-	1	-	(5)	-
At 31 March 2025	12,449	8,083	-	-	-	-	2,246	586	-	23,364
Amortisation										
At April 2024	11,293	6,010	-	-	-	-	802	110	6	18,221
Charged in year	381	1,472	-	-	-	-	1,339	91	-	3,283
Disposals	-	-	-	-	-	-	-	-	-	-
Revaluations	775	350	-	-	-	-	102	11	-	1,238
Adjustments	-	(1)	-	-	-	-	3	(1)	(1)	-
At 31 March 2025	12,449	7,831	-	-	-	-	2,246	211	5	22,742
Net book value 31 March 2025	0	252	-	-	-	-	0	375	(5)	622
Remaining useful economic life	0	0	-	-	-	-	0	4	-	-



For the period ending 31 March 2024

	CORD £000	CASPA £000	Electronic Data Collection £000	Business Prices £000	Life Events £000	Data Access Platform £000	DCTP Business Registers £000	Clerical Matching £000	ARIES Prices £000	Adjustment £000	Total in-house software £000
Valuation											
At April 2023	10,800	20,912	7,222	137	6,745	1,256	845	1,948	508	-	50,373
Disposals	-	(20,910)	-	(136)	(6,745)	(1,255)	(844)	-	-	-	(29,890)
Transfers from AUC	-	-	-	-	-	-	-	-	-	-	-
Revaluations	862	-	448	-	-	-	-	155	41	-	1,506
Adjustments	-	(2)	-	(1)	-	(1)	(1)	-	-	5	-
At 31 March 2024	11,662	-	7,670	-	-	-	-	2,103	549	5	21,989
Amortisation											
At April 2023	10,424	20,912	4,362	137	6,745	1,256	828	467	20	-	45,151
Charged in year	36	-	1,388	-	-	-	18	289	86	-	1,817
Disposals	-	(20,910)	-	(136)	(6,745)	(1,255)	(844)	-	-	-	(29,890)
Revaluations	833	-	260	-	-	-	-	46	4	-	1,143
Adjustments	-	(2)	-	(1)	-	(1)	(2)	-	-	6	-
At 31 March 2024	11,293	-	6,010	-	-	-	-	802	110	6	18,221
Net book value 31 March 2024	369	-	1,660	-	-	-	-	1,301	439	(1)	3,768
Remaining useful economic life	1	-	1	-	-	-	-	4	5	-	-



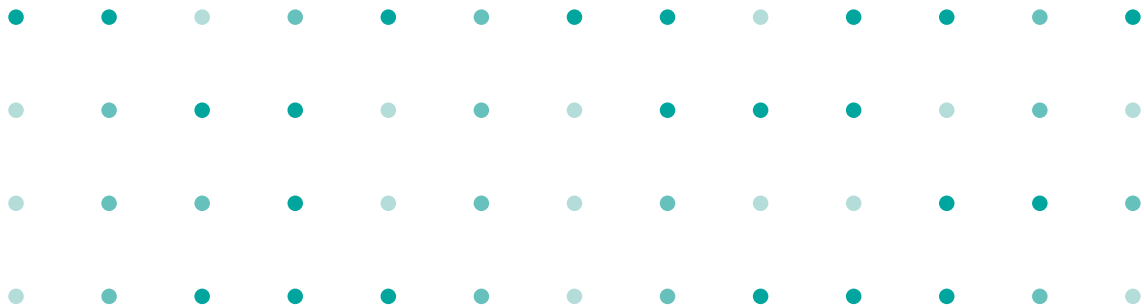
Notes

CORD (Central ONS Repository for Data) is the primary system used to compile the National Accounts including Quarterly National Accounts, Retail Sales Index and Trade (Goods and Services). The CORD platform capability is currently being enhanced to support the processing requirements to deliver the National Accounts in-line with the European System of Accounts 2012 Programme. This will be achieved through progressive improvements in statistical methods, data and system performance. During 24/25 financial year the useful life of the asset was changed to March 2025 and depreciation expensed accordingly. This will now be disposed from the Authority's asset register.

The Electronic Data Collection programme (EDC) aims to develop systems, methods and processes to improve the collection, integration and processing of data in relation to the UK's economy and society. The software is part of an ongoing Data Collection Transformation Programme to modernise antiquated data collection modes, such as paper-based questionnaires, with a range of electronic data collection channels, making further use of the Web and administrative sources. The useful life was due to expire in May 2025.

Clerical Matching - The ONS requires a capability to match records from multiple datasets and assure that the quality of the matches meet strict targets. The immediate need relating to successful delivery of the 2021 Census. The ONS has an additional requirement that gives the option to re-use the capability for wider business needs beyond the Census with other datasets and to support the overall linking of datasets. This will require the flexibility to build on the existing capability of the tool to potentially meet emerging business need, for example, adding extra fields to the tool as required. During 24/25 financial year the useful life of the asset was changed to March 2025 and depreciation expensed accordingly. This will now be disposed from the Authority's asset register.

ARIES Prices - ONS collects and analyses prices data for goods and services in the UK. A high-profile use of this data is calculation of the rate of inflation. The wider uses of the data include fiscal and political decision making, commercial planning in the public and private sectors, and uses in academic settings. With observable impacts on currency exchange rates, credit interest rates and political discourse the reliability and security of prices and inflation data is of critical importance. Methods and sources used by ONS for analysis of prices have changed in the past. A further need for Alternative Data Sources (ADS) in price statistics to address current and near-term requirements has become clear through high profile independent reviews such as the 'Independent Review of UK Economic Statistics' by Professor Sir Charles Bean and 'UK Consumer Price Statistics: A Review' by Paul Johnson. The remaining economic useful life of the asset was incorrectly disclosed as 4 years remaining in 23/24, this has been corrected in the table above. It is still due to expire in March 2029.



Intangible Fixed Assets

In-house developed software applications – Assets Under Construction

For the period ending 31 March 2025

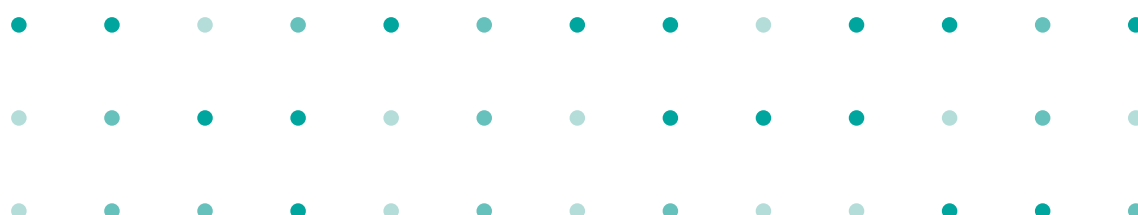
	Integrated Data Platform – Core Design Service and Architecture £'000	Integrated Data Platform – Platform Delivery £'000	ARIES Prices £'000	Data Management and SBR £'000	Clerical Matching £'000	Total Assets Under construction £'000
Valuation						
At April 2024	953	5,097	-	3,015	-	9,065
Additions	707	4,226	-	3,299	-	8,232
Transfers from AUC	-	-	-	-	-	-
At 31 March 2025	1,660	9,323	-	6,314	-	17,297

For the period ending 31 March 2024

	Integrated Data Platform – Core Design Service and Architecture £'000	Integrated Data Platform – Platform Delivery £'000	ARIES Prices £'000	Data Management and SBR £'000	Clerical Matching £'000	Total Assets Under construction £'000
Valuation						
At April 2023	380	2,194	-	578	-	3,152
Additions	573	2,903	-	2,437	-	5,913
Transfers from AUC	-	-	-	-	-	-
At 31 March 2024	953	5,097	-	3,015	-	9,065

Note

Assets under construction are not revalued or depreciated.



8. Trade Receivables and Other Assets

as at 31 March 2025

	2024/25 £'000	2023/24 £'000 (re-presented)
Amounts falling due within one year:		
Trade receivables	1,801	3,678
Contract receivables	145	1,091
Prepayments	19,453	12,900
Accrued income	3,169	2,670
Contract Assets	0	1,710
	24,568	22,049
Amounts falling after more than one year:		
Deposits and advances	71	72
	24,639	22,121

Total Trade Receivables Outstanding

	2024/25 £'000	2023/24 £'000
1-30 days	1,823	4,714
31-60 days	106	53
61-90 days	-	2
91-180 days	17	-
	1,946	4,769

Note

2024/25 figures reflect a net yearly credit of £11k in the value of pre-paid holiday and flexi pay. The Authority calculates the holiday and flexi prepayment at the year end with the figure being reflected in the category of prepayments and accrued income. In accordance with IFRS 9 the Authority has reviewed its activities and concluded as a standalone non-ministerial body it does not hold complex financial instruments.

Trade receivables are recognised at their amortised cost less credit loss. The Authority primarily transacts with public sector bodies, historically outstanding debts are recovered.

The Authority's payment terms are thirty days. At 31 March 2025 £106k debt is outstanding over 30 but less than 60 days and £17k debt over 90 days less than 180 days. All of which is allocated to public sector bodies which it does not consider a credit risk.

Re-presentation of 2023/24 prepayments and accrued income showing a full disclosure of each category. Previous disclosure was for prepayments and accrued income as a total.

9. Cash and Cash Equivalents

For the period ending 31 March 2025

	2024/25 £'000	2023/24 £'000
Balance at 1 April	5,123	20,151
Net change in cash and cash equivalent balances	(4,576)	(15,028)
Balance at 31 March	547	5,123
The following balances at 31 March were held at:		
Government Banking Service accounts	490	5,016
Commercial banks and cash in hand	-	-
Cash equivalents	57	107
Balance at 31 March	547	5,123

10. Trade Payables and Other Current Liabilities

For the period ending 31 March 2025

	2024/25 £'000	2023/24 £'000 (re-presented)
Amounts falling due within one year:		
Other taxation and social security	1,457	92
Trade payables	1,197	6,936
Other payables	-	2,658
Accruals	30,665	27,004
Deferred income	88	121
Contract Liabilities	383	1,042
Amounts issued from Consolidated Fund for supply but not spent at year end	548	5,123
Total	34,338	42,976

Note

2024/25 figures reflect a net yearly credit of £11k of accrued holiday and flexi pay. The Authority calculates the holiday and flexi accrual at year end with the figure being reflected in the category of accruals and deferred income. In accordance with IFRS 9 the Authority has reviewed its activities and concluded as a standalone non-ministerial body it does not hold complex financial instruments.

The only financial instruments included in the accounts are receivables and payables.

The Authority's standard contractual payment terms are 30 days, creditors are recognised on receipt of goods or services.

The Authority is not in receipt of loans.

Re-presentation of 2023/24 Accruals and Deferred income showing a full disclosure of each category. Previous disclosure was for Accruals and Deferred Income as a total.

11. Provisions for Liabilities and Charges

For the period ending 31 March 2025

	Survey Incentives £'000	Provisions £'000	Total £'000
Balance at 1 April 2024	-	1,597	1,597
Provided in year	-	234	234
Provisions not required written back	-	-	-
Provisions utilised in the year	-	(51)	(51)
Unwinding of discount	-	(23)	(23)
Rewinding of discount	-	-	-
Balance at 31 March 2025	-	1,757	1,757

For the period ending 31 March 2024

	Survey Incentives £'000	Other Provisions £'000	Total £'000
Balance at 1 April 2023	1,400	2,203	3,603
Provided in year	-	158	158
Provisions not required written back	(699)	(397)	(1,096)
Provisions utilised in the year	(701)	(338)	(1,039)
Unwinding of discount	-	5	5
Rewinding of discount	-	(34)	(34)
Balance at 31 March 2024	-	1,597	1,597

Analysis of expected timing of discounted flows

	Other Provisions £'000	Total £'000
up to 31 March 2026	1,321	1,321
Between 2027 and 2029	311	311
Between 2030 and 2035	125	125
Between 2036 and 2041	-	-
Balance at 31 March 2025	1,757	1,757

Prior year analysis of expected timing of discounting flow for comparison

	Other Provisions £'000	Total £'000
up to 31 March 2025	1,336	1,336
Between 2026 and 2028	135	135
Between 2029 and 2034	126	126
Between 2035 and 2040	-	-
Balance at 31 March 2024	1,597	1,597

Notes

Current provisions includes property dilapidations, ongoing contractual obligations and pending employment tribunals.

12. Capital Commitments

For the period ending 31 March 2025

	2024/25 £'000	2023/24 £'000
Contracted capital commitments	1,612	183
Total commitments as at 31 March 2025 not otherwise included on these financial statements	1,612	183



13. Leases

Right of Use Assets

For the period ending 31 March 2025

	Buildings £'000	Office machinery £'000	Total £'000
Cost or Valuation			
At 31 March 2024	35,997	883	36,880
Additions	2,737	(48)	2,689
At 31 March 2025	38,734	835	39,569
Depreciation			
At 1 April 2024	8,777	525	9,302
Charged in year	4,085	170	4,255
At 31 March 2025	12,862	695	13,557
Net Book Value			
At 31 March 2024	27,220	358	27,578
At 31 March 2025	25,872	140	26,012

For the period ending 31 March 2024

	Buildings £'000	Office machinery £'000	Total £'000
Cost or Valuation			
At 31 March 2023	36,012	789	36,801
Additions	93	96	189
VAT Adjustment	(108)	(2)	(110)
At 31 March 2024	35,997	883	36,880
Depreciation			
At 1 April 2023	3,048	318	3,366
Charged in year	5,729	207	5,936
At 31 March 2024	8,777	525	9,302
Net Book Value			
At 31 March 2023	32,964	471	33,435
At 31 March 2024	27,220	358	27,578

Note

The Authority exercises judgement and estimation in the valuation of Right of Use Assets when considering indexation linked increase/decreases and break and extension clauses within contracts. Further information can be found in the Notes to the Accounts on Pages 131-140.

There are nil capital creditors included in the £2,689k of additions. The total amount of capital creditors brought forwards from 2023/24 was £54k. The £48k negative addition to Office Machinery relates to a credit received at the end of the Lone Worker Devices lease which ended during the 2024/25 financial year.

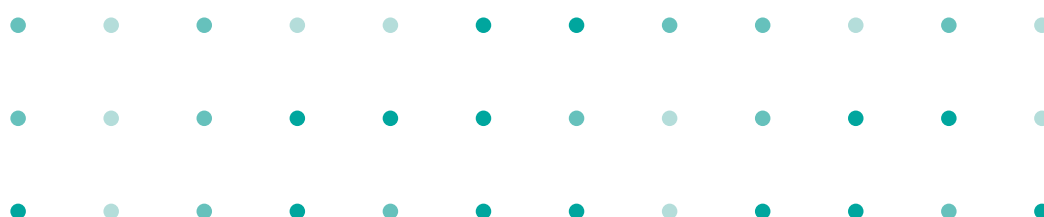
Maturity analysis Lease Liability

A maturity analysis of contractual undiscounted cash flows relating to lease liabilities is given below. Management monitors rolling forecasts of The Authority's cash balance on the basis of expected cash flows, to ensure we are able to pay contractual commitments as they fall due.

	Amounts Falling Due 31st March 2025			Amounts Falling Due 31st March 2024		
	Buildings £'000	Office machinery £'000	Total £'000	Buildings £'000	Office machinery £'000	Total £'000
Amounts Falling Due:						
Not later than one year	3,060	47	3,107	3,268	242	3,510
Later than one year and not later than five years	11,327	61	11,388	9,778	77	9,855
More than five years	11,635	-	11,635	14,565	-	14,565
Discounted using the incremental borrowing rate	(1,318)	(7)	(1,325)	(1,402)	(10)	(1,412)
Balance as at 31st March	24,704	101	24,805	26,209	309	26,518
Current	2,437	38	2,475	3,268	242	3,510
Non Current	22,267	63	22,330	22,941	67	23,008

Note

Darlington Lease - A formal financial commitment has been signed by the authority for the future occupation of the Darlington Economic Campus (DEC), a central hub for seven government departments and agencies. The lease has been agreed over a 30 year term and is forecasted to be ready for occupation by Spring 2026. The lease has therefore not been recognised because the commencement date is in the future.



Amounts recognised in the Statement of Comprehensive Net Expenditure

	2024/25 £'000	2023/24 £'000
Buildings:		
Depreciation	4,085	5,729
Interest Expense	285	293
Low value and short term leases	130	98
	4,500	6,120
Other:		
Depreciation	170	207
Interest Expense	6	7
Low value and short term leases	229	104
	405	318

Amounts recognised in the Statement of Cash Flows

	2024/25 £'000	2023/24 £'000
Buildings:		
Interest Expense	285	293
Repayments of principal on leases	4,278	4,550
	4,563	4,843
Other:		
Interest Expense	6	7
Low value & short term leases	194	199
	200	206



14. Other Financial Commitments

For the period ending 31 March 2025

The Authority entered into non-cancellable contracts (which are not Leases or PFI contracts) for Information Management Services, Statistical Services and Facilities Management. As a result the Authority is committed to the following payments.

	2024/25 £'000	2023/24 £'000
Not later than one year	27,019	28,259
Later than one year and not later than five years	9,121	7,788
Total	36,140	36,047

Note

The above table has been represented to remove immaterial Census commitments.

15. Contingent Liabilities

For the period ending 31 March 2025

None.

16. Related Party Transactions

Although the Authority has had several material transactions with other government departments and other central government bodies, it is not required to disclose intra-government transactions.

No Board Member, Key Manager, or other related parties have undertaken any further material transactions with the Authority during the financial year 2024/25. The Authority has not identified any further related parties.

17. Events Arising after the Reporting Date

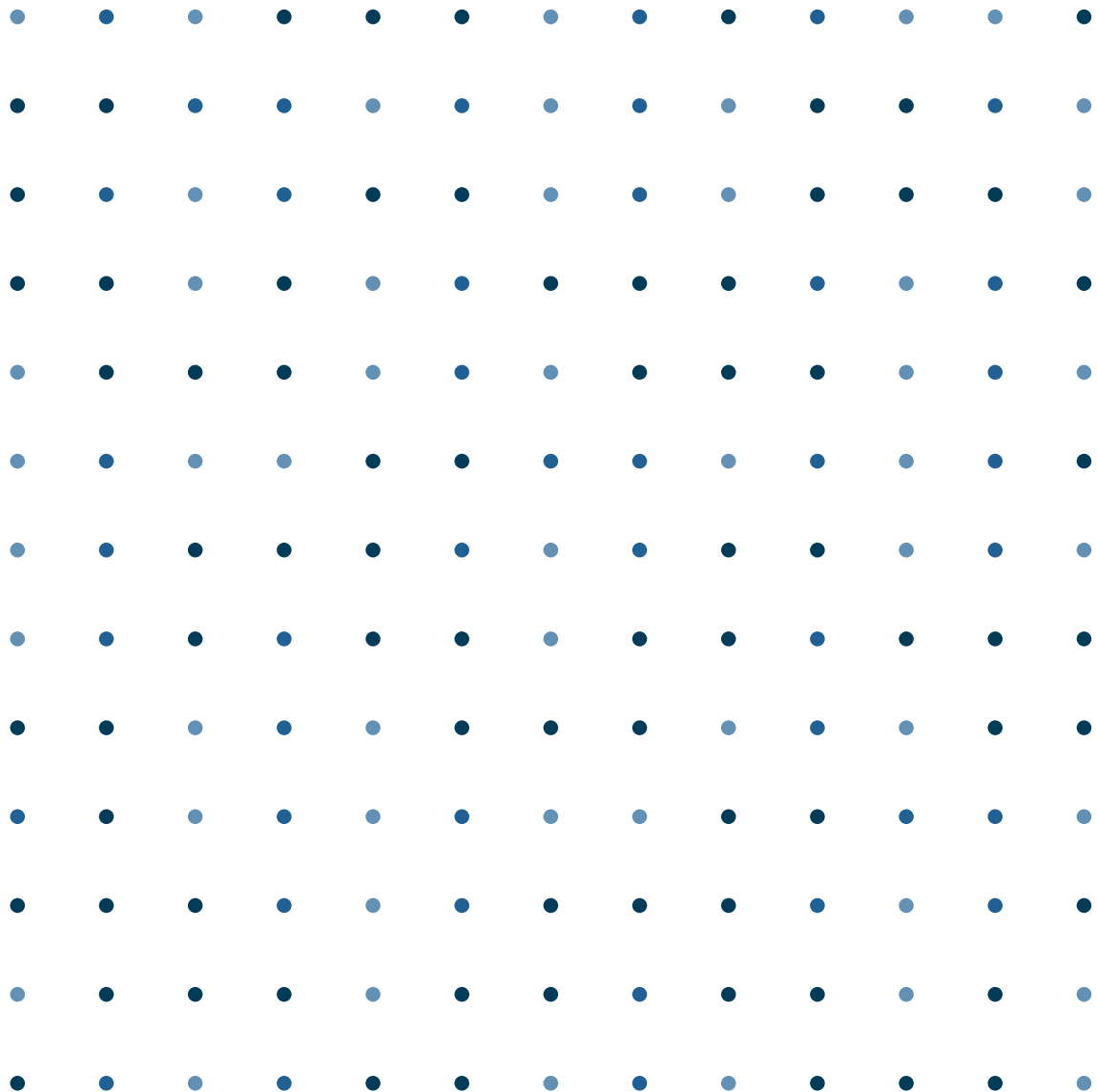
In May 2025, the Government Property Agency notified the Authority of its plans to relocate the Authority's London presence from its London office at 2 Marsham Street to Great Minster House in 2027. No formal documentation has been signed with the GPA on this relocation. Therefore, the 2 Marsham Street lease continues to be recognised over the full term to April 2031.

18. Date of Authorisation of the Accounts

The Accounts were authorised for issue on the date of the Comptroller and Auditor General's certification. This is documented on pages 123-125.

Annex

Office for Statistics Regulation Annual Report 2024/25



Foreword

It is clear to anyone who follows the UK's statistics system that the last year has been a difficult one. It has included challenges to the quality of ONS's economic statistics, and a more general concern about the decline of response rates to household surveys. These challenges culminated in the announcement of the review undertaken by Sir Robert Devereux into the ONS's performance and culture. [Sir Robert's review](#) was published on 26 June 2025.

In this context, the Office for Statistics Regulation (OSR) has continued to carry out our core roles of assessing the extent to which statistics comply with the Code of Practice, and supporting the appropriate use of statistics in the public domain. This report demonstrates the breadth of our work in pursuit of these goals, including 15 de-accreditations of statistics, reflecting the quality issues that have affected ONS statistics. Just after the end of the financial year reported on in this report, we published a comprehensive review of ONS's economic statistics. This review highlighted the decline in stakeholder confidence in the ONS's statistics. We set urgent requirements for the ONS to publish a [survey recovery plan](#) and a [strategy for economic statistics](#), both of which were also published on 26 June 2025.

But OSR's work extends much further than looking at ONS's economic statistics. Our remit covers all statistics produced across the UK, and we have met this remit in full. We have published important reviews of population statistics in England & Wales, Scotland and Northern Ireland; a review of data sharing and linkage across the UK; guidance on sex and gender; and our annual state of the statistics system report. In total we undertook 21 compliance reviews and dealt with 219 cases surrounding the use of statistics.

Our most important intervention for the benefit of statistics in the UK remains the Code of Practice for Statistics. The Code acts as the glue which holds the disparate range of organisations that produce statistics together. It sets common standards, a common framework and, in TQV (trustworthiness, quality and value), sets a common philosophy for statistics that serve the public good. During 2024/5 we developed our thinking on a refreshed Code of Practice, which will lead later this year to a new version. This new version will be more direct, more accessible and, crucially, will include firm standards on intelligent transparency for the use of data and statistics in public communications by Ministers and Departments. The principles of intelligent transparency are already showing their value. They underpinned our work to support the use of statistics during the UK's 2024 General Election campaign, and they have been taken up with genuine enthusiasm by the analytical functions across government departments.

I am very proud of the work of my team, as outlined in this report. They are dedicated professionals who are committed to the vision of statistics serving the public good, and the report demonstrates that, through their work, OSR continues to be a crucial bedrock for statistics and data in the UK.



Ed Humpherson

Director General, Office for Statistics
Regulation





Our vision

**Statistics should serve
the public good.**

What do we mean by serving the public good? Statistics published by public sector bodies should be produced in a trustworthy way, be of high quality and provide value by answering people's questions. In this way, they promote accountability, help people make choices and inform policy.

Statistics should therefore serve a wide range of users. When they meet the needs of these users, they serve the public good. But they do not always fulfil these ambitions. Their value can be harmed through poor production, a lack of relevance and coherence and misuse. It is our role as a regulator to minimise these problems.

What we do

The Office for Statistics Regulation (OSR) provides independent regulation of all official statistics produced in the UK and aims to enhance public confidence in the trustworthiness, quality and value of statistics produced by government.

We are the regulatory arm of the UK Statistics Authority, being independent from government ministers and separate from producers of statistics, including the Office for National Statistics (ONS).

We set the standards that official statistics must meet in the Code of Practice for Statistics. We ensure that producers of official statistics uphold these standards by conducting assessments against the Code. Statistics which meet the standards are given Accredited Official Statistics status, indicating that they meet the highest standards of Trustworthiness, Quality and Value. We also report publicly on systemwide issues and on the way that statistics are being used.

Our governance

Our Director General reports directly to the Chair of the UK Statistics Authority. To ensure independence from ONS, the Director General has no reporting line to the National Statistician and is an Additional Accounting Officer with budgetary responsibility for the OSR.

OSR's strategy and business plans are agreed by the [Regulation Committee](#), which comprises the Director General and a number of Non-Executive Directors from the UK Statistics Authority. The Committee recommends OSR's plans and budgets for approval by the main Authority Board.

The 2024 Independent Review of the UK Statistics Authority highlighted the critical role of the OSR in monitoring the use of statistics in public debate and intervening where necessary. The review endorsed the Authority's approach of operating with two distinct executive offices (ONS and OSR), and in October 2024 we published a [statement](#) which set out clearly and transparently how the separation of OSR from ONS is achieved in practice.



Longer-term outcomes that we seek

How statistics are produced

We uphold the trustworthiness, quality and value of statistics and data used as evidence.

How statistics are used

We protect the role of statistics in public debate.

How statistics are valued

We develop a better understanding of the public good of statistics.

Our 2024/25 priorities

Our 5-year strategic plan is crystallised into annual priorities and deliverables. This allows us to take a flexible approach to emerging challenges facing the statistics system. Our priorities for 2024/25 were:

- Support and challenge producers to innovate, collaborate and build resilience
- Champion the effective communication of statistics to support society's key information needs
- Build partnerships to champion good practice principles for data and analysis that inform the public

Within these priorities we identified some important areas that would influence our year:

- The UK General Election, and our intention to emphasise the principles of intelligent transparency to the political parties
- Our review and refresh of the Code of Practice for Statistics, building on a hugely engaging call for evidence around the Code and our core principles of Trustworthiness, Quality and Value – which are now well embedded within official statistics and increasingly being used across other forms of evidence
- Our intention to focus on the quality of economic and labour market statistics, and other areas where we are seeing significant transformation, especially population and migration statistics.



Our story of 2024/25 in numbers

Support and challenge producers to innovate,
collaborate and build resilience

9 Assessment Reports published

including a series of Spotlight on Quality assessments for economic statistics.

29 Accreditations decisions

made this year including 5 new accreditations and 15 suspensions of accreditation.

12 Compliance Checks

completed this year: 8 confirming continued OS accreditation and 4 informing developments of statistics by the producers.

6 strategic reviews

were published this year including The Quality of Police Recorded Crime statistics for England and Wales and progress updates on Labour Market estimates from the Labour Force Survey. We also completed our Systemic Review of ONS Economic Statistics which was published in early April 2025.

Champion the effective communication of statistics to support society's key information needs

219 casework cases considered

by OSR and the UK Statistics Authority in 2024/25 compared with 231 in 2023/24.

Just under 60% of cases were generated by members of the public

up from 53% in 2023/24. We had the same number of cases raised by Parliamentarians as the previous year (17 cases) and internally generated cases were down from 18% to 11%.

Of the 131 cases raised with us by a member of the public, we recorded 39 as being duplicate concerns

primarily relating to Election leaflets and polling data during the General Election, and a smaller group relating to Bovine Tuberculosis reporting. We had a cluster of cases relating to harms associated with problem gambling, these resulted in further regulatory work and increased our closure times while this work was completed.

Average time to close a case reduced again this year

compared with the previous year- median 10 days (-4) and mean 19 days (-3).

Our Election response team considered 70 cases related to the election

and over 100 campaign claims. We published our judgements on 5 occasions, across topic areas including party spending claims, disability, child poverty and polling statistics.

4.6k views of the Election pages on our website, including guidance and the 'What to Look out for' page, with the news piece calling for transparency in election claims the most viewed.

Build partnerships to champion good practice principles for data and analysis that inform the public

Our Code website had 15,000 engaged sessions

with 4,300 page views of the Code consultation which launched in October 2024. During the consultation period, we held 20 Code sessions with official statistics producer organisations and attended 5 analyst cross-department group meetings. We spoke at 4 stakeholder committees and held 9 stakeholder bilateral meetings. We received 61 formal responses to the consultation.

27 Official Statistics producers

have now published statements of voluntary compliance with the Code of Practice for Statistics for non-Official Statistics outputs. 17 non-Official Statistics producers have published statements, the latest being Cardiff University for their National Violence Surveillance Network Data.

Our 5th annual award

for Statistical Excellence in Trustworthiness, Quality and Value was given out, in partnership with the Royal Statistical Society – the 2024 Award was to the Human Fertilisation and Embryology Authority (HFEA) for what is thought to be the first dashboard of its kind on fertility treatments and outcomes. The UK Health Security Agency was also highly commended for its dashboard on respiratory viruses.

12 pieces of regulatory research, development and guidance published

including a series of research pieces on Statistics for the Public Good.

32 blogs published

including 12 guest blogs - resulting in 15,700 views. The most popular blogs were Data in the debate: The Role of Statistics in Elections and Whose line is it anyway? Why the misleading presentation of statistics cannot be dismissed as just a matter of opinion.

Reviewing the Code of Practice

Following a review of the Code of Practice for Statistics in 2023, we launched a consultation seeking feedback on OSR's proposals for a new edition of the [Code of Practice for Statistics](#) in October 2024 and will use this information to develop a final proposal for Code 3.0, which we plan to publish in autumn 2025. The consultation ran until February 2025. During this time, we engaged in just under forty stakeholder events and meetings, including an online session jointly hosted with the Royal Statistics Society, and we received 61 formal written responses. We [reported our findings](#) in May 2025.

The Code sets the standards for the production of Official Statistics and when these standards are implemented by producers, they support the public good and inspire public confidence. In refreshing the Code our aim is to ensure the universality of the Code is clear to a wide range of audiences – producers of official statistics, other analysts within and beyond government, users of statistics and members of the public – and to set out even more clearly the principles of Trustworthiness, Quality and Value (TQV).

Code 3.0 will preserve the core concepts of TQV while making material improvements to the content and presentation, for example incorporating our work on intelligent transparency in the use of statistics in public communication.

Our performance

Support and challenge producers to innovate, collaborate and build resilience

The change we want to see

We want to see producers maximising public good in the context of constrained resources. Where producers are delivering change, we want to see transformation that responds to emerging areas of user need and to challenges to resilience and to the quality of statistics.

Recognising the immense value of data sharing and linkage for decision makers and the wider public, we want to see this becoming the norm across the UK statistical system.

Delivering impact in key areas of statistics

Economic Statistics

Following the end of the UK's membership of the European Statistical System we have developed our approach to provide continued assurance that the UK statistical system produces high quality internationally comparable economic statistics.

Our Spotlight on Quality programme has significantly enhanced what we deliver in this area and has provided good quality assurance. In 2024-5 we published:

- our Spotlight on Quality assessment framework, as well as
- assessments of ONS' Business Enterprise Research and Development statistics and NISRA's Northern Ireland Business Expenditure on Research and Development statistics.
- assessments of ONS's Price Index of Private Rents (PIPR) and Business Investment statistics.
- our plans for assuring confidence in consumer and household price statistics.

In the light of our emerging concerns about quality of economic statistics, in July 2024 we initiated a Systemic Review of ONS Economic Statistics and published our [interim report](#) on 7 April 2025. We highlighted an urgent need to restore confidence and drew three main conclusions:

- ONS must fully acknowledge and address declining data quality;
- making progress with administrative data is difficult; and
- greater strategic clarity of purpose and transparency on prioritisation would help reassure external stakeholders.

We set out a series of requirements and requested a response from ONS by July 2025. We will publish a follow-up on progress in Autumn 2025 having considered [ONS's response to the review](#) announced by the Authority of ONS's performance and culture conducted by Sir Robert Devereux.

Labour Market Statistics

We removed the accredited Official Statistics status from 13 statistical outputs where there are quality concerns based on Labour Force Survey (LFS) data and associated Annual Population Survey (APS) data. We have set out requirements for ONS to improve its communication and engagement, and to consider the lessons that can be learnt from the LFS and reviewing ONS's work to develop an online replacement for the LFS, the Transformed Labour Force Survey (TLFS).

Population Statistics

ONS Admin-based population estimates (ABPE's) for England and Wales:

Our phased assessment approach for these statistics aims to provide reassurance to users on the new methods by ONS for producing population estimates in England and Wales. We published our [phase one assessment](#) of these statistics in July 2024. Our assessment identified 11 requirements for ONS to act on that will help to enhance the public value, quality and trustworthiness of these statistics. These covered areas such as governance, data quality, methods, revisions, user engagement, and communication. In October 2024 ONS published an [action plan](#) for how it will develop population statistics.

This sets out that the work to address and build on the requirements and recommendations from the assessment will be iterative.

Population Statistics: Phase 3 Census assessments:

We published our [phase 3 assessment report](#) of the 2021 Census in Northern Ireland in February 2025. This final report confirmed that the 2021 Census statistics in Northern Ireland are produced in compliance with the Code of Practice for Official Statistics, meaning that these official statistics meet the highest standards of trustworthiness, quality and public value. Our phase 3 assessment of the 2021 Census in England and Wales is ongoing with a projected summer 2025 publication date. Our phase 3 assessment of the Scotland Census will be undertaken in 2025/26. Work also continues on other aspects of population statistics. This includes monitoring progress on ONS's work following the consultation on the future of population statistics in England and Wales, on migration statistics and on the population statistics transformation plans in the Devolved Administrations. OSR's population statistics programme board supports this work, enabling us to share information across OSR, coordinate activities, and identify any cross-cutting issues that we need to look in to.

Review of gender identity in the ONS 2021 England and Wales Census:

Following the first release of census statistics on gender identity in England and Wales in January 2023, concerns were raised about the published estimates of the trans population. As additional census data were published, these concerns extended to the relationship between gender identity and proficiency in English. OSR undertook a review of these statistics and published a [final report](#) in September 2024. Learning from new evidence in Scotland's Census, the Office for National Statistics (ONS) [wrote to us](#) on 5 September 2024 to request that the gender identity estimates from Census 2021 should no longer be accredited official statistics, and should instead be classified as official statistics in development. We [supported ONS's proposal](#), finding that the issues were unique to the statistics on gender identity, and therefore all other outputs from the Census 2021 in England and Wales are unaffected and remained as accredited official statistics.

Our final report shared our recommendations on the steps ONS must take to help users of the census gender identity statistics understand their strengths and limitations and set out the development work we consider is required on the Government Statistical Service (GSS) gender identity harmonised standard. ONS [wrote to us](#) in December 2024 updating on their progress towards meeting the recommendations. This included publishing a [workplan](#) for developing harmonised standards for sex and gender identity data collection and new [Gender Identity Data Harmonisation interim guidance](#) for statistics producers. Following these publications we updated our existing [guidance on collecting and reporting data about sex and gender identity in official statistics](#) in December 2024 to include these new publications.

Crime statistics:

ONS Police recorded crime in England and Wales:

These statistics are published as official statistics and not [accredited official statistics](#) following the removal of the accreditation status (then referred to as National Statistics designation) in 2014 due to data quality concerns. [Our review](#), which was published in May 2024, set out the recommendations that we deemed as critical for ONS to address before we would undertake a reassessment of compliance with the Code of Practice for Statistics. In February 2025 ONS published a comprehensive [work plan](#) in collaboration with the Home Office and HM Inspectorate of Constabulary and Fire & Rescue Services which sets out its work to address the recommendations in the review.

Data sharing and linkage

OSR continues to advocate for data sharing and linkage for research and statistics. In July we published a [follow up report](#) to our [review of data sharing and linkage across government](#). This follow-up report assesses the progress that has been made towards the 16 recommendations in our 2023 review. The report concluded that despite welcome pockets of innovation, there continues to be a failure to deliver on data sharing and linkage across government, with many persisting barriers to progress. Linking datasets for research, statistics and evaluation – both across government and among external researchers – is not yet the norm in the UK statistical system. The report outlined the actionable steps that can be taken and highlighted examples of good practice in data sharing, access and linkage. We reasserted our view on what is needed in 2025 to advance data sharing, access and linkage across government in a [recent statement](#).

Research into statistics and personal decision making

This research opens up a new aspect of thinking about official statistics: how often do official statistics influence the personal decisions of individuals in their everyday lives? Understanding this is central to the vision of OSR and the wider legislative basis for the UK Statistics Authority – to ensure that statistics serve the public good, by making them relevant, accessible and impactful for everyone. The Policy Institute at King's College London and the Behavioural Insights Team were commissioned by the Office for Statistics Regulation (OSR) to conduct research exploring whether, and how, people in the UK use official statistics for personal decision-making. We published [a report](#) in March 2025, which included recommendations for statistics producers to help make official statistics suitable for everyday decision-making by members of the public.

State of the Statistics System (SoSS) 2024

We published [this report](#) in July 2024, drawing from across all our work as the UK's statistics regulator to share our views on the performance of the statistical system and the challenges facing it, highlights areas of progress and innovation,

and setting out our recommendations for advancing the system. The report made recommendations around three broad themes: ensuring quality including addressing the long-standing challenges with household survey response rates and the broader need to ensure suitable data sources; improvement and innovation and the need for joined-up approaches to transformation and developments, and to overcome the barriers to data sharing and linkage; and effective communication and the need for an open, clear and accessible approach to the release and communication of statistics and data.

Champion the effective communication of statistics to support society's key information needs

The change we want to see

Our primary focus this year was to protect the use of statistics and data ahead of the General Election and through the campaigning period. More broadly, we promoted the principles of intelligent transparency, the communication of uncertainty and addressing misinformation.

Delivering impact

General Election:

The UK General Election was announced on 22 May and held on 4 July 2024. Prior to the election being called, OSR launched an [Election 2024 hub](#) which brought together new and existing guidance to help users navigate statistical claims. This included specific [guidance on the use of statistics in a pre-election period](#) and [a blog](#) outlining OSR's role to promote and safeguard statistics during the election period.

On 7 June, having preannounced their publication, OSR published a series of [election explainer statements](#) covering statistics on key topics and what to look out for when they are used publicly. The statements enabled OSR to close cases quickly where multiple concerns are raised on the same issue. During the election period, OSR handled 70 cases related to the election and over 100 campaign claims. Compared with previous elections, we found that the debates in the 2024 election campaign tended to make less use of statistics on the past performance of public services and the economy. Instead, the claims largely concerned the transparency of party spending commitments.

We intervened publicly on five occasions – publishing a [statement](#) and [letter](#) on party spending claims, a statement on claims regarding [disability benefits and out of work statistics](#), a [letter on child poverty statistics in Scotland](#), and a [statement on the presentation of political polling support statistics](#) in campaign materials.

Other key interventions:

Health and Wellbeing Census in Scotland:

In 2022, we were contacted by several individuals who raised concerns with us regarding multiple aspects of the new Health and Wellbeing Census, which had been taking place in schools in Scotland during the 2021/22 academic year. Our initial casework investigation promoted us to undertake a more comprehensive compliance check of the survey, the results of which were [shared with the Scottish Government](#) in July 2022. We made several recommendations and requested that the Scottish Government review its approach to developing questions for the survey and publish the outcomes of the review.

On 13 February 2025, [we wrote](#) again to the Scottish Government to highlight that, 30 months later, the outcomes of the review had still not been made public. We also requested assurance on the processes and governance within the Scottish Government regarding the independence of Scotland's Chief Statistician, in line with our expectations under the Code of Practice for Statistics. On 28 February, the Scottish Government published its [background report](#) into the Health and Wellbeing Census. The Chief Statistician [subsequently wrote to us](#) on 3 March to reassure OSR that the importance of independent decision making around statistics is fully recognised across Scottish Government.

DWP claims on Universal Credit:

Following the government's announcement of its intention to make changes to the benefits system in early 2025, we received several complaints about a press release published by the Department for Work and Pensions (DWP) entitled 'Almost two million people on Universal Credit not supported to look for work' on 13 March 2025. The press release included a claim that the number of people on the disability element of Universal Credit with no requirement to look for work had seen a 383% rise in less than five years.

After we initially raised concerns with DWP, the press release was amended to add greater context, but we considered these additions did not go far enough to explain the numbers in a way that the public would understand. We determined that the claim presented an entirely misleading picture to the public. This was due to the claim not recognising that the majority of the increase was due to the process of migrating people from legacy benefits, such as Employment and Support Allowance, to Universal Credit over the last few years. When these people were accounted for, we found that the actual increase in the number of people claiming disability elements of Universal Credit was 50% between February 2020 and August 2024.

In a [public letter](#) to Peter Scofield, DWP Permanent Secretary, we requested that the press release was amended to remove the reference to the 383% figure and that this was not used going forward. In addition, we emphasised that it is vital that statisticians are included in the drafting process for communications using

official statistics, including press releases, to ensure that such an issue is not repeated in the future. Peter Scofield subsequently responded to us confirming that the press release had been updated and that DWP was reviewing the process to make sure that all colleagues involved are aware of the need to include lead statisticians and analysts and follow the agreed approach.

Intelligent transparency

We have worked closely with the Heads of Profession for Statistics network across government departments to deliver training and raise awareness of intelligent transparency. We have had considerable successful engaging with civil servants including statisticians, analysts, and communication professions. Our focus is now turning to work with Private Offices and Special Advisors to positively influence Ministerial use of statistics. A report from the Public Administration and Constitutional Affairs Committee (PACAC) on [Transforming the UK's Evidence Base](#) in May 2024, commended our work on intelligent transparency and recommended that OSR publish an annual report card of departments' compliance with this guidance so that 'Parliament and external bodies might support OSR in holding departments to account and making the case for well-informed policy'. We are currently exploring options for what annual reporting could look like in this space. In late 2024, Sir Robert Chote wrote to all Secretaries of State and devolved nations in part setting out the importance of adhering to intelligent transparency. Since this letter, OSR has initiated a review of ministerial departments and devolved administrations to gather information on how the principles of intelligent transparency are being embedded.

Build partnerships to champion good practice principles for data and analysis that inform the public

The change we want to see

We want to build on and develop new relationships beyond official statistics that enable OSR to improve the ability of statistics, data and analysis to serve the public good.

The concepts of Trustworthiness, Quality and Value (TQV) are universal and can be useful in all kinds of situations for producing information that is not official statistics. The application of TQV can enhance public confidence in the use of evidence in the public domain.

Delivering impact

Partnership working in OSR

We have developed the nature of and structure around OSR's partnership working in 2024/5. Significant steps forward have included establishing a

programme board to oversee partnership working in OSR and introducing a toolkit to support everyone in OSR to feel confident and capable in identifying and developing potential partnerships. Our current partnerships span the breadth of OSR's work, operating across areas including intelligent transparency, data sharing and linkage, evaluation, public good research and misleadingness.

Evaluation Registry

The Evaluation Task Force (ETF) - a joint Cabinet Office-HM Treasury unit providing specialist support to ensure evidence and evaluation across government – has asked OSR help ensure compliance with the now public [Evaluation Registry](#). The Registry acts as a home for all Government evaluations, for improved accessibility and transparency.

Public engagement

OSR's work on data sharing and linkage has repeatedly recognised the importance of ongoing, meaningful engagement with the public about the use of data and statistics. Reflecting the importance of enabling more work in this area, in the autumn of 2024, OSR joined the governing board of [The Public Engagement in Data Research Initiative \(PEDRI\)](#). OSR is also starting to incorporate [public involvement and engagement in its own work](#), facilitated by [ADR UK \(Administrative Data Research UK\)](#) – another organisation with which we have an ongoing partnership, aimed at delivering data-driven outcomes that benefit society. Finally, we have been working with [Connected by Data](#) to consider the role of public engagement and involvement in official statistics.

General Election

During the 2024 General Election we worked with a range of organisations whose values and purposes are aligned with our own such as, the [Royal Statistical Society](#), [Full Fact](#), and [Sense about Science](#). We also participated in the [Electoral Commission](#)'s Strategic Roundtables. In the lead up to the Election, these partnerships enabled us to identify potential areas of risk that we could look to mitigate in advance. During the Election period, this network ensured that our interventions were supported and shared through their own channels, helping us to reach a wider audience.

Voluntary application of the Code, beyond official statistics

We are seeing an ever-growing [list of organisations](#) who are [voluntarily applying the Code of Practice](#), and we have announced the latest winners of the [Statistical Excellence in Trustworthiness, Quality and Value Award](#) (run in a partnership with the Royal Statistical Society and Civil Service World). OSR will continue to promote the use of the Code of Practice for Statistics for data and evidence, drawing on ideas and feedback gathered as part of our [Code consultation](#).

OSR outputs in 2024/25

Assessments

Assessment reports published

- Higher Education Graduate Outcomes Data and Statistics
- Spotlight on Quality Assessment: Statistics on UK Business Enterprise Research and Development (BERD)
- Spotlight on Quality Assessment: Statistics on Northern Ireland's Business Expenditure on Research and Development (NI BERD)
- Admin-Based Population Estimates for England and Wales
- Review of Statistics on Gender Identity based on Data Collected as part of the 2021 England and Wales Census: Final Report
- Spotlight on Quality Assessment: Price Index of Private Rents (PIPR)
- Spotlight on Quality Assessment: Statistics on Business Investment
- Workforce Employed by Adult Social Services Departments in England
- 2021 Census in Northern Ireland

Assessments closed

- Statistics from the Annual Business Survey
- Statistics about Butterflies, England and UK
- Personal Independence Payment statistics
- Higher Education Graduate Outcomes Data and Statistics
- Workforce Employed by Adult Social Services Departments in England

Accreditations and suspensions

New OS accreditations

- Statistics about Butterflies, England and UK
- Workforce Employed by Adult Social Services Departments in England
- Personal Independence Payment statistics
- Higher Education Graduate Outcomes Data and Statistics
- Workforce Employed by Adult Social Services Departments in England

Confirmations of OS accreditation

- Statistics from the Annual Business Survey
- Statistics on Council Tax in Wales
- Social Housing Lettings in England
- Higher Education Student Statistics
- Police Powers and Procedures: Stop and Search and Arrests in England and Wales

- Individual Insolvency and Company Insolvency Statistics (transferred from quarterly to monthly statistics)
- Scottish Mental Health Officers Statistics
- Statistics on Reported Road Casualties in Great Britain (including new adjusted estimates of injury severity)
- Scottish Health Survey Statistics
- Criminal Court Statistics

OS re-accreditations

- Crime Survey for England and Wales

Suspensions

- Sea Fisheries Statistics
- Trade Union Membership statistics
- Labour Market Statistics (APS)
- Young People Not in Education, Employment or training (NEET)
- Welsh Language data from the APS
- Scottish Monthly Labour Market Trends outputs
- Business Population Estimates
- Gender Identity, England and Wales: Census 2021
- Statistics produced using the Annual Population Survey (APS) for Wales
- Adult Smoking Habits in the UK produced using the APS
- Health State Life Expectancies in England, Northern Ireland and Wales produced using the APS
- Labour Market in Regions of the UK produced using the APS
- Population of the UK by Country of Birth and Nationality produced using the APS
- Personal Well-being in the UK produced using the APS
- Regional Gross Disposable Household Income produced using the APS

Compliance checks

To confirm continued OS accreditation

- Scottish Health Survey Statistics
- Statistics on Reported Road Casualties in Great Britain
- Scottish Mental Health Officers Statistics
- Individual Insolvency and Company Insolvency Statistics
- Statistics on Police Powers and Procedures: Stop and Search and Arrests in England and Wales
- Higher Education Student Statistics
- Social Housing Lettings in England
- Statistics on Council Tax in Wales

To inform development of statistics by the producer

- Statistics in development from the Winter Coronavirus (COVID-19) Infection Study, England and Scotland
- Disability Payment Statistics
- Review of the Quality of Criminal Court Statistics for England and Wales
- Murder, manslaughter and sexual offences in the Service Justice System

Strategic reviews (including Systemic reviews)

- The Quality of Police Recorded Crime statistics for England and Wales
- Data Sharing and Linkage for the Public Good: Follow-Up Report
- State of the Statistical System 2024
- Ensuring Confidence in the Economic Statistics Classification Process
- Office for National Statistics' reintroduced Labour Force Survey (LFS)-derived labour market statistics: OSR progress report, July 2024
- Statistics from the Labour Force Survey (Progress Report). February 2025
- Review of Fraud and Computer Misuse Statistics for England and Wales (published 3 April 2025)*
- Systemic Review of ONS Economic Statistics (published 7 April 2025)¹

Regulatory research, development and guidance

- Office for Statistics Regulation Business Plan 2024/25
- Statistics for the Public Good: Facilitating their Role in Public Policy
- The Use of Official Statistics in UK Public Policy: Facilitators and Barriers
- Election 2024: What to look out for
- Spotlight on Quality Framework: Assuring Confidence in Economic Statistics
- Office for Statistics Regulation Annual Report 2023/24
- What Does OSR Think About Misleadingness?
- Final Update in Response to the Sturgis Report on OSR's Approach to Quality Assessing the Covid Infection Survey
- Annual Review of Casework 2023-24
- A Think Piece on Value and GDP
- Statistics on Health Inequalities in the United Kingdom
- Statistics in Personal Decision-Making

1 Not included in the numbers of outputs reported for 2024/25 as dates fall in early April 2025. Included here so we can reference the important work in 2024/25 that informed the publications.

Blogs

OSR blogs

- Data in Debate: The Role of Statistics in Elections
- Understanding the Complexities of Crime Statistics
- Earned, Not Given: Public Confidence in Statistics and How This Informs OSR's Work
- Is a Picture Really Worth a Thousand Words?
- Revising GDP: The Challenge of Uncertainty
- Ed Humpherson Reflects on Why Communicating Uncertainty is a Constant Challenge for Statisticians
- Whose Line Is It Anyway? Why the Misleading Presentation of Statistics Cannot Be Dismissed as Just a Matter of Opinion
- Data Sharing and Linkage for the Public Good: Breaking Down Barriers
- Commenting on Conference Speeches
- Learning Lessons from Statistics: My Experience as an Intern at OSR
- Embedding the Habit of Intelligent Transparency
- The Importance of Separation: Ed Humpherson Addresses Questions Raised by the Lievesley Review
- Just Three Words – The Birth of a Code
- The Power of Public Engagement in Shaping Our Work
- The Power of Conversation
- Quality Under Challenge: Regulating Statistics and Data from the Labour Force Survey
- Beyond GDP: Redefining Economic Progress
- A Reason To Be Optimistic: Sharing and Linking Data on Road Traffic Collisions
- Beyond GDP? Yes – But How Far?
- How Official Statistics Shape Personal Decisions

Guest blogs

- Fostering a Robust Government Evaluation Culture (Catherine Hutchinson, Head of the Evaluation Task Force)
- Transparency, Integrity, and Independence: The Keys to Improving Budget Scrutiny and Public Understanding of Risks to Public Finances (Silvia Palombi)
- Achieving Linked Data Insights to Improve Lives: A Leadership Perspective (Emma Gordon, Director, Strategic Hub, ADR UK)
- Collaborative Leadership: Drawing on our Different Strengths to Answer Important Questions (Scott Heald, Head of Profession for Statistics, Public Health Scotland)

- Ensuring That Analytical Leadership is Fit for The Future (Paul Matthews, a Senior Statistician working in the Office of the Chief Statistician (OCS) in Scottish Government)
- Demonstrating Transparency and Integrity to Support Public Trust (Robert Cann, Policy and Government Relations Manager at Full Fact)
- What Do You Do with a Degree in Philosophy? (PhD student, Kyle Adams, from the University of Waterloo)
- Improving Mental Health Services in Northern Ireland: The Regional Mental Health Outcomes Framework (Oscar Donnelly, Lead for the Mental Health Outcomes Framework)
- Culture, Psychological Safety, and the Impact on Quality (Dr James Tucker, Deputy Director for Health, International and Partnerships at the Office for National Statistics)
- Lessons in Communicating Uncertainty from the Infected Blood Inquiry: What To Say When Statistics Don't Have The Answers (Sir David Spiegelhalter)
- Embracing Challenge for Change (Darren Watson, Principal Environmental, Analyst, Office for Environment Protection)
- The Code, The Key and (for fans of 90s dance music) The Secret (Paul Matthews, Head of Profession for Statistics in Scottish Government)

* Not included in the numbers of outputs reported for 2024/25 as dates fall in early April 2025. Included here so we can reference the important work in 2024/25 that informed the publications.



Our capability as a regulator

Overview

The change we want to see

Our maturity as a regulator is at the heart of our success. To deliver outcomes and impact we must continuously improve our capability and capacity within resource constraints.

2024/25 in numbers

A team of around **50 people** operating across the UK (Newport, Edinburgh, London, Titchfield and Darlington) delivered our business in 2024/25. Our numbers were reduced by the end of the financial year to allow us to accommodate the in-year pay award and to set us up to operate within budget in 2025/26.

We were operating with **four vacancies** by year-end which we are now recruiting to fill – three Statistics Regulators and one Research Specialist. We continued to use contingent labour to provide flexibility. We have extended our Senior Copy Editor agency position for another year and have made our Senior Economic Advisor position permanent.

Employee Engagement rate in the Civil Service People Survey of **72%** in 2024 compared with 75% the previous year, and 64% across the Civil Service.

We operated within a **£3.4 million baseline budget** in 2024/25. We utilised £70k of a ringfenced £150k contingency to resource an increase in demand for our guidance and interventions around the UK General Election.

The OSR website had **113,000 sessions** initiated, with **66,000 engaged sessions** (lasting longer than ten seconds or having two or more screen or page views). Outputs with the highest views and engagement included our Review of the statistics on Gender Identity during the England and Wales Census and our report on Police Recorded Crime.

We have **4,476 followers** on X with engagement at **3.6%**, above the [standard for Government accounts](#) of 1.7%. Highest numbers of impressions were for: importance of transparency in election claims; communicating uncertainty is a constant challenge for statisticians; examining topics in the proposed refreshed Code of Practice for Statistics; and response to @SEENinHealth about the NHS staff survey.

Posts have generated **33,000 impressions** on LinkedIn, with **20,000 LinkedIn users** seeing our posts. Highest number of impressions were for: OSR delighted to speak alongside Government Communication Service at the Government Statistical Service Conference about ‘Enhancing trust in the communication of statistics’; Latest annual report that provides analysis of the UK’s statistical system, its current state, and its future direction (SoSS 2024); independently reviewed the actions Department for Environment, Food and Rural Affairs has taken to address requirements from our recent assessment of Butterflies statistics.

OSR 2.0 Capability Programme

In 2024/25 we initiated a capability programme with the following core themes:

- **OSR strategy** – to lead on establishing our strategy for the next five years
- **Individual capability** – to refresh our values, develop a capability framework for regulators and support career development.
- **Organisational capability** – establish more flexibility in our organisational structure to allow us to better respond to regulatory priorities, building on our approach to the General Election where a task force allowed us to respond to surges in demand.
- **Developing our regulatory model** – our regulatory work is increasingly systemic but is built on the foundations of our core regulatory assessments, compliance checks and reviews – we need a balanced model where we can assign resource appropriately.

The programme is ongoing but has reached key milestones by the end of 2024/25, which are reflected in the following sections.

Our people

Values

We refreshed our values in 2024/25, involving the whole team in deciding how we aspire to operate:

- **Vigilant and rigorous** – we work carefully and proportionately to develop our judgement to improve and safeguard statistics.
- **Innovative and adaptable** – we inspire creative, agile and innovative cultures to empower meaningful and visible systemic change.
- **Fair and open** – we are curious and listen to stakeholders’ views to delivery transparent and just regulatory decisions.
- When working with others, we will be respectful, kind, open-minded, and humble.

Organisational structure

We have concluded our review of organisational structure, and we have made changes to improve flexibility. We have reduced the number of domain teams from eight to six, merging topic areas. This will support us in evolving a less top-heavy structure and free resource for a new Cross-Cutting team which will lead on some cross-cutting projects like our State of the Statistics System report and also increases our flexibility so we can pivot to support higher casework demand and any unexpected high priority regulatory work.

Skills survey

We launched our skills survey in March 2023 to understand the overall landscape of OSR's skills base in relation to the skills we need to deliver our business, and to identify strategic gaps to enable us to address them through recruitment and learning activities. Following the successful rollout of the survey and review of the data we designed a programme of learning around five priority areas that we identified.

Job profiles

Under our capability framework we have been producing standardised role profiles for each role in OSR. We have finalised the profiles for our regulators, and we are drafting profiles with our functions. These profiles are to be utilised to inform recruitment for creating job adverts. Alongside this we also created our regulators skills framework and matrices to provide clarity on regulatory skills and to identify and address skill gaps within OSR.

Learning

We had a successful year for learning with 54 training events arranged through our Learning Calendar, informed by the People and Pulse Surveys, our Skills Survey, and our Corporate Governance Assurance Statement. Highlights included:

- a five-part series of learning sessions with our Senior Copy Editor that aimed to elevate written communications in OSR, supported by new writing guidance and resources, including the OSR Writing and Style Guide.
- a team day and other sessions focused on wellbeing: personal resilience; OSR values, bullying and harassment, and psychological safety.
- four skills sessions on; devolution, change management, workshop your workload in a week, and a managing your workload panel discussion. We also held sessions on risk management, portfolio management and Equality Impact Assessments. Programme management, project management, and Finance management are scheduled to follow.

- Statistics Centre Abu Dhabi (SCAD): We delivered a 7-day OSR led seminar for international delegates on how to deliver a quality assessment programme. This seminar has since been reimagined and rolled out as a 4-day internal workshop on 'How to be a Regulator' and will be repeated annually as an induction event for new starters.
- three security-themed training sessions: avoiding phishing, online privacy and data security.

Our regulatory model

Our regulatory model refers to the framework OSR uses to carry out oversight of official statistics. This includes how we monitor the statistical system, assess compliance with the Code of Practice, and communicate regulatory judgements and impacts.

We have continually evolved and improved our regulatory model throughout 2024/25. This included clarifying and consolidating tools for how we carry out our regulatory work, developing clearer ways to communicate the findings and working with our data and methods team to test ways we could be more efficient.

A key output has been the development of a new approach to improve clarity and consistency in how we communicate our findings, which went live in May 2025. This new approach aims to enhance the transparency of our regulatory findings and to make them more searchable using technology, thereby improving our ability to gain insights and maximise impact.

This work ensures our regulatory model remains fit for purpose in the context of evolving statistical practices and user needs.

Our technology

Our Data and Methods team have been at the forefront of our innovation. The flagship development in 2024/25 has been a new automated HorizonScan-AI Dashboard that is supporting our horizon scanning and delivering insights and efficiencies for our casework programme. An Automation Task Force is developing our Automation Strategy.

We have also taken part in a pilot study of the application of CoPilot within the Authority, identifying a range of ways to employ the technology responsibly to improve our productivity. We are awaiting a decision on whether the tool will be made available routinely in the future.

Managing risk

Management assurance

- Our Portfolio Review Board (PRB) provides oversight of delivery and evaluation of our 5-year strategy and supporting business plans, our rolling regulatory work programme, finance and resource management, and risk management.
- We provide a detailed report to Regulation Committee twice a year on our performance (in addition to my more regular updates). We also publish an Annual Report as an annex to the UK Statistics Authority Annual Report and Accounts, and separately on our website.
- We provide a Corporate Governance Assurance return to the Authority's Risk and Assurance team.
- We are currently developing a refreshed set of KPIs.
- In February 2025, we initiated a project to develop a new automated workflow system.

Financial assurance

OSR delivered an approximate four per cent underspend for 2024/25.

Risk assurance

OSR delivers controls that support the mitigation of UK Statistics Authority overarching risk around Independence, Trustworthiness and Impact. This is achieved through its role as an independent regulator and the interventions made by the Authority Chair. OSR reviews and updates its controls for this risk on a quarterly basis.

OSR has identified four long-standing areas of strategic risk – Relevance; Voice; Independence; and Capability. These risks are reported to each meeting of PRB with a status report and RAG rating for review and challenge, and twice a year to Regulation Committee. Projects and Programmes can also escalate risk to PRB via the SLT Sponsor and our Plan-on-a-Page process.

In 2024/25 we added three additional risks to the strategic risk log:

- **General Election** (now closed) – We developed mitigation strategies to help us respond to increased demand for our role as a regulator and to manage any potential pressures placed on our independent voice. Our work during the Election period is described above.
- **Capacity** – This risk reflects the increasing demands for our regulatory role and the financial pressures on OSR, the Authority and wider public sector. We retain this risk for close management by PRB.
- **ONS performance** – The risk that our regulatory work is insufficient, or perceived to be insufficient, in responding to reduced confidence in the quality of ONS statistics, leading to regulatory, or perceived regulatory, failure.

Quality assurance

In September 2024 we received the results of an audit focused on assurance on the design and embeddedness of controls supporting consistency and fairness of judgements across casework and assessments. The outcome found substantial assurance - the framework of governance, risk management and control are adequate and effective. We are progressing recommendations to review guidance, training and our approach to monitoring our work.

We have developed an OSR Regulatory Quality Framework. The Framework sets out a high-level overview of how OSR delivers and assures the quality of its outputs.

Reviews of UK Statistics that are relevant to OSR

Lievesely Review – Professor Denise Lievesley published her [review of the UK Statistics Authority](#) which included important issues relating to OSR. In particular, that OSR needs to improve how it communicates the separateness of its role from ONS. Separation matters to us and in October 2024 we published a [statement](#) that sets out, in formal terms, the arrangements that underpin our separation from ONS.

PACAC Report – Transforming the UK's Evidence Base: The Public Administration and Constitutional Affairs Committee published its [report](#) in May 2024. The report endorsed the Lievesely Review finding and recommended that OSR play an enhanced role in highlighting data gaps across the UK, preparing regular and public reports. The report also commended OSR on our Intelligent Transparency campaign and recommended we 'publish an annual report card on departments' compliance with its guidance, so that Parliament and external bodies might support it in holding departments to account and making the case for well-informed policy.



Looking ahead

We would typically have shared our Annual Business Plan by this point in the year. We are currently working to develop our multi-year strategy for 2025-2030 and the intention is to publish the annual plan for 2025/26 alongside that strategy in the autumn.

We've been engaging with stakeholders and developing our thinking, but with two independent reviews announced in April 2025, we think it is important to allow time to reflect on the findings before finalising the strategy.

The UK Statistics Authority and Cabinet Office jointly commissioned Sir Robert Devereux to lead a review of the performance and culture of the Office for National Statistics, and the Public Administration and Constitutional Affairs Committee announced an Inquiry into the work of the UK Statistics Authority.

Until our full plans are available, we have published an [interim summary](#). Summarised here are our priorities for the first half of 2025/26:

Code of Practice 3.0

After completing our consultation on the proposed third edition of the Code of Practice for Statistics we have published a [summary report](#) of what we were told. We are now using that feedback to complete the refresh of the Code so that it remains relevant in a data landscape experiencing substantial changes – including the rapid growth of new technologies, an increased desire for statistics from users, and developments in the ways statistics are produced and disseminated.

We aim to release Code 3.0 in autumn 2025. We will invest time in embedding the Code with those producing official statistics and those involved in the public communication of statistics, data and wider analysis across government, as well as with analysts beyond government.

State of the Statistical System 2025

This annual report draws together evidence from our regulatory work and targeted engagement to provide our regulatory view on how the statistical system in the UK is performing. This will be the sixth year that we have published the report, which will provide an important input to the annual public lecture from the Chair of the UK Statistics Authority on the work of the statistical system.

Economic and Labour Market Statistics

Our systemic review of economic statistics produced by ONS was published on 7 April 2025. We intend to review ONS's response to this report in autumn 2025 and publish our overall findings, including relevant insights from the review by Sir Robert Devereux. We will also continue to monitor ONS's efforts to improve the Labour Force Survey (LFS) and work on the Transformed Labour Force Survey (TLFS).

Household Surveys

We have set out our intention to undertake further regulatory work on response issues impacting household surveys used across the statistics landscape. In addition to our work on LFS and TLFS, in June 2025 we have published a review of the Wealth and Assets Survey, following which the accredited official statistics status of the related statistics has been suspended. We are now reviewing the Living Costs and Food Survey.

Population and Migration Statistics

In June 2025 we published the third and final phase of our assessment of the 2021 Census in England and Wales, focused on the extent to which ONS fulfilled its commitments from 2022 and met the needs of statistics and data users with the 2021 Census for England and Wales outputs. We will engage with ONS as they seek to meet the requirements over the coming six months. We will continue to shape our regulatory activity as ONS progress work on the future of population and migration statistics.

Communicating Statistics

We are continuing our work on our flag ship campaign of intelligent transparency. Over the next few months we will be focusing on introducing intelligent transparency into the Code of Practice for Statistics 3.0, ensuring that we are supporting departments to fully embed the principles.

We are also undertaking a review of ministerial departments to understand what processes are already in place to support intelligent transparency and what barriers departments are facing, we hope to share some high-level findings from this review in the Autumn. We are continuing to consider whether to introduce 'report cards' for intelligent transparency following the PACAC recommendation in the 2024 report, Transforming the UK Evidence Base. Outside of intelligent transparency, we are continuing our work on communicating statistics more widely with a current focus on how dashboards should be produced in line with the Code of Practice for Statistics.

Rolling Regulatory Programme

We will continue to update our [Rolling Regulatory Work Programme](#) to provide oversight of the work we are doing across the statistical system that goes beyond the priorities listed here. Examples include assessments of Cancer Waiting Time statistics (NHS England) and NHS Scotland Workforce statistics (NHS Education for Scotland), compliance reviews of Coroner Statistics England and Wales (Ministry of Justice) and Tourism statistics (Northern Ireland Statistics and Research Agency), and research into driving trust in official statistics.

Review against OSR maturity model

2020 – 2025 Our strategic impact

2024/25 marks the final year of our 2020-25 strategic business plan – Statistics for the Public Good, Regulating for Trustworthiness, Quality and Value. We are currently working with stakeholders and developing our strategic plans for the next five years, but we are confident that the themes of public good and TQV will continue to play very strongly.

As we come to the end of the five years, we are offered the opportunity to reflect on our strategic impact during the period. While we have had our critics we have transformed as a regulator during this period.

When we published the strategy, it was early in the coronavirus pandemic, and we recognised how this influenced our strategy. The pandemic reminded us of the importance to the public of trustworthy, high quality and high value statistics and the important role we play as an independent regulator in upholding those principles, evolving to support a fast-changing environment. This not only applies to responding to an event like the pandemic but to advances in technology and AI, growing demand for accessible data, evolving pressures on traditional data collection, and so on. The pandemic also showed us what the statistics system can do at its best and it was a core ambition that we support the statistics system to make this performance the norm.

How we have evolved

Legislation establishing the regulatory arm of the Authority was established in 2007. Since then, we have adapted to deliver increasing expectations against our remit. Since the last spending review, we have shifted from being seen as a ‘statistics watchdog’ to a ‘statistics system guardian’ – we are increasingly expected to have a critical view of data and evidence across government. However, we do have some critics who consider that we should continue to act in a pure watchdog role. We recognise this challenge but consider that we are more effective in supporting the public good of statistics by taking a wider, systemic role. Examples include:

- **Increasingly systemic in our judgements** – The statistical system has changed over last ten years – the risks are more acute and the opportunities more widescale. Through our real-time Horizon Scanning, our State of the Statistical System reporting and our Partnerships programme we are increasingly giving a voice to these opportunities and risks (across issues such as data sharing and linkage) and work with the Statistical System to address them.

- **Responsiveness to quality concerns across the system** – There is increased demand for our assurance which has resulted in our strengthened Economic Statistics spotlight on quality programme and a range of unplanned work - recent examples include Labour market (survey response challenges), GDP Revisions (communicating uncertainty), Sex and Gender (responding to societal issues), Scottish Census – (maintaining quality), Court and Tribunal Statistics (maintaining quality).
- **Demand for casework interventions** – Significantly increased during pandemic (from 109 to 323 cases) and has not returned to pre-pandemic levels (sitting around 200 a year now) – increasing awareness and recognition of our role.
- **Acting proactively to prevent of misuse of statistics** – Our Intelligent Transparency campaign was developed to prevent misuse of statistics by ensuring that government data is transparent and accessible. The role of this campaign has been recognised by PACAC who recommended we ‘publish an annual report card on departments’ compliance with its guidance’.
- **Increasing Parliamentary and stakeholder demands** – PACACs Report: Transforming the UK evidence base recommended that OSR play an enhanced role in highlighting data gaps across the UK, preparing reports on data gaps and coherence in the UK. The Royal Statistical Society vision for public statistics said the role of OSR is crucial in any solution to public statistics, and welcomed OSR’s research programme into how the official statistics system can serve the public good. The recent Statistics Assembly also raised potential new demands for OSR work, for example on AI.

To keep up with these demands we have increasingly needed to prioritise our regular reviews of statistics. This means we are building a debt of official statistics that we have not been able to review in some time. While prioritisation will always play a part in how we regulate, and we do not expect to review all statistics with a high frequency, there is a risk attached to the debt we are building. This is informing our review of the regulatory model as part of our OSR 2.0 programme, to ensure we are balancing our systemic and responsive approach with delivering the core regulatory work of assessments and compliance checks.

Our maturity and performance

We built a performance framework around our four 5-year strategy ambitions based on a maturity model.

Building public trust in evidence – We are acting strategically, drawing together lessons from regulatory work including casework and making those lessons available to help producers deliver. The new Code will be an opportunity to be even more effective in supporting the system.

Making greater data available in a secure way for research and evaluation

– We have made significant progress on supporting data linkage and sharing, with strong published outputs – for example, a review of data sharing and linkage across government, and follow up report. We can report a lot of follow up activity with producers, though frustratingly systemic change feels out of reach because of barriers within Government. We will continue to convene, support, advocate and warn on specific areas where we think we can have a useful impact. In doing so, our goal is to help government, researchers and the private sector move towards a future where data sharing and linkage is widely and safely employed for the public good. We are also developing a lot of partnerships – for example, with the Evaluation Task Force (ETF) - a joint Cabinet Office-HM Treasury unit providing specialist support to ensure evidence and evaluation across government. ETF has asked OSR help ensure compliance with the Evaluation Registry which acts as a home for all Government evaluations, for improved accessibility and transparency.

Enhance understanding of social and economic matters – We have continued evidence of responding to societal areas of interest and are very responsive in casework. We are not yet at a systemic level of maturity - for example - the new Government's focus on missions is still emergent and there is a risk that our planned work is not focused on the most relevant issues in the short term.

Clarity and coherence of communication for maximum impact – This would be our main area of relative concern. We have not yet drawn together all our strands into a coherent strategic position on what good communication looks like, how we influence good communication, and what we do when we have concerns. To address this, we are reviewing how we draw together our knowledge of best practice on communication.

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