

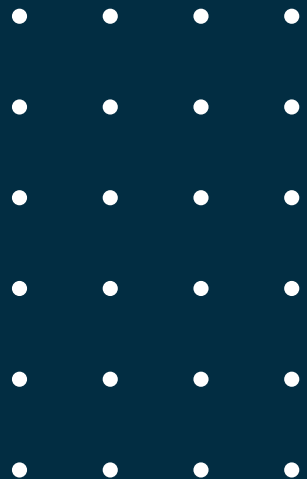


UK Statistics  
Authority

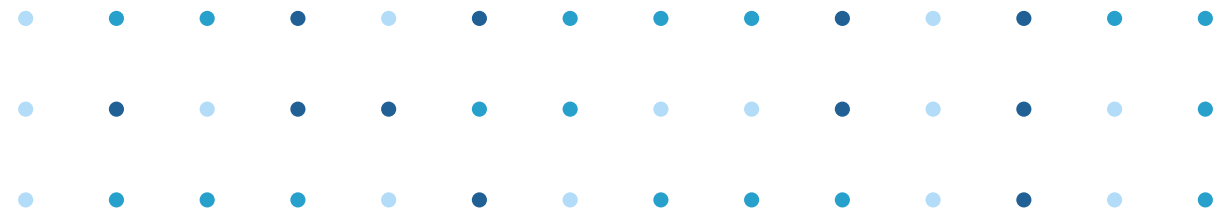
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# Annual report and accounts

2025/26







# UK Statistics Authority

## Annual report and accounts 2025/2026

For the period 1 April 2025 to 31 March 2026

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

Accounts presented to the House of Commons pursuant to section 6(4) of the Government Resources and Accounts Act 2000

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

Presented to the Scottish Parliament pursuant to section 27(2) of the Statistics and Registration Service Act 2007

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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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# 01

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## Performance report



# Chair's Foreword



The beginning of the 2025/26 financial year was a tough one for the UK Statistics Authority (UKSA).

Stakeholders were voicing concerns about the quality of ONS' economic statistics. The jointly commissioned Independent Review by Sir Robert Devereux KCB concluded that there were deep-seated issues to be addressed at ONS. The Public Administration and Constitutional Affairs Committee (PACAC) held challenging scrutiny hearings and were receiving concerns directly from staff about culture. The UKSA's own regulatory arm, the Office for Statistics Regulation (OSR) concluded in its systemic review that stakeholders were expressing widespread concern about the quality of survey data.

UKSA Leadership has been in transition throughout the year. Darren Tierney joined as the newly focused Permanent Secretary of the ONS on a two year contract in August 2025; we are nearing the end of the process to recruit a permanent National Statistician, and once they are announced the search for a permanent Chair will restart.

Turning an organisation around is not easy: stakeholders should not (and we are grateful that they do not) expect it to be quick. But the UKSA Board is satisfied that, a year on, the evidence is that ONS is rebuilding. The Permanent Secretary has tackled the difficulties by prioritising work strategically and engaged with users before doing so. He has listened to staff concerns and resolved the long running dispute about office attendance. He has recruited an excellent senior team and strengthened internal governance. As the report documents, there are many improvements in core statistical products.

This has not yet resulted in an improvement in the Head of Internal Audit's Opinion, which remains at 'limited'. In the Board's view, it is clear there is a positive direction of travel. As well as the achievements already noted, fewer risks are out of appetite, and staff engagement scores have increased. It is the foundational capability that takes time to build and deploy, for example: addressing legacy technology; growing capability and capacity in areas including programme management, digital development, and methodology; rebuilding the capacity and capability of the interviewer field force; and improving productivity. ONS management must also continue to focus on implementing the findings of audits in a timely manner. The Head of Internal Audit has concluded that whilst there are weaknesses in governance, control and risk management we may be confident that the ONS is on a more stable footing and there is evidence of a positive trajectory.

In terms of what next, successful transitioning to the Transformed Labour Force Survey is a priority and we will be focusing on the path to that very shortly. Planning for the 2031 Census looms large in the coming year. We already know that we will have to work much harder to encourage people to respond and the Board has established a Population Statistics System subcommittee to provide assurance over plans for the 2031 Census and transformation of the population statistics system. Survey response generally is not only challenging but increasingly costly to deliver – and so the work on evaluating survey mandation on the most critical surveys is important. The arrival of Luke Ashton as Director General for Digital, Data and Technology will be essential to developing a credible approach to technology. Longer term there will be questions about whether it is right for ONS to stay as focused as it has become, or whether a National Statistics Institute should have a broader scope and ambition again. These will be questions for the UKSA Board in due course, once recovery is embedded and the permanent Chair and National Statistician are in place.

ONS is not, of course, the totality of the statistical system, although it has dominated public discourse for understandable reasons. Our regulatory arm has a particularly good story to tell this year. The revised Code of Practice was published in November 2025. Perhaps the biggest change is the addition of a section on ‘Standards for the Public Use of Statistics, Data and Wider Analysis’. This sets out that public bodies should make the evidence behind public claims equally accessible, explain it clearly and accurately, and use it with integrity and expert oversight so that people can scrutinise and trust it. Alongside the new Code, OSR’s updated strategy includes a commitment to work to strengthen trust and confidence in official statistics. Our interventions aim to do just that; providing a voice to stand up for statistics and represent the public, reporting publicly where we have concerns. Over the past year, we have firmly intervened publicly where statistics were misused, or used without enough explanation or context to inform high-profile public debate.

The Board has also made it a priority this year to build stronger engagement with the Chief Statisticians in the devolved governments; and with the leaders of the Government Statistical Service (GSS). We have been keen to understand the issues and opportunities and to support every part of the GSS. We are pleased that the four nations are working together to consider how comparability can be strengthened. We recognise that colleagues are working closely together on the respective Censuses. And we have been impressed by the GSS’s work with the Royal Statistical Society on the evolving role of the statistics professional. One consequence of the Devereux review, whatever the longer term approach to the breadth and depth of responsibilities of the National Statistician, is that support for the wider statistical system must have the bandwidth needed.

We recognise that in 2025/26, the focus on ONS recovery has diverted some of our attention away from other important work. In particular, the outcomes

of the Statistics Assembly which was such a success in January 2025, have not yet received the focus and energy we would like to see. This was an important innovation proposed by Professor Denise Lievesley in her review of UKSA. There has been real progress, as identified in published updates, but there is much more to do on the four high level priorities: enabling easier data sharing throughout the system; improving data granularity; focusing on user engagement; and on harmonisation and coherence. This will be a key priority for the Board in the coming year, and of course will benefit from the focus of the incoming National Statistician driving and inspiring collaboration and innovation across the system.

The Board has benefited from the three new non-executive directors (NEDs) who joined in February 2025, bringing distinctive expertise in risk management, economic statistics and communications. In addition to the Board meetings themselves, NEDs engage individually within the ONS and across the system to offer their support and advice in line with their specific areas of expertise. We commissioned a more extensive board effectiveness review this year, to help us grow as a team and as individuals in supporting and challenging the system. I am grateful to Mo Baines, who led the review. She identified some areas where additional skills would have impact and we are taking account of this in the current round of NED recruitment. We were also pleased that she acknowledged the progress already being made by the Board as a whole.

I am confident that next year's Annual Report will, reflect further progress at ONS and across the system. It should reflect increasing stability, with a permanent Chair and National Statistician in place.

In the meantime, thank you to everyone who has contributed to delivery and improvement across the statistical system this year. This encompasses the most visible people: Darren Tierney as Permanent Secretary, Professor Sir Ian Diamond who was the previous National Statistician and Emma Rourke who was the Acting National Statistician until December 2025, and Sir Robert Chote who chaired the Authority until September 2025. As important are the staff and producers across the system, but also users, stakeholders and of course the public and businesses whose data we collect. A modern democracy cannot function without good understanding about its economy, its people and society. As we have seen, it's easy to take this for granted until things go wrong.



**Penny Young**

**Interim Chair**

UK Statistics Authority

June 2026

# Chief Executive's Report



I am pleased to present the UK Statistics Authority's Annual Report and Accounts for the financial year ending March 2026. This report meets our statutory obligations and provides accountability and transparency for our use of public resources over the past year. It also provides an opportunity to reflect on the progress we have made and the challenges we have faced as an organisation.

Since taking up post as Permanent Secretary at the ONS last summer, my focus has been on strengthening the organisation so that it can operate as the trusted institution it needs to be – delivering high-quality, independent statistics that underpin the UK's most critical economic and societal decisions and informing the public. When I joined, I was also clear that we needed to restore the sense of pride in working at the ONS, rebuild the trust staff have in senior leadership, strengthen our capacity to focus on the right priorities, and create the high-performing culture needed to deliver our recovery plans.

External scrutiny and reviews have laid bare the challenges we have faced as an organisation; they have also helped us better understand the challenges and causes and have provided the catalyst for moving the ONS forward. It was evident that we needed to put greater emphasis on improving performance and reestablishing a positive organisational culture, as well as acknowledging that ONS had become overstretched taking on too much discretionary activity and needed to prioritise.

As such, it has been vital that we have placed a renewed focus on quality over quantity. This has meant slimming down our portfolio so we can reallocate resources to our most vital statistics, while also preparing for the 2031 Census. Reducing our commitments across health, reconsidering our subnational statistics and international work, and further reducing the number of outputs we produce, has involved difficult decisions, but they have been necessary to ensure we can increase our focus and resourcing towards delivering a suite of core economic and population statistics.

I have also worked with colleagues throughout the organisation to launch a new mission statement and leadership commitment, bringing clarity to who we are and what we do, and on setting the tone on how we lead, work together and collaborate. These will both be central to our new long-term People Plan which will be launched shortly. We are already seeing the benefits in changes to our culture, with encouraging metrics through pulse surveys that colleagues feel more engaged in the organisation.

In June 2025, we published our Plan for our Economic Statistics and Surveys Portfolio, setting out to users the actions we are taking to prioritise our most critical statistics. In the last year, we have made real progress with these, completing over two thirds of our planned milestones. We have already started to deliver our action plan, noting that some substantial improvements have been underway for some time, including:

- Publishing our first Prices output using scanner data, representing a step change in how we measure inflation and giving us a more accurate, detailed picture of what people are buying, how much they're buying and how prices are changing.
- Response levels on the Labour Force Survey (LFS) reaching levels similar to those seen pre-pandemic, with improvements in the quality and coherence of labour market statistics publicly recognised by the Bank of England and the Office for Budget Responsibility.
- All previously agreed major design changes to improve data quality now being implemented for the Transformed Labour Force Survey (TLFS) and we are gathering the evidence needed to understand when best to transition to the TLFS.
- Ending our reliance on the International Passenger Survey (IPS) to produce estimates of migration into and out of the United Kingdom, now drawing fully on administrative data.
- Publishing the Census 2031 Strategy for England and Wales, setting out how we will deliver a 'digital first' census, making the best use of administrative data and modern technology, whilst enabling participation for those who are digitally excluded.

With our recovery well underway, in May 2026 we published the first iteration ONS business plan for the 2026-2029 period, setting out how ONS will achieve our mission over the coming years. Whilst we've established real momentum in improving our statistics, we have also learned a lot about the complexity and scale of the change still required. The Business Plan sets out a disciplined, transparent approach to how we will sustain progress over the next three years and meet the ambitions we set out in our delivery plans. We will need to continue to confront issues candidly, focusing on quality over quantity, learning from errors, strengthening our systems, processes and skills, and introducing a responsible way of sequencing complex change.

As I reflect on the time I have spent at the ONS, I am proud of the extraordinary work colleagues across the organisation have done to put us in a stronger position to deliver our objectives. There is still much to do, but the direction is clear and progress is visible. By maintaining our focus on quality over quantity, I am confident that we can deliver the statistics the country needs and can rely on. I am also grateful to the UKSA Board, and to Penny Young as interim Chair, for the support and constructive challenge they have provided since I joined, helping to guide the organisation through a significant period of change.



**Darren Tierney**

**Chief Executive and Accounting Officer**

UK Statistics Authority

June 2026



# 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 Welsh Parliament 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 providing a firm evidence base for decision-making both inside and outside of government.

## Functions

The Authority has responsibility for its two executive arms, the Office for National Statistics (ONS) and the Office for Statistics Regulation (OSR). It also provides professional oversight of the Government Statistical Service (GSS).



## **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 have traditionally been led by the National Statistician; however, over the past year, during a period of vacancy, and following the departure of the Acting National Statistician the Deputy Heads of the GSS have collectively supported its leadership with the Chair and the Board giving oversight.

## **Office for National Statistics (ONS)**

The ONS is the production arm of the Authority. It is the UK's internationally recognised national statistical institute and largest independent producer of official statistics. The ONS produces data, statistics and analysis on a range of key economic, social and demographic topics. Sir Ian Diamond held the role of National Statistician and Chief Executive of the Authority until his resignation on 9 May 2025. Emma Rourke was appointed acting National Statistician and Chief Executive of the Authority from this date. Following the publication on 26 June 2025 of the review by Sir Robert Devereux into organisational performance and culture it was decided, at least temporarily, that the role of the National Statistician should be split between a Permanent Secretary with particular responsibility for the ONS and the National Statistician. Following the review, Darren Tierney was appointed Permanent Secretary and Accounting Officer for the UKSA on 11 August 2025. Following Emma Rourke vacating the role of interim National Statistician on 19 December 2025, Darren Tierney was directed by the Authority to take on the functions of the Chief Executive of the Authority. The National Statistician role is currently vacant with the recruitment process well advanced.

## 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 for 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

In October 2025 the Authority Board agreed new priorities for the statistical system, drawing upon feedback and observations from colleagues across the statistical system as well as users and producers of official statistics and recent independent reviews. In a letter from Penny Young, Interim Chair of the UK Statistics Authority, the Board set out strategic values, priorities and ambitions for the work of the statistical system, formally superseding the 2020-2025 strategy<sup>1</sup> **Statistics for the Public Good** and providing a new strategic direction.

The letter identifies four values that colleagues across the statistical system will ground their work in, alongside the pillars of the Code of Practice for Statistics:

- Openness, in engaging with users of statistics, with a willingness to listen, respond and collaborate.
- Innovation, where this is a means to better serve our core purpose.
- Efficiency, in how we prioritise, use and share resources and data.
- Rigour, in our analysis, assessment and quality assurance.

All components of the statistical system have their part to play in delivering these priorities, and the Board's letter is supported by their respective strategies, visions and business plans. The Board expects to publish a longer-term updated Authority strategy in due course, led by a new Chair and a new National Statistician.

The 2025/26 ONS Strategic Business Plan was developed in the context of the Authority's previous 'Statistics for the Public Good' strategy. It is against this plan that this report is produced. Looking ahead - during 2025 a new strategic framework was developed in preparation for the 2026/27 ONS Business Plan, centred around the ONS's new mission statement: 'to deliver trustworthy, independent, high-quality statistics that underpin the UK's most critical economic and societal decisions and inform the public'. Strategic outcomes and objectives were developed in turn which provide the organisation with its future direction. The mission, outcomes and objectives form the key elements of the ONS's strategy. The 2026/27 Business Plan is the primary vehicle for ONS to share its future ambition and the baseline document against which the 2026/27 annual report will be produced.

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1 <https://uksa.statisticsauthority.gov.uk/news/our-new-priorities-for-the-statistical-system/>

In November 2025 the Office for Statistics Regulation published its strategy for 2026-2029, focused on strengthening trust and confidence in official statistics<sup>2</sup>.

The GSS vision statement, 'Strength in Numbers', celebrates how the GSS works together and sets out a vision for furthering cooperation and influence, as well as strengthening the identity of the GSS. An update on progress and areas that require further focus was published in February this year<sup>3</sup>.

## The 2025/26 ONS Strategic Business Plan

The ONS Strategic Business Plan for 2025/26 detailed how the ONS would deliver in line with the four strategic drivers set out in the (then extant) Authority strategy - Radical, Ambitious, Inclusive, and Sustainable, working in partnership with the GSS, data providers and the analytical and research community. It also set out the structure through which the ONS would deliver against its commitments, summarised through four priority outcomes:

1. An enhanced reputation for delivering trusted, relevant, independent statistics and analysis.
2. Top quality published statistics on prices, GDP (including trade and public sector finance), the labour market, 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.
4. Greater linked data capabilities that result in faster, evidence-based decisions across government.

These were underpinned by detail including the ONS Prioritisation Framework activities, business level milestones (BLMs) and programme level milestones (PLMs) of the then existing transformation programmes.

It is against this planning framework that the ONS will report its performance for 2025/26, acknowledging that over the course of the year the operating framework changed with updated Objectives and Outcomes which are covered in more detail in the 'Looking Ahead' section on page 41.

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2 <https://osr.statisticsauthority.gov.uk/publication/how-we-will-strengthen-trust-and-confidence-in-statistics-2026-2029/>

3 <https://analysisfunction.civilservice.gov.uk/government-statistical-service-and-statistician-group/about-the-gss-vision-strength-in-numbers/updates-on-progress-the-gss-vision/february-2026-progress-updates-on-the-gss-vision-strength-in-numbers/>

## 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<sup>4</sup> on an annual basis. Seven out of ten areas report full compliance with more than 95% of the criteria categorised as 'good' which is broadly consistent with the prior year. Further improvement is required to enhance compliance across the remaining three areas with compliance at of 84% for project delivery, 60% for commercial and 86% for digital, data and technology areas, noting that the latter area has shown improvement on the prior year.

## OSR Business Plan

OSR published a multi-year strategy in November 2025 and its business plan in February 2026. These set out the independent role, governance, vision, and priority outcomes and activities for OSR. Performance against the OSR strategy and business plan for 2025/26 is set out in the Annex to this document.

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4 <https://www.gov.uk/government/collections/functional-standards>



# Performance Analysis

## Introduction

The ONS has faced significant challenges over the past year, including in relation to organisational leadership and culture, and the quality of statistics. The Authority Board and Cabinet Office jointly commissioned Sir Robert Devereux to examine the performance and culture of the organisation in 2025. Sir Robert published his recommendations in June 2025 and, in response, several changes were implemented to restore users' confidence and renew our focus on improving the quality of our statistics. The Public Administration and Constitutional Affairs Committee (PACAC) also commenced an Inquiry into the work of the Authority and its executive offices.

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The Devereux review provided clear direction on strengthening prioritisation, user engagement and internal accountability, which we used to inform actions to improve resilience, transparency and the trustworthiness of our statistics. Our resulting work to narrow the scope of our portfolio to focus on improvement activity was welcomed by many users, including our new transparent approach to communications and engagement. However, it should be noted that some prioritisation decisions have been difficult for users of some specific statistics. Whilst some users have recognised the prioritisation challenges and have welcomed the engagement, other users are, perhaps inevitably, disappointed with some prioritisation decisions and have been concerned about the resulting impact.

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We have continued to listen to, and consult with, experts through our National Statistician's advisory committees, which provide external challenge that strengthens the methodological rigour of our statistics. Following the completion of the monitoring period for the Inclusive Data Taskforce recommendations, we renewed the Chair and membership of the National Statistician's Inclusive Data Advisory Committee and welcomed its advice and feedback on the development of GSS Harmonisation data standards and the 2031 Census consultations.

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We continued to engage with Parliament, including PACAC as it conducts its inquiry. During the year, we published Economic Statistics and Survey Improvement and Enhancement plans, reporting progress transparently on a quarterly basis while being clear about the challenges we encountered and how we are responding across the breadth of our work. To support these improvement plans and invest in our critical outputs, we paused lower priority activity, including concluding the Integrated Data Programme and refocusing analytical resources on our key priorities.

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Throughout the past year, despite the challenges faced, 88.2% of our releases were published within timescales (compared to 91.7% in 2024/25) across a range of statistical topics. We also progressed digital modernisation and methods reform, and maintained our international leadership, particularly through global standards development. However, work in some areas was constrained by data and methodological pressures affecting specific economic series, resourcing gaps in analytical and interviewer roles, and the demands of running multiple transformation programmes in parallel. The pace and complexity associated with moving away from legacy surveys and platforms also placed strain on production.

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The inaugural UK Statistics Assembly was held last year in January 2025 with the independent report published in March 2025. In December 2025, UKSA published an update on the four high level priorities with progress on the Assembly recommendations across the statistical system presented to the National Statistician's Executive Group (NSEG) and the Authority Board in March 2026. Both groups endorsed the importance of continuing to publish updates on activity in response to the Assembly report. A furthermore detailed update covering progress made is planned for summer 2026.

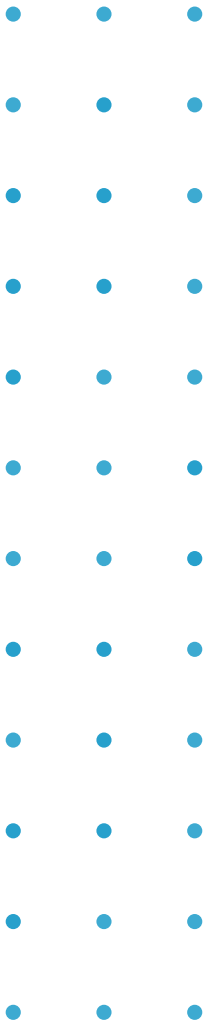
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The following sections and Governance Statement later in the report provide more details of the specific challenges we faced during 2025/26, balanced against areas where tangible improvements have been made. The organisation experienced a period of instability particularly in the early part of the year. As the year progressed, we worked hard to provide additional clarity to our stakeholders both internal and external; introduced significant structural changes; refocussed our attention on our core priorities; and incrementally improved systems and processes. 2025/26 should therefore be considered the start of a period of recovery focussed on stabilisation from which we can incrementally continue to improve our overall performance.

# Summary of Performance by Priority Outcome

The challenging financial environment remains a constant although this was mitigated through 2025/26 by a steady focus of resources on core priorities. This has conflicted at times with user demand for our statistics which continues to be high. These competing factors are set in the wider context of increasing costs of data collection, more challenging engagement with survey respondents and difficulty in maintaining the capacity of our field force. Continued prioritisation has therefore been essential. In this context, our Priority Outcomes (POs) helped to guide our prioritisation in 2025/26, although trade-offs were inevitable. Each PO is delivered via a set of priority activities, and associated milestones. Performance against the business plan is monitored via key milestones and performance indicators.

It is worth noting that the operating context changed significantly during the year, as described in the previous section. Although this document, in line with HM Treasury guidance, reports on the 2025/26 Business Plan, during the year new outcomes and objectives were developed – as outlined in the Looking Ahead section and in the 2026/27 Business Plan.



## Key Deliverables

The 2025/26 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 2026.

### Key Milestone

**Consult on, scope, and deliver a high-quality strategic priorities document for the UK Statistics Authority.**

Due date: 31 July 2025

Status: Complete

**First release of Annual Births and Deaths statistics published.**

Due date: 30 September 2025

Status: Complete

**Publish official annual population estimates.**

Due date: 31 December 2025

Status: Complete

**Progress priority updates related to the latest System of National Accounts and Balance of Payments manuals for economic statistics.**

Due date: 31 March 2026

Status: Complete

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

Due date: 31 March 2026

Status: Complete

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

Due date: 31 March 2026

Status: Complete

**Publication of the annual Blue Book to pre-announced schedule.**

Due date: 31 March 2026

Status: Complete

**Delivery of key outputs related to the Gross National Income requirements as per the UK's EU withdrawal agreement.**

Due date: 31 March 2026      Status: Complete

**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 2026      Status: Complete

**Continue to deliver environmental economy surveys including the Low Carbon and Renewable Energy Economy survey and related outputs.**

Due date: 31 March 2026      Status: Complete

**Produce high-quality monthly Public Sector Finances statistics.**

Due date: 31 March 2026      Status: Complete

**Continued production of high-quality monthly and quarterly Trade statistics and related GDP inputs and derived trade statistics.**

Due date: 31 March 2026      Status: Complete

**Publish official international migration statistics.**

Due date: 31 March 2026      Status: Complete

**Produce Crime core statistics and analysis for England and Wales during 2025/26.**

Due date: 31 March 2026      Status: Complete

**Redesign the ONS website to improve user navigation, taxonomy, and search.**

Due date: 31 March 2026      Status: Complete

**Co-ordinate and strengthen ONS's stakeholder and user engagement approach, including sharing and acting upon Feedback from the UK Statistics Assembly and other engagement activity.**

Due date: 31 March 2026

Status: Partially Completed. Remainder replanned to be delivered in 2026/27

**Publish official demographic statistics and analysis.**

Due date: 31 March 2026

Status: Complete

**Lead economic engagement, including Economic Forums and the ONS Fellows on advising core National Accounts, Prices and Labour Market outputs.**

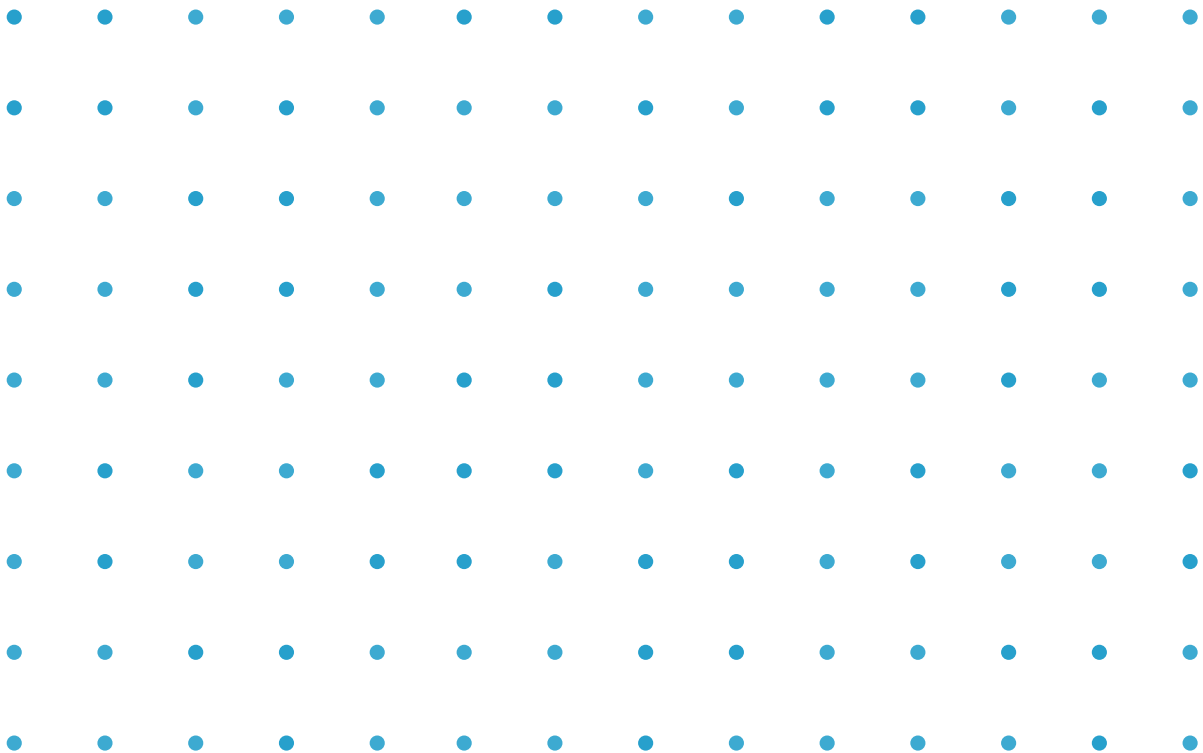
Due date: 31 March 2026

Status: Complete

**Delivery of Public Services Productivity Review recommendations.**

Due date: 31 March 2026

Status: Complete

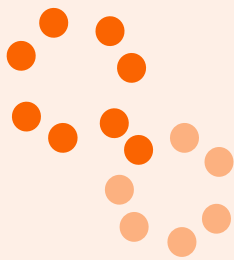




## Overall Performance Narrative by Strategic Driver

This section sets out a more detailed summary of our performance by Priority Outcome against the ONS Strategic Business Plan for 2025/26. It is often the case that deliverables span Priority Outcomes, therefore we have made the link where we feel the deliverable is most relevant.

### Strategic Driver - Radical



#### Priority Outcome 1

An enhanced reputation for delivering trusted, relevant, independent statistics and analysis.

### Subnational Statistics

Throughout 2025/26, we continued to evolve the ONS Local service<sup>5</sup>, strengthening our support to Mayoral Strategic Authorities and focusing analysis and development work on prioritised user needs. We continued to support capability building with local stakeholders, delivering 37 workshops

5 <https://www.ons.gov.uk/aboutus/whatwedo/programmesandprojects/onslocal>

and webinars with attendance exceeding 600 stakeholders at some events. We published a range of outputs and new statistics, covering topics such as sectors and business dynamism, analysis on towns and high streets, and improved new statistics such as small area Gross Value Added and small area Gross Disposable Household Income. Building on feedback from the UK Statistics Assembly, we established a rural statistics working group and published updated Rural Urban Classification and corresponding analyses.

Explore local statistics<sup>6</sup>, our digital dissemination service to find, compare and visualise statistics about places in the UK, transitioned from Beta to Live in April 2025. Throughout the year, we continued to increase the number of local indicators available on the platform and enriched its functionalities, improving access to local data and supporting engagement with local leaders. We also strengthened support to Mayoral Combined Authorities, with future development of the tool shaped by user need and resourcing priorities.

## Crime

During this period, we strengthened crime statistics and analytical capability through methodological redevelopment and improved stakeholder engagement, particularly in surfacing the benefits and limitations of a variety of crime data sources. Key progress included publication of the ONS Centre for Crime and Justice's Redevelopment of domestic abuse statistics: research update in May 2025 and gaining accreditation of the domestic abuse estimates from the Crime Survey for England and Wales in October 2025.

In a drive to modernise collection methods, 2025 saw the launch of an updated, online Children's Crime Survey, with the first results due for publication within the next few months, as well as a feasibility assessment for replicating elements of the face-to-face Crime Survey for England and Wales in an online capacity. A pilot survey was completed following a recommendation from an independent inquiry into Child Sex Abuse, and work will continue to create the framework for this to be rolled out at scale.

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6 <https://www.ons.gov.uk/explore-local-statistics/>

Indicator: Website sessions

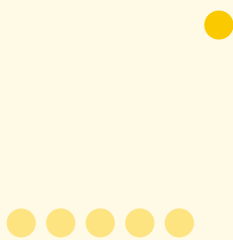
Target: 500k

2024-25 performance: 715k as of March 2025

2025-26 performance: 567k as of March 2026

Website Sessions may be seen as a proxy indicator of user satisfaction. Website sessions are a measure of traffic. A contributing factor to the decrease in website traffic through 2025-26 compared to 2024-25 is the prevalence of generative search features such as AI overviews; these features present summaries to users without them having to visit the ONS website, leading to increased search impressions and decreased website sessions. This trend is not exclusive to the ONS website.

## Strategic Driver – Ambitious



### Priority Outcome 2

Top quality published statistics on prices, GDP (including trade and public sector finance), the labour market, and population (including births, deaths, and migration).

### Economic Statistics

Throughout 2025/26, we strengthened the quality, resilience and trustworthiness of the UK's economic statistics, while continuing to manage a demanding programme of transformation. Core monthly outputs – including Gross Domestic Product (GDP), labour market statistics and the Consumer Prices Index (CPI) – were delivered consistently while strengthening assurance. We increased our focus on transparency and user communication recognising that this period is characterised by economic volatility, challenging survey response rates, increased use of administrative and alternative data, and necessary methodological change.

In June 2025, we published the Plan for Economic Statistics (ESP) and the Survey Improvement and Enhancement Plan (SIEP) to restore the quality of economic and population statistics. These formed part of the response to Sir Robert Devereux's review of the ONS's performance and culture and the

Office of Statistics Regulation's (OSR) systemic review of economic statistics. Over two thirds of the milestones within the plans were delivered by the end of March 2026. Progress was supported by strengthened governance, clearer prioritisation, and the introduction of new quality review and data governance frameworks in response to the OSR's recommendations. Progress depends on managing a set of interrelated risks over time, including specialist capacity in areas such as digital, data and methodology, the scale and sequencing of complex change, fiscal pressures, and competing demands such as Census 2031.

Given capacity constraints driven by our ability to recruit the requisite number of staff to the requisite timescales and the need to protect the quality of the most critical outputs, we prioritised key surveys and operational delivery. Following feedback from users, the Annual Population Survey continued to run, however in the short-term it now has a reduced survey boost in England, while we seek to address user needs in the longer term through labour market transformation.

We prioritised permanent interviewer recruitment and focused field capacity on the Living Costs and Food Survey (LCF) given its importance for GDP, prices and household disposable income statistics.

A significant milestone was the incorporation of grocery scanner data into CPI from February 2026 data onwards, covering around half of the UK grocery market. This represents a step change in coverage and quality, reduces reliance on legacy processes, and aligns UK consumer price statistics more closely with international best practice. Alongside this, targeted improvements to price collection and methodology – including expanded samples for selected components – reduced volatility and strengthened confidence in published inflation measures.

Labour market statistics remained central to public and policy debate. Confidence in the Labour Force Survey (LFS) continued to improve as response levels recovered to close to pre-pandemic levels following sustained survey improvements. We implemented all agreed major design changes to the Transformed Labour Force Survey (TLFS) and continued to work closely with users to prepare for the first evidence-led readiness assessment in July 2026 (further details are included in the next section).

## **Population and Migration**

In January 2026 we brought together population statistics, social statistics and Census 2031 in a newly created group: Population, Census and Social Statistics (PCSS). The decision reflects the interconnected nature of the three areas, and the additional value we can gain from bringing them together. Census sits at the heart of our local statistics as well as underpinning our population statistics and household surveys. Bringing these areas together enables us to work more coherently, share expertise more effectively, and ultimately serve our users better.

During the year the group’s focus was on improvements to outputs which have the greatest impact on decision making. We have moved away from reliance on survey data in our long-term international migration estimates, which now draw on administrative data.

During 2025/26, we started preparations for Census 2031, following the Government’s decision in July 2025 to commission the Census in England and Wales. The commission of a census in 2031 followed the UK Statistics Authority Board’s endorsement of the Future Population and Migration Statistics (FPMS) recommendation, which built on extensive engagement with departments and wider users to set the strategic direction for a modernised population statistics system. We published the Census 2031 Strategy and have taken forward preparations for the 2027 Census Test, supported by early commercial engagement, capability building and active governance oversight.

Given the context of Census 2031, we reviewed our approach to mid-year estimates. We will not move to the proposed new methods for mid-2025, instead following a continuous improvement model which supports improvements to quality. The Census remains the most reliable way to produce a comprehensive, high quality population snapshot, alongside continued investment in administrative data between censuses.

The ONS has made significant improvements to how we produce migration statistics, making greater use of administrative data. In November 2025, we introduced new methods which removed our reliance on the International Passenger Survey (IPS), and now means our estimates are based on observed data, rather than intentions reported at ports and airports. This is the culmination of many years of development with the latest change for British Nationals, moving away from the IPS to the use of DWP Registration and Population Interaction Database (RAPID) data. At the same time, we also moved to use of Home Office Borders and Immigration (HOBI) data for EU nationals.

Indicator: Postponements and cancellations

Target: n/a

2024-25 performance: n/a

2025-26 performance: From April 2025 to March 2026 we’ve had 39 postponements and 10 cancellations

Postponements and Cancellations on core outputs for quality reasons are considered “near misses” as lower quality data could have been published if the publication had not been delayed/cancelled.

Indicator: Corrections

Target: n/a

2024-25 performance: 5 corrections reported between April 2024 and March 2025

2025-26 performance: 8 corrections between April 2025 and March 2026

Corrections of errors are helpful to monitor issues with some aspects of the quality of our outputs. However, they do not provide a full assessment or measure of the overall quality, which has multiple dimensions to consider. Corrections reported in the table are only those that are considered as significant, so for example, affect an important aspect of a release, or could lead a user to misinterpret the statistics. The number of 'significant' corrections reported during the FY25/26 represent less than one per cent of our total statistical releases in the period. Following improvements to our reporting systems and prioritisation decisions, the number of 'significant' corrections between 24/25 and 25/26 is not directly comparable.

Indicator: Suspended OSR accreditations

Target: n/a

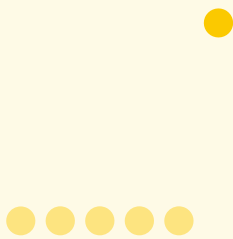
2024-25 performance: n/a

2025-26 performance: 11/86 (13%) OSR accreditations suspended

Suspended OSR Accreditations-Accreditations that have been suspended on regular core outputs (Prices, GDP, Employment, Population).



## Strategic driver - Ambitious



### Priority Outcome 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.

### Responsive Analysis

We produced timely analysis across economic and social domains on priority issues for policymakers and Parliament, including work on energy intensive industries, public service productivity, and analysis supporting labour market, trade and migration releases. While responsiveness was sometimes constrained by resource pressures and transformation activity, it remained a core strength. We are developing new methods to adjust Labour Force Survey (LFS) non-response bias using tax data, we published analysis of mortality by sexual orientation contributing to the LGBT+ Health Evidence Review, and we began analysis of over 1,400 responses to the Ethnicity Harmonisation Consultation. We continued to innovate and deliver impactful analysis on key societal and economic issues – for example through creating a unique linked anonymous data set we were able to provide the first official estimates of the long-term economic impact of motherhood.

Indicator: Growth

Target: Green

2024-25 performance: n/a

2025-26 performance: Amber as of March 2026

Growth: Kickstart economic growth. Focus on sustainable economic growth and productivity.

Indicator: NHS

Target: Green

2024-25 performance: n/a

2025-26 performance: Amber as of March 2026

NHS: Build an NHS fit for the future. Enhance the NHS to meet the needs of the population.

Indicator: Safer streets

Target: Green

2024-25 performance: n/a

2025-26 performance: Green as of March 2026

Take back our streets. Improve public safety and reduce crime.

Indicator: Opportunity

Target: Green

2024-25 performance: n/a

2025-26 performance: Amber as of March 2026

Break down barriers to opportunity. Ensure that everyone has access to education and employment.

Indicator: Clean energy and net zero

Target: Green

2024-25 performance: n/a

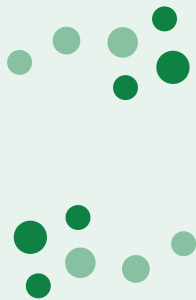
2025-26 performance: Red as of March 2026

Clean Energy and Net zero. Transition to renewable energy sources and reduce carbon emissions.

Performance is assessed using a Red–Amber–Green (RAG) rating system to provide a clear and consistent indication of status.

- Green – Performance is on track. Objectives are being met, or are expected to be met, with no significant issues or risks requiring management intervention.
- Amber – Some challenges are present. There are emerging risks or issues that may impact delivery, requiring active monitoring and management to ensure objectives can still be achieved.
- Red – Significant challenges exist. Objectives are at serious risk of not being achieved or have not been met, and urgent corrective action or intervention is required.

## Strategic Driver – Sustainable



### Priority outcome 4

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

### Data, Tools and Innovation

We made progress in strengthening integrated data capability, modernising digital infrastructure and accelerating innovation across statistical production, improving analytical tools for the ONS through re-using assets from the Integrated Data Programme.

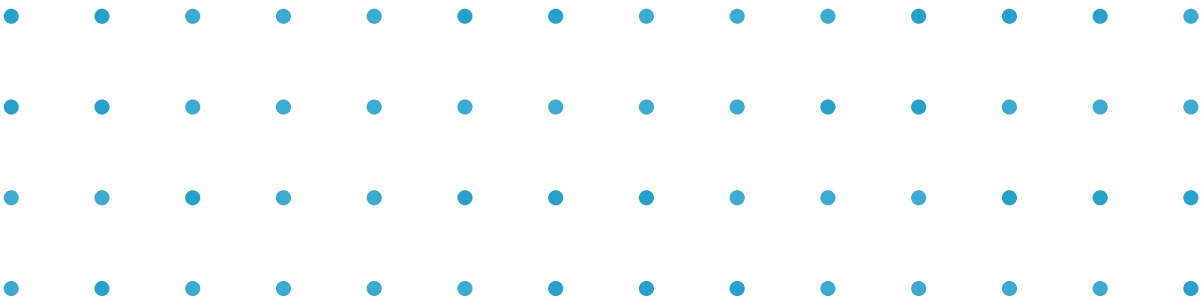
Our data strategy was extended to December 2027, which enabled us to strengthen the governance of the data estate across the organisation. We progressed innovation in statistical methods, including the first operational use of a Large Language Model for occupation coding in the Annual Survey of Hours and Earnings (ASHE), reducing processing time by around 50%. Digital transformation continued through migration of key business surveys to modern platforms, improvements to software engineering practices, and the introduction of new digital tools, improving usability, insight and production efficiency. This reflects our ongoing commitment to transform business surveys and reduce our legacy estate over the next five years. We continued to look at the use of AI with the in-house development of a ClassifAI application and collaboration with the

IMF on their StatGPT tool. Going forward we will be refreshing the ONS Digital and Data Strategy to set out the ONS's longer-term direction for technology, data and the incorporation of AI.

We made, and continue to make, improvements in response to a "Limited" Data Governance audit through the creation of a new Data Governance Office and a business improvement roadmap targeting clearer accountability of data domains and a suite of tooling which supports greater understanding and usability of our data estate.

Indicator: IDS Priority datasets delivered  
Target: n/a  
2024-25 performance: As of March 2025, the 20/27 priority datasets due in FY24/25 had been delivered onto the IDS  
2025-26 performance: As of March 2026, 60/61 priority datasets due in FY25/26 have been delivered onto the IDS  
The number of priority datasets delivered onto the IDS (Integrated Data System) is tracked. No target was set for this KPI.

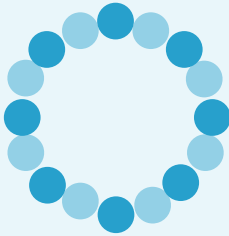
Indicator: IDS Priority datasets indexed  
Target: n/a  
2024-25 performance: As of March 2025, 2/10 of priority datasets added to the IDS were indexed to support linkage  
2025-26 performance: As of March 2026, 36/82 of priority datasets added to the IDS were indexed to support linkage  
The proportion of priority datasets which are indexed (i.e. enabled for linkage with other datasets on the IDS) is monitored. No target was set for this KPI. The closure of the programme will lead to discontinuation of these metrics from 2026/27 onwards.



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# Strategic Driver – Inclusive

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## Organisation and Culture

We implemented significant structural, cultural and governance change to strengthen leadership, improve capability and restore confidence. The new reporting structure is documented in the Governance Statement on page 66.

In 2025, following the resignation of the then National Statistician, Professor Sir Ian Diamond, it was decided, at least temporarily, to split the role of the National Statistician. This was a recommendation in the Devereux review, dividing the role between a National Statistician and Permanent Secretary of the ONS. Darren Tierney was appointed Permanent Secretary in August 2025. Emma Rourke, Deputy National Statistician for Health, Population and Methods held the position of Acting National Statistician between May and December 2025. Interim plans during the period with no National Statistician in post included the director leading the National Statistician's Office working closely with the deputy heads of the Government Statistical Service ; the chief statisticians of the devolved governments; and head of profession for statistics at the ONS. The Board also established a panel to review GSS wide materials that would ordinarily be cleared by the National Statistician. This cross-system collaboration helped minimise the impact felt by the vacant post during the few months with no National Statistician. A recruitment campaign for the role of National Statistician is well underway. Last autumn, Sir Robert Chote, stepped down as Chair of the Authority and Penny Young is currently Interim Chair until a permanent Chair is appointed.

Alongside the changes at senior leadership, there was an organisational restructuring to bring surveys, economic, population and social statistics, and corporate functions into clearer, more accountable groupings. The National Statistician's Office was established to increase focus on system-wide statistical issues. Governance arrangements have been strengthened through weekly Executive Committee meetings, and the establishment of new decision-making sub-committees focused on people, strategic design, and performance and change.

Following the Devereux review, the ONS leadership capability has been strengthened with new appointments in key roles. James Benford joined the ONS in August 2025 as Director General for Surveys and Economic Statistics Group (SES). His priorities include leading the improvement plan for ONS economic statistics, ensuring they meet the highest standards of accuracy, transparency and public value. We have also made appointments to wider leadership roles including the Executive Director for Population, Census and Social Statistics, the Director of People and Places, the Director of Strategy and Change and the Director General for Digital, Data and Technology (due to join ONS in July 2026).

There was an increased focus on transparency and more open engagement with staff, enabled through regular colleague forums, pulse surveys, and partnership working with Trade Unions, as well as the articulation of shared leadership values and the development of a People Plan. An agreement with unions on hybrid working has provided clarity and a more mature framework to support effective collaboration and productivity. Together, these changes mark a shift toward a more integrated, accountable and strategically aligned organisation, with greater emphasis on culture, capability and sustainable delivery.





# Looking Ahead

The ONS, as the Authority's production arm, has introduced significant changes during 2025/26 including to its leadership, structure, and culture. The ONS is now resolutely focussed on critical statistical production. To reflect the changes and the renewed focus on what is most important, during 2025/26 the ONS developed revised strategic outcomes and objectives – replacing the extant Priority Outcomes – as part of its business planning process for 2026/27<sup>7</sup> and beyond.

The new strategic outcomes and objectives will help to ensure strong coherence and consistent focus in our decision-making across the business. This is even more important in a context of constrained resource and high demand. Our strategic outcomes and objectives are delivered via a set of priority activities, and associated milestones and form the basis of our planning approach. Performance against the Business Plan will be monitored via key performance indicators and milestones aligned to each strategic outcome.



## Strategic Outcomes (2026/27)

Our three strategic outcomes articulate what success looks like. Success is when we have:

- Outcome 1 – Improved the quality and trustworthiness of the statistics we publish. This outcome will be achieved through a combination of all three strategic objectives listed below.
- Outcome 2 – Provided society and decision makers with timely and relevant data and statistics. This outcome is about delivering timely data and statistics that meet user expectations and will once again require delivery against all three strategic objectives - covering regular statistical production cycles and essential data services supported by capabilities developed through objective 3.
- Outcome 3 – Developed an efficient, resilient and adaptable organisation with the right capabilities for the future. This outcome is about our infrastructure and workforce. This will be fed mostly by strategic objective 3, informed by users and feedback from delivery of objectives 2 and 3.

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7 <https://uksa.statisticsauthority.gov.uk/publication/office-for-national-statistics-business-plan-2026-27-to-2028-29/>

## Strategic Objectives (2026/27)

To achieve these outcomes, we will:

- Objective 1 - Deliver and continuously improve an agreed portfolio of critical statistics.
- Objective 2 - Deliver agreed essential services of a National Statistics Office that support the use of our data and statistics.
- Objective 3 - Build the essential capability (culture/people/data/tech) improvements required by the ONS today and in the future.



In the second half of 2025/26, the ONS Executive Committee (ExCo) adopted a new approach to business planning (for 2026/27 and beyond) which focused on prioritisation, affordability, and delivery confidence. This reflects a recognition that previous plans at times overcommitted relative to available capacity, which impacted implementation and reduced delivery confidence. The new approach responds directly to staff feedback, and the Devereux review, calling for clearer prioritisation to enable the consistent delivery of high-quality statistical work. Business areas initially submitted high-level plans, which were then reviewed collaboratively through Director-level workshops to agree organisational priorities. These priorities inform the development of milestones across a three-year horizon, rather than a single year.

As part of this exercise, a new mechanism – **the Waiting Room** – was introduced to strengthen decision-making on, and aid transparent sequencing of, change activities. Its purpose is to ensure that we only progress significant change activity when it can be fully resourced and has met an agreed set of delivery criteria, helping to manage the overall volume of complex change undertaken at any one time. This will help rebalance our portfolio to protect delivery of the work that matters most.

Change activities entering the Waiting Room will either progress through further discovery and development within our change delivery pipeline or be formally paused. Change activities can only exit the Waiting Room and go onto the change delivery pipeline when they meet the agreed conditions for success, following assessment by the new Performance and Change Committee and endorsement by ExCo, ensuring that delivery only begins when it is affordable and feasible.

When change activities progress from the change delivery pipeline they will enter the change delivery portfolio, which includes our highest priority and most complex change programmes. This new approach will increase delivery confidence of our biggest programmes and will ensure sufficient funding, enabling resources and conditions for successful delivery are in place including strategic clarity, a validated roadmap, proven feasibility, available skills and resources, and mature governance. Portfolio programmes will undergo rapid assurance by delivery experts to establish greater delivery predictability for our most important change work in Q1 2026/27, with outcomes shared with ExCo to support any necessary interventions.

The clarity provided through our new business plan and the supporting mechanisms introduced in the early part of 2026/27 will help us to mitigate the risks and challenges that we continue to face.

## Resources and Organisation

### Financial Management

Throughout 2025/26, we complied with all HM Treasury expenditure control approvals processes and submitted returns for the standard annual estimate exercises 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 our remaining programme ring-fence (Future of Population and Migrations Statistics Programme). 2025/26 was the first year of the Spending Review 2025 (SR25) period with budgets agreed in October 2024 as part of the first phase of SR25. Overall organisational budgets were held at the same level as 2024/25 but with an increase in the level of funding classified as core – not subject to policy ring-fences. This funding certainty and greater flexibility has been of benefit to the organisation and has simplified an overly complex funding regime. This has in turn simplified our financial management processes during the year.

The overall financial position for 2025/26 remained tightly managed which required the organisation to continue its focus on its priorities through business planning. The organisational review recommendations and subsequent events in the first half of 2025/26 re-enforced the need to prioritise finite resources. This resulted in the continued protection and then enhancement of core statistical production and surveys budgets through the year. The organisation experienced significant structural changes during 2025/26 which required careful financial stewardship.

Overall, the organisation utilised close to 97% of its total net resource and capital budgets during the period. This does however result in a total net resource and capital surplus of £15.7m (noting this figure includes ring-fenced depreciation). Our ability to maximise our resources during 2025/26 was impacted primarily by our level of accuracy in predicting staffing levels through the year. Financial management processes were enhanced during the period to help mitigate the risk of not fully utilising resources as set out in the Governance Statement. Further work is required which will be addressed through 2026/27.

The SR25 settlement included a mandated efficiency and savings target of 2% to be achieved by the end of 2025/26. This target was achieved which equates to more than £8m in terms of value, evidenced by the re-distribution of resources from lower to higher relative priorities and the absorption of cost increases across business areas. Delivery of efficiencies and savings remains a vital component enabling ongoing financial sustainability.

## Financial Outcome

Our total net resource expenditure increased from £374.8m in 2024/25 to £393.7m in 2025/26. 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 and for 2025/26 was £405.5m. Net financial resource utilisation is comparable in percentage terms year on year. The increase in absolute net resource expenditure between 2024/25 and 2025/26 is due largely to additional funding approved by HM Treasury for the continued dual run of the Labour Force and Transformed Labour Force Surveys.

In terms of expenditure gross of income receipts, our resource expenditure figures increased from £403.7m in 2024/25 to £416.9m in 2025/26. This increase overall reflects the uplift in expenditure set out above, but the gross position has also been impacted by a higher overall level of income (and associated expenditure) in 2025/26 compared with 2024/25. Our income increased from £28.9m in 2024/25 to £33.2m in 2025/26 due to additional services that ONS provided to other government departments and third parties (externally funded activities).

Our total net capital expenditure decreased from £25.8m in 2024/25 to £19.8m in 2025/26. The commensurate budget for 2024/25 with which to compare was £28.5m and for 2025/26 was £23.7m. The overall decrease in capital expenditure year on year is primarily due to reduced investments on in-house intangible software assets.

Our capital expenditure is made up of £11.7m investment in development of assets, with £8.1m 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 101-102 and in our Accounts in chapter 3.

## People Capability and Capacity

As the organisation continues to deliver recovery plans and with preparations for Census 2031 live, it is critical that the ONS has the right capability and capacity in place to support delivery now and in the future. Evidence from external reviews has also highlighted a clear gap and need to strengthen deep analytical expertise across the organisation.

Based on this analysis, two priority areas for immediate action have been identified; Legacy System Modernisation (including cloud technologies, R and Python, reproducible analytical pipelines, process automation through agents, and reducing reliance on scarce legacy expertise) and end-to-end Quality Management. To address these capability gaps, cross-organisational expert working groups have identified targeted solutions that are being designed, with delivery planned across quarter 3 and quarter 4 in 2026/27.

Solutions in development include a technical induction programme for colleagues in analytical and digital roles, clear and tailored learning pathways aligned to skill, role and proficiency level, a digital coding learning platform, a structured approach to capturing critical expert knowledge, and refreshing our approach to social based learning. To further enable delivery, work is underway to review and update the workforce plan and skills taxonomy for all critical skills, alongside exploring the implementation of a digital tool to support ongoing skills assessment, gap analysis, and professional development.

Throughout 2025/26, the Authority has further matured its approach to people capability. We continued to embed our strategic skills development approach comprising of several workstreams to ensure we glean a stronger view of the demand and supply of critical skills in the organisation now and in the future.

Specifically in 2025/26 we successfully completed the second phase of our Skills Capture exercise which looked to better understand our current skills levels across the organisation for critical analytical and digital skills we need.

Over 2,000 colleagues have engaged with our Skills Capture exercise which has given us a strong, data driven picture of our current capability across coding, statistical methods, analysis, and research.

This has provided the basis for much more structured, strategic conversations at directorate and profession level on where the required skills are within the organisation, the skills gaps we have, and the skills we will need in the future.

We conducted a review of the technical capability learning we have available across the organisation with a view of ensuring we have the best possible provision to build skills that we need now and in the future. During 2025/26 we continue to invest in our entry routes into working in government analysis with 27 colleagues joining our 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 in line with our location strategy.

We renewed focus on our senior leadership development offer. In 2025/26 we launched our first ever development programme specifically for Senior Civil Servant (SCS) Deputy Director (SCS1) colleagues. Our 'Enterprise Leadership Programme' aims to equip high potential SCS1 leaders with the skills to drive organisational success at an enterprise level. Early feedback has been extremely positive with a second cohort planned for 2026. We also boosted our executive coaching offer for Directors with a view of encouraging heightened collaboration. Finally, we revamped our performance management approach for SCS colleagues to role model open and honest conversations about performance and development, introducing a mid-year conversation and '360' feedback reports for this performance year.

Capacity constraint or the limitations of what could be achieved with the people resources available was a key planning consideration in 2025/26 as it is in any given period. Our business plan for 2025/26 set out how we intended, through prioritisation, to dedicate our resources to what was most important to us. Through the year we increased our focus on core priorities re-pointing resources being one of the results. This is evidenced by the re-allocation of people needed to commence the economic statistics improvement plan and the redeployment of resources as strategic programmes closed.

Financial constraint driven by fixed annual budgets always requires careful management but through 2025/26 we ensured that budgetary allocations facilitated capacity growth aligned with our priority outputs. Overall, our workforce grew by 321 FTE (as set out in the Staff Report on page 123) in year predominantly in business areas responsible for producing core statistical products and the surveys that underpin them. The Financial Management

summary on page 43 however sets out that the primary reason for the reported under expenditure in 2025/26 was the level of accuracy in staffing level predictions. This is a key area for ongoing improvement.

Our ability to grow our workforce will always be dictated to a degree by the availability of the requisite capacity in the market. This tension has and will continue to re-enforce our need to prioritise finite resources where they have the most impact, to use our resources as efficiently as possible and to continue to explore other ways of achieving our objectives.

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### Employee Experience

Over the past year, we strengthened the employee experience at the ONS by listening carefully to our people and acting on what we have heard. The People Survey remains a central part of understanding how colleagues are feeling, and this was complemented by changes to how we act on the People Survey intelligence, including refreshed People Action Groups (PAGs). The ONS committed to ensuring all PAGs had a SCS sponsor, and where possible dedicated resource to lead the PAG, to ensure clearer ownership, stronger local action and improved responses to feedback. The employee engagement score from the 2025 People Survey was 60% (61% in the 2024 Survey). This is a point in time view (October 2025) which reflected an organisation in transition at that time.

We also evolved our approach to senior leader accountability by introducing the Permanent Secretary People Health Checks which introduced clear direction-setting and accountability for people topics in each directorate. These health checks resulted in the introduction of organisational quarterly pulse surveys from April 2026. Alongside this, we launched a clear organisational mission and a leadership statement to give colleagues a shared sense of direction and purpose, anchoring day-to-day work in what matters most.

We re-branded and re-launched our employee commendation scheme, previously known as the Excellence Awards, and now the Pride of ONS Awards which brings a warmer, more inclusive way of recognising the contribution of colleagues across the organisation, reinforcing what we value and what we celebrate together. All this sits within our wider cultural transformation journey, as we continue to build an organisation where people feel heard, supported and proud of the part they play in delivering trustworthy statistics for the public good.

# Corporate Responsibility

## Anti-corruption and Anti-bribery measures



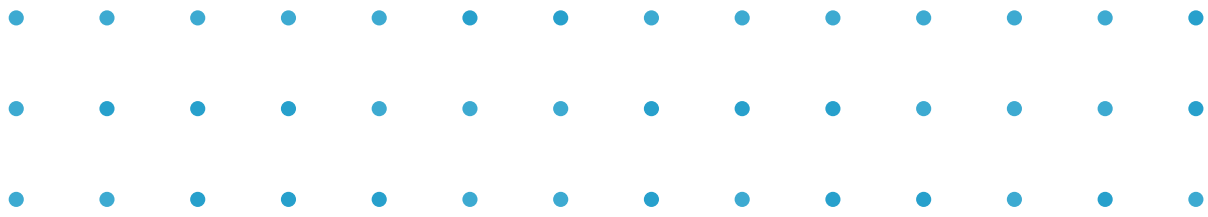
The Authority is committed to upholding high standards of honesty and integrity in all its activities and continues to work on its commitments regarding counter-fraud, bribery and corruption. All staff are required to act with honesty, integrity and to safeguard the public resources they are responsible 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 and response plan 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 five-year Counter Fraud, Bribery and Corruption Strategy to support the Authority in minimising fraud, bribery, and corruption. The team undertakes an annual 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 and target proactive work.

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 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 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 interest's 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 2026 to demonstrate adherence to the policy throughout 2025/26.



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## Other information in the public interest

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### Responding to Members of the Public

There were zero complaints about the Authority raised in 2025/26 via the Parliamentary Ombudsmen. The one complaint in 2024/25 was not upheld and therefore no Ombudsman recommendations were issued.

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### Whistleblowing arrangements

Whistleblowing has a clear legal basis, and a common approach is taken across the Civil Service. Our arrangements are aligned with this approach and are considered to be effective; our low number of cases is comparable with other departments of a similar size.

When a whistleblowing case is raised, both the Audit and Risk Assurance Committee (ARAC) Chair and the Board are notified and kept informed of the outcome. This ensures transparency and oversight in the management of all whistleblowing matters. The annual report on whistleblowing and related speak up activities was presented to Audit and Risk Committee, and whistleblowing is also discussed with the UK Statistics Authority Board.

It is important that the Authority provides a safe, inclusive, and supportive work environment; one where everyone feels comfortable to speak up if they experience or witness anything that concerns them. The Authority's Whistleblowing and Raising a Concern policy provides assurance on the visibility, accessibility and understanding of the approach to raising concerns 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. This includes all-colleague communications and the provision of learning interventions around the framework.

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## Respect for Human rights

The Authority fully complies with the Human Rights Act 1998.

Respect for human rights correlates strongly 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
- 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 Authority'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.

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## Sustainable Development

The Authority is committed to conducting its operations in a manner that supports environmental protection and sustainable development. This is underpinned by the Sustainable Development Policy, which embeds environmental considerations into decision-making, ensures compliance with relevant legislation, and promotes continual improvement in environmental performance.

During 2025/26, the Authority has aligned its sustainability reporting with HM Treasury's Sustainability Reporting Guidance, supporting integrated reporting and transparency on environmental impacts in line with the Government Financial Reporting Manual (FReM).

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## Environmental Performance

In 2025/26, the Authority focused on the collection and reporting of baseline environmental data across its estate and operations. This reflects the transition to a new Greening Government Commitments (GGC) framework for 2025–30, for which final targets had not been published at the time of reporting. As a result, performance is presented as baseline data only, providing a consistent basis for future measurement.

The Authority has reported environmental performance across key areas required under sustainability reporting guidance, including greenhouse gas emissions, waste generation and water consumption.

### Environmental performance metrics (2025/26)

Metric	Unit	2025/26 Baseline	FY 2024/25
Total greenhouse gas emissions (Scope 1 and 2 as reported)	tCO <sub>2</sub> e	1,812	1,803
Direct building emissions	tCO <sub>2</sub> e	86	76
Waste arising (total)	tonnes	162	116
Water consumption (estate total)	m <sup>3</sup>	10,670	8,872
Domestic flights emissions <sup>8</sup>	tCO <sub>2</sub> e	48	47

These metrics have been prepared in line with central government sustainability reporting requirements, using established methodologies for emissions, waste, and water reporting.

The observed decline in environmental performance metrics is primarily attributable to increased office occupancy under revised hybrid working arrangements, resulting in higher energy use and onsite resource consumption compared with the prior reporting period. In addition, gas boilers have been reintroduced at the Titchfield and Christchurch sites, a water leak remains under investigation, and enhanced transparency in waste reporting (including the inclusion of project waste) has contributed to the change in reported performance. Notwithstanding these factors, targeted measures and ongoing sustainability initiatives are intended to support improved performance over time.

<sup>8</sup> Domestic flights form part of broader Scope 2 and Scope 3 travel-related emissions reporting.

Gross expenditure on the purchase of energy for 2025/26 was £894k (£1,155k 2024/25). This is broken down to £719k electricity (£903k 2024/25), £100k gas (£130k 2024/25) and £75k biomass (£122k 2024/25). The Authority has also accounted for £70k on water consumption (£63k 2024/25).

The total expenditure on waste for 2025/26 was £155k (£275k 2024/25) - all municipal waste:

	2025/26			2024/25		
	%	Tonnes	£' 000	%	Tonnes	£' 000
Total waste recycled	48	77	74	62	71	170
Total waste composted	13	22	20	7	8	19
Total waste incinerated with energy recovery	36	58	56	30	35	83
Total waste incinerated without energy recovery	0	0	0	0	0	0
Total waste to landfill	0	0	0	0	0	0
Other	3	5	5	1	2	3

**Notes**

Detailed costings are not available by category and therefore % has been used to generate an estimate of costs.

In 2025/26, the Authority disposed of 4,349 ICT units, comprising 1,897 items sold or donated for reuse (3.719 tonnes) and 2,452 items recycled (0.008 tonnes). In 2024/25, 4,335 ICT units were disposed of, comprising 4,086 items sold or donated for reuse (3.811 tonnes) and 249 items recycled (0.109 tonnes). No ICT waste was sent to landfill or disposed of via incineration (with or without energy recovery) in either year. The value returned to the Authority for both years was nil.

**Resource efficiency and operational impacts**

The Authority continues to manage environmental impacts across its operations, with a focus on efficient resource use and waste reduction. Waste arising from the estate is monitored and managed through established contractual arrangements, with ongoing efforts to minimise landfill and increase recycling rates in line with government policy expectations.

Water consumption across the estate is measured and reported in cubic metres, supporting improved understanding of resource usage and enabling future reductions.

Sustainability considerations are embedded within procurement processes, with suppliers required to comply with environmental requirements set out in the Authority’s standard terms and conditions. This includes commitments to resource efficiency, emissions reduction, and minimisation of environmental harm.

**Estate, operations, and supply chain**

Environmental sustainability is incorporated into estate management and operational delivery. This includes programmes to improve building performance, reduce resource consumption and promote reuse and recycling of assets, alongside embedding sustainability within supply chain management and procurement activity.

The Authority continues to work with government frameworks to support sustainable procurement and encourage engagement with small and medium-sized enterprises where appropriate.

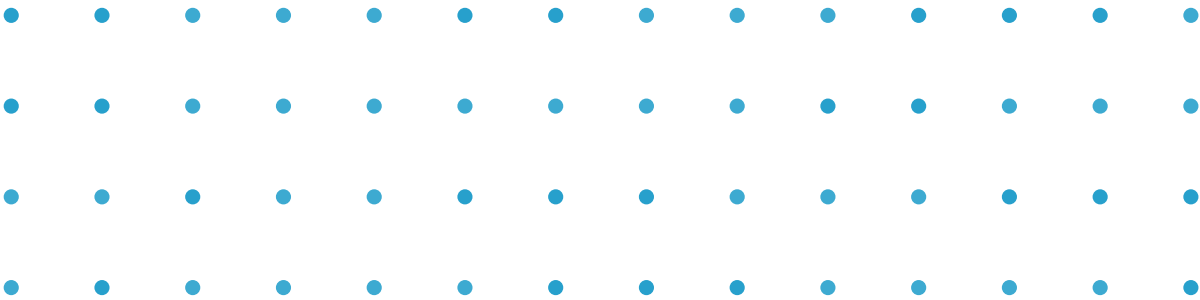
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**Sustainable Procurement**

The Authority’s standard Terms and Conditions for contracts 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, where applicable, 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 Service (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.



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## **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. We continue to eradicate the use of single use plastics across the service. Waste management has a particular focus and the installation of an onsite biodigester at Newport means that we can reduce waste, in particular food waste, further. Other initiatives to reduce takeaway cups and containers are in progress at all ONS sites.

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## **Sustainable Construction**

The Authority's refurbishment and construction works are designed and delivered 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 Solar Panels to the Pump House Roof in Newport, improving and expanding our Electric Vehicle charging points, works to resolve water loss onsite and the installation of a biodigester as part of biodiversity enhancements. 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 was given to community organisations and charities, with any residual items planned for sustainable recycling through specialist providers.

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## **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 grounds maintenance contract. We further enhanced the Newport estate with biodiversity funding from GPA through wildflower expansion, increasing our diversity of planting and installation of a biodigester to eliminate food waste wherever possible.

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## 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.

## Rural Proofing

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

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## Task Force on Climate-related Financial Disclosure (TCFD) 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 following recommended disclosures:

- Governance recommended disclosures (a) and (b)
- Risk Management recommended disclosures (a) to (c)
- Metrics and targets recommended disclosures (b)

This is in line with central government's TCFD-aligned disclosure application guidance. This level of disclosure is consistent with expectations set for central government bodies and reflects the Authority's commitment to transparent and proportionate climate-related reporting.

At present, the Authority does not consider climate change to represent a principal risk to the delivery of our statutory objectives and strategic priorities. While the Authority recognises the importance of environmental issues and the increasing relevance of climate change to the public sector landscape, current assessments indicate that climate-related factors do not pose a significant threat to the achievement of our core functions or long-term objectives. This position is kept under regular review as part of our organisational risk management processes.

Because climate change is not held as a principal risk, the Authority is not required, under HM Treasury's phase 3 TCFD guidance, to report on:

- Metrics and targets recommended disclosures (a) and (c)
- Strategy recommended disclosures (a) to (c)

The Authority considers its disclosures to be consistent with HM Treasury's TCFD-aligned application guidance, applying a proportionate approach based on its current assessment of climate-related risk.

The Authority will continue to monitor climate-related developments across government and within our operating environment. As the public sector's understanding of climate risk evolves and as future phases of TCFD implementation guidance are introduced, we will review our approach to ensure it remains appropriate, robust and aligned to best practice.

### **Governance**

Sustainability performance is monitored through internal governance arrangements, with relevant data reported to senior leadership to support oversight and decision-making.

At the beginning of 2025/26 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 data gathered in line with the GGCs. Following changes to the executive governance of the Authority, from quarter 2 of 2025/26 this information was provided directly to the Executive Committee periodically.

The Authority will build on the 2025–26 baseline to enhance future sustainability reporting, including reporting against updated GGCs once these are formally published. This will support improved performance tracking and continued alignment with central government sustainability frameworks.

For the 2025/26 reporting structure, please see page 66 of the Governance statement.

### **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 for further information on the Authority's climate performance, metrics and targets.



## Risk Management

Risk management is an integral part of UKSA planning and decision making. The Authority's Risk Management Framework sets out the principles, concepts and accountabilities for effective risk management across the department and is aligned to central government guidance, namely the Orange Book –

Management of Risk, Principles and Concepts 2023 and Managing Public Money. The Authority's risk appetite was set by the Authority Board.

Although there are no strategic risks relating to sustainability and environment, all risks are managed 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 in the Governance Statement.

**Darren Tierney**

Chief Executive and Accounting Officer

UK Statistics Authority

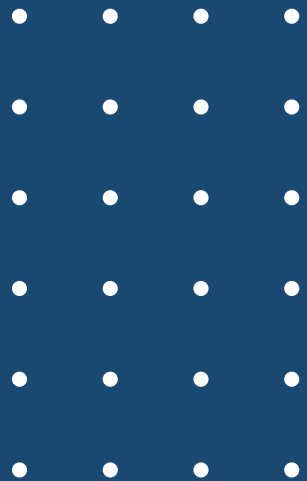
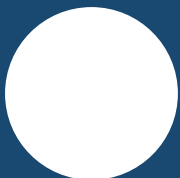
June 2026

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## Accountability report



# 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 and used 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 Permanent Secretary 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 HM Treasury.

## **Accounting Officer confirmation**

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.

The annual report and accounts as a whole is fair, balanced and understandable and I take responsibility for the annual report and accounts and the judgments required for determining that it is fair, balanced and understandable.

# Governance statement

## Responsibilities

As 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. This statement sets out the key challenges faced by the UK Statistics Authority (the Authority), the issues which have arisen, the remaining risks, and the system of control to manage these risks. This Governance Statement supports the description of our performance provided in the Annual Report (Chapter 1) which sets out our strategy and the progress we made towards delivery.

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 2025/26<sup>1</sup>). 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. This appointment remains in place.

## 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, which are not directly relevant to the Authority due to our statutory framework and status as a non-ministerial department. However, in all other areas we comply with the spirit and principles of the code.

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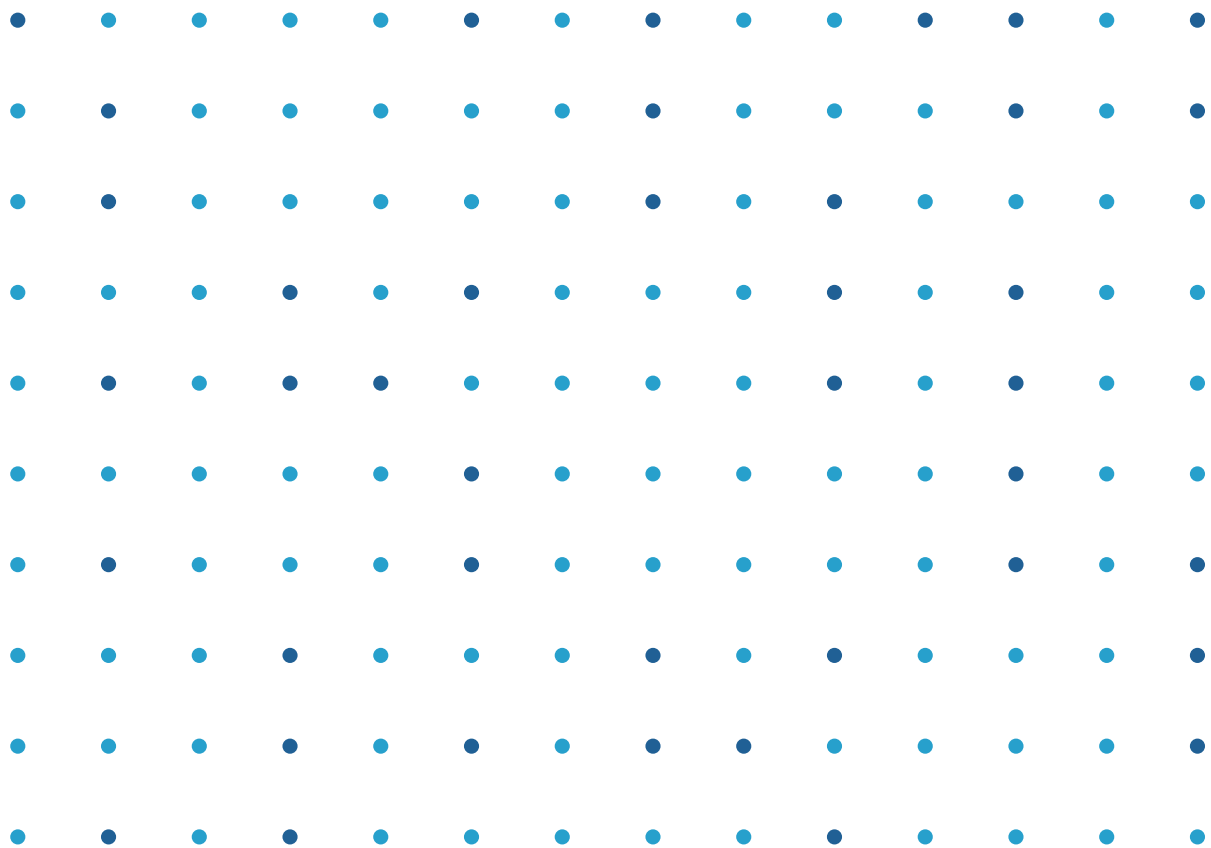
1 Given the change in Accounting Officer during 2025/26, documentation delegating OSR budget responsibilities to Mr Ed Humpherson, will be refreshed in advance of financial year 2026/27.

## Role of the authority board during 2025/26

The UK Statistics Authority Board (the 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 detailed in the tables below.

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 term of appointment was for a five-year term. In July 2025 Sir Robert Chote informed the Cabinet Office of his intention to step down as UK Statistics Authority Chair in the autumn to take up his role of President of Trinity College, Oxford. Sir Robert stepped down at the end of September 2025.

Penny Young took on the role as Interim Chair of the UK Statistics Authority Board on 1 October 2025 pending the appointment of a new Chair.



## Governance and committees of the authority board during 2025/26

During 2025/26 sub-committees, which supported the Authority Board in its work and reported to it met as follows.

Committee	Chaired by	Purpose	Meetings
Audit and Risk Assurance Committee	Dr Jacob Abboud	To support the Authority Board and the Authority's Accounting Office in their responsibilities for risk management, control and governance.	5
Regulation Committee	Prof. Dame Carol Propper	To oversee the programme of assessment of sets of official statistics against the Code of Practice plus other work related to assessment and regulation.	5
Population Statistics System Committee	Penny Young	To assist the programme to facilitate assurance to the Authority Board on progress to support the population statistics system including preparation for a census in 2031.	2
Remuneration Committee	Sir Robert Chote Penny Young <sup>2</sup>	To determine 2024/25 performance bonuses for the members of the Senior Civil Service employed by the Authority and to consider other staff pay issues.	2

<sup>2</sup> Penny Young, as Interim Chair took on the role as Chair of the Remuneration Committee from July 2025.

## Topics covered by each committee

### Authority Board

- Strategy and Business Planning
- Draft Authority Strategy
- Integrated Data Service Programme
- Labour Force Survey / Transformed Labour Force Survey
- Independent Review of data, statistics and research on sex and gender
- Communications Strategy
- Economic Statistics Plan
- Survey Improvement and Enhancement Plan
- People and People Survey
- Government Statistical System Coherence
- Strategic Risk Profile
- International Strategy
- External Effectiveness Review
- Split of the National Statistician Role
- Census 2031 – Devolved Governments
- National Statistician’s Office Resourcing
- UK Statistics Assembly

### Audit and Risk Assurance Committee

- Annual Report and Accounts
- Business Planning
- Risk and Assurance
- Finances
- Legacy and Digital Delivery Framework
- Data Governance
- Cyber Security
- Internal Audit Programme 2025/26 and Progress Tracking
- Whistleblowing
- Fraud
- NAO Audit Completion Report
- People
- Data Protection
- Economic Statistics Plan Resourcing
- Implementation of Internal Audit Actions
- Office for Statistics Regulation annual update
- Changes to Executive Governance
- Annual Review of Committee Effectiveness

## Regulation Committee

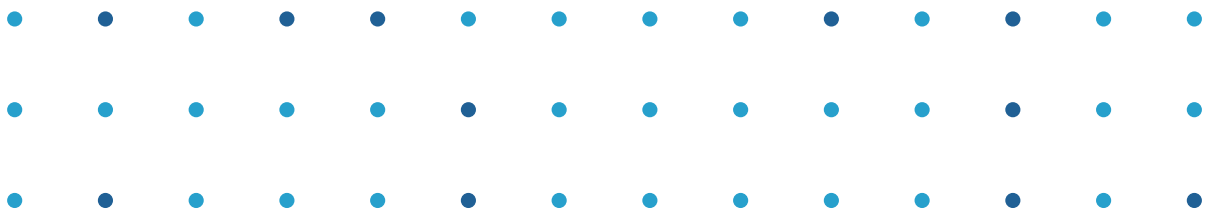
- State of the Statistical System Report
- OSR Annual Report
- Annual Review of Casework
- OSR Strategy and Business Plan
- Code of Practice 3.0
- Spending Review 2025 – 2026/27 to 2028/29
- ONS Administrative Based Population Estimates
- Intelligent Transparency
- Domestic abuse statistics in ONS Crime Survey
- Northern Ireland Tourism Statistics
- NHS Scotland Workforce Statistics
- Authority Interventions Policy
- Systemic Review of Mental Health Statistics in Wales
- Elections Lookahead
- ONS Economic Statistics Plan
- ONS Labour Market Statistics
- ONS Population Statistics
- Public Confidence in Official Statistics
- Annual Review of Committee Effectiveness

## Population Statistics System Committee

- Topic Consultation
- Census Strategy
- Census Timeline and Constraints in Decision Making
- 2027 Test
- Cooperation with Devolved Governments
- Administrative Based Population Estimates
- Risks, Opportunities and Assurance

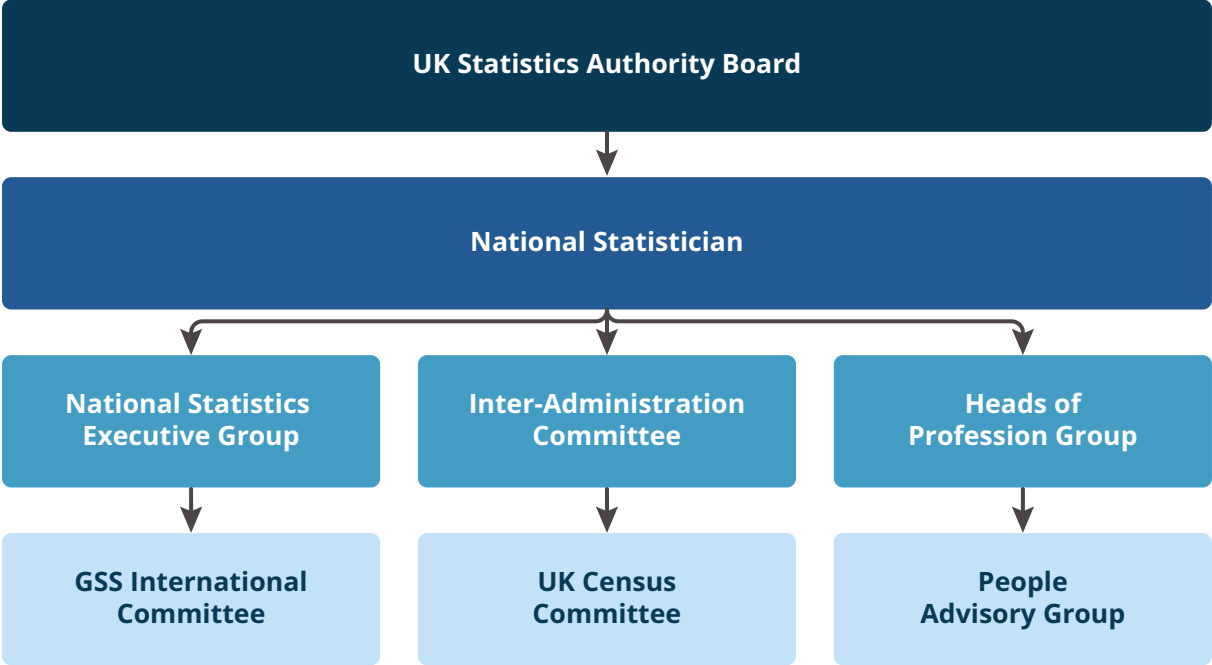
## Remuneration Committee

- Senior Civil Service performance moderation

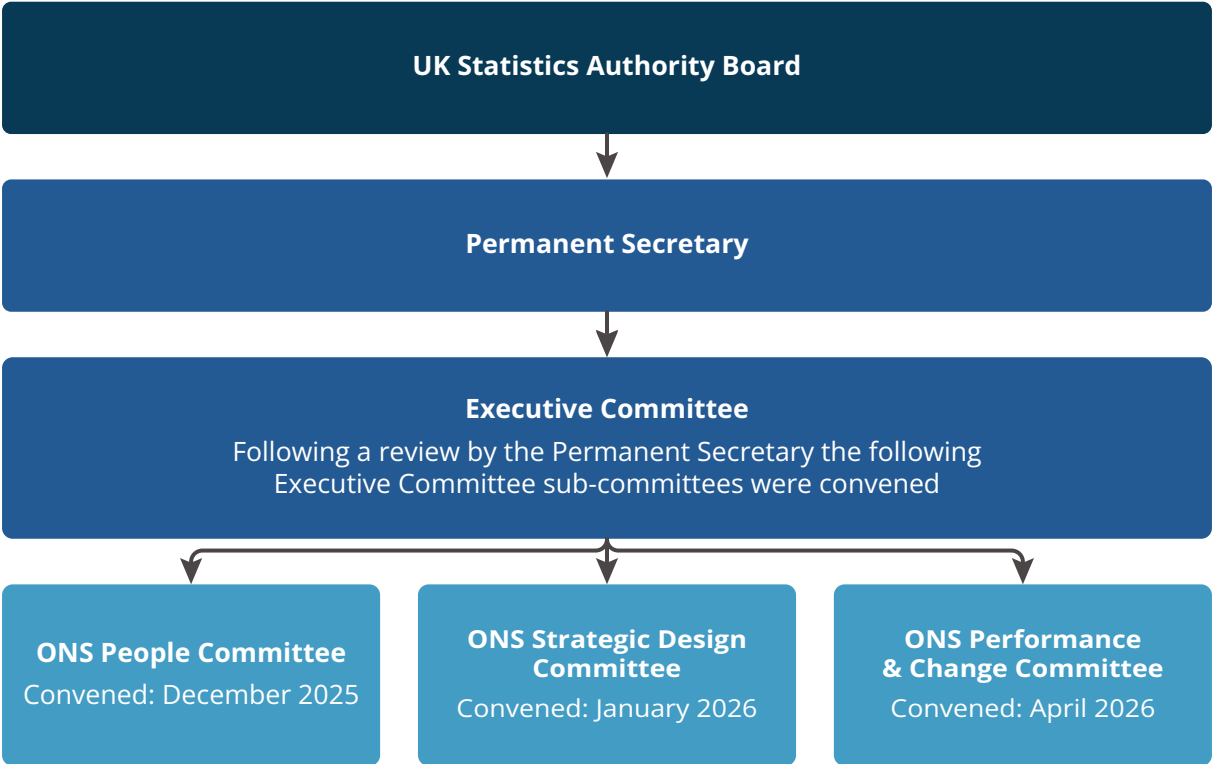


The below documents the reporting structure at April 2026 (post re-structure):

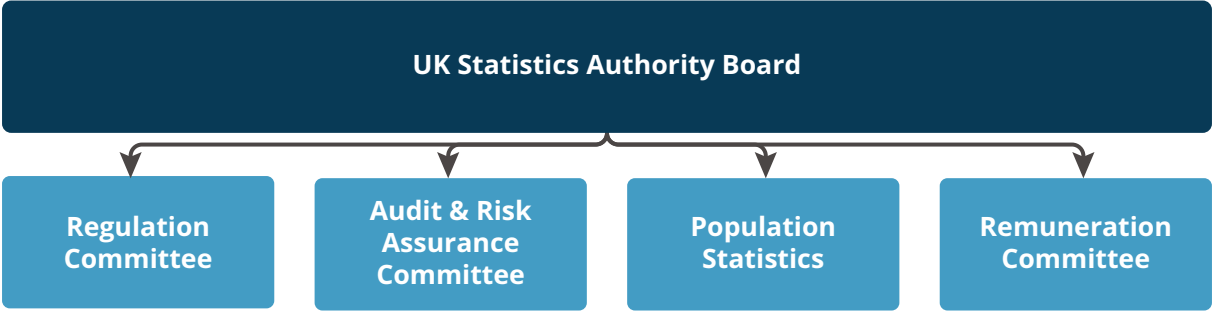
**National Statistician**



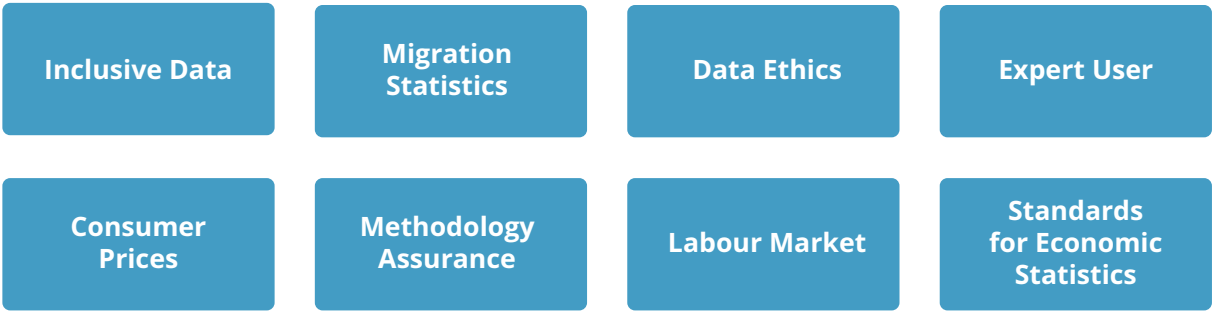
**Permanent Secretary**



Authority Board Sub-committees



Authority Board advisory committees



Authority Board statutory committee



## Attendance at the Authority Board and its sub-committees

Member	Authority Board	Audit and Risk Assurance Committee	Regulation Committee	Population Statistics System Committee	Remuneration Committee
<b>Non-executive members</b>					
Sir Robert Chote (Chair) <sup>3</sup>	4/5	Not required	2/2	Not required	1/2
Penny Young (Interim Chair)	11/11	Not required	Not required	3/3	2/2
Dr Jacob Abboud	10/11	5/5	Not required	Not required	Not required
Peter Barron	11/11	Not required	5/5	Not required	Not required
Professor Dame Carol Propper	8/11	Not required	5/5	Not required	Not required
Professor Sir David Spiegelhalter	11/11	Not required	5/5	3/3	Not required
Professor Mairi Spowage	11/11	5/5	Not required	Not required	Not required
Dr Sarah Walsh	11/11	5/5	Not required	3/3	1/1
<b>Executive members</b>					
Professor Sir Ian Diamond Chief Executive (and National Statistician) <sup>4</sup>	1/1	Not required	Not required	Not required	Not required
Ed Humpherson (Director General for Regulation)	10/11	Not required	4/4	Not required	Not required
Emma Rourke (Director General for Health, Population and Methods / Acting National Statistician) <sup>5</sup>	8/8	2/2	Not required	1/1	1/1
Darren Tierney (Chief Executive) <sup>6</sup>	7/7	2/2	Not required	Not required	1/1

3 Stepped down from 1 October 2025. Penny Young took over as Interim Chair from 1 October 2025.

4 Stepped down on 9 May 2025

5 Acting National Statistician from 9 May 2025 to 19 December 2025

6 Chief Executive as of 22 December 2025

## Board effectiveness review

This year the Interim Chair, Penny Young commissioned an externally led review, led by Mo Baines, Interim Lead Non-Executive Director, Ministry of Housing for Housing Communities and Local Government and Chief Executive of the Association for Public Service Excellence. The review was future facing focusing on how the Board could maximise its effectiveness, and what changes could be made to contribute to this.

Mo Baines conducted a series of interviews, observed the November 2025 Board meeting and had access to Board papers and the reports of the annual self-review of effectiveness for both the Audit and Risk Assurance Committee undertaken in August 2025 and the Regulation Committee undertaken in July 2025. The interviews focused on:

- effectiveness of the Board
- governance
- culture
- relationships
- behaviours
- skills and experience
- quality of information
- diversity of thought and characteristics
- potential areas of improvement

The review highlighted the impact of the challenges faced by the Authority, particularly the ONS during this period. Reference was made to the importance of the Board's role in system wide leadership, as well as its oversight of ONS recovery plans. The scale of the ongoing challenges was well understood, and many examples given on positive changes throughout this transition period. The Board had navigated a number of personnel changes; was implementing the separation of the role of the National Statistician; had challenged the Executive to act on issues of trust and culture within the ONS and to complete the prioritisation work; and to be open in its reporting to the Board and the wider stakeholders. Implementation of the recovery plan had progressed with sustained energy and commitment by the Executive, and an improvement



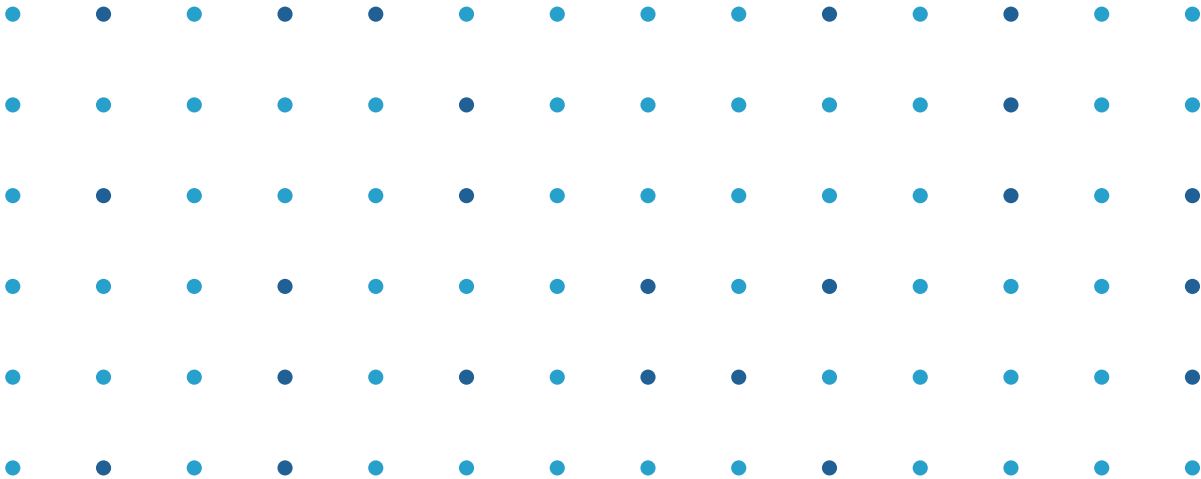
in stakeholder perceptions began to be evident. Notable progress had been achieved during the period; and there was a clear appetite to continue improving the outcomes for the Authority and its related bodies by both the Board and the Executive.

The review evidenced that the UK Statistics Authority had continued its improvement journey and there was clear evidence of a culture shift, with the executive embracing challenge and seeking further improvements through collaboration and innovation reinforced by a Board determined to challenge and support. The review highlighted that the Board would benefit from stability to enable it to continue its journey. It evidenced that the Interim Chair was bringing strong and inclusive leadership to the Board.

The Board discussed the recommendations from the review at its meeting in January 2026 and agreed an action plan in response to the findings, with progress already made:

- planning is underway for the next Non-executive Director recruitment to replace a long-standing statistical expert and extend the skills base
- Non-executive director engagement across the organisation has increased with expert Non-executive Director engagement as part of major transformation programmes and risk and assurance
- deep dives into issues such as the Transformed Labour Force Survey and legacy transformation
- Secretariat working collaboratively with the Chair, Permanent Secretary, National Statistician (when in post) and Director General for Regulation to ensure the Board forward agenda focuses on key priorities

The final independent report was shared with the Public Administration and Constitutional Affairs Committee as part of their inquiry into the work of the Authority.



## Assurance over the quality of information

The Board recognises the need for accurate advice and reliable information to enable well-informed decisions.

The Secretariat works with teams to ensure the information provided is of 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. Following the external board effectiveness review, further work is being undertaken to ensure reporting to Board continues to be undertaken with candour and is transparent focusing discussion on the challenges and highest risk areas.

An Integrated Performance and Finance Report is provided to the Authority Board in each meeting to aid decision making and the Strategic Risk framework was discussed throughout 2025/26. In November 2025, the Interim Chair and Permanent Secretary commissioned work to review and where necessary improve the management information provided to the Authority Board. Periodic review of management information provided to the Board and wider executive governance is considered internally as good practice. The specific circumstances of 2025/26 including external review recommendations and senior level structural changes were relevant factors underpinning the work commissioned in November 2025.

Overall, the Authority Board was content with the quality of the information it was provided with during the year as reflected by the independent review of Board effectiveness this year. Following the review referenced above a new dashboard was developed and provided for Board use with effect from January 2026. Further development of KPIs, as outlined in the ONS Business Plan, means the work on MI will continue to iterate.



## Executive committees during 2025/26

The National Statistician chairs the National Statistics Executive Group (NSEG) and the Permanent Secretary chairs the Executive Committee. In the absence of a National Statistician from January 2026 one of the Deputy Heads of the Government Statistical Service has chaired NSEG.

The role of the Executive Committee is to support the Permanent Secretary in the exercise of his functions and as Accounting Officer of the Office for National Statistics to set the strategic direction and achieve the collective mission and objectives of the ONS. The Executive Committee met on 50 occasions during 2025/26.

The role of NSEG is to support the National Statistician in the exercise of their functions as the Head of the Government Statistics Service (GSS) and Analysis Function, so as to achieve the collective mission and strategic objectives of the official statistics system.

NSEG met on five occasions during 2025/26.



## 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 aims to manage risk to an acceptable level, within our agreed risk appetite, rather than to eliminate all risk.

The system helps assure senior leaders, the ARAC and the Authority Board that key risks to achieving our objectives are understood and managed, and to highlight where there are gaps and therefore additional control is required.

During 2025/26 we continued to improve the internal control environment as follows:

- a refreshed strategic risk profile centred around quality of core statistics and our overarching strategic risk around rebuilding trust and reputation. The updated profile reflected a more rounded view of the risks impacting the ONS, allowing additional mitigations to be identified
- regular updates to the Executive Committee and ARAC providing more insightful and transparent reporting with an improvement in culture and maturity of discussions around risks. Reporting now offers clearer reflection from the first line with an independent second line view through a strategic risk controls dashboard
- a refresh of our strategic people risk, and the development of a people plan with clear actions which has supported improvements in both culture and resourcing our key priorities
- enhancements in governance including: the re-invigoration of the Executive Committee, alongside new sub-committees in quarter four; regular oversight of delivery of our improvement plans at the Executive Committee and Authority Board; a new sub-committee of the Authority Board on population and Census 2031; and utilising risk and assurance within task and finish groups
- at times previous delivery plans overcommitted relative to available capacity, impacting implementation and reduced delivery confidence. In the second half of 2025/26 we saw improved focus on prioritisation and business planning to ensure the organisation supports the delivery of its improvement plans and quality improvements, pivoting skilled resources to priority areas alongside the introduction of the waiting room to strengthen decision making, sequencing and support improved delivery confidence
- enhancements were made to financial forecasting processes including the introduction of standardised attrition assumptions to help drive accuracy particularly in people cost predictions. This did not fully address the forecasting issues experienced in 25/26 thus further refinements to processes have been introduced from the start of the new financial year

- implementation of a new data governance model to improve, simplify and provide assurance over the management of critical data sources across the production cycle making best use of key data
- deep dive review undertaken across first and second line assurance which identified key areas for improvement including the refresh of the Assurance Working Group to provide greater insight of assurance outcomes to Executive Committee and ARAC, which commenced in quarter three
- improvements in our communications and transparency on quality and delivery of improvement plans, responding to recent reviews through delivery of our turnaround communications strategy
- consistency in risk management during periods of change with improved engagement with risk and assurance leads, as well as continuous improvements to our risk tool to enable insightful and real time reporting to enhance our golden thread risk analysis underpinning the strategic risks
- delivery of improved risk and assurance training via a suite of eLearning modules and embedding introduction to risk management in all new starter training
- assessment of compliance against government functional standards, shows broadly consistent compliance with the prior year. Action is required to further enhance compliance across the project delivery, commercial and digital, data and technology areas, noting that the latter area has shown improvement on the prior year
- we continued to enhance the 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 comply or explain assessment (also known as Risk Control Framework, RCF) remains as met across all headline areas. Some elements of the sub sections within the headline areas have dropped from met to partially met but this has not impacted the overall outcome

We continue to focus on developing and maturing the internal control environment to maintain the confidence and integrity of our internal control framework. Areas of focus in the 2026/27 period including ensuring prioritisation efforts are realised which should in turn have a positive impact on the quality of our outputs and managing our strategic risks within appetite. Our Strategic Objectives are set to enable this, and our internal control environment will seek to assure progress.

The Risk and Assurance Team undertook the annual corporate governance assurance statement (CGAS) against core areas of internal control, including people; risk; security; statistical quality; delivering outcomes; 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. Two areas

provided a good level of assurance over systems of governance, risk and internal control that support our operations (financial management and security). The remaining five areas have been assessed as providing moderate assurance, which included a reduced level of assurance over commercial and delivering outcomes compared to the prior year. Directors received a summary for their areas detailing positive outcomes and areas for improvement with suggested actions where applicable.

## Risk Management Approach and Strategic Risk Framework

2025/26 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 in particular engaging with risk and assurance activities to support in times of challenge. The Authority's Risk Management and Assurance framework remains in place with key principles of government's Orange Book at its core.

The Risk and Assurance Framework provides a mechanism for the identification, analysis, and management of risk across the Authority. It also assures that risks to the delivery of the Authority's strategy are being managed within risk appetite as defined by the ONS Executive Committee and risk owners, signed off by the Authority Board.

**The Authority Board has ultimate accountability for risk management**, with responsibility for agreeing the Authority's strategic risk profile and associated risk appetite. Updates on the strategic risk profile are provided to the Authority Board on a biannual basis.

**The Audit and Risk Assurance Committee (ARAC) has responsibility for advising the Authority Board on the effectiveness of governance, risk management and the system of internal control.** Updates are provided to each ARAC meeting 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 and that mitigation strategies and appropriate levels of assurance are in place.

**Executive accountability for risk management resides with the Permanent Secretary (the Accounting Officer), with executive oversight residing with the Executive Committee.** Each strategic risk is owned by a member of the senior leadership team. The Executive Committee received regular updates on the strategic risk profile to ensure visibility and scrutiny of the full strategic risk landscape and its interlinkages, enabling it to embed risk at the heart of decision making.

**Risk owners are accountable for providing their updates to the Executive Committee with the Risk and Assurance team providing independent assessment of progress.** Changes to the executive governance structure implemented in January 2026 led to newly formed Executive Committee sub-committees where in-depth analysis of each risk will be scrutinised to assure their management with a clear escalation route to Executive Committee to provide additional challenge and assurance.

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 assuring themselves that these activities are working. Under the 'first line role', management have primary responsibility.
- 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 role is undertaken by a number of functions and monitored through the internal governance structure and Assurance Working Group.
- 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, by the National Infrastructure and Service Transformation Authority (NISTA) for programmes on the Government Major Projects Portfolio (GMPP) and, for projects and programmes not on the GMPP, by NISTA trained staff at other government departments through the NISTA gate review process.

Additional independent assurance on statistical matters is provided by the Office for Statistics Regulation (OSR), the independent regulatory arm of the UK Statistics Authority. The OSR undertakes assessments of ONS statistics in line with the Code of Practice for Statistics.

The Authority's risk and assurance team conducted an annual review in quarter four of the organisation's risk management practices against the Orange Book principles and the Risk Control Framework components. The findings show overall compliance with all five key principles (Governance and Leadership; Integration; Collaboration and Information; Processes; and Continuous Improvement) as well as Risk Control Framework components (Governance and Management; Roles and Accountabilities; Strategy, Planning and Reporting; and Policies and Procedures; underpinned by the Three Lines Model). Some progress

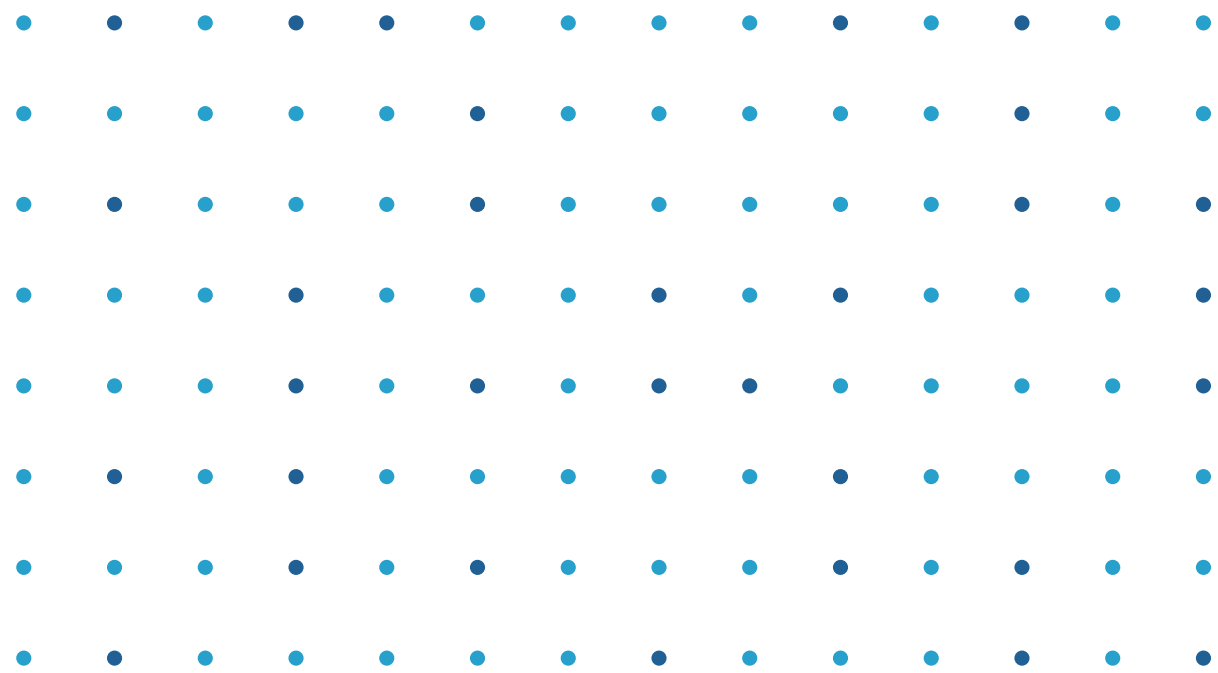
was made over the last year, and as an organisation, risk considerations are central to strategic decision-making and business planning. The exercise has identified areas for improvement with an associated action plan, including (but not limited to) achieving more consistent application of the three lines model across the organisation, enhancing management information to better support decision-making, and further strengthening compliance with the Functional Standard for Project Delivery.

## UK Statistics Authority strategic risks

The Authority's strategic risk profile reflects the most significant risks to the successful delivery of the Authority's statutory objectives and strategic priorities. 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 Authority's strategic priorities, the ONS Business Plan and the external environment.

All strategic risks were overseen, and their management assured, during 2025/26 by the Executive Committee and the ARAC. Key areas of risk focus for 2025/26 continued to include quality, technological resilience (with particular focus on legacy systems), data governance, people and culture, and business planning and prioritisation to support delivery of improvement plans. There are three areas requiring improvement against the functional standards: project delivery; commercial and digital, data and technology. This profile is being refreshed for 2026/27 as part of an annual review of the strategic risk profile, but the information below represents the strategic risks in place over 2025/26. Further work is being undertaken to strengthen the quality of controls and their assurance for each strategic risk.





## UK Statistics Authority strategic risks summary

### Trustworthiness, impact and independence

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The risk that trust and confidence in the Authority's are eroded, leading to doubts about the quality of statistics in meeting user needs and/or perceptions that the statutory independence of the Authority has been, or could be, compromised.

#### Mitigation includes the following:

- Quality and consistency of communications.
- Delivery of published improvements plans.
- Executive committee governance and supporting governance framework.
- Management, transparent reporting and assurance over strategic risks.
- Regular, coherent and transparent stakeholder engagement.
- Engaging and responding to ongoing public enquiries.
- Clear standards on independence and impartiality and clear separation of roles within the Authority (e.g. the role of the OSR) and transparency with the regulator.
- Intervening when statistics are misused.
- Fair and open recruitment processes for the Authority Chair, National Statistician and Non-Executive Directors.

## User Needs

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The risk that the Authority's does not fully understand, prioritise, optimise or respond to the needs of its key users within the constraints of available funding and resources and a related risk that users do not understand prioritisation choices of the Authority.

### Mitigation includes the following:

- Engagement with users to identify user needs.
- Cross-ONS and GSS (Government Statistical Service) horizon scanning.
- Engagement and partnership work with the centre of government.
- Understanding of local government needs and how ONS can support these.
- Understanding the needs of non-government users.
- Appropriate mechanisms to document, prioritise and respond to user needs.
- Impact evaluation.
- Monitoring of stakeholder perceptions.

## Security

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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 the following:

- A suite of data protection controls including Data Protection Impact Assessments (DPIAs), data protection training, Subject Access Request (SARs) responses and review of any breaches.
- A suite of secure by design principles which cover technical, information management, and process security controls. These are supplemented by organisational wide security frameworks and policies.
- Protective monitoring capabilities.
- Risk-based compliance and audit activity including GovAssure oversight.
- Business continuity framework maintaining high level of resilience and security culture campaigns, including training, to raise awareness and to reinforce behavioural expectations.

## Quality Management Framework

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The risk that the Authority does not understand and/or manage the quality of its statistics through the implementation of a quality framework, does not communicate quality risks, and does not adequately monitor, report and act upon quality related concerns.

### Mitigation includes the following:

- ONS Quality Management Framework articulating quality expectations and requirements.
- The Statistical Quality Maturity Model (SQMM) to assess process, methods, and systems in output areas.
- Divisional quality improvement plans.
- Early warning system for quality concerns.
- Lessons learned & targeted improvements.
- Quality reviews.
- Quality champions network and 'quality central' repository of materials for training, guidance, policies and best practice.
- Consultancy support for implementing reproducible analytical pipelines.
- Provision and monitoring of quality-related training courses.

## Delivery of strategic ambition

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The risk that the Authority does not receive adequate funding, deliver efficiencies and/or does not have the right internal processes to prioritise.

### Mitigation includes the following:

- Ongoing monthly monitoring of the financial position in year, including HM Treasury settlement condition for Spending Review 2025.
- Efficiencies framework to identify new efficiencies.
- Demand, prioritisation, and dependency management to continually understand the capacity to deliver.
- Maintenance of a robust, agile business plan and regular monitoring and reporting on delivery.
- Communicating the Authority Board's strategic priorities for the statistical system to ensure alignment and implications for ONS work is understood.

## Our people

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The risk that the Authority is unable to address pressing cultural and workforce issues and is unable to attract, retain and deploy required skills to agreed priority areas.

### Mitigations include the following:

- Office attendance support framework.
- Well defined, regularly reviewed reward package and pay approach.
- Modernised performance management framework, leadership development and performance management capability.
- Clear strategic skills approach.
- Flexible and sustainable strategic resourcing framework.
- Targeted engagement and culture initiatives.
- Preservation of Organisational Senior Leadership Capability and Resilience.

## Our communications

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There is a risk that the quality of Authority's communications is poor and therefore, data is misunderstood or misused. Communications are not accessible, coherent and timely. The Authority is not seen as open and transparent and is too inward-looking and unable to respond with agility and opportunities are not taken to proactively increase understanding of Authority's role and build trustworthiness.

### Mitigations include the following:

- 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's reputation in the media and promoting ONS where possible.
- Producing and delivering a turnaround communications strategy for the ONS.

## Quality Economic Statistics

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The risk that the Authority does not produce quality economic statistics (GDP, labour market and prices) that are reliable, timely and accurate and/or that we do not communicate changes to quality.

### Mitigations include the following:

- Delivery of 'Restoring confidence, improving quality: the Plan for ONS Economic Statistics'.
- Delivery of Survey Improvement and Enhancement Plan.
- Establishing and maintaining relationships with users.
- Statistical methods for business and social surveys to adhere to best practice.
- Data management.
- Production of prioritised data sourcing roadmap.
- Establishing and managing relationships with data providers to ensure transparency around quality.
- Application of Quality Standard and any further required QA.
- Adherence to international guidance and manuals, plus additional accreditation.
- People and resourcing plan for Economic Statistics.
- Continuous improvement.
- Quality and consistency of communications.





## Quality Population Statistics

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The risk that the Authority does not produce quality population statistics that are reliable, timely and accurate and/or that we do not communicate changes to quality.

### Mitigations include the following:

- Implementation of the Quality Management Strategy.
- Governance and oversight of any quality issues impacting the production of population statistics.
- Quality assurance of administrative data used in population statistics.
- Understand and quantify new potential administrative data sources or changes to existing ones.
- Statistical methods for social surveys to adhere to best practice.
- Assurance of implementation of new methods.
- Delivery of commitments from the Economic Statistics Plan in relation to population statistics.
- Long-term resource and capability plans in place to support quality statistics delivery.
- Delivery recommendations from the Population Statistics review and decision not to move to Admin-based Population Estimates in 2026;
- Maintaining stakeholder relationships to ensure insights are effectively communicated.
- Up-to-date quality and methodology information/quality and methods guides and quality information on the data source published on the ONS website.

## Data access and usability

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

### Mitigations include the following:

- Enterprise gateway to manage the organisation's administrative data service, ensuring appropriate prioritisation, demand management and end to end data journey.
- Appropriate data validation and quality control with data integrity/quality checkpoints on key datasets based on engineering best practice and business area specified requirements.
- Review of economic statistics legacy administrative data sources and sharing to align with modernised enterprise governance practices and mature administrative data pipelines.
- Effective account management of key data stakeholders to ensure relationships are nurtured.
- Designing and building enterprise metadata capability for the organisation.

## Technological resilience

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

### Mitigations include the following:

- Effectively managing third party suppliers of IT services.
- Progress towards a single platform for business automation.
- Reducing the ONS's overall tech footprint at Crown Data Centres.
- Ongoing programme of upgrades and patching across the ONS IT estate.
- Continued work to reduce usage of legacy IT systems across the ONS.
- Continuous maturation of the IT disaster recovery capability.
- Use of Artificial Intelligence to reduce the use of legacy systems and improve quality of outputs.

## Security

The ONS continues to deliver critical statistical outputs against a backdrop of rapid technological change, evolving cyber threats and rising expectations for trust and transparency. Priority deliverables influencing the Authority's security posture include:

- The Economic Statistics Plan, requiring secure by design architecture and auditable systems.
- The Survey Improvement and Enhancement Plan, which depends on strong protection of respondent data and secure digital platforms.
- The 2031 Census Programme, where public participation and confidence rely on the provision of secure and resilient services.



Technology driven change continues to shape the Authority's assurance needs. Expanded data holdings require strengthened governance and modernised security architecture. Therefore, during 2025/26, we began to implement clear guardrails to support business embedded innovation, to enable the safe adoption of new technology, and to manage an expanding attack surface across cloud, digital infrastructure, and edge services.

The increasing pace and sophistication of cyber threats necessitates a transition from reactive response to proactive, intelligence led threat management. This shift is critical as governments face more targeted attacks and the wider public sector experiences significant data extortion and ransomware incidents. Throughout 2025/26, the Authority continued to build organisational resilience through integrated business continuity, crisis management and disaster recovery planning.

Addressing persistent skills shortages also remains a priority. The Authority has invested in capability development, diversifying talent pipelines and strengthening technical and leadership skills over 2025/26. A sustained focus on security culture underpins all activity, supported by targeted education, awareness initiatives and specialist training aimed at improving accountability and informed decision making across the organisation.

During the reporting period, the Authority strengthened its security services in several key areas:

- The Cyber Security Team won Operations Team of the Year at the Government Security Awards, recognising the maturity of its detection capabilities and customer focused approach.
- The Security Culture and Awareness Team expanded its impact through a new training platform and a refreshed portfolio of initiatives, earning an ONS Excellence Award.
- A dedicated security architecture function was established to deliver proactive, cross cutting improvements and reduce enterprise level risks.

We are required to report any significant breaches relating to personal data to the Information Commissioner’s Office (ICO). There have been no such incidents during 2025/26.



## Data

Data management at the ONS is vital as it ensures that the information collected is accurate, consistent, and reliable for decision-making. Good data management allows data to be stored securely, processed efficiently, and analysed effectively, which supports the production of high-quality statistics. This, in turn, allows government, businesses, and the public to make informed decisions based on trustworthy evidence.

Learning the lessons from an unsatisfactory internal audit report in 2024/25, since April 2025, the ONS has successfully completed its strategic review of data governance and has designed a new comprehensive data governance framework for the organisation.

Some of the key achievements include the launch of a new Data Governance Office, and the publication of a holistic data management policy that consolidates 60 separate data-related policies. We are also working across the business to define and implement a new Data Ownership model, that prioritises management, quality and use of data, alongside a revised Information Asset Ownership model focussing on risks and security at a systems level. We identified four high-level data domains; Economic, Population, Corporate and Master & Reference Data and we are progressing work to define the sub-domain structure and formalise the specific ownership roles.

Additionally, we developed a new cross-ONS ontology and Enterprise Metadata Model to enhance how data is understood and used across the organisation, strengthening our focus on quality. For external users, this includes a dissemination metadata standard to make our data more consumable via an Application Programming Interface (API), and in turn, by AI.

We completed an assessment of potential enterprise metadata solutions, to ensure effective management of our data assets and are now refining options. We have also developed a new metadata capture tool to ensure that metadata is captured centrally and in a more user friendly and robust manner.

Taken together, this new framework and the accompanying change initiatives represent a complete rewiring of the operating model for how data is used and governed across the organisation, with a strong emphasis on quality and usability. For example, we now have a business change implementation roadmap in place, which is being coordinated and led by the Data Governance Office. This roadmap will also support the implementation of data dissemination standard for the website.

Our new model for data governance ensures clearer accountability across end-to-end data lifecycles and data domains. Although this work remains an ongoing priority, we recognise that significant business change is required to implement the new model fully. It was therefore not surprising that, following an assurance audit in January 2026, the assurance rating provided by internal audit improved from unsatisfactory to limited. This reflects the progress made but also that there is more to do in this area.

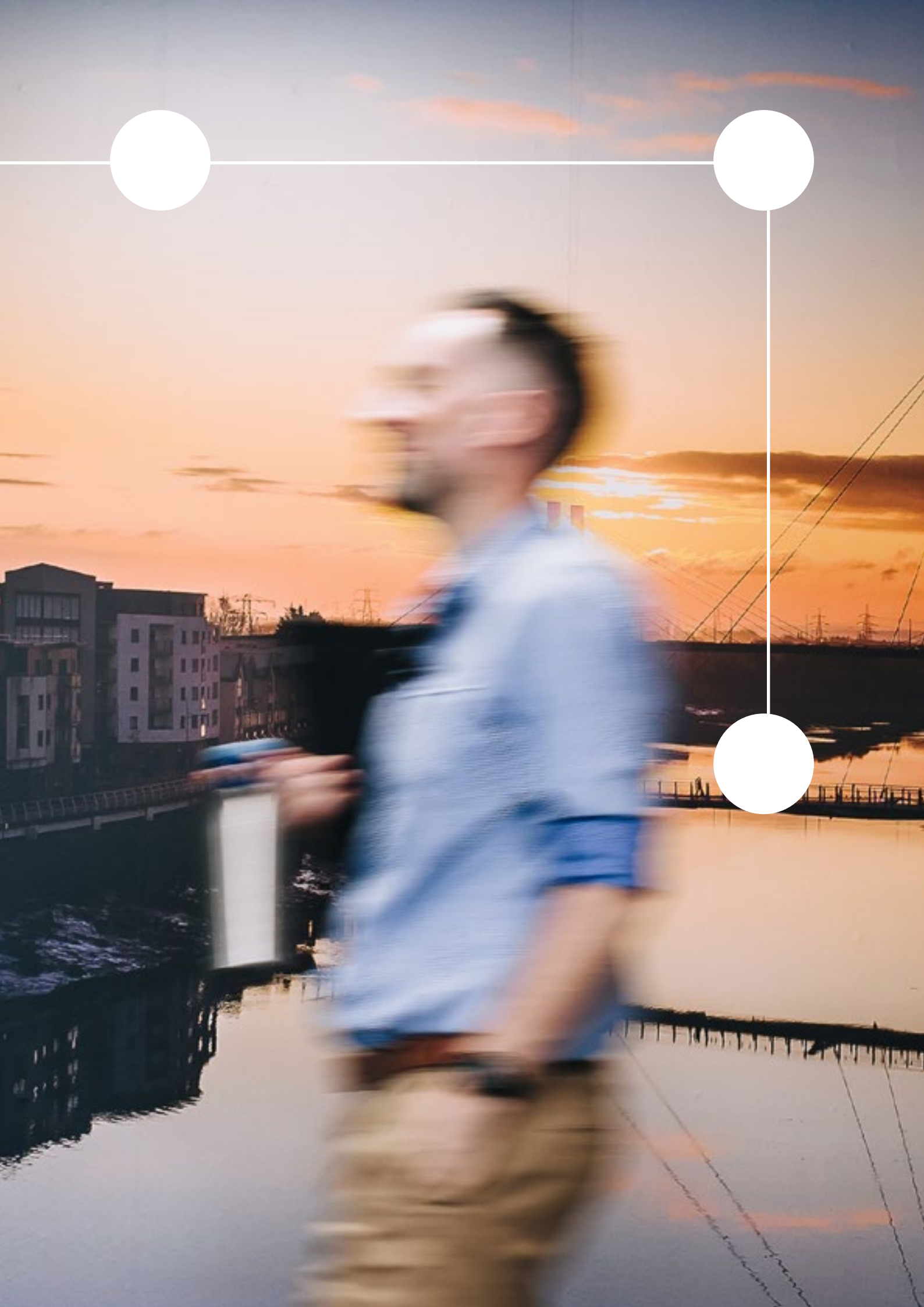
## Information Technology (IT)

Throughout 2025/26, ONS continued its long journey to modernise its technical infrastructure to significantly reduce long-standing technical debt. The vast majority of legacy systems within Back Office and Infrastructure services have now been removed, with further progress underway across Digital Public Services and Mission IT. Replacement of all legacy technology supporting the ONS website and the ongoing migration of several key surveys from historic internal systems to modern strategic platforms is likely to continue over several years, this is due to the scale and complexity of these services, and requires sustained investment, careful planning, and strong governance to ensure operational stability. A limited Internal Audit opinion was provided in relation to the organisation's 'Evergreen' strategy (aimed at avoiding the technical debt of the future), in 2024/25. Although a follow-up Internal Audit opinion was not given in 2025/26, all recommendations from the 2024/25 audit have been implemented, therefore addressing the control gaps that were identified.

In 2025/26, we strengthened our technology capability through the successful establishment of an AI Board and the implementation of a robust governance framework. This enables the organisation to deploy automation and artificial intelligence responsibly and safely, driving efficiency and innovation. In parallel, the development of a citizen-developer programme is supporting controlled self-service approaches that streamline and improve operational processes across the ONS.

To enhance analytical quality and consistency, Reproducible Analytical Pipeline (RAP) methodologies continued to be rolled out across a wide range of statistical outputs in 2025/26. RAPs support greater transparency, repeatability, and resilience in analytical production. The organisation has also delivered its first instances of Evergreen IT, adopting cloud-based services such as Office 365 to reduce upgrade burdens and strengthen modern development, security and operations (DevSecOps) practices.







## Organisational reviews

As previously reported, 2024/25 was a challenging year for the organisation and some challenges continued into 2025/26 which have been set out through the performance report.

The organisation's challenges were highlighted in several reviews including the OSR's review of economic statistics and the jointly commissioned Devereux review into the performance and culture of the ONS. The recommendations from these reviews have significantly shaped the Authority's work during 2025/26. This started with focussing more resources on survey recovery and protecting statistical production, as reflected in the ONS 2025/26 business plan. This focus was enhanced following the publication of the Devereux review recommendations on 26 June 2025.

Plans for economic statistics and further survey improvements were published on 26 June 2025 in direct response to the Devereux review's first recommendation – a focused and consistent effort to improve economic statistics. Updates on progress were published in December 2025, February 2026 and April 2026.

Significant structural change was initiated during 2025/26. Penny Young took up the role of interim Chair of the Authority, having taken over from Sir Robert Chote in September 2025. Also the role of the National Statistician was split with Darren Tierney taking up his role as the new Permanent Secretary in August 2025. The National Statistician role currently remains vacant. The vacant Economic Statistics Director General position was filled in July 2025 which was followed by a significant organisational re-structure to bring surveys closer to the production of core statistical outputs — both now sitting within the new Director General’s remit. The recruitment process for the new Chief Technology Officer at Director General level completed in February 2026, and new Directors for People and Places and for Strategy and Change joined the organisation in the same month. These leadership and structural changes directly align with the second Devereux recommendation reflecting on how the organisation has been led.

Action was also taken in the second half of 2025/26, to address wider cultural issues identified in the Devereux review including the collaborative pan-office development of a new Mission Statement, Strategic Outcomes, Strategic Objectives, Leadership Statement, and People Plan. These key artefacts are enshrined into the ONS’ Business Plan for 2026/27.

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. The Public Administration and Constitutional Affairs committee began an inquiry into the work of the Authority in April 2025<sup>7</sup>. The inquiry is ongoing at the time of writing.

Spending Review 2025 provided financial settlements for 2025/26 and the following three years to 2028/29. The conditions included within the Authority’s formal Spending Review settlement align with the recommendations of the reviews referenced above.

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7 <https://committees.parliament.uk/committee/327/public-administration-and-constitutional-affairs-committee/news/206350/new-inquiry-into-the-uk-statistics-authority-launched/>

## Pensions issue

In January 2026, the Authority, as with all other government bodies that operate within the Civil Service Pension Scheme, was alerted to significant issues being experienced by the contracted pension scheme administrator. The main issue was the inability of the administrator to process new pension benefit applications and thus pay new pension scheme beneficiaries. The Cabinet Office as owner of the scheme issued guidance for consideration and implementation through Accounting Officers to help alleviate the hardship being felt by ex-employees and their beneficiaries. The Authority has implemented the prescribed Cabinet Office process with the Accounting Officer satisfied that the necessary approvals exist to make transition loan payments in this context.

## 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 were most applicable to the Authority in 2025/26 are:

- **Commercial:** All future commercial 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

A breach of the Cabinet Office controls framework in respect of the Crime Survey for England and Wales was disclosed in detail in the Authority's Annual Report and Accounts for 2023/24 and 2024/25. This resulted in expenditure under this contract to be deemed irregular, which led to a qualified opinion from the Comptroller and Auditor General in 2024/25, on the grounds of regularity. Crime Survey for England and Wales contract expenditure in 2025/26 was £7.5m, bringing cumulative expenditure for the three years since 2023/24 to £15.8m.

## Assurances from internal audit

The Internal Audit function provides the Permanent Secretary and the ARAC with a clear view on any emerging risks. The internal audit programme is closely linked to the strategic risks of the Authority. Arrangements are in place to ensure that the Permanent Secretary is made aware of any significant issues which indicate that strategic risks are not being effectively managed. The Internal Audit service complies with the Global Internal Audit Standards, effective from April 2025, supplemented by an Application Note issued by the Internal Audit Standards Advisory Board.

## Opinion of the head of internal audit

Under the Global Internal Audit Standards (GIAS), supported by the Application Note, I am required to provide my annual Internal Audit opinion for FY 2025-26 on the adequacy and effectiveness of governance, risk management, and controls at the UK Statistics Authority (Authority), based on the work we have undertaken during this period. My opinion also recognises the wider control and operating environment within the Authority and the level and extent of change and highlights the key underlying themes informing the opinion.

The opinion I provide reflects the status of the risk, control and governance environment at the date of this report.

Based on the evidence I have reviewed, I conclude that overall, the UK Statistics Authority (UKSA) has exhibited significant weaknesses in governance, internal control and risk management, and this is reflected in my overall level of assurance which is **Limited**. This opinion covers the UKSA.

When formulating my opinion, I have reflected upon results of the Internal Audit programme of reviews, progress by management in implementing agreed actions to address controls gaps, status of strategic risks and issues, and the outputs of 1st and 2nd line assurance providers.

I note the significant structural changes throughout the financial year set against a challenging landscape for the ONS, as the Authority's production arm. The organisation has faced criticism of its core outputs, particularly regarding economic statistics, most notably following publication of the Devereaux Review in June 2026, and subsequent changes in senior leadership.

Overarching themes driving my opinion include gaps in controls over programmes and initiatives to improve economic statistics quality and to transform the ONS website. There are also opportunities to improve strategic resourcing and to address delays in implementing improvements to complex and interconnected data and technology initiatives that underpin the successful implementation of key priorities.

Positive highlights include successful embedding of both cyber security strategy and operational controls, sound procedures for data acquisition, and over decisions on the status of statistical outputs (de-accreditation), alongside improvements in quality procedures.

I have taken cognisance of the assurances provided by second line functions, in particular Risk Management. During FY 2025-26, several strategic risks remained outside appetite or at the upper end of the agreed risk appetite range. There is more to do to enhance controls over legacy systems to strengthen technological resilience, to implement enhancements to economic statistics quality, and to further progress improvements to trust and independence metrics. We may take comfort from significant strides made and underway to embed risk mitigations, and at the reporting date, the majority of ONS strategic risks are now operating within risk appetite. We are pleased to note that corporate assurance submissions confirm a positive position on operational controls and have evidenced compliance against government functional standards.

Turning to governance arrangements, a more positive picture is emerging following a period of significant structural change; the appointment of Permanent Secretary Darren Tierney and Interim Chair Penny Young, has heralded a welcome period of stabilisation. We note revised governance and committee structures are embedding, alongside good progress in securing senior talent.

I note the Public Administration & Constitutional Affairs Committee (PACAC) final report is pending at the date of this report and anticipate further changes when the findings are published.

Regarding direction of travel, I am pleased to note that a new ONS Business Plan was published in May, heralding a step change in strategic prioritisation and resource allocation. Additional evidence of a more positive trajectory includes improvements in stakeholder sentiment, implementation of prioritisation decisions, and the securing of significant funding injections for Census 2031, alongside the confirmation of the three-year financial arrangements. Settlement of the lengthy trade union dispute and endorsement of hybrid working principles clearly demonstrate a more positive culture which is reinforced by improvements in staff survey results.

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, risk management, and governance arrangements back in line with good practice.

Taking these positives in the round, we may be confident that the office is now on a more stable footing to address the challenges and priorities of FY 2026/27.

## Opinion of the chair of the audit and risk assurance committee

The Committee provides assurance that, during the period of this report, it fully discharged its responsibilities in accordance with its terms of reference. The Committee is committed to the ongoing review of its effectiveness in fulfilling its assurance remit. The Committee completed a self-review of effectiveness in September 2025, including a skills review of members, and the outcome from this review.

The Committee is satisfied that it is able to provide the Accounting Officer and Authority Board with assurance that:

1. audit work carried out during the year was endorsed by the Committee, was appropriately risk-focused and, where appropriate, was informed by earlier assurance work and audit recommendations;
2. audit work was carried out to meet the Committee's assurance requirements, and has met the standards and timescales that it required;
3. an adequate framework is in place to keep the risk of financial crime as 'low' and the associated risk of material misstatements in the Authority's accounts as 'very low';
4. the Authority's governance arrangements are adequate; and
5. controls are in place for financial management and for the effective delivery of the Authority's financial statements.

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 challenged with some areas of weakness identified by the limited assurance audit reports including FTE forecasting, (which was a significant contributory factor to this year's surplus position), Strategic Resourcing and Skills, ONS Website Transformation Readiness, Economic Statistics Plan and Working with External Organisations; and follow up reports for Data Governance and Reproducible Analytical Pipelines.

The Committee accepts the overall limited opinion from the Head of Internal Audit. This is the second year of a limited opinion from the Head of Internal Audit since 2020, which is disappointing, given the progress reported by ONS. The Committee recognised that the audit reports reflect the assurance and control gaps at a specific point in time when the respective audits were undertaken. The Committee will expect early follow up on areas of significant weakness noted in the Head of Internal Audit opinion with clear lines of accountability for limited opinion actions.

The Head of Internal Audit recognised the improvements made in the areas that drove the limited assurance opinion last year. The data governance framework following the unsatisfactory audit in the previous year, with all actions completed and the introduction of a Digital Delivery Framework. However, it will take time to embed both the Data Governance framework and Digital Delivery Framework across the organisation to be able to provide assurance. The Committee is encouraged by the Head of Internal Audit's comments that we are moving in the right direction.

Darren Tierney on joining the organisation in August 2025, as Permanent Secretary and Accounting Officer, immediately focused on ONS's recovery and made a series of changes to address the issues raised by the Devereux Review and ongoing Public Administration and Constitutional Affairs Committee (PACAC) Inquiry on the work of the Authority including:

1. changes to the executive governance framework to support the Executive Committee to ensure delivery of key priorities. Executive Committee has been transformed with a more standard model of three key subcommittees;
2. changes to the membership of the Executive Committee and Senior Leadership Team to bring in the skills needed;
3. the production of ONS's first three year business plan published on 20 May 2026, which sets out ONS's four key change activities – Census 2031, Transformed Labour Force Survey, Website Transformation and Statistical Business Register. The focus will be on quality over quantity with the introduction of a new initiative to sequence complex change through the 'Waiting Room' mechanism;
4. focusing on culture and accountability with the production of a short term People Plan and improvements evident through the latest quarterly Pulse Survey; and
5. ending the long standing hybrid working issue with the TUS.

The Risk and Assurance Team has continued to make progress this year. The refreshed strategic risk profile as reported to the May meeting with three strategic risks reporting outside of risk appetite (reduced from seven in March) reflects the progress made in mitigating the following strategic risks, which were previously out of appetite.

1. **Our People**, recognising the improvements in recruitment and retention;
2. **Strategic Delivery**, following a strong business planning process and a stronger process for managing complex change with the new 'Waiting Room' initiative;
3. **Finance**, following the review of the strategic risk profile, splitting this risk into two;

4. **Quality Population Statistics**, reflecting significant action and mitigations in place;
5. **Optimising value for Users** with the organisations' focus on quality over quantity and concentrating effort on protecting and producing ONS's most critical outputs to meet users.

As highlighted by the Accounting Officer throughout the year the following two risks are likely to remain outside of risk appetite for some time:

1. **Technological infrastructure** with legacy the key risk area. The Accounting Officer commissioned work in this area on joining the organisation with an external review. The Director of Strategy and Change is also leading work to categorise legacy technology into three areas: i) legacy currently being addressed; ii) legacy that can be tolerated; and iii) legacy ONS cannot tolerate but do not currently have plans; and
2. **Quality Economic Statistics**, while still out of appetite has reduced in score recognising the progress and improvements to quality over the last year.

The 'Trust and Independence' is outside of appetite as agreed by the Authority Board in April 2026 pending outcomes of the PACAC independent inquiry on the work of the Authority.

Legacy transformation will remain a key area of focus for the Committee. This long standing complex issue will be a key focus for the newly appointed Director General for Digital, Data and Technology.

The Risk and Assurance Team's analysis of first line (business areas) and second line (assurance functions) risk management demonstrated a mixed picture of business areas' understanding and management of their risks. There is more to do on assurance including the need to mature the Assurance Working Group, which the Head of Internal Audit reviewed, bringing together insights from second line assurance functions. A paper is scheduled as part of the Executive Committee's forward agenda.

The Committee will also require assurance on strategic resourcing and FTE forecasting, with work well in progress in response to the issues raised by Internal Audit. The 'Waiting Room' initiative to manage complex change will also be an area of focus for the Committee.

In summary the Committee recognises that the Authority has faced a particularly challenging period marked by the Devereux Review and the ongoing PACAC Inquiry, which has yet to report. Notwithstanding these pressures, there is evidence of improvement during the second half of the year, reflected in the upward trajectory of the strategic risk profile. This progress gives the Committee confidence that the office is now in a much stronger position to address the challenges and priorities in 2026/27.

## Overall conclusion

Reflecting on the year it is useful to consider 2025/26 in several phases. First, the period of instability and change that preceded the publication of the Devereux review recommendations in June 2025. Second, the initial responses from the organisation to those recommendations and the work to support PACAC in its inquiry into the Authority in the summer months. Third, the appointment of key senior leaders including me as Permanent Secretary and Penny Young as interim Chair, allowing for immediate work on stabilising the organisational structure and culture more widely. Fourth, the transition into a steadier operational state in the latter part of the year.

The first quarter of 2025/26 was incredibly challenging for the organisation with a change of National Statistician and the then ongoing review into organisational performance and culture. Whilst challenging, the events leading up to the publication of the Devereux review on 26 June were necessary steps in the evolution of the organisation. During this period initial progress was made in line with our 2025/26 business planning commitments to re-focus our resources on our priorities including core statistical production and the surveys that underpin them.

The Devereux review laid bare the challenges that the organisation faced. However, the recommendations were welcomed and helped us to focus our attention on what needed to change. In many cases the recommendations simply set out what many within the organisation had already recognised. This candour in recognising organisational failings continued through the summer months as part of the PACAC inquiry.

Our report for 2024/25 and the performance chapter of this report set out our initial and then follow on responses to the Devereux review recommendations in some detail. Significant activities, plus structural and cultural changes have already been introduced in response. Painful but necessary re-prioritisation work has led to a resolute focus on production of critical statistics, enshrined in new strategic priorities and objectives. It is however equally important to recognise that whilst progress has been made the work needed to get the organisation to where it needs to be is longer term.

Significant changes to leadership, organisational structure, governance and the work undertaken to re-state and hold firm on our priorities were major factors in the second half of 2025/26. Work and therefore time was required to first assess the internal landscape and then formulate how the organisation needed to adapt further. There is more to do but I look forward to 2026/27 where our focus will be on using the revised operational and governance processes to deliver the priorities, we have set out in our business plan.

In considering the control framework and the opinions of both the Head of Internal Audit and the Chair of the Audit and Risk Assurance Committee in my view this reflects the significant transitory period that the organisation has been through in 2025/26. I accept both reports as a fair reflection of the year overall, rather than the position at year-end.

What is pleasing is the gradual improvement that I have seen since joining ONS in August 2025 – which is also reflected in both the opinion of the head of internal audit and the chair of the audit and risk assurance committee – evidenced through tangible delivery, sharper strategic focus, an improving strategic risk picture, and most importantly the views of our people. I believe that this report for 2025/26 presents a balanced view of our challenges, how we sought to address them, the progress that we have already made and the areas where we need to continue to advance. I am clear that addressing all the issues that we face will take time, but we now have the focus, will, and capability to do so.



**Darren Tierney**

Chief Executive and Accounting Officer

30 June 2026



# Summary Financial Information

## Key Financial Outturns

The key financial outturns for 2025/2026

### Departmental Expenditure Limit – Resource

Resources	2025/26 Estimate (£'000)	2025/26 Outturn (£'000)	Variance (£'000)
Departmental Expenditure Limit – Resource	405,459	393,730	11,729

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
- 69% of its ring-fenced funding (Depreciation and Amortisation).

### Departmental Expenditure Limit – Capital

Resources	2025/26 Estimate (£'000)	2025/26 Outturn (£'000)	Variance (£'000)
Capital	23,683	19,850	3,833

The Authority was able to utilise 83% 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

Variable	2025/26 Estimate (£'000)	2025/26 Outturn (£'000)	Variance (£'000)
Depreciation	9,916	8,180	1,736
Amortisation	2,240	1,847	393
<b>Total</b>	<b>12,156</b>	<b>10,027</b>	<b>2,129</b>

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

Variable	2025/26 Estimate (£'000)	2025/26 Outturn (£'000)	Variance (£'000)
Resource	2,300	(16)	2,316
Capital	52	51	1

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 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 145-151.

Notional Audit fees charged in the accounts amount to £147,000 (2024/25 £142,000).



## Core tables

Notes (values in £'000)

	2021/22 Outturn	2022/23 Outturn	2023/24 Outturn	2024/25 Outturn	2025/26 Outturn	2026/27 Forecast
<b>Resource DEL:</b>						
Programme Expenditure	448,889	352,376	362,903	374,773	393,730	469,021
<b>Total resource DEL</b>	<b>448,889</b>	<b>352,376</b>	<b>362,903</b>	<b>374,773</b>	<b>393,730</b>	<b>469,021</b>
<b>Of which:</b>						
Staff costs <sup>8</sup>	298,541	263,164	278,447	276,151	314,545	375,000
Purchases	592,702	301,594	105,356	114,153	102,337	104,211
Income	(453,190)	(224,528)	(34,613)	(28,946)	(33,179)	(26,100)
Depreciation	5,606	6,983	9,735	8,286	8,180	9,410
Amortisation	5,230	5,163	3,978	5,129	1,847	6,500
<b>Resource AME</b>						
Provisions	5,382	5,837	(967)	(23)	36	2,300
Utilised provisions	(11,217)	(9,765)	(1,039)	(51)	(52)	-
<b>Total resource AME</b>	<b>(5,835)</b>	<b>(3,928)</b>	<b>(2,006)</b>	<b>(74)</b>	<b>(16)</b>	<b>2,300</b>
<b>Of which:</b>						
Take up of provisions	5,435	5,984	158	-	-	2,300
Release of provision	(53)	(147)	(1,125)	(23)	36	-
Utilisation of provision	(11,217)	(9,765)	(1,039)	(51)	(52)	-
<b>Total resource budget</b>	<b>443,054</b>	<b>348,448</b>	<b>360,897</b>	<b>374,699</b>	<b>393,714</b>	<b>471,321</b>
<b>Of which:</b>						
Depreciation and amortisation <sup>9</sup>	10,836	12,146	13,713	13,415	10,027	15,910
<b>Capital DEL:</b>						
Programme Expenditure	25,278	35,678	23,379	25,834	19,901	22,098

8 £8,110,000 of staff costs in 2025/26 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).

9 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.

	2021/22 Outturn	2022/23 Outturn	2023/24 Outturn	2024/25 Outturn	2025/26 Outturn	2026/27 Forecast
<b>Total capital DEL</b>	<b>25,278</b>	<b>35,678</b>	<b>23,379</b>	<b>25,834</b>	<b>19,901</b>	<b>22,098</b>
Of which:						
Purchase of assets	25,401	35,678	23,379	25,834	19,850	22,098
Capital Grants received	(123)	-	-	-	-	-
Capital AME	-	-	-	234	51	-
<b>Total capital budget</b>	<b>25,278</b>	<b>35,678</b>	<b>23,379</b>	<b>26,068</b>	<b>19,901</b>	<b>22,098</b>
<b>Total departmental spending of which:</b>	<b>457,496</b>	<b>371,981</b>	<b>370,563</b>	<b>387,352</b>	<b>403,588</b>	<b>477,509</b>
<b>Total DEL</b>	<b>463,331</b>	<b>375,909</b>	<b>372,569</b>	<b>387,192</b>	<b>403,553</b>	<b>475,209</b>
<b>Total AME</b>	<b>(5,835)</b>	<b>(3,928)</b>	<b>(2,006)</b>	<b>160</b>	<b>35</b>	<b>2,300</b>

### Carrying values (values in £'000)

Carrying value	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27 Forecast
Assets of which:						
Non-current assets	96	84	72	71	98	98
Current assets	90,260	53,958	27,172	25,115	26,984	26,000
Intangible assets:						
Software licenses	3,562	8,005	5,742	3,785	2,484	4,000
In-house development and applications under construction	7,311	8,375	12,833	17,919	22,300	25,000
Tangible assets:						
Property plant and equipment	15,141	47,064	41,103	41,996	41,303	42,000
<b>Total</b>	<b>116,370</b>	<b>117,486</b>	<b>86,922</b>	<b>88,886</b>	<b>93,169</b>	<b>97,098</b>
Current liabilities	(93,576)	(76,784)	(47,822)	(38,134)	(42,963)	(38,000)
Non-current liabilities	(511)	(27,826)	(23,269)	(22,766)	(21,469)	(22,000)
<b>Capital employed</b>	<b>22,283</b>	<b>12,876</b>	<b>15,831</b>	<b>27,986</b>	<b>28,737</b>	<b>37,098</b>

### Notes

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 2026 (96 % in 2024/25). 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 88% of transactions for the year, (86% in 2024/25) 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 61 to 99).

The Executive Directors of the UK Statistics Authority are set out in the Remuneration Report.

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 (on page 86).

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](mailto: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](http://www.statisticsauthority.gov.uk)

## Contractual arrangements

Contracts have been let and managed under a mix of Public Contracts Regulations 2015 (PCR2015) and the Procurement Act 2023 (PA2023). The Authority uses around 300 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 receive 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. Contract management activity and obligations are captured in the Contract Management Plan compliance checker as well as having individual contract case files in Sharepoint.



# 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](http://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, 2025/26 and 2024/25 (audited)

Senior Directors	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25
Name and Title	Salary (£'000)	Salary (£'000)	Pension Benefits (£'000)	Pension Benefits (£'000)	Total (£'000)	Total (£'000)
<b>Darren Tierney</b> Permanent Secretary (from 11 August 2025)	100-105 (FYE 160-165)	-	97	-	195-200	-
<b>Professor Sir Ian Diamond</b> National Statistician Statistics Authority Fixed-term contract (22 October 2019 to 9 May 2025)	40-45 (FYE 190-195)	180-185	39	89	80-85	270-275
<b>Ed Humpherson</b> Director General, Office for Statistics Regulation	175-180 + bonus 5-10	170-175 + bonus 5-10	27	163*	210-215	340-345
<b>James Benford</b> Director General for Surveys and Economic Statistics (from 4 August 2025)	110-115 (FYE 170-175) + bonus 5-10	-	44	-	160-165	-
<b>Michael Keoghan</b> Director General for Economic, Social & Environmental Statistics (to 31 March 2025)	-	150-155	-	83	-	235-240
<b>Emma Rourke</b> Director General for Health, Population & Methods (to 8 May 2025) Acting National Statistician (from 9 May 2025 to 21 December 2025)	115-120 (FYE 155-160) + bonus 5-10	150-155 + bonus 10-15	44	59	165-170	225-230
<b>Peter Benton</b> Director General for Data Capability	115-120	110-115 + bonus 0-5	39	80	155-160	190-195
<b>Simon Sandford-Taylor</b> Director of Digital Services	110-115 + bonus 5-10	105-110 + bonus 5-10	32	64*	150-155	175-180
<b>Jennet Woolford</b> Director of Social, Local and Census Statistics	110-115 + bonus 5-10	105-110 + bonus 0-5	68	67*	185-190	175-180
<b>Philippa Bonay</b> Director for Operations, and People & Business Services (to 30 November 2025)	330-335 <sup>10</sup> (FYE 370-375) + bonus 5-10	150-155 + bonus 10-15	40	58	375-380	220-225

10 The figure includes salary of £110,000 to £115,000 and a severance payment of £218,737.

<b>Senior Directors</b>	<b>2025/26</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2024/25</b>
<b>Name and Title</b>	<b>Salary (£'000)</b>	<b>Salary (£'000)</b>	<b>Pension Benefits (£'000)</b>	<b>Pension Benefits (£'000)</b>	<b>Total (£'000)</b>	<b>Total (£'000)</b>
<b>Thomas Taylor</b> Director of Finance, Planning and Performance	150-155 + bonus 5-10	145-150 + bonus 10-15	53	95	210-215	255-260
<b>Sarah Moore</b> Director of Communications and Digital Publishing	110-115 + bonus 5-10	100-105 + bonus 10-15	87	72*	205-210	185-190
<b>Kate Davies</b> Director of Business Surveys	110-115 + bonus 5-10	95-100 + bonus 10-15	111	125*	230-235	230-235
<b>Sarah Henry</b> Director of Methodology & Quality	115-120 + bonus 0-5	110-115 + bonus 0-5	45	44	165-170	160-165
<b>Elizabeth McKeown</b> Director of Economic Statistics Production & Analysis	110-115 + bonus 10-15	105-110 + bonus 10-15	55	63	175-180	180-185
<b>Alex Lambert</b> Director of Social Surveys	110-115 + bonus 10-15	105-110 + bonus 5-10	47	66	165-170	180-185
<b>Fiona James</b> Director of Data Growth and Operations	110-115	105-110 + bonus 0-5	41	55*	150-155	165-170
<b>Grant Fitzner</b> Director of Macroeconomic & Environment Statistics and Analysis	125-130 + bonus 5-10	120-125 + bonus 0-5	51	51*	185-190	175-180
<b>Ruth Studley</b> Director of Population Transformation (to 31 May 2025)	20-25 (FYE 110-115) + bonus 0-5	105-110 + bonus 0-5	13	66*	35-40	170-175
<b>Khondker Rahman</b> Director of Strategy, Planning, Innovation, Delivery Assurance and Support	115-120 + bonus 5-10	110-115 + bonus 0-5	24	128	145-150	240-245
<b>Jason Zawadzki</b> Director of Census Delivery and Operations	120-125 + bonus 0-5	120-125 + bonus 5-10	-	-	125-130	125-130
<b>Jason Yaxley</b> Director of Integrated Data Programme (to 19 January 2025)	-	95-100 (FYE 105-110) + bonus 0-5	-	318	-	415-420
<b>Mary Gregory</b> Executive Director for Population, Census and Social Statistics	110-115 + bonus 0-5	100-105 + bonus 10-15	84	117	195-200	230-235
<b>Henry Watson</b> Director of People and Places Directorate (from 22 September 2025)	65-70 (FYE 125-130) + bonus 5-10	-	21	-	90-95	-

Senior Directors	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25
Name and Title	Salary (£'000)	Salary (£'000)	Pension Benefits (£'000)	Pension Benefits (£'000)	Total (£'000)	Total (£'000)
<b>Megan Cooper</b> Director of Integrated Data Programme and Service (from 15 April 2025 to 14 February 2026) Director of Economic Statistics Improvement (from 15 February 2026)	95-100 (FYE 100-105) + bonus 10-15	-	81	-	190-195	-
<b>Lucinda Eggleton</b> Director of the Office of the National Statistician (from 1 December 2024)	125-130 + bonus 5-10	40-45 (FYE 120-125)	48	-	175-180	40-45
<b>Julie Stanborough</b> Interim Director Health and International (from 24 June 2024 to 22 September 2024)	-	25-30 (FYE 100-105) + bonus 5-10	-	-4	-	25-30
<b>Sarah Jennings</b> Director of Strategy and Change (from 23 February 2026)	10-15 (FYE 100-105)	-	4	-	10-15	-
<b>Richard Heys</b> Interim Director of Macroeconomic & Environment Statistics and Analysis (from 12 May 2025 to 3 August 2025)	20-25 (FYE 105-110) + bonus 5-10	-	7	-	35-40	-
<b>Alison Pritchard</b> Director General for Data Capability (to 26 June 2026)	125-130	120-125	44	78	170-175	195-200

## Notes

\*Comparatives for pension disclosures for some members are not consistent with the figures reported in the prior year. This is due to the availability in 2025/26 of more up to date data relevant to the calculation of the prior year benefits.

Alison Pritchard, Director General for Data Capability, has been on an extended period of absence during the reporting period.

Jason Zawadzki was not a Member of the Civil Service Pension Scheme during the reporting period.

Lucinda Eggleton was not an active Member of the Civil Service Pension Scheme as at the date of reporting in 2024/25.

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 and any severance or ex-gratia payments. 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 2025/26 and 2024/25 (audited)

Senior Directors Name and Title	2025/26 Salary (£'000)	2024/25 Salary (£'000)
<b>Sir Robert Chote</b> Chair of UK Statistics Authority Fixed contract (from 1 June 2022 to 30 September 2025)	35-40 (FYE 70-75)	70-75
<b>Ms Sian Jones</b> Deputy Chair Fixed Contract (from 12 December 2018 to 1 July 2024)	-	5-10 (FYE 30-35)
<b>Ms Nora Nanayakkara</b> Non-Executive Director Fixed Contract (from 1 July 2016 to 1 July 2024)	-	0-5 (FYE 15-20)
<b>Professor Sir David Spiegelhalter</b> Non-Executive Director Fixed Contract (from 27 May 2020 to 26 May 2026)	15-20	15-20
<b>Dr Jacob Abboud</b> Non-Executive Director Fixed Contract (from 13 February 2023 to 12 February 2027)	15-20	15-20
<b>Professor John Aston</b> Non-Executive Director Fixed Contract (from 1 July 2021 to 31 December 2024)	-	10-15 (FYE 15-20)
<b>Penny Young</b> Non-Executive Director Fixed Contract (from 13 February 2023 to 12 February 2027) Deputy Chair from July 2024 Interim Chair from October 2025	35-40 (Interim Chair role FYE 70-75)	15-20
<b>Professor Dame Carol Propper</b> Non-Executive Director Fixed Contract (from 13 February 2023 to 12 February 2027)	15-20	15-20
<b>Peter Barron</b> Non-Executive Director Fixed Contract (from 31 January 2025 to 30 January 2028)	15-20	0-5 (FYE 15-20)
<b>Dr Sarah Walsh</b> Non-Executive Director Fixed Contract (from 31 January 2025 to 30 January 2028)	15-20	0-5 (FYE 15-20)

Senior Directors Name and Title	2025/26 Salary (£'000)	2024/25 Salary (£'000)
<b>Professor Mairi Spowage</b> Non-Executive Director Fixed Contract (from 31 January 2025 to 30 January 2028)	15-20	0-5 (FYE 15-20)
<b>Tim Watkinson</b> Independent member of the Audit and Risk Assurance Committee Fixed Contract (from 1 July 2018 to 30 June 2025)	0-5 (FYE 0-5)	0-5
<b>Dr Julia Mundy</b> Independent member of the Audit and Risk Assurance Committee Fixed Contract (from 1 July 2018 to 30 June 2027)	0-5	0-5
<b>Michael Surman</b> Independent Member of the Audit and Risk Assurance Committee Fixed Contract (from 1 September 2025 to 31 August 2028)	0-5 (FYE 0-5)	-

## 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.

	2025/26			2024/25		
	25th percentile pay ratio	Median pay ratio	75th percentile pay ratio	25th percentile pay ratio	Median pay ratio	75th percentile pay ratio
Salary Component	28,138	35,749	44,910	27,252	34,624	45,098
Total Pay and Benefits	28,288	35,749	45,560	27,402	34,874	45,098
Pay ratio	6.45:1.00	5.11:1.00	4.01:1.00	6.66:1.00	5.23:1.00	4.05:1.00

The mid-point banded remuneration of the highest-paid director in the Authority in the financial year 2025/26 was £182,500 (2024/25: £182,500). This was 5.11 times (2024/25: 5.23 times) the median remuneration of the workforce, which was £35,749 (2024/25: £34,874).

No employees received remuneration in excess of the highest-paid director in either 2025/26 or 2024/25. The lowest staff remuneration in 2025/26 was £24,916 (2024/25: £23,496).

## Percentage change in total salary and bonuses for the highest paid director and the staff average

	2025/26		2024/25	
	Total salary and allowances	Bonus payments	Total salary and allowances	Bonus payments
Staff average	1.5%	15.7%	4.9%	(6.5) %
Highest paid director	(2.7)%	100%	2.8%	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 2025 pay award in 2025/26, resulting in a consolidated increase of at least 3.25% for all staff members, as reflected in the increase to the average staff remuneration (1.5%) and positive pay ratio movements in the above tables. In comparison, the average staff remuneration in 2024/25 increased at a higher rate (4.9%), due to the 2024/25 pay award delivering a consolidated increase of at least 5% to all staff members.

## Pension Benefits (audited)

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

Details of the Civil Service Pensions Scheme can be found on pages 118-119.

	Accrued pension at pension age as at 31/3/26 and related lump sum (£'000)	Real increase in pension and related lump sum at pension age (£'000)	Cash Equivalent Transfer Value at 31 March 2026 (£'000)	Cash Equivalent Transfer Value at 31 March 2025 (£'000)	Real increase in Cash Equivalent Transfer Value (£'000)
<b>Senior Directors</b>					
Darren Tierney Permanent Secretary (from 11 August 2025)	55-60 plus a lump sum of 125-130	2.5-5 plus a lump sum of 7.5-10	1,159	1,027	82
Professor Sir Ian Diamond National Statistician Statistics Authority Fixed-term contract (22 October 2019 to 9 May 2025)	25-30	0-2.5	445	408*	29
Ed Humpherson Director General, Office for Statistics Regulation	100-105 plus a lump sum of 65-70	0-2.5 plus a lump sum of 0	2,080	1,957*	5

	Accrued pension at pension age as at 31/3/26 and related lump sum (£'000)	Real increase in pension and related lump sum at pension age (£'000)	Cash Equivalent Transfer Value at 31 March 2026 (£'000)	Cash Equivalent Transfer Value at 31 March 2025 (£'000)	Real increase in Cash Equivalent Transfer Value (£'000)
<b>Senior Directors</b>					
<b>James Benford</b> Director General for Surveys and Economic Statistics (from 4 August 2025)	0-5	2.5-5	32	-	23
<b>Emma Rourke</b> Director General for Health, Population & Methods (to 8 May 2025) Acting National Statistician (from 9 May 2025 to 21 December 2025)	20-25	2.5-5	352	302	30
<b>Peter Benton</b> Director General for Data Capability	60-65 plus a lump sum of 155-160	0-2.5 plus a lump sum of 0	1,415	1,311	26
<b>Simon Sandford-Taylor</b> Director of Digital Services	40-45	0-2.5	783	720*	18
<b>Jennet Woolford</b> Director of Social, Local and Census Statistics	45-50 plus a lump sum of 100-105	2.5-5 plus a lump sum of 2.5-5	972	863	52
<b>Philippa Bonay</b> Director for Operations, and People & Business Services (to 30 November 2025)	40-45	0-2.5	643	601*	25
<b>Thomas Taylor</b> Director of Finance, Planning and Performance	65-70 plus a lump sum of 155-160	2.5-5 plus a lump sum of 0	1,457	1,343	35
<b>Sarah Moore</b> Director of Communications and Digital Publishing	40-45	2.5-5	755	648*	65
<b>Kate Davies</b> Director of Business Surveys	35-40 plus a lump sum of 90-95	5-7.5 plus a lump sum of 7.5-10	762	635*	86
<b>Sarah Henry</b> Director of Methodology & Quality	25-30	2.5-5	397	342	34
<b>Elizabeth McKeown</b> Director of Economic Statistics Production & Analysis	40-45 plus a lump sum of 90-95	2.5-5 plus a lump sum of 0-2.5	764	686	34
<b>Alex Lambert</b> Director of Social Surveys	40-45 plus a lump sum of 90-95	2.5-5 plus a lump sum of 0-2.5	812	736	31
<b>Fiona James</b> Director of Data Growth and Operations	40-45	2.5-5	668	602	21
<b>Grant Fitzner</b> Director of Macroeconomic & Environment Statistics and Analysis	20-25	2.5-5	430	356*	42

<b>Senior Directors</b>	<b>Accrued pension at pension age as at 31/3/26 and related lump sum (£'000)</b>	<b>Real increase in pension and related lump sum at pension age (£'000)</b>	<b>Cash Equivalent Transfer Value at 31 March 2026 (£'000)</b>	<b>Cash Equivalent Transfer Value at 31 March 2025 (£'000)</b>	<b>Real increase in Cash Equivalent Transfer Value (£'000)</b>
<b>Ruth Studley</b> Director of Population Transformation (to 31 May 2025)	40-45 plus a lump sum of 100-105	0-2.5 plus a lump sum of 0-2.5	879	863*	10
<b>Khondker Rahman</b> Director of Strategy, Planning, Innovation, Delivery Assurance and Support	60-65	0-2.5	1,318	1,233	11
<b>Jason Zawadzki</b> Director of Census Delivery and Operations	-	-	-	-	-
<b>Mary Gregory</b> Executive Director for Population, Census and Social Statistics	40-45	2.5-5	655	561	57
<b>Henry Watson</b> Director of People and Places Directorate (from 22 September 2025)	40-45 plus a lump sum of 90-95	0-2.5 plus a lump sum of 0	831	800	13
<b>Megan Cooper</b> Director of Integrated Data Programme and Service (from 15 April 2025 to 14 February 2026) Director of Economic Statistics Improvement (from 15 February 2026)	30-35 plus a lump sum of 65-70	2.5-5 plus a lump sum of 5-7.5	624	524	67
<b>Lucinda Eggleton</b> Director of the Office of the National Statistician (from 1 December 2024)	15-20	2.5-5	282	230*	34
<b>Sarah Jennings</b> Director of Strategy and Change (from 23 February 2026)	25-30	0-2.5	387	385	2
<b>Richard Heys</b> Interim Director of Macroeconomic & Environment Statistics and Analysis (from 12 May 2025 to 3 August 2025)	20-25	0-2.5	286	280	3
<b>Alison Pritchard</b> Director General for Data Capability (to 26 June 2026)	60-65	2.5-5	1,286	1,204	33

## Notes

\*Opening balances for pension disclosures for some members are not consistent with the closing balances reported in the prior year. This is due to the availability in 2025/26 of more up to date data relevant to the calculation of the prior year benefits.

Jason Zawadzki was not a Member of the Civil Service Pension Scheme during the reporting period.

Lucinda Eggleton was not an active Member of the Civil Service Pension Scheme as at the date of reporting in 2024/25.

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](http://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 2025 and 31 March 2026.

	2025/26
	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.	38

# Other Information

## Compensation for loss of office (audited)

Philippa Bonay, Director for Operations and People & Business Services left under Civil Service Compensation Scheme terms on 30 November 2025. They received a compensation payment of £218,737.

## 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)

Metric	2025/26 Total FTE	Permanently employed FTE	Others FTE	2024/25 Total FTE
Objective statistical services	5,214	5,012	202	4,916

### Notes

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

## Staff costs (audited)

Values in (£'000).

Metric	2025/26 Total	Permanently employed Staff	Others	2024/25 Total
Statistical services staff costs	231,172	223,937	7,235	206,596
Social security costs	28,478	28,478	-	20,604
Other pension costs	61,921	61,921	-	56,306
Tax and levies	1,084	1,084	-	986
<b>Total</b>	<b>322,655</b>	<b>315,420</b>	<b>7,235</b>	<b>284,492</b>
Less recoveries in respect of outward secondments	(820)	(820)	-	(400)
<b>Total net costs</b>	<b>321,835</b>	<b>314,600</b>	<b>7,235</b>	<b>284,092</b>

## Notes

Statistical Services staff costs include £8,110,000 of research and development costs which are analysed as capital expenditure in the Statement of Outturn against Parliamentary Supply.

The 2025/26 salary figure reflect a net yearly debit of £874k of accrued holiday/flexi pay, and performance related pay (PRP) of £427k. In addition to the £321,835k reported net costs, £4,727k of salary costs were capitalised as capital expenditure (£1,410k 2024/25) and not included in the operating costs statement.

## Capitalised staff costs (audited)

Values in (£'000).

Metric	2025/26 Cost	FTE	2024/25 Cost (re-presented)	2024/25 FTE (re-presented)
Cloud Analytical Platform	1,808	30	965	40
Data Management and SBR	2,919	24	445	21
<b>Total</b>	<b>4,727</b>	<b>54</b>	<b>1,410</b>	<b>61</b>

## Notes

Cloud Analytic Platform has been reported in previous years as two separate Assets Under Construction (Platform Delivery (IDSP) and Core Service Design and Architecture (IDSP)). These assets have been merged under the new asset, Cloud Analytical Platform as its intended use has changed from providing external data access to focusing on key internal statistical priorities.

## Staff numbers as at 31 March 2026 (audited)

Contract Type	2025/26 Headcount	FTE	2024/25 Headcount	FTE
Permanent employment contract	5,651	5,116	5,464	4,897
Fixed term employment contract	324	249	166	150
Paid secondment or loan in	5	5	2	2
<b>Total</b>	<b>5,980</b>	<b>5,370</b>	<b>5,632</b>	<b>5,049</b>

## Staff loaned as at 31 March 2026

Grade	2025/26 <12 months	2025/26 >12 months	2025/26 Total	2024/25 Total
SCS Pay Band 3 (Director General)	2	-	2	-
SCS Pay Band 1 (Deputy Director)	2	-	2	-
Grade 7	1	1	2	5
SEO	2	-	2	4
HEO	1	-	1	4
<b>Total</b>	<b>8</b>	<b>1</b>	<b>9</b>	<b>13</b>

## Staff hosted as at 31 March 2026

Grade	2025/26 <12 months	2025/26 >12 months	2025/26 Total	2024/25 Total
SCS Pay Band 1 (Deputy Director)	1	-	1	-
Grade 6	-	1	1	1
SEO	1	-	1	-
EO	1	1	2	1
<b>Total</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>2</b>

## Staff turnover

Turnover type	2025/26	2024/25	2023/24
Civil Service Turnover	7%	8%	10%
Departmental Turnover	9%	12%	16%

### Notes

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 2026

Contingent Worker Type	2025/26 Headcount	2024/25 Headcount
Agency worker	326	225
Contractor	14	16
Consultant	13	19
Service worker	143	179
<b>Total</b>	<b>496</b>	<b>439</b>

## Staff composition as at 31 March 2026

Grade	2025/26 Headcount (Female)	2025/26 Headcount (male)	2025/26 FTE (Female)	2025/26 FTE (Male)	2024/25 Headcount (Female)	2024/25 Headcount (Male)	2024/25 FTE (Female)	2024/25 FTE (Male)
AA/AO	721	580	505.0	411.7	698	547	483.8	386.6
EO	474	332	427.0	316.7	439	290	398.7	273.9
HEO	645	539	602.9	532.0	593	485	551.6	477.4
SEO	733	642	690.0	631.9	706	606	665.4	595.3
Grade 7	522	463	484.8	451.3	507	441	475.1	431.0
Grade 6	126	109	117.8	105.9	119	111	112.8	109.1
SCS Pay Band 1 (Deputy Director)	28	42	27.3	42.0	31	37	30.0	37.0
SCS Pay Band 2 (Director)	10	7	10.0	7.0	10	6	10.0	6.0
SCS Pay Band 3 (Director General)	2	4	1.8	3.8	2	3	1.8	2.8
Permanent Secretary	0	1	0.0	1.0	0	1	0.0	1.0
<b>Total</b>	<b>3,261</b>	<b>2,719</b>	<b>2,866.6</b>	<b>2,503.3</b>	<b>3,105</b>	<b>2,527</b>	<b>2,729.2</b>	<b>2,320.1</b>

## Number of senior civil service staff by SCS pay band (average for the year)

SCS Pay Band	2025/26 Headcount	2025/26 FTE	2024/25 Headcount	2024/25 FTE
SCS Pay Band 1 (Deputy Director)	68	67	65	64
SCS Pay Band 2 (Director)	16	16	16	16
SCS Pay Band 3 (Director General)	5	5	5	5
Permanent Secretary	2	2	1	1
<b>Total</b>	<b>91</b>	<b>90</b>	<b>87</b>	<b>86</b>

## Off Payroll Engagements

As of 31 March 2026 we identified 10 off-payroll engagements for more than £245 per day for a period longer than six months.

### Of which:

- 8 have existed for less than one year at the time of reporting.
- 2 that have existed for four years or more at the time of reporting.

We have had no off-payroll engagements that have existed between one-two years, two-three years or three-four years at the time of reporting.

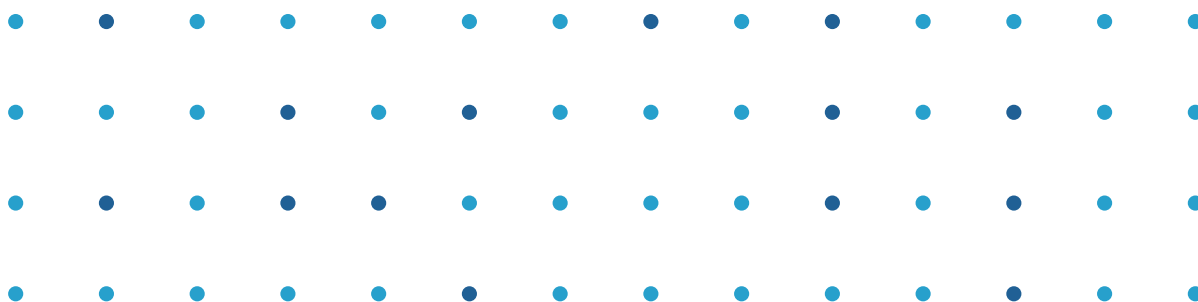
The Number of off-payroll engagements in excess of £245 per Day for a period longer than six months (between 1 April 2025 and 31 March 2026) was 17.

### Of which:

- 12 have been assessed as inside the cope of IR35.
- 5 have been assessed as outside the scope of IR35.

We have seen no off-payroll engagement that:

- Were directly engaged via PSC contracted to departments that are on the departmental payroll.
- Were reassessed for consistency/assurance purposes during the year.
- Saw a change to IR35 status following the consistency review.



## Sickness absence

Average working days lost during 2025/26, for our workforce excluding interviewers, was 7.9 (was 8.0 in 2024/25), and for the workforce as a whole, was 8.9 (was 9.0 in 2024/25).

### Notes

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 7.9 is in line with our external reporting, and the figure of 8.9 reflects the whole workforce.

## Reporting compensations for employee departures (audited)

Metric	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)	
	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25
Exit package cost band						
< £10,000	-	-	1	7	7.6	27.9
£10,001 – £25,000	-	-	1	9	18.6	155.9
£25,001 – £50,000	-	-	1	4	47.0	153.4
£50,001 – £100,000	-	-	-	1	-	58.5
£100,001 – £150,000	-	-	-	-	-	-
£150,000+	-	-	1	-	218.7	-
<b>Total number of exit packages by type (total cost)</b>	-	-	<b>4</b>	<b>21</b>	<b>291.9</b>	<b>395.7</b>

During the financial year 2025/26 2 individuals were released through a targeted Voluntary Exit scheme (11 in 2024/25). The offer of exit, and last day of service took place in 2025/26 therefore costs of £265.7k (£226.7k in 2024/25) are attributed to financial year 2025/26. There were also 2 efficiency departures (10 in 2024/25) where there is a cost to the Authority of £26.2k (£169K 2024/25).

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.

## Employment, Training and Support for People with Disabilities

The Authority is committed to being an equal opportunities employer.

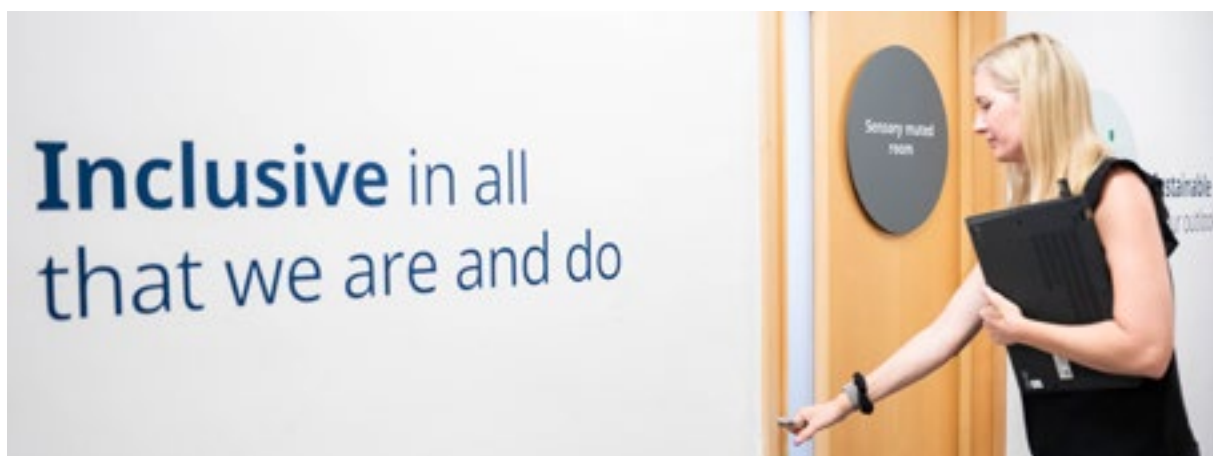
As part of this commitment, the Authority gives full and fair consideration to the employment, training, support and progression of colleagues with a disability/long-term health condition.

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. The Authority has retained its Level 3 Disability Confident Leader status, the highest-level of accreditation, demonstrating its commitment to offer an interview 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 £6.1m in 2024/25 to £3.4m in 2025/26 and expenditure on contractors increased from £1.9m in 2024/25 to £2.3m in 2025/26.

The Authority has met the SR25 condition relating to consultancy expenditure, ensuring that spend does not exceed £3.9m in the 2025/26 financial year.

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 to enable full consultation with the Trade Unions. The Health and Safety Compliance Report, and supporting governance arrangements, were signed off by the Permanent Secretary. 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. We have made changes to enhance the health and safety of our public-facing Field colleagues and have introduced a new lone working solution, which will inform the management arrangements required, and being developed, for Census 31.

We continue to assess accessibility for colleagues and visitors to Authority premises, with accessibility being central to the Estates Strategy, actively taking improvement opportunities when alterations are made to the built environment.

A focus on wellbeing is embedded within our People Survey and broader engagement activity including our wider management approach. The 2025 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, increased to 73% (from 72%). Our Proxy Stress Index score saw a one percentage point decrease to 27% (from 28%).

Our wellbeing offer is comprehensive, inclusive and continually evolving, underpinned by a proactive, empowering and flexible approach. It is structured around five core wellbeing pillars — Workplace, Mental, Physical, Social and Financial — providing holistic support for colleagues and equipping leaders and managers with the resources needed to lead and manage change effectively.

This offer is strengthened by key Corporate Functions, including Respect Contacts, Mental Health First Aiders, Menopause Ambassadors and Cancer in the Workplace Trainers (Macmillan), who play an important role in promoting a supportive, inclusive and compassionate working environment. We continue to enhance the accessibility, visibility and understanding of our wellbeing resources, working in close partnership with internal networks to ensure our offer remains relevant and responsive, particularly in line with the increasing focus on mental health and wellbeing across the organisation.

## **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 2025/26, we strengthened our evidence base by deepening collaboration with our colleague networks, creating a more integrated and insight-driven employee voice architecture. We also expanded our partnerships with external experts to accelerate innovation in inclusion, most recently demonstrated through our enhanced programme of menopause support and our reinforced focus on mental health awareness which is setting a new standard for employee wellbeing.



# Equality, diversity and inclusion infrastructure

## Governance

Our People Committee (PC) is the governance body responsible for all people matters, including anything related to inclusion and diversity. PC is attended by key senior leaders, chaired by the Permanent Secretary, and includes one of our diversity network sponsors to represent diverse viewpoints from across the organisation. This forum ensures that inclusion topics are seen and discussed by the relevant decision makers in our organisation, and action can be taken when necessary.

## 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 inclusion 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. In 2025/26 we recruited a number of new sponsors and have begun a programme of engagement with them to ensure they are offering the right level of support to their networks.

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 stories on their experiences; identifying and sharing best practice; raising awareness around key events; and linking with other government departments' networks.

**We were delighted to be recognised as the winners at the 2025 CIPD People Management Awards for the 'Best equality, diversity and inclusion initiative' for our Inclusion Interactive Experience — a transformative initiative that combines innovation, accountability and measurable impact.**

Developed as part of a wider ethnicity programme, the gamified 'virtual escape room' incorporates real-life experiences of ONS colleagues and those from other organisations, facilitating a deeper understanding of challenges faced by ethnic minority staff, while encouraging behavioural changes that foster inclusivity. Partnering with Vivida, an organisation specialising in digital learning provisions, the ONS developed an accessible digital platform combining storytelling with technology that enables virtual focus groups, resource access and real-time feedback.

This learning experience was the collaboration of the central inclusion team, the diversity networks and an external partner — working together to reach a common goal.

## **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 maintains its Disability Confident Leader status which has lasted for three years, and we are planning to apply to reinstate this status when it runs out later in 2026. Feedback from this celebrates and acknowledges 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. Colleagues are regularly encouraged to contribute declaration rate 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 2025.

With the publication of the Civil Service Staff Network Policy in September, we have closely aligned our approach to this and have written an ONS version of this policy with greater levels of detail and explanation which is in the process of being socialised with the networks and rolled out internally. 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 2026

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 88.1%. The following data is collated from those who have made a declaration.

<b>UK Statistics Authority (all grades)</b>	<b>Mar-26</b>	<b>Mar-25</b>	<b>Mar-24</b>
Females	54.5%	55.1%	56.0%
Ethnic minority groups	12.2%	10.8%	9.7%
Employees with disabilities	25.5%	23.2%	22.3%
LBGO <sup>11</sup>	8.0%	7.5%	7.9%

<b>Senior Civil Service Measures (SCS)</b>	<b>Mar-26</b>	<b>Mar-25</b>	<b>Mar-24</b>
Females in SCS Pay Band 2	58.8%	62.5%	52.9%
<b>All SCS</b>			
Female	42.6%	47.8%	44.9%
Ethnic minority groups	4.9%	6.3%	6.3%
Employees with disabilities	20.3%	19.7%	16.7%

<b>Feeder grade measures (Grade 6)</b>	<b>Mar-26</b>	<b>Mar-25</b>	<b>Mar-24</b>
Female	53.6%	51.7%	49.8%
Ethnic minority groups	4.4%	3.5%	4.1%
Employees with disability	10.4%	10.8%	11.3%

<b>Feeder grade measures (Grade 7)</b>	<b>Mar-26</b>	<b>Mar-25</b>	<b>Mar-24</b>
Female	53.0%	53.5%	53.0%
Ethnic minority groups	7.0%	7.4%	8.3%
Employees with disability	19.4%	17.5%	16.5%

The Authority is committed to being representative of the society we serve and to creating an inclusive environment in which colleagues can thrive. We benchmark our ethnic minority representation against the 'travel to work' area for our main locations which is now 15.6% (at December 2025). Our current ethnic minority representation of 12.2% is below that benchmark but the growth we have seen over recent years suggests it is attainable.

11 Lesbian, Gay, Bisexual and 'Other'

We consistently maintained at least 50% female representation at our feeder grades to SCS, as well as across our managerial and administrative grades. We aspire to achieve total gender parity but note the reduced representation in our SCS from 47.8% to 42.6% (acknowledging that changes within this smaller population can have a disproportionate impact on distribution).

We are encouraged by the growth, over the past two years, in the population of our workforce who have declared as disabled (25.5%). We pride ourselves on being an inclusive employer, and creating working environments that allow all colleagues to be fully effective is key to that.



# Parliamentary accountability report

## Statement of outturn against parliamentary supply

In addition to the primary statements prepared under International Financial Reporting Standards (IFRS), the Government Financial Reporting Manual (FRM) 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 Statement of Comprehensive Net Expenditure (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 43, 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 2025/26, all figures presented in £000's.

Metrics		Outtrun			Estimate			Outturn vs Estimate, saving/ (excess)		Prior Year Outturn Total 2025/26
Type of Spend	SoPS Note	Voted	Non voted	Total	Voted	Non Voted	Total	Voted	Total	Total
<b>Departmental Expenditure Limit</b>										
Resource	1.1	393,730	-	393,730	405,459	-	405,459	11,729	11,729	374,773
Capital	1.2	19,850	-	19,850	23,683	-	23,683	3,833	3,833	25,834
<b>Total</b>		<b>413,580</b>	<b>-</b>	<b>413,580</b>	<b>429,142</b>	<b>-</b>	<b>429,142</b>	<b>15,562</b>	<b>15,562</b>	<b>400,607</b>
<b>Annually Managed Expenditure</b>										
Resource	1.1	(16)	-	(16)	2,300	-	2,300	2,316	2,316	(74)
Capital	1.2	51	-	51	52	-	52	1	1	234
<b>Total</b>		<b>35</b>	<b>-</b>	<b>35</b>	<b>2,352</b>	<b>-</b>	<b>2,352</b>	<b>2,317</b>	<b>2,317</b>	<b>160</b>
<b>Total Budget</b>										
Total Resource	1.1	393,714	-	393,714	407,759	-	407,759	14,045	14,045	374,699
Total Capital	1.2	19,901	-	19,901	23,735	-	23,735	3,834	3,834	26,068
Total Budget Expenditure		413,615	-	413,615	431,494	-	431,494	17,879	17,879	400,767
Non – Budget Expenditure	1.1	-	-	-	-	-	-	-	-	-
<b>Total Budget and Non Budget</b>		<b>413,615</b>	<b>-</b>	<b>413,615</b>	<b>431,494</b>	<b>-</b>	<b>431,494</b>	<b>17,879</b>	<b>17,879</b>	<b>400,767</b>

### Notes

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 2025/26 (audited)

All figures presented in £000's

Figure	SoPS Note	Outturn	Estimate	Outturn vs Estimate, saving/(excess)	Prior Year Outturn Total 2024/25
Net Cash requirement	3	401,798	416,986	15,188	395,335

### 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 with the Summary financial information section. The notes on pages 139-143 form part of these accounts.



# Notes to the parliamentary supply, 2025/26 (audited)

## SOPS 1 – Outturn detail by estimate line

For the period ending 31 March 2026. All figures presented in £000's.

### SOPS 1.1 Analysis of resource outturn by estimate line

Programme				Outturn	Estimate			Outturn vs Estimate, saving/ (excess)	Prior Year Outturn Total 2024/25
Type of Spend (Resource)	Gross	Income	Net	Total	Total	Virements	Total inc Virements		
Spending in Departmental Expenditure Limit (DEL)									
Voted expenditure									
A. Programme Expenditure	426,909	(33,179)	393,730	<b>393,730</b>	405,459	-	<b>405,459</b>	11,729	374,773
Total voted DEL	426,909	(33,179)	393,730	<b>393,730</b>	405,459	-	<b>405,459</b>	11,729	374,773
Total spending in DEL	426,909	(33,179)	393,730	<b>393,730</b>	405,459	-	<b>405,459</b>	11,729	374,773
Spending in Annually Managed Expenditure (AME)									
Voted expenditure									
Provisions	(16)	-	(16)	<b>(16)</b>	2,300	-	<b>2,300</b>	2,316	(74)
Total voted AME	(16)	-	(16)	<b>(16)</b>	2,300	-	<b>2,300</b>	2,316	(74)
<b>Total spending in AME</b>	<b>(16)</b>	<b>-</b>	<b>(16)</b>	<b>(16)</b>	<b>2,300</b>	<b>-</b>	<b>2,300</b>	<b>2,316</b>	<b>(74)</b>
<b>Total resource</b>	<b>426,893</b>	<b>(33,179)</b>	<b>393,714</b>	<b>393,714</b>	<b>407,759</b>	<b>-</b>	<b>407,759</b>	<b>14,045</b>	<b>374,699</b>

### Notes

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.

Programme				Outturn	Estimate			Outturn vs Estimate, saving/ (excess)	Prior Year Outturn Total 2024/25
Type of Spend (Resource)	Gross	Income	Net	Total	Total	Virements	Total inc Virements		
Spending in Departmental Expenditure Limits (DEL)									
Voted expenditure	-	-	-	-	-	-	-	-	-
A. Programme Expenditure	19,850	-	19,850	<b>19,850</b>	23,683	-	<b>23,683</b>	3,833	25,834
Total voted DEL	19,850	0	19,850	<b>19,850</b>	23,683	-	<b>23,683</b>	3,833	25,834
<b>Total spending in DEL</b>	<b>19,850</b>	<b>-</b>	<b>19,850</b>	<b>19,850</b>	23,683	-	<b>23,683</b>	<b>3,833</b>	<b>25,834</b>
Spending in Annually Managed Expenditure (AME)									
Voted expenditure	51	-	51	<b>51</b>	52	-	<b>52</b>	1	234
Total voted AME	51	-	51	<b>51</b>	52	-	<b>52</b>	1	234
<b>Total spending in AME</b>	<b>51</b>	<b>-</b>	<b>51</b>	<b>51</b>	52	-	<b>52</b>	<b>1</b>	<b>234</b>
<b>Total capital</b>	<b>19,901</b>	<b>-</b>	<b>19,901</b>	<b>19,901</b>	<b>23,735</b>	<b>-</b>	<b>23,735</b>	<b>3,834</b>	<b>26,068</b>

### Notes

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 2024/25
Total resource outturn	SOPS 1.1	393,714	374,699
<b>Add</b>			
Expenditure which meets the European Statement of Accounts 2015 definition of research and development: Staff Costs (permanent)	-	8,110	8,341
Capital Grants Expense	-	0	286
Capital AME – Dilapidations	-	51	235
<b>Less</b>			
Capital Grants Received	-	-	-
Total	-	8,161	8,862
<b>Net operating expenditure in Consolidated Statement of Comprehensive Net Expenditure</b>	<b>SOCNE</b>	<b>401,875</b>	<b>383,561</b>

### Notes

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.

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

For the period ending 31 March 2026. All figures presented in £000's.

Item	Reference	Outturn Total	Estimate	Outturn vs Estimate, saving/(excess)
Total Resource outturn	SOPS 1.1	393,714	407,759	14,045
Total Capital outturn	SOPS 1.2	19,901	23,735	3,834
<b>Adjustments to remove non-cash items:</b>				
Depreciation and amortisation	4	(10,027)	(12,156)	(2,129)
New provisions and adjustments to previous provisions	4	(87)	(2,352)	(2,265)
Other non-cash items	4	(139)	-	139
<b>Adjustments to reflect movements in working balances:</b>				
Increase/(decrease) in receivables	8	1,828	-	(1,828)
Increase/(decrease) in trade and other payables	10	(4,042)	-	4,042
Increase/(decrease) in other financial liabilities	13	650	-	(650)
Other movements in working capital not reflected in operating costs	-	0	-	-
Use of provisions	11	-	-	-
<b>Total</b>	<b>-</b>	<b>(11,817)</b>	<b>(14,508)</b>	<b>(2,691)</b>
<b>Net cash requirement</b>	<b>-</b>	<b>401,798</b>	<b>416,986</b>	<b>15,188</b>

### Notes

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 2026

Metric	Number	2025/26 £'000	Number	2024/25 £'000
Ex-gratia claims	35	5	40	5

### Notes

There are no individual cases of special payments or losses over £300,000 (2024/25: 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 £7.5m during 2025/26 (£7.8m during 2024/25), for further details please refer to the Cabinet Office controls disclosure in the Governance Statement on page 92.

## Remote contingent liabilities

None identified.

## Disclosure of information to the auditors

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



**Darren Tierney**  
Accounting Officer  
30 June 2026

# The certificate and report 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 2026 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 2026
- Statement of Comprehensive Net Expenditure, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended
- 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 2026 and its net expenditure for the year then ended
- have been properly prepared in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions issued thereunder

## Opinion on regularity

In my opinion, 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 2026 and shows that those totals have not been exceeded
- 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 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 2024. 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 Reports.

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
- 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, key performance indicators and performance incentives
- inquired of management, 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
  - 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 2025

- 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 2025 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 Assurance Committee and in-house legal counsel concerning actual and potential litigation and claims
- I reviewed minutes of meetings of those charged with governance and the Board; and internal audit reports
- 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](http://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.

## **Report**

I have no observations to make on these financial statements.

### **Gareth Davies**

**Comptroller and Auditor General**

National Audit Office

6 July 2026

157-197 Buckingham Palace Road

Victoria

London

SW1W 9SP

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# 03

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## Accounts



# Statement of comprehensive net expenditure

For the Year to 31 March 2026.

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.

Metric	Note	2025/26 (£'000)	2024/25 (£'000)
Revenue from contracts with customers	5	(22,727)	(21,190)
Other operating income	5	(10,452)	(7,756)
<b>Total operating income</b>		<b>(33,179)</b>	<b>(28,946)</b>
Staff costs	3	322,655	284,492
Purchase of goods and services	4	101,811	113,707
Depreciation and impairment charges	4	10,027	13,415
Provision expense	4	87	212
Other operating expenditure	4	139	390
<b>Total operating expenditure</b>		<b>434,719</b>	<b>412,216</b>
<b>Net operating expenditure</b>		<b>401,540</b>	<b>383,270</b>
Finance expense	4	335	291
<b>Net expenditure for the year</b>		<b>401,875</b>	<b>383,561</b>
<b>Other comprehensive net expenditure:</b>			
Net (gain)/loss on revaluation of property, plant and equipment		(675)	(102)
Net (gain)/loss on revaluation of intangible assets		-	(137)
<b>Comprehensive net expenditure for the year</b>		<b>401,200</b>	<b>383,322</b>

## Notes

The notes on pages 158-189 form part of these accounts.

# Statement of financial position

As of 31 March 2026.

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.

Metric	Note	2025/26 (£'000)	2024/25 (£'000)
<b>Non-current assets:</b>			
Property, plant and equipment	6	16,822	15,984
Right of Use Assets	13	24,481	26,012
Intangible assets	7	24,784	21,704
Financial assets		98	71
<b>Total non-current assets</b>		<b>66,185</b>	<b>63,771</b>
<b>Current assets:</b>			
Trade and other receivables	8	2,126	1,946
Other current assets	8	24,243	22,622
Cash and cash equivalents	9	615	547
<b>Total current assets</b>		<b>26,984</b>	<b>25,115</b>
<b>Total assets</b>		<b>93,169</b>	<b>88,886</b>
<b>Current liabilities:</b>			
Trade and other payables	10	(38,448)	(34,338)
Provisions	11	(1,533)	(1,321)
Lease liabilities	13	(2,982)	(2,475)
<b>Total current liabilities</b>		<b>(42,963)</b>	<b>(38,134)</b>
<b>Total assets less current liabilities</b>		<b>50,206</b>	<b>50,752</b>
<b>Non-current liabilities:</b>			
Provisions	11	(259)	(436)
Lease liabilities	13	(21,210)	(22,330)
<b>Total non-current liabilities</b>		<b>(21,469)</b>	<b>(22,766)</b>
<b>Assets less liabilities</b>		<b>28,737</b>	<b>27,986</b>
<b>Taxpayers' equity and other reserves:</b>			
General Fund		25,715	25,267
Revaluation Reserve		3,022	2,719
<b>Total equity</b>		<b>28,737</b>	<b>27,986</b>

## Notes

The notes on pages 158-189 form part of these accounts.



**Darren Tierney**

Accounting Officer, UK Statistics Authority

30 June 2026

# Statement of cash flows

For the period ending 31 March 2026.

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.

Metric	Note	2025/26 (£'000)	2025/25 (£'000)
<b>Cash flows from operating activities:</b>			
Net operating expenditure		(401,540)	(383,270)
Adjustment for non-cash transactions	4	10,253	14,017
Decrease/(Increase) in trade and other receivables	8	(1,828)	(2,518)
(Decrease)/Increase in trade payables	10	6,180	(5,070)
Provision Utilisation	11	(52)	(51)
<b>Net cash (outflow)/inflow from operating activities</b>		<b>(386,987)</b>	<b>(376,892)</b>
<b>Cash flows from investing activities:</b>			
Purchase of property, plant and equipment	6	(7,476)	(4,037)
Purchase of intangible assets	7	(4,822)	(9,637)
Lease Asset Upfront Deployment Costs		-	(6)
<b>Net cash (outflow)/inflow from investing activities</b>		<b>(12,298)</b>	<b>(13,680)</b>
<b>Cash flows from financing activities:</b>			
From the Consolidated Fund (Supply) – current year		401,866	390,759
Payment of lease Liability		(2,178)	(4,472)
Interest payment of lease liability		(335)	(291)
<b>Net Financing</b>		<b>399,353</b>	<b>385,996</b>
Net increase/(decrease) in cash and cash equivalents in the period before adjustments from payments to the Consolidated Fund		68	(4,576)
Net increase/(decrease) in cash and cash equivalents in the period after adjustment for receipts and payments to the Consolidated Fund		68	(4,576)
<b>Cash and cash equivalents at the beginning of the period</b>		<b>547</b>	<b>5,123</b>
<b>Cash and cash equivalents at the end of the period</b>		<b>615</b>	<b>547</b>

## Notes

The notes on pages 158-189 form part of these accounts.

# Statement of changes in taxpayers' equity

For the period ending 31 March 2026.

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.

Metric	Note	General fund (£'000)	Revaluation reserve (£'000)	Total reserves (£'000)
Balance at 1 April 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 year end	9	(547)	-	(547)
Deemed supply	9	5,123	-	5,123
<b>Balance at 31 March 2025</b>		<b>25,267</b>	<b>2,719</b>	<b>27,986</b>
Net Parliamentary Funding		401,866	-	401,866
Advances from the Contingencies Fund		-	-	-
Repayments to the Contingencies Fund		-	-	-
Comprehensive net expenditure for the year		(401,875)	-	(401,875)
Auditor's Remuneration	4	147	-	147
Transfers between reserves		372	(372)	-
Net loss on revaluation of property, plant and equipment	6	6	675	681
Net gain on revaluation of intangible assets	7	-	-	-

Metric	Note	General fund (£'000)	Revaluation reserve (£'000)	Total reserves (£'000)
Amounts issued from the Consolidated Fund for supply but not spent at year end	9	(615)	-	(615)
Deemed supply	9	547	-	547
<b>Balance at 31 March 2026</b>		<b>25,715</b>	<b>3,022</b>	<b>28,737</b>

## Notes

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 158-189 form part of these accounts.



# Notes to the accounts

## 1. Statement of accounting policies and accounting conventions

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 2025/26 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. 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 assets are reviewed annually for impairment which may lead to a re-valuation. 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 to write off the re-valued cost of assets over the estimated useful economic life on a straight-line basis using the following guide:

- **Right of Use Assets** - Over the term of the lease
- **Computer assets** - Between 3 and 7 years
- **Office machinery** - Between 4 and 7 years
- **Furniture and fittings** - Between 4 and 10 years
- **In-house developed software** - Between 2 and 6 years
- **Software licences** - Over the full term of the subscription
- **Leasehold Improvements** - Over the term of the lease

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 (SOPS) 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:

- 1. Step 1:** Identify the contract(s) with a customer.
- 2. Step 2:** Identify the performance obligations in the contract.
- 3. Step 3:** Determine the transaction price.
- 4. Step 4:** Allocate the transaction price to the performance obligations in the contract.
- 5. 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

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.

## 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% for 2022, 3.51% for 2023, 4.72% for 2024, 4.81% for 2025, and 5.32% for 2026.

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 Statement of Comprehensive Net Expenditure 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 these 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 the concept of 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 Estates team are consulted to ensure a suitable measurement is applied to the reasonable certainty evaluation.

The Authority will reassess whether it remains reasonably certain to exercise, or not exercise, termination or break clauses upon the occurrence of a significant event or a significant change in circumstances that is within its control. Such events must relate to an unconditional business decision made by the Authority.

During the 2025/26 financial year the Authority has agreed with GPA to increase its office floor space at the Newport and Titchfield sites to meet the intended increase in staff levels in preparation for the 2031 Census.

For Newport, as the increase in total consideration for the lease is commensurate with the current market rate, it will be accounted for as a separate lease. The term of the new lease aligns with the Census 31 Programme duration and expires in March 2034

The accounting treatment for Titchfield differs, as the increase in total consideration reflects a 50% discount, including a six month rent free period, and the removal of all break options for the duration of the Census 31 Programme (expiring in March 2034). Accordingly, the Authority has accounted for this as a lease modification under IFRS 16. The lease term has been determined up to the first available break point in March 2034, as management is not reasonably certain that the lease will continue beyond this date.

During the 2025/26 financial year, the Authority commenced a new property lease agreement for office space in Manchester. Management have assessed the lease agreement and have accounted for the lease to the break clause as per IFRS16.

In 2025/26 the Authority entered into a variation agreement in respect of the Edinburgh property lease to increase its occupying space from 54 square meters to 99 square meters. Following this modification, the lease term was revised in line with the break clause in 2032. This was accounted for in accordance with IFRS 16 in the 2025/26 financial statements.

As the lease liability and the right-of-use asset are 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.

During 2025/26, the Authority refined its approach to calculating staff capitalisation costs to align more closely with the way development activity is delivered in practice. Under the revised approach, staff capitalisation costs are calculated using weighted average salary rates by grade and location, derived from actual salary data. This methodology continues to be based on real pay costs and therefore provides a reliable and appropriate measure of expenditure, accurately reflecting the underlying pattern of resource usage.

## 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

### **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, Executive Committee 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.

Values in £'000.

Period	2025/26					2024/25 (re-presented)				
Reportable segments By Director General Command	Gross Expenditure	Customer Contracts Income	Other Income	Total Income	Net Expenditure	Gross Expenditure	Customer Contracts Income	Other Income	Total Income	Net Expenditure
Corporate Services	45,119	-	(2,105)	(2,105)	43,014	45,531	-	(1,892)	(1,892)	43,639
Data Capability	115,244	(6,628)	(187)	(6,815)	108,429	122,711	(5,912)	(97)	(6,009)	116,702
National Statistician	14,676	(3,013)	(5,223)	(8,236)	6,440	14,010	(2,987)	(3,369)	(6,356)	7,654
OS Regulation	3,209	-	(39)	(39)	3,170	3,335	-	(10)	(10)	3,325
Population Census & Social Statistics	49,330	(1,142)	(1,099)	(2,241)	47,089	46,959	(189)	(1,013)	(1,202)	45,757
Surveys and Economic Statistics	196,069	(11,944)	(1,799)	(13,743)	182,326	165,409	(12,102)	(1,375)	(13,477)	151,932
<b>Total</b>	<b>423,647</b>	<b>(22,727)</b>	<b>(10,452)</b>	<b>(33,179)</b>	<b>390,468</b>	<b>397,955</b>	<b>(21,190)</b>	<b>(7,756)</b>	<b>(28,946)</b>	<b>369,009</b>

### Notes

Following recent restructures, the data is no longer comparable across reporting periods. To address this, the table will be presented at Director General command level, with the 2024/25 table re-presented accordingly.

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

Values in £'000.

Period	2025/26			2024/25 (re-presented)			
	Note	Gross Expenditure	Income	Net Expenditure	Gross Expenditure	Income	Net Expenditure
<b>Total reported by segment</b>		<b>423,647</b>	<b>(33,179)</b>	<b>390,468</b>	<b>397,955</b>	<b>(28,946)</b>	<b>369,009</b>
Reconciling items:							
Depreciation	4	10,027	-	10,027	13,415	-	13,415
Provisions created in year	11	-	-	-	234	-	234
Provisions not required in year	11	-	-	-	-	-	-
Unwinding discount on provisions	4	87	-	87	(23)	-	(23)
Performance related pay year end accrual	3	427	-	427	953	-	953
Loss on disposal of equipment	4	(8)	-	(8)	(38)	-	(38)
Movement in holiday pay	8,10	874	-	874	11	-	11
<b>Statement of comprehensive net expenditure</b>		<b>435,054</b>	<b>(33,179)</b>	<b>401,875</b>	<b>412,507</b>	<b>(28,946)</b>	<b>383,561</b>

### Notes

Net assets are not reported separately to the CODM.



### 3. Staff numbers and related costs

For the period ending 31 March 2026.

#### Staff costs

Values in £'000.

Staff costs	2025/26 Total	2025/26 Others	2025/26 Permanently Employed Staff	2024/25 Total
Statistical services staff costs	231,172	7,235	223,937	206,596
Social security costs	28,478	-	28,478	20,604
Other pension costs	61,921	-	61,921	56,306
Tax and Levies	1,084	-	1,084	986
<b>Total</b>	<b>322,655</b>	<b>7,235</b>	<b>315,420</b>	<b>284,492</b>
Less recoveries in respect of outward secondments	(820)	-	(820)	(400)
<b>Total net costs</b>	<b>321,835</b>	<b>7,235</b>	<b>314,600</b>	<b>284,092</b>

#### Notes

Statistical Services staff costs include £8,110,000 of research and development costs (£8,341,000 2024/25) which are analysed as capital expenditure in the Statement of Outturn against Parliamentary Supply.

The 2025/26 salary figure reflect a net yearly debit of £874k of accrued holiday/flexi pay, and PRP of £427k. In addition to the £322,655k reported net costs, £4,727k of salary costs were capitalised as capital expenditure (£1,410k 2024/25) and not included in the above table.

#### Staff numbers

Staff numbers	2025/26 Permanently Employed Staff (FTE)	2025/26 Others (FTE)	2025/26 Total (FTE)	2024/25 Total (FTE)
Objective statistical services	5012	202	5,214	4,916
Total	5012	202	5,214	4,916

#### Notes

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

Staff costs	2025/26 Cost (£'000)	2025/26 FTE's	2024/25 Cost (£'000) (re-presented)	2024/25 FTE's (re-presented)
Cloud Analytical Platform	1,808	30	965	40
Data Management and SBR	2,919	24	445	21
<b>Total</b>	<b>4,727</b>	<b>54</b>	<b>1,410</b>	<b>61</b>

### Notes

Cloud Analytical Platform has been reported in previous years as two separate Assets Under Construction (Platform Delivery (IDSP) and Core Service Design and Architecture (IDSP)). These assets have been merged under the new asset, Cloud Analytical Platform as its intended use has changed from providing external data access to focusing on key internal statistical priorities.



## 4. Programme costs

For the period ending 31 March 2026. Values in £'000.

Programme costs	2025/26 Total	2024/25 Total
Non-cash items:		
Depreciation	8,180	8,286
Amortisation	1,847	5,129
<b>Total Depreciation charge</b>	<b>10,027</b>	<b>13,415</b>
Unwinding and rewinding of discount on provisions	87	(23)
New Provision	-	235
<b>Total Provision Expense</b>	<b>87</b>	<b>212</b>
Grant Expense	-	286
External audit fee	147	142
Loss on disposal of equipment	(8)	(38)
<b>Other operating expenditure</b>	<b>139</b>	<b>390</b>
<b>Total</b>	<b>10,253</b>	<b>14,017</b>
Information technology	47,675	49,355
Payments for carrying out surveys	17,036	18,350
Travel and subsistence	6,331	5,403
Survey Incentives	5,736	3,915
Accommodation	5,638	8,664
Postage	4,497	3,601
Consultancy	3,440	6,064
Contractors	2,342	1,888
External training	2,048	2,304
Other expenditure	1,681	9,610
Telecommunications	1,374	1,559
Miscellaneous fees	1,237	1,441
Marketing and media	1,126	297
Hospitality	689	457
Stationery	566	434
Other leases	211	130
Hire of plant and machinery	176	229
Ex-gratia payments	5	5
Exchange rate (gains)/losses	3	1
<b>Purchase of goods and services</b>	<b>101,811</b>	<b>113,707</b>
Finance Expense	335	291
<b>Total</b>	<b>102,146</b>	<b>113,998</b>
<b>Total programme costs</b>	<b>112,399</b>	<b>128,015</b>

## Notes

There were no payments to the auditors for non-audit services in the year 2025/26 (2024/25 nil).

## 5. Income

For the period ending 31 Mar 2026. Values in £'000.

Income	2025/26	2024/25
Customer Contracts	22,727	21,190
Other	10,442	7,748
EU Income	10	8
<b>Total</b>	<b>33,179</b>	<b>28,946</b>

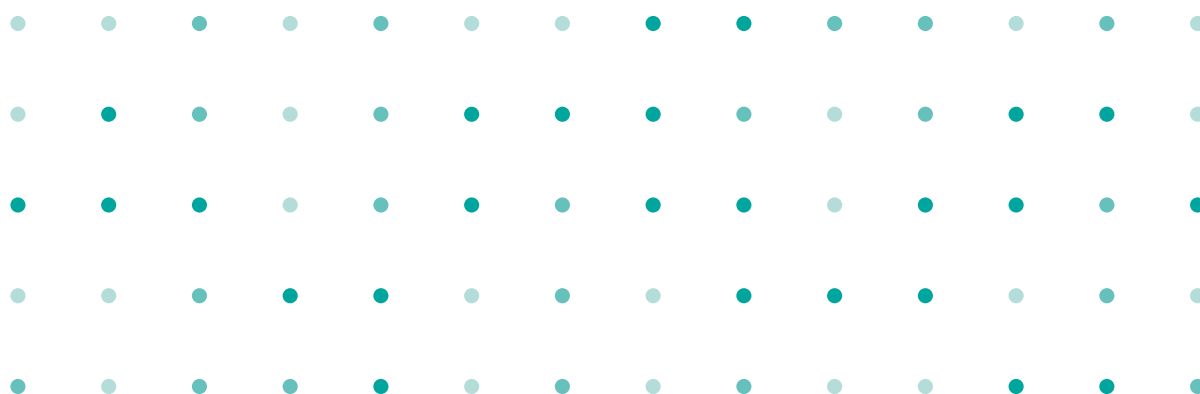
Other income comprises: Provision of Statistical Data £5,522k; Property Site Sharing £1,378k; Ad Hoc Requests £1,075k; Recovery of Seconded Costs £820k; and Other Goods and Services £1,647k.

An analysis of income from services provided external and public sector customers is as follows (values in £'000):

Period	2025/26			2024/25		
	External	Public sector	Total	External	Public sector	Total
Customer Contracts	10,102	12,625	22,727	5,947	15,243	21,190
Other	5,011	5,431	10,442	3,080	4,668	7,748
EU income	10	-	10	8	-	8
<b>Total</b>	<b>15,123</b>	<b>18,056</b>	<b>33,179</b>	<b>9,035</b>	<b>19,911</b>	<b>28,946</b>

## Notes

Included in the £15,123k external income is £6,570k of Grant Funding from Economic and Social Research Council for Administrative Data Research.







## 6. Property, plant and equipment

For the period ending 31 March 2026. Values in (£'000).

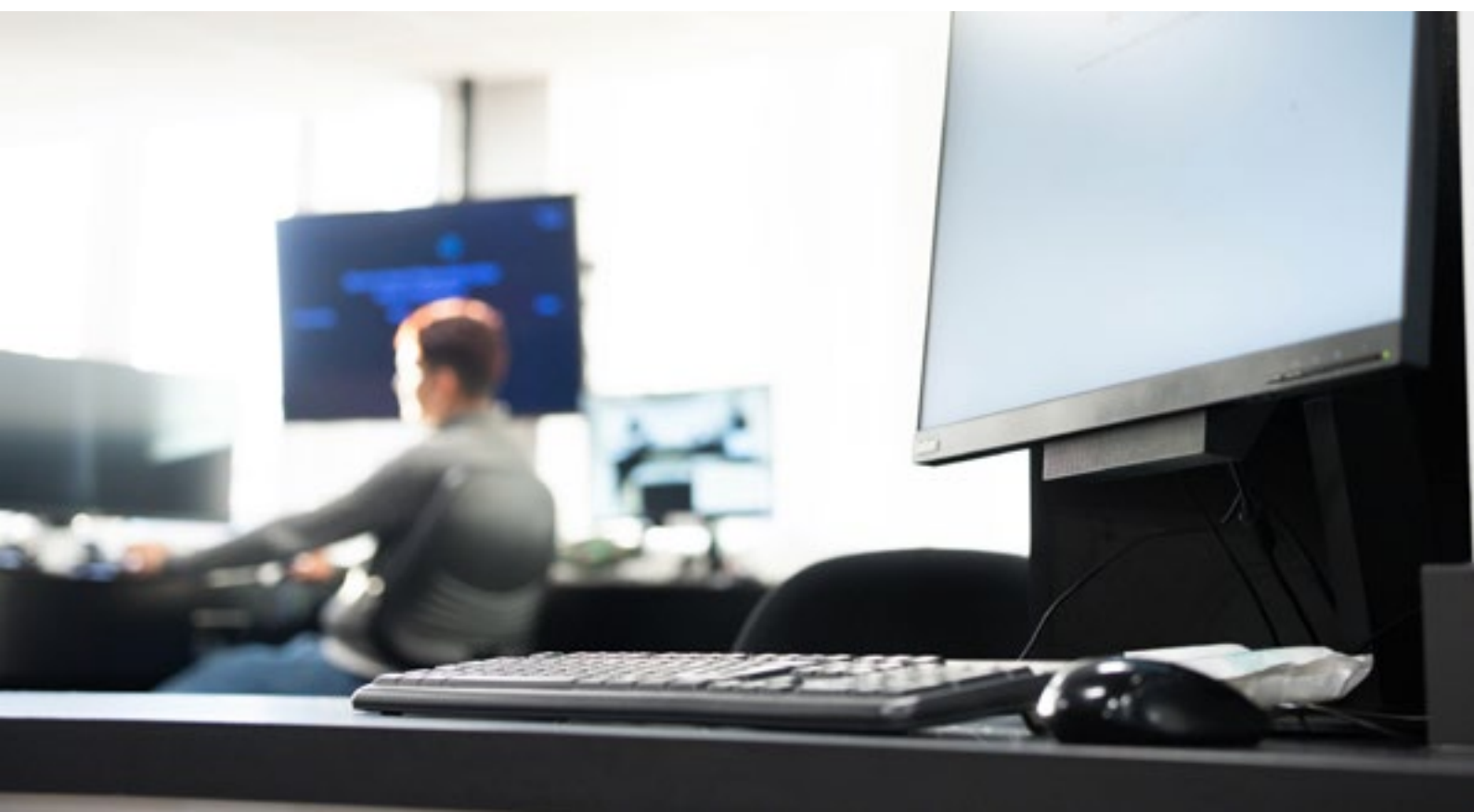
2025/26	Buildings	Computers	Office Machinery	Furniture & Fittings	Assets Under Construction	Total
<b>Cost or Valuation:</b>						
At April 2025	-	28,254	606	11,168	3,252	43,280
Additions	-	3,401	-	6	1,826	5,233
Transfers	1,815	-	-	-	(1,815)	-
Disposals	-	(7,523)	(4)	(84)	-	(7,611)
Revaluations	-	1,000	-	402	-	1,402
<b>At 31 March 2026</b>	<b>1,815</b>	<b>25,132</b>	<b>602</b>	<b>11,492</b>	<b>3,263</b>	<b>42,304</b>
<b>Depreciation:</b>						
At April 2025	-	20,749	524	6,023	-	27,296
Charged in year	363	3,599	13	1,095	-	5,070
Disposals	-	(7,523)	(4)	(84)	-	(7,611)
Revaluations	-	511	1	215	-	727
<b>At 31 March 2026</b>	<b>363</b>	<b>17,336</b>	<b>534</b>	<b>7,249</b>	<b>-</b>	<b>25,482</b>
<b>Net Book Value:</b>						
At 31 March 2026	1,452	7,796	68	4,243	3,263	16,822
<b>Asset Financing:</b>						
Owned	1,452	7,796	68	4,243	3,263	16,822
Leased	-	-	-	-	-	-
<b>Net book value at 31 March 2026</b>	<b>1,452</b>	<b>7,796</b>	<b>68</b>	<b>4,243</b>	<b>3,263</b>	<b>16,822</b>

For the period ending 31 March 2025. Values in (£'000).

2024/25	Buildings	Computers	Office Machinery	Furniture & Fittings	Assets Under Construction	Total
Cost or Valuation :						
At April 2024	-	25,200	565	11,043	145	36,953
Additions	-	3,233	52	3	3,393	6,681
<b>Disposals</b>	-	<b>(239)</b>	<b>(11)</b>	-	<b>(286)</b>	<b>(536)</b>
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
<b>At 31 March 2025</b>	-	<b>20,749</b>	<b>524</b>	<b>6,023</b>	-	<b>27,296</b>
<b>Net book value at 31 March 2025</b>	-	<b>7,505</b>	<b>82</b>	<b>5,145</b>	<b>3,252</b>	<b>15,984</b>

## Notes

Included in the £5,233,000 of additions are £854k of capital creditors. The total amount of capital creditors brought forwards from 2024/25 was £3,097,000.



## 7. Intangible fixed assets

For the period ending 31 March 2026. Values in (£'000).

2025/26	In house software	Software Licences	Assets under construction	Total
<b>Valuation:</b>				
At April 2025	23,364	11,443	17,297	52,104
Additions	-	200	4,727	4,927
Transfers from assets under construction	-	-	-	-
Disposals	(14,695)	(1,395)	-	(16,090)
Revaluations	-	-	-	-
<b>At 31 March 2026</b>	<b>8,669</b>	<b>10,248</b>	<b>22,024</b>	<b>40,941</b>
<b>Amortisation:</b>				
At April 2025	22,742	7,658	-	30,400
Charged in year	346	1,501	-	1,847
Disposals	(14,695)	(1,395)	-	(16,090)
<b>At 31 March 2026</b>	<b>8,393</b>	<b>7,764</b>	<b>-</b>	<b>16,157</b>
<b>Net book value 31 March 2026</b>	<b>276</b>	<b>2,484</b>	<b>22,024</b>	<b>24,784</b>

For the period ending 31 March 2025. Values in (£'000).

2024/25	In house software	Software Licences	Assets under construction	Total
<b>Valuation:</b>				
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
<b>At 31 March 2025</b>	<b>23,364</b>	<b>11,443</b>	<b>17,297</b>	<b>52,104</b>
<b>Amortisation:</b>				
At April 2024	18,221	5,812	-	24,033
Charged in year	3,283	1,846	-	5,129
Disposals	-	-	-	-
Revaluations	1,238	-	-	1,238
<b>At 31 March 2025</b>	<b>22,742</b>	<b>7,658</b>	<b>-</b>	<b>30,400</b>
<b>Net book value 31 March 2025</b>	<b>622</b>	<b>3,785</b>	<b>17,297</b>	<b>21,704</b>

### Notes

The net book value of in-house developed software would be £241k if historic cost accounting had been applied up to March 2026. A change in FreM policy means The Authority no longer calculates indices to value in-

house developed software assets on a quarterly basis from April 2025. The Authority does not re-value software licensees. Included in the £4,927,000 of capital additions are £105k of capital creditors and the amount brought forward from 2024/25 is £0. 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 2026. Values in (£'000).

2025/26	CORD	Electronic Data Collection	Clerical Matching	ARIES Prices	Adjustment	Total
<b>Valuation:</b>						
At April 2025	12,449	8,083	2,246	586	-	23,364
Disposals	(12,449)	-	(2,246)	-	-	(14,695)
Transfers from assets under construction	-	-	-	-	-	-
Revaluations	-	-	-	-	-	-
Adjustments	-	-	-	-	-	-
<b>At 31 March 2026</b>	<b>0</b>	<b>8,083</b>	<b>0</b>	<b>586</b>	<b>-</b>	<b>8,669</b>
<b>Amortisation:</b>						
At April 2025	12,449	7,831	2,246	211	5	22,742
Charged in year	-	252	-	94	-	346
Disposals	(12,449)	-	(2,246)	-	-	(14,695)
Revaluations	-	-	-	-	-	-
Adjustments	-	-	-	-	-	-
<b>At 31 March 2026</b>	<b>-</b>	<b>8,083</b>	<b>-</b>	<b>305</b>	<b>5</b>	<b>8,393</b>
<b>Net book value at 31 March 2026</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>281</b>	<b>(5)</b>	<b>276</b>
<b>Remaining useful economic life</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>-</b>	<b>-</b>

For the period ending 31 March 2025. Values in (£'000).

2024/25	CORD	Electronic Data Collection	Clerical Matching	ARIES Prices	Adjustment	Total
<b>Valuation:</b>						
At April 2024	11,662	7,670	2,103	549	5	21,989
Disposals	-	-	-	-	-	-
Transfers from assets under construction	-	-	-	-	-	-
Revaluations	787	409	142	37	-	1,375
Adjustments	-	4	1	-	(5)	-
<b>At 31 March 2025</b>	<b>12,449</b>	<b>8,083</b>	<b>2,246</b>	<b>586</b>	<b>-</b>	<b>23,364</b>
<b>Amortisation:</b>						
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)	-
<b>At 31 March 2025</b>	<b>12,449</b>	<b>7,831</b>	<b>2,246</b>	<b>211</b>	<b>5</b>	<b>22,742</b>
<b>Net book value at 31 March 2025</b>	<b>0</b>	<b>252</b>	<b>0</b>	<b>375</b>	<b>(5)</b>	<b>622</b>
<b>Remaining useful economic life</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>-</b>	<b>-</b>

## Notes

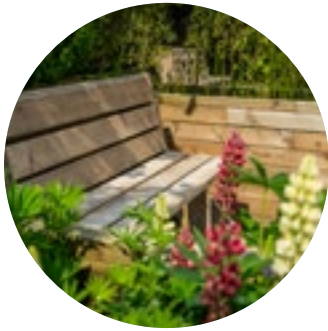
**CORD (Central ONS Repository for Data)** is the primary system used to compile the National Accounts including Quarterly National Accounts, Retail Sales Index and Trade (Goods and Services). The CORD platform capability is currently being enhanced to support the processing requirements to deliver the 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 has been 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 expired in May 2025. This will now be disposed from the Authority's asset register in 26/27 financial year.

**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 the 24/25 financial year the useful life of the asset was changed to March 2025 and depreciation expensed accordingly. This has been 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

For the period ending 31 March 2026

### In-house developed software applications — assets under construction

	Cloud Analytical Platform (£'000)	Data Management and SBR (£'000)	Total Assets Under construction (£'000)
<b>Valuation:</b>			
At April 2025	10,983	6,314	17,297
Additions	1,808	2,919	4,727
Transfers from assets under construction	-	-	-
<b>At 31 March 2026</b>	<b>12,791</b>	<b>9,233</b>	<b>22,024</b>
<b>Valuation:</b>			
At April 2024	6,050	3,015	9,065
Additions	4,933	3,299	8,232
Transfers from assets under construction	-	-	-
<b>At 31 March 2025</b>	<b>10,983</b>	<b>6,314</b>	<b>17,297</b>

#### Notes

Cloud Analytical Platform has been reported in previous years as two separate Assets Under Construction (Platform Delivery (IDSP) and Core Service Design and Architecture (IDSP)). These assets have been merged under the new asset, Cloud Analytical Platform as its intended use has changed from providing external data access to focusing on key internal statistical priorities. Assets under construction are not revalued or depreciated.

## 8. Trade receivables and other assets

As of 31 March 2026. Values in (£'000).

	2025/26	2024/25
Amounts falling due within one year:		
Trade receivables	2,126	1,801
Contract receivables	0	145
<b>Total Receivables</b>	<b>2,126</b>	<b>1,946</b>
Prepayments	19,939	19,453
Accrued income	4,271	3,169
Other assets	33	0
<b>Total other current assets</b>	<b>24,243</b>	<b>22,622</b>
Amounts falling after more than one year:		
Deposits and advances	98	71
	<b>26,467</b>	<b>24,639</b>

### Total trade receivables outstanding

	2025/26 (£'000)	2024/25 (£'000)
1-30 days	1,979	1,823
31-60 days	25	106
61-90 days	122	-
91-180 days	-	17
	<b>2,126</b>	<b>1,946</b>

#### Notes

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 2026 £25k debt is outstanding over 30 days but less than 60 days and £122k debt over 60 days less than 90 days. Except for an immaterial amount, all outstanding receivables is allocated to public sector bodies which it does not consider a credit risk.

Prepayments primarily relate to advance payments for recurring contractual services. The year-end balance remains consistent with the prior period, reflecting the stable and ongoing nature of these arrangements. As many of the underlying invoices recur annually, there is limited movement in the prepayment balance year on year; examples of such recurring costs include local authority rates and software licences.

## 9. Cash and cash equivalents

For the period ending 31 March 2026. Values in (£'000).

	2025/26	2024/25
Balance at 1 April	547	5,123
Net change in cash and cash equivalent balances	68	(4,576)
<b>Balance at 31 March</b>	<b>615</b>	<b>547</b>
The following balances at 31 March were held at:		
Government Banking Service accounts	504	490
Cash equivalents	111	57
<b>Balance at 31 March</b>	<b>615</b>	<b>547</b>

## 10. Trade payables and other current liabilities

For the period ending 31 March 2026. Values in (£'000).

	2025/26	2024/25
Amounts falling due within one year:		
Other taxation and social security	3,114	1,457
Trade payables	5,309	1,197
Accruals	29,087	30,665
Deferred income	280	88
Contract Liabilities	43	383
Amounts issued from Consolidated Fund for supply but not spent at year end	615	548
<b>Total</b>	<b>38,448</b>	<b>34,338</b>

### Notes

2025/26 figures reflect a net yearly credit of £874k 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.



## 11. Provisions for liabilities and charges

For the period ending 31 March 2026. Values in (£'000).

	Provisions	Total
Balance at 1 April 2025	1,757	1,757
Provided in year	-	-
Provisions utilised in the year	(52)	(52)
Unwinding of discount	87	87
Rewinding of discount	-	-
<b>Balance at 31 March 2026</b>	<b>1,792</b>	<b>1,792</b>

	Provisions	Total
Balance at 1 April 2024	1,597	1,597
Provided in year	234	234
Provisions utilised in the year	(51)	(51)
Unwinding of discount	(23)	(23)
Rewinding of discount	-	-
<b>Balance at 31 March 2025</b>	<b>1,757</b>	<b>1,757</b>

### Analysis of expected timing of discounted flows

	Provisions (£'000)	Total (£'000)
up to 31 March 2027	1,533	1,533
Between 2028 and 2030	199	199
Between 2031 and 2036	60	60
Between 2037 and 2042	-	-
<b>Balance at 31 March 2026</b>	<b>1,792</b>	<b>1,792</b>

## Prior year analysis of expected timing of discounting flow for comparison

	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	-	-
<b>Balance at 31 March 2024</b>	<b>1,757</b>	<b>1,757</b>

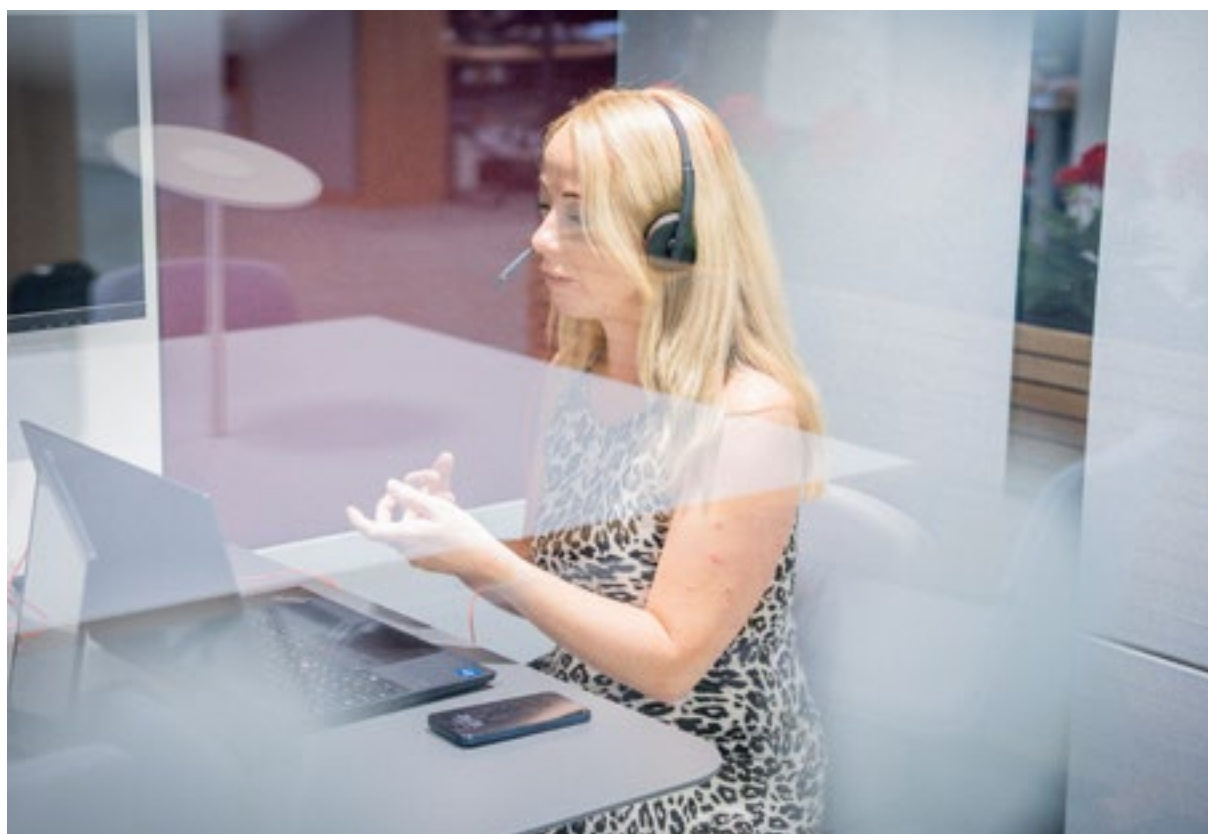
### Notes

Current provisions include property dilapidations, ongoing contractual obligations and pending employment tribunals.

## 12. Capital commitments

For the period ending 31 March 2026. Values in (£'000).

	2025/26	2024/25
Contracted capital commitments	91	1,612
<b>Total commitments as at 31 March 2026 not otherwise included on these financial statements</b>	<b>91</b>	<b>1,612</b>



## 13. Leases

For the period ending 31 March 2026

### Right of use assets

For the period ending 31 March 2026. Values in (£'000).

	Buildings	Office Machinery	Total
<b>Cost or Valuation:</b>			
At 1 April 2025	38,734	835	39,569
Additions	1,472	178	1,650
Disposals	(111)	-	(111)
<b>At 31 March 2026</b>	<b>40,095</b>	<b>1,013</b>	<b>41,108</b>
<b>Depreciation:</b>			
At 1 April 2025	12,862	695	13,557
Charged in year	2,912	198	3,110
Disposals	(40)	-	(40)
<b>At 31 March 2026</b>	<b>15,734</b>	<b>893</b>	<b>16,627</b>
<b>Net Book Value:</b>			
At 31 March 2025	25,872	140	26,012
<b>At 31 March 2026</b>	<b>24,361</b>	<b>120</b>	<b>24,481</b>

For the period ending 31 March 2025. Values in (£'000).

	Buildings	Office Machinery	Total
<b>Cost or Valuation:</b>			
At 1 April 2024	35,997	883	36,880
Additions	2,737	(48)	2,689
<b>At 31 March 2025</b>	<b>38,734</b>	<b>835</b>	<b>39,569</b>
<b>Depreciation:</b>			
At 1 April 2024	8,777	525	9,302
Charged in year	4,085	170	4,255
<b>At 31 March 2025</b>	<b>12,862</b>	<b>695</b>	<b>13,557</b>
<b>Net Book Value:</b>			
At 31 March 2024	27,220	358	27,578
<b>At 31 March 2025</b>	<b>25,872</b>	<b>140</b>	<b>26,012</b>

### Notes

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 158-167.

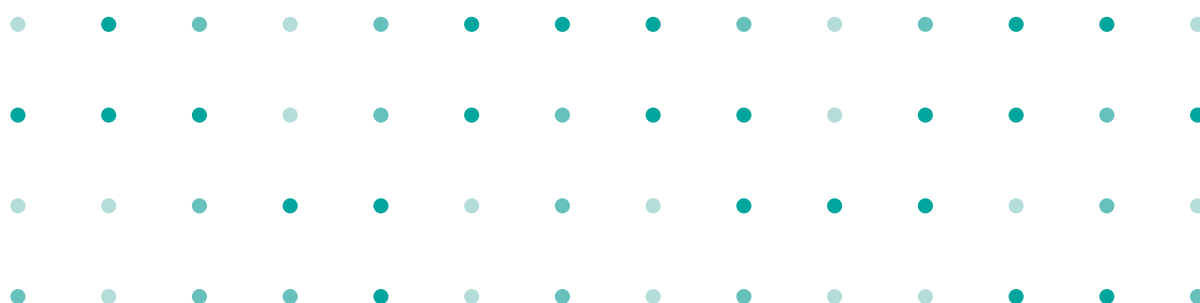
## Maturity analysis: lease liability

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 2026			Amounts Falling Due 31st March 2025		
	Buildings (£'000)	Office Machinery (£'000)	Total	Buildings (£'000)	Office Machinery (£'000)	Total
<b>Amounts Falling Due:</b>						
Not later than one year	2,937	45	2,982	3,060	47	3,107
Later than one year and not later than five years	11,290	42	11,332	11,327	61	11,388
More than five years	12,521	-	12,521	11,635	-	11,635
<b>Discounted using the incremental borrowing rate</b>	<b>(2,634)</b>	<b>(9)</b>	<b>(2,643)</b>	<b>(1,318)</b>	<b>(7)</b>	<b>(1,325)</b>
<b>Balance as at 31st March</b>	<b>24,114</b>	<b>78</b>	<b>24,192</b>	<b>24,704</b>	<b>101</b>	<b>24,805</b>
Current	2,937	45	2,982	2,437	38	2,475
Non Current	21,177	33	21,210	22,267	63	22,330

### Notes

Darlington Lease — A formal financial commitment was 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 in 2028. The lease has therefore not been recognised because the commencement date is in the future.



Amounts recognised in the Statement of Comprehensive Net Expenditure	2025/26 (£'000)	2024/25 (£'000)
<b>Buildings:</b>		
Depreciation	2,912	4,085
Interest Expense	329	285
Low value & short term leases	211	130
	<b>3,452</b>	<b>4,500</b>
<b>Other:</b>		
Depreciation	198	170
Interest Expense	6	6
Low value & short term leases	176	229
	<b>380</b>	<b>405</b>

Amounts recognised in the Statement of Cash Flows	2025/26 (£'000)	2024/25 (£'000)
<b>Buildings:</b>		
Interest Expense	329	285
Repayments of principal on leases	1,984	4,278
	<b>2,313</b>	<b>4,563</b>
<b>Other:</b>		
Interest Expense	6	6
Repayments of principal on leases	194	194
	<b>200</b>	<b>200</b>

## 14. Other financial commitments

For the period ending 31 March 2026.

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.

	2025/26 (£'000)	2024/25 (£'000)
Not later than one year	29,418	27,019
Later than one year and not later than five years	17,897	9,121
Greater than five years	2	-
<b>Total</b>	<b>47,317</b>	<b>36,140</b>

## 15. Contingent liabilities

For the period ending 31 March 2026.

None. (None for the period ending 31 March 2026)

## 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.

Remuneration of Executive Directors is disclosed in the remuneration report on pages 109-111.

No Board Member, Key Manager, or other related parties have undertaken any further material transactions with the Authority during the financial year 2025/26. The Authority has not identified any further related parties.

## 17. Events arising after the reporting date

None.

## 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 145-151.

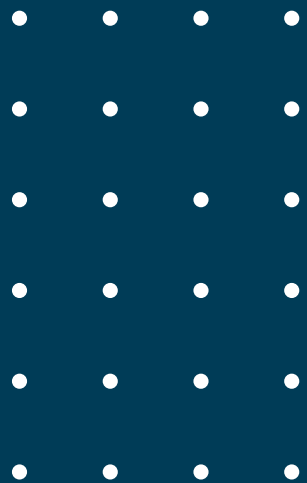
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# Annex

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**Office for  
Statistics  
Regulation  
Annual Report**

**2025/26**



# Year in brief

In November 2025, we published our strategy: [How we will strengthen trust and confidence in statistics: 2026–2029](#). The strategy recognised that:

The next three years represent a watershed time for the UK statistical system. Demand for timely, trustworthy and high-quality statistics has never been greater, while public confidence in official figures, and in public institutions more generally, faces clear threats.

Statistics should serve everyone, helping enhance knowledge about every section of society and the economy, and people’s place within them. However, they must do so in today’s challenging environment, where fears about misinformation prosper.

Moreover, after a challenging period, the UK’s biggest producer of statistics, the Office for National Statistics (ONS), is focusing on implementing a recovery plan in the face of ongoing issues with the quality of some of its economic statistics.

In this climate, the need for a credible and rigorous Office for Statistics Regulation (OSR) is not just significant – it is essential.

2025/2026 has been a pivotal year setting us up to face this challenge. We have put in place key building blocks that will serve the statistical system well in the next few years, including the launch of the new Code of Practice for Statistics version 3.0, which represents a significant opportunity to support confidence in public statistics. The new Code is clearer, more direct, more user-focused and more supportive of analysts.

## **Credible and rigorous regulator**

We published 22 compliance reviews, including 8 in-depth assessments, awarding new and continued accreditations where standards were met and suspending or cancelling accreditation where they were not. We improved the clarity and transparency of our regulatory work with new reporting formats that communicate our judgements more directly and unambiguously. We published guidance for producers and launched a self-evaluation tool to help teams apply the refreshed Code of Practice. We also began developing a new prioritisation approach to manage regulatory risk and target our resources more effectively.

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## **System catalyst**

We supported improvement across the statistical system by launching Code of Practice for Statistics 3.0 and publishing guidance to help producers apply it in practice. Through our State of the Statistical System report and major systemic reviews, including our review of ONS economic statistics and our work on UK-wide comparability, we identified key risks, highlighted progress and set out priorities for change. We also promoted excellence and shared good practice across the system through extensive engagement and our annual award for statistical excellence.

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## **Public use of statistics**

We championed the appropriate use of statistics in public debate by embedding intelligent transparency within the refreshed Code and promoting the new Standards for the Public Use of Statistics, Data and Wider Analysis. Through our casework, election guidance and public interventions, we challenged misuse and supported more transparent communication of statistics across government and public life. Our research on trust in official statistics also strengthened the evidence base for how confidence in statistics can be built and maintained.

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## Enhance our own TQV

We invested in strengthening our own trustworthiness, quality and value (TQV) so that we continue to model the standards we expect of others. This included publishing our new strategy, strengthening oversight and risk management, expanding our team and capability, and improving learning, induction and leadership development. We also increased our focus on digital engagement and evaluation, including setting out a clearer framework for assessing our impact and supporting continuous improvement.

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In 2025/26, we have set foundations for our 2026-2029 strategy, that will serve the statistical system over the strategy period. Our work has aimed to strengthen accountability, improvement and transparency across the statistical system. Our regulatory judgements, refreshed Code, systemic reviews and public interventions have helped improve practice and supported better use of statistics in public debate. Together, this has reinforced OSR's role in strengthening trust and confidence in statistics for the public good.

# Credible and rigorous regulator

## What we did

Our strategic aim is to be a credible and rigorous regulator, making clear, evidenced-based and strongly communicated judgements against the Code of Practice for Statistics, and ensuring that statistics producers effectively implement our requirements.

In 2025/26 we published:

- 22 compliance reviews against the Code, including 8 in-depth assessments
- 5 new accreditations
- 7 continuations of existing accreditations
- 2 reaccreditations
- 23 cancelled or suspended accreditations

In spring 2025, we improved how we present lighter-touch reviews, by replacing our usual letters with standard summary templates. This approach, informed by feedback from a public panel, communicates our judgements more directly and unambiguously, allowing for better follow-up and improved clarity and accessibility of our reporting.

To address the increasing number of statistics that we have not reviewed in some time, we began developing a prioritisation tool. Following a successful prototype phase, including triaging around 70 sets of statistics, we will pilot the approach with stakeholders before launching it later in 2026/27.

To help producers assess how well their statistics meet the refreshed Code (launched in late 2025), and to help us manage risks in areas we have not been able to review formally, we made [a self-evaluation tool](#). The tool can also be used by anyone producing data or analysis to help them reflect on their statistics' compliance. We are supporting uptake through a webinar and learning pack, and early interest has been strong.

## Case examples

### **Assessment and new OS accreditation – NHS England cancer waiting times statistics**

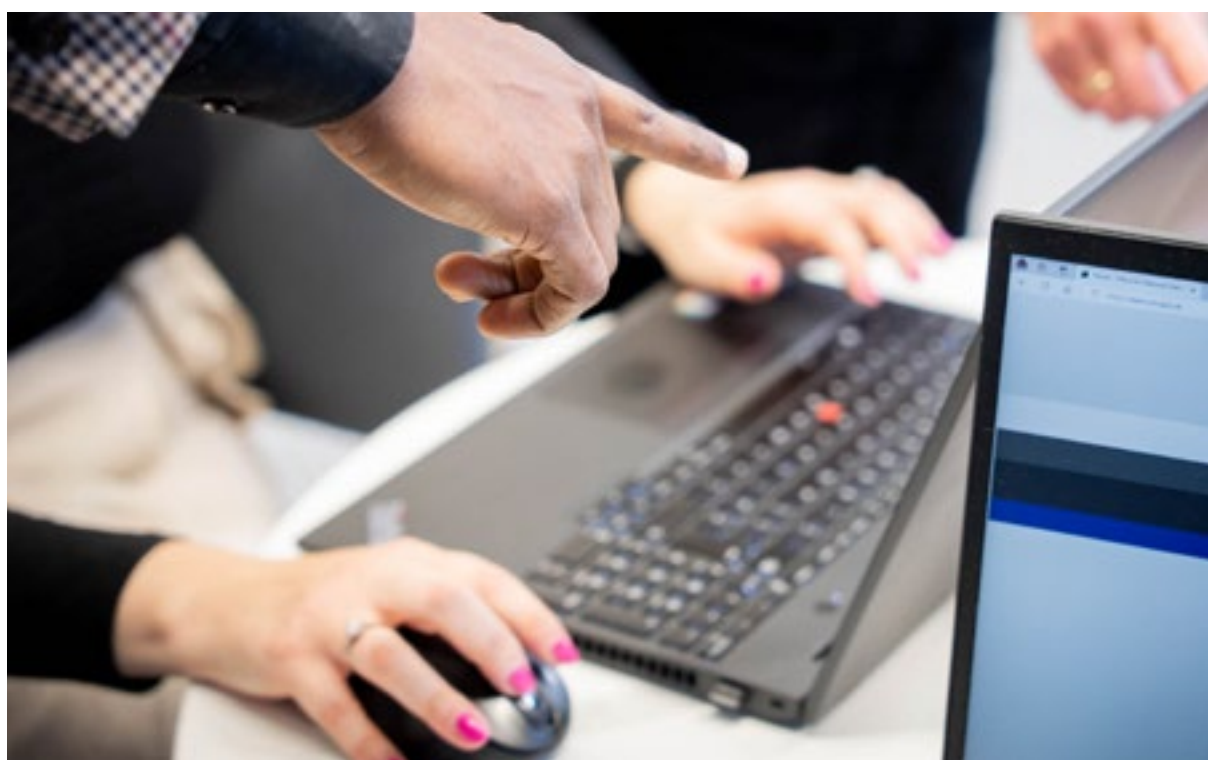
In June 2018, the UK Prime Minister asked the National Medical Director of NHS England and NHS Improvement to review the NHS standards for accessing cancer diagnosis and treatment. NHS England publicly consulted on proposed new standards, which then came into effect in October 2023. NHS England made several changes to its official statistics following the introduction of the new standards and requested that OSR conduct a full assessment of the new statistics. Our assessment identified four requirements that must be met before the statistics could be accredited. These requirements included publishing a development plan and comprehensive information about quality and methods, improving the presentation of the statistics, and exploring publishing more granular data. In December 2025, OSR welcomed the actions NHS England had taken to address the four requirements and confirmed that the statistics comply with the Code and should be labelled as Accredited Official Statistics.

### **De-accreditation – Statistics from the Wealth and Assets survey**

In June 2025, OSR suspended the official statistics status of the Wealth and Assets Survey (WAS) following quality concerns identified in its review, alongside a request by the Office for National Statistics (ONS) who produce the statistics. The decision was prompted after a comprehensive review by OSR found that declining response rates and a lack of investment have significantly impacted the quality of the survey data, which measures the financial wellbeing of households across Great Britain. The assessment report identified that despite ONS's efforts to mitigate pandemic impacts, the statistics "are no longer of sufficient value or quality to meet users' needs" and therefore no longer comply with the Code. OSR set out 5 requirements that ONS must meet to regain accreditation and ONS provided a progress update in December 2025.

## **Assessment of new OS producer, first assessment under new Code – Medr statistics on higher education, further education, apprenticeships and adult community learning in Wales**

Medr was established in August 2024 as an arm's length body of the Welsh Government. Medr took over a range of responsibilities from the Welsh Government, including the production of official statistics on higher education, further education, apprenticeships and adult community learning. In July 2025, following the change in producer organisation, and because Medr was a new official statistics producer, we agreed to carry out an assessment of Medr's statistics. In March 2026, we published our assessment report with seven requirements to strengthen the statistics – OSR's first published assessment against our refreshed Code (Code 3.0). The requirements for Medr focus on publishing statistical policies and statements, improving data quality and expanding quality information, being more transparent about methods where sex and gender identity data are combined, and prioritising website developments. We also recognise that Medr has established a strong foundation as a new official statistics producer and identified many areas of good practice during our assessment. We expect Medr to meet the requirements by March 2027 and to regularly update us on its progress.



# Testimonials



## The journey to becoming producers of an accredited official statistic

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Recently, Skills for Care underwent an assessment by the Office for Statistics Regulation (OSR) that resulted in the accreditation of its workforce statistics. I've personally learnt a lot during this assessment process; it's changed the way we work as a team and as a wider organisation.

The first step was working with OSR colleagues in 2022 to formally acknowledge our voluntary adoption of elements of the Code of Practice for Statistics, namely the three core principles of Trustworthiness, Quality and Value. Then in 2023, Skills for Care was added to The Official Statistics Order 2023, making us a producer of official statistics – hooray! The third and final step came during 2024 and 2025: this was the assessment process to determine whether the 'The workforce employed by adult social services departments in England' report could become an accredited official statistic. The report finally became an accredited official statistic in February 2025 – a huge achievement both for the team and for the wider organisation.

Skills for Care has fully embraced being an official statistics producer. The organisation does a lot more than just data analysis, but the lessons learnt from our user research sessions and documentation spurred on from the OSR assessment process are driving other changes. Our official statistics producer status is helping to drive our internal data strategy, and more conversations are taking place about use of data in different teams. The Marketing team is also looking to upgrade Skills for Care's other websites and using user research information and examples from the Workforce Intelligence website as part of this. This will ultimately mean all users and partners of Skills for Care will have an improved experience, and it's lovely to see our hard work being championed by other teams across the organisation.

### **Natalie Fleming**

Analysis team leader in Workforce Intelligence  
at Skills for Care

(Excerpts from [Guest Blog](#), March 2026)

# System catalyst

## What we did

We will be a system catalyst, identifying key cross-cutting issues to drive improvement and ensuring statistics meet user needs in a resource-constrained world. We are doing this by providing insight to support, influence and guide; raising systemic issues; monitoring and sharing best practice; and drawing attention to emerging innovations and emerging risks.

Two major pieces of work provide this support: the Code of Practice, which guides OSR's regulatory work, and our annual State of the Statistical System (SOSS) report, which identifies risks, good practice and important issues across the statistical system. In 2025-26, our SOSS report focused on ONS's economic statistics, and the comparability of UK statistics.

In October 2025, we released [The Code of Practice for Statistics 3.0](#), following extensive stakeholder consultation. During its launch, we spoke at 42 sessions, reaching nearly 3000 people across events. We talked to government analysts, users and other stakeholders, including bodies outside of government who are considering applying the Code voluntarily. Our Code website had 12,876 active users and 83,526 user engagements in 2025/26.

Our [6th annual award for Statistical Excellence in Trustworthiness, Quality and Value](#), hosted in partnership with the Royal Statistical Society (RSS) and Civil Service World, was awarded to Mental Health Innovations (MHI).

## Case examples

### ONS Economic Statistics Review

In July 2024 [we initiated a systemic review](#) of economic statistics produced by the Office for National Statistics (ONS). We published an [interim report](#) in April 2025, and a [final report](#) in November 2025.

The review identified significant concerns including around data quality and transparency of prioritisation and set urgent requirements for ONS's recovery.

At our request, ONS has published two quarterly progress updates, and we have publicly responded. The latest update demonstrates genuine and welcome progress and recognised signs of stabilisation, greater transparency, stronger governance and more proactive engagement with users. However, critical challenges and risks remain, and are transparently acknowledged by ONS, particularly in respect of sustaining quality, delivering the Transformed Labour Force Survey, implementing the new Statistical Business Register, and fully recovering response rates across social surveys.





## Comparability

Our [review of the adequacy of UK-wide comparable statistics and data](#) provides a framework that will help the UK statistical system address the demand for UK-wide comparable statistics and data on priority topics.

The review was carried out in response to a recommendation in the Public Administration and Constitutional Affairs Committee (PACAC)'s report [Transforming the UK's Evidence Base](#), which set out the challenges and opportunities in obtaining comparable data across the four nations of the UK. This issue was also covered in detail in the [Independent Review of the UK Statistics Authority](#), led by Professor Denise Lievesley. In addition, two of the four high-level priorities identified by users at the UK Statistics Assembly relate to improving the comparability of data and statistics. These reviews, and the views of users expressed at the [UK Statistics Assembly](#), clearly set out the need for change.

Our review provides recommendations and a framework to help the Government Statistical Service (GSS), led by the Inter-Administration Committee (IAC), to deliver a step change in providing UK-wide comparable statistics and data on agreed priority topics.

Since publication, the review [has informed the Government's response to Recommendation 5 of the Independent Review of the UK Statistics Authority](#). It has provided regulatory evidence on the challenges in achieving UK-wide comparable statistics and data, supporting action now underway across the statistical system led by the UK Statistics Authority.

## Testimonials



The Code is the essential foundation for our statistical system, underpinning the public trust society relies on by clearly communicating what matters when working with data, and driving up standards.

It's genuinely encouraging to see how many of the issues raised in [two dedicated roundtables with the OSR] are reflected in the revised Code, including the need for stronger user engagement. This direct line from member input to policy change shows the strength and influence of the statistical community when we speak together. We also submitted a formal response to the consultation, underlining our call for users to be placed at the heart of decision-making.

### **Dr Sarah Cumbers**

CEO of the Royal Statistical Society (RSS)  
(Excerpts from Guest Blog, November 2025)

Rather than seeing the Code as telling us what we can't do, I see it as an enabler to tell us what we can. In other words, it is a key that facilitates the practical release of statistics that provide value for society rather than a lock that prevents us from being responsive and innovative. And this is equally true for the existing version of the Code of Practice and the draft [Code 3.0](#).



### **Paul Matthews**

Head of Profession for Statistics,  
Scottish Government  
(Excerpts from [Guest Blog](#), March 2026)



“The Code is really important in underpinning the importance of statistics that are trustworthy, and that’s essential for our democracy.” For Denise, the Code is also a practical tool: “I use it in an advocacy role because I’m trying to ensure that people understand why statistics are critical, the relationship between trust and trustworthiness, and what we do when something goes wrong.”

Denise comments on this development: “I value the new version because it highlights the importance of users and recognises that trust in statistics is a shared responsibility across the wider community.”

## **Denise Lievesley**

CBE

(Excerpts from [Guest Blog](#), March 2026)



# Public use of statistics

## What we did

We aim to champion the public use of statistics, standing up for the appropriate use of statistics in the public domain and forming partnerships with actors who support the integrity of evidence. Our goal is to ensure statistics are communicated in line with the [Standards for the Public Use of Statistics, Data and Wider Analysis](#).

Through our casework function, we promote, monitor and safeguard official statistics, and challenge their misuse. In 2025/26, we considered 167 cases. Cases took an average of 30 days to close, with a median closure time of 22 days. Our [annual casework report for 2024/25](#) highlights several key themes for casework this year.

OSR's interventions deliver tangible impact. For example, in October 2025, we intervened on public commentary on [comparisons between England and Scotland's water industry regulation](#). Our intervention received coverage in several media outlets and was cited in parliamentary discussion.

We have supported the adoption of the new [Standards for Public Use](#) across different government professions and the wider public sector. The standards set out how statistics, data and wider analysis should be communicated by public bodies in the public domain, based on the concept of [intelligent transparency](#).

Our research function delivered a [report on trust in official statistics](#), which provides a conceptual analysis of trust, examines levels of trust in various actors and objects, and draws conclusions and recommendations about building trust in official statistics. The report also includes original research on what might increase trust in official statistics.

## Case examples

### **Intelligent Transparency and the Standards for the Public Use of Statistics, Data and Wider Analysis**

In November 2025, following the launch of Code 3.0, we published our [Intelligent transparency: 2025 review](#). We found that while there has been good progress embedding intelligent transparency within ministerial departments and devolved governments of the UK, intelligent transparency is still not the default approach. To change this, and improve compliance with the Standards for Public Use, we made six recommendations including improving the citation of sources when figures are used in public communications, making public commitments to intelligent transparency, embedding and promoting guidance and training across government professions and within Number 10, and preventing and promptly addressing misuse.

Since the review we have received had multiple letters voicing support for and commitment to the Standards for Public Use from ministerial departments and devolved governments. Significant steps have also been taken to embed and promote the Standards for Public Use in Number 10, [including new training for special advisors and the introduction of a new Chief Analyst role within Number 10](#).





## 2026 Elections

In May 2026, elections to the Scottish Parliament, Senedd Cymru (Welsh Parliament) and local election in England were held. In preparation, a [dedicated webpage](#) was developed to bring together our new and existing guidance to help users navigate statistical claims surrounding an election and to support those working with statistics in upholding the Code of Practice for Statistics. The webpage includes our updated series of election explainer statements (15 in total) on topics including health, the economy and migration. These draw on our experience of investigating the use of statistics in public debate and have been refreshed to reflect issues particularly relevant to Scotland and Wales. By the end of the elections on 7 May, our election pages had collectively been viewed more than 1,800 times.

During the pre-election period we published a [Statement on Understanding NHS planned care waiting times statistics across the UK](#) to address widespread misuse of these statistics, which was picked up and drawn on by several media outlets; secured a correction to a statistic relating to greenhouse gas emissions in the SNP manifesto; and wrote to several parties privately about their use of statistics in leaflets and or public discourse. All our interventions during the pre-election period were underpinned by our [interventions policy](#), which guides our work on making statements on the use of statistics in public debate.

## Testimonials



I have recently had to update my slides with the new [Code of Practice for Statistics 3.0](#). This rightly keeps to the basic core principles of TQV, which continue to form the basis for standards for official statistics. But I have been delighted to see the introduction of [Standards for the Public Use of Statistics, Data and Wider Analysis](#). These focus on the way that statistics are communicated and used in public life and are rooted in the idea of 'intelligent transparency' – incidentally another term introduced by Onora O'Neill. This includes equality of access and independence, but also enhancing understanding, which is my main interest.

### **David Spiegelhalter**

Statistician

(Excerpts from [Guest Blog](#), March 2026)



# Enhance our own TQV

## What we did

As a regulator, OSR must exemplify the standards we expect of others. Focusing on our own TQV helps us practise what we preach and supports our organisational ambition. Enhancing our TQV includes maintaining our independence and separation from producers of statistics (T); enhancing our capability, processes and quality culture (Q); and increasing the effectiveness of our public engagement and how we measure and enhance our impact (V). This helps ensure that we remain a credible, capable and responsive regulator – one that not only holds others to account but is also accountable to others.

## Trustworthiness

### Management assurance

We published our multi-year strategy in November 2025: [How we will strengthen trust and confidence in statistics: 2026–2029](#). Our Portfolio Review Board (PRB) provides oversight of the delivery and evaluation of the strategy and supporting business plans, our rolling regulatory work programme, finance and resource management, and risk management. We report to Regulation Committee on our performance and publish Annual Reports as an annex to the UK Statistics Authority Annual Report and Accounts, and separately on our website.

### Financial assurance

OSR delivered an approximate 6-per-cent underspend for 2025/26.

### Risk assurance

OSR has identified a series of strategic risks which are managed closely by our senior leadership team and 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 have delegated authority to manage risk, but we have established mechanisms to escalate risk to PRB via the SLT Sponsor where advice or closer management is required.

- **Independence:** we are perceived by stakeholders not to be able to operate independently
- **Relevance:** we lack credibility as a regulator by not understanding the context we operate within
- **Voice:** we do not say the right thing at the right time through our interventions and judgements

- **Transformation:** our work is deemed insufficient to mitigate risks facing the statistical system
- **Capability:** we do not have the skills and tools to mature as a regulator and uphold the Code
- **Capacity:** we do not have the people capacity to meet evolving demands on us as a regulator

Against this framework, OSR's risk profile remains stable but continues to be shaped by a small number of key pressures. Demand for regulation is increasing in both scale and complexity, and while recent improvements in funding, prioritisation and recruitment are strengthening our position, capacity remains a risk. Alongside this, risks linked to the performance and transformation of official statistics, particularly in relation to ONS, have reduced compared with previous periods but remain elevated given the scale of ongoing change and continued quality concerns.

Our capability as a regulator is stable and gradually improving, supported by investment in people, tools and ways of working, although some areas remain stretched. Risks around independence, relevance and voice are actively managed and well controlled but continue to require close attention given the high-profile and sometimes contested environment in which we operate.

Overall, the direction of travel is positive, with targeted mitigations in place, but delivery continues to depend on careful prioritisation to ensure we can meet growing expectations of the statistical system.

## **Audits and reviews**

An internal audit of the processes governing the suspension of official statistics reported in September 2025. This audit was in response to changes in the accreditation status of important ONS official statistics. The report found the risk management and control to be adequate and effective but made some recommendations to ONS and to OSR for improvement. For OSR, this emphasised that we should use as standard the documentation published to support the deaccreditation of the Wealth and Assets Survey. In response to this audit, we have also published a [guide to the suspension and cancellation of accreditation](#) in March 2026.

## Quality

### Our people - capacity and capability

We are a team of around 50 people working across the UK, based in UK Statistics Authority offices with primary locations in Newport, Edinburgh and London and a team presence in Titchfield, Darlington and, from 2025/26, Manchester.

Our baseline budget for 2026/27 is £4 million, including an extra £0.6 million approved by the UK Statistics Authority Board in July 2025 following Spending Review 2025. This funding has supported recruitment of six SEO/HEO Statistics Regulators, an SEO Statistical Standards Advisor and an SEO Data Scientist.

OSR runs a regular skills survey, completed by all staff with their line manager. In 2025/26, we improved it to align more closely with job profiles and a new regulator skills matrix. We delivered a wide-ranging learning programme this year. A major focus was training on the new Code, helping regulators apply it confidently and support producers. We also worked with Security and Information Management teams on areas including security awareness, phishing, and the security and ethical implications of AI. In addition, we contributed to the Civil Service One Big Thing 2025 theme, 'AI for all', with sessions on automation, public attitudes to data and AI, large language models, AI quality in official statistics and Copilot prompting.

Two major developments were a comprehensive learning programme for regulators, led by senior leaders and experienced staff, and a standardised induction with modular learning, a planner, and guidance for managers and new starters. We strengthened the talent pipeline through a Leadership Development Programme with six-monthly cohorts, Grade 7 learning on senior leadership, temporary promotion opportunities, regular career conversations and support for loan opportunities. Despite this, our People Survey showed only 51% positive responses on career development in OSR, and the Senior Leadership Team will consider how to improve this.

Overall, our People Survey results compare favourably with the wider Authority and Civil Service, with an engagement score of 76% in 2025, up from 72% in 2024. We have worked with our Wellbeing and Development Committee and the team to understand weaker areas and develop an action plan.

## Value

### Digital engagement

The OSR website had 97,000 sessions initiated in 2025/26 compared with 113,000 sessions the previous year. Our Code website has 31,000 sessions initiated. Outputs with the highest views and engagement across the two sites included our report on the quality of Police recorded crime statistics for England and Wales, and the associated blog - Understanding the complexities of crime statistics.

We had 122,000 impressions (views) on X. Highest numbers of impressions were for a post sharing that we had written to the Covid-19 inquiry regarding the presentation of statistical modelling in the Executive Summary of its Module 2 report.

Posts have generated 70,000 impressions on LinkedIn, compared with 33,000 impressions in 2024/25. The highest number of impressions was for a video of our Director General giving evidence to PACAC:

Today, Ed Humpherson, Head of Office for Statistics Regulation gave evidence to the Public Administration and Constitutional Affairs Committee as they consider propriety, ethics and the wider standards landscape in the UK. He highlighted “statistics are part of the lifeblood of democracy if they’re used well. If they’re misused, they become slop, they become misinformation, and that can be an important driver of mistrust. And as a standards-based regulator, we set the standards to ensure that statistics are used well, and we step in when they’re not used well.”

This year we initiated the redevelopment the Office for Statistics Regulation (OSR) website – for launch later in 2026 - upgrading to the WordPress Gutenberg editor. Integrating the Code of Practice within the main website ensures clearer, more direct access to the Code and related guidance, and we are making compliance judgements and progress updates more accessible.

## **Evaluating our impact**

The [OSR Evaluation Strategy](#) published in May 2026 sets out how we will monitor and report progress against the commitments in the OSR Strategy. It provides a transparent and proportionate approach to evaluating our work across the four strategic themes and has three components: a Theory of Change linking our activities, outputs, outcomes and impacts; key performance indicators; and stakeholder feedback.

In 2026/27 we will develop a stakeholder survey to gather feedback from producers, users and partners across the statistical system alongside our quantitative indicators. This will help us understand how OSR’s outputs, such as regulatory judgements, guidance and engagement, are perceived and whether they are supporting stakeholders as intended.



# Forward look

## Plan-on-a-page 2026/27

### Statistics should serve the public good

#### **Credible and rigorous regulator – Making clear and strongly communicated judgements against the Code**

We will provide clear, well-evidenced judgements against the Code of Practice and ensure producers act on our requirements. In 2026/27 we will:

- focus reviews on areas of greatest public interest and data quality risk
- follow up on key requirements from recent regulatory work
- implement a new prioritisation and triage approach for older, unreviewed statistics
- develop self-evaluation tools for producers, including an updated review model and automated TQV checklist
- promote public engagement to strengthen transparency and trust in statistics

#### **System catalyst**

We will drive systemwide improvement by identifying cross-cutting issues and supporting better, more-responsive statistics. In 2026/27 we will:

- deliver targeted systemic and topic-based reviews – for example, on water quality – and undertake risk-based cross-cutting reviews
- follow up on major recommendations and support producers to embed Code 3.0 and the Standards for Public Use

## Public use of statistics

We will champion the transparent and appropriate use of statistics in the public domain, stepping in where necessary to uphold the Standards for Public Use. In 2026/27 we will:

- challenge the public misuse of statistics through our interventions.
- promote and embed the Standards for Public Use through a continuous campaign and targeted support
- review and report on progress against the recommendations from our 2025 Intelligent Transparency review
- explore new regulatory approaches, including automation, to monitor compliance
- deliver research on trust, public value and the role of official statistics to strengthen public confidence

## Enhance our own TQV

We will maintain our independence, quality culture and public value by embedding TQV across our operations. In 2026/27 we will:

- develop a framework for impartiality and independence
- launch a refreshed People Plan with refreshed induction and training
- continue to define our voice, broaden stakeholder engagement, enhance the accessibility of our outputs and digital channels, and explore automation and artificial intelligence (AI) to improve efficiency and impact
- develop an evaluation strategy, efficiency framework and register of recommendations

# OSR publications in 2025/26

## Assessments (8)

An assessment is a review conducted when a producer has requested the accreditation of official statistics. Compliance with all standards and practices of the Code's Standards for Official Statistics is reviewed. We published 8 Assessment Reports:

- Review of the UK Trade statistics (ONS)
  - 2021 Census in England and Wales: Phase 3 (ONS)
  - Wealth and Assets Survey (ONS)
  - Statistics about Cancer Waiting Times in England (NHS England)
  - Public Transport Statistics Northern Ireland (Department for Infrastructure, NI)
  - NHS Workforce in Scotland (NHS Education Scotland)
  - Statistics on Higher Education, Further Education, Apprenticeships and Adult Community Learning in Wales (Medr)
  - Domestic Abuse Estimates from the Crime Survey for England and Wales (ONS)
- 

## Suspension of OS Accreditation (23)

Accredited official statistics can have their accreditation suspended or cancelled, if substantial non-compliance with the standards of the Code of Practice for Statistics is identified. OSR will issue an improvement notice to the producer of the statistics, detailing the areas to be addressed. We suspended 23 sets of statistics in 2025/26:

- Levels of Highest Qualification Held by Working Age Adults (Welsh Government)
- Producer Price Indices (PPI), including the Export Price Index (EPI) and Import Price Index (IPI), and Services Producer Price Indices (SPPI) from Nov 2020 onwards (4) (ONS)
- Scottish Cervical Cancer Screening Programme statistics (2016/17 to 2021/22) (Public Health Scotland)
- Statistics from the Wealth and Assets Survey (ONS) (3): Household Total Wealth in Great Britain; Saving for Retirement in Great Britain; Household Debt in Great Britain

- Digital Sector Economic Estimates: Employment statistics (Department for Science, Innovation and Technology)
- Northern Ireland Ambulance Service (NIAS) ambulance statistics within the Northern Ireland Hospital Statistics: Urgent and Emergency Care publication (Department of Health, NI)
- Healthy Life Expectancy statistics (National Records of Scotland)
- Students in Higher Education (Medr)
- Welsh Language in Higher Education (Medr)
- Further Education, Work-Based Learning and Community Learning (Medr)
- Learner Outcome Measures for Apprenticeships (Medr)
- National Survey for Wales statistics (Welsh Government)
- DCMS Sector Economic Estimates: Employment series (Department for Culture, Media and Sport)
- School Meal Uptake statistics (Scottish Government)
- Adult Social Care Activity statistics (Department of Health and Social Care)
- Breast Cancer Screening Statistics and Scottish Health Costs (Public Health Scotland)
- NI Poverty and Income Inequality Report 2024–25 and the NI Family Resources Survey Report 2024–25 (Department for Communities NI, Northern Ireland Statistics and Research Agency)
- Poverty and Income Inequality in Scotland (Scottish Government)
- Relative Income Poverty (Welsh Government)

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## Confirmations of new OS Accreditation (or Reaccreditation) (7)

Accredited Official Statistics are official statistics that have been independently reviewed by OSR and confirmed to comply with the standards of trustworthiness, quality and value in the Code of Practice for Statistics. These will whether be new accreditations or reaccreditations of statistics that have previously been cancelled or suspended and have implemented remedial actions.

- Accident and Emergency statistics (NHS England)
- Public Transport Statistics Northern Ireland (Northern Ireland Statistics and Research Agency)
- Statistics on Employment and Earnings from Pay As You Earn Real Time Information (PAYE RTI) (HM Revenue and Customs and Office for National Statistics)
- Northern Ireland Business Expenditure on Research and Development (Northern Ireland Statistics and Research Agency)

- Cancer Waiting Times statistics (NHS England)
  - Domestic Abuse Estimates from the Crime Survey for England and Wales (ONS) (Reaccreditation)
  - Northern Ireland Tourism statistics covering trips, nights and associated expenditure (Northern Ireland Statistics and Research Agency) (Reaccreditation)
- 

## Compliance reviews (14)

Compliance reviews of existing accredited official statistics are conducted to check the statistics' ongoing compliance with the Code. They often focus on a specific issue or part of the Code. Compliance review of official statistics are conducted to check the statistics' ongoing compliance with Code, but where the outcome does not involve a decision on accreditation. Their main aim is to recommend improvements to the statistics.

- Maternity and Births statistics and Breastfeeding statistics (Welsh Government) (continued designation)
- Coroners statistics (Ministry of Justice) (continued designation)
- Consumer Prices Index (CPI) and the Consumer Prices Index including owner occupiers' housing costs (CPIH) (ONS) (continued designation)
- Inpatient, Day Case and Outpatient Stage of Treatment Waiting Times (Public Health Scotland) (continued designation)
- Family Spending statistics (ONS) (continued designation)
- Treatment of Seasonality in Quarterly GDP statistics (ONS) (continued designation)
- Referral to Treatment (RTT) statistics (NHS England) (continued designation)
- Gambling Survey for Great Britain (Gambling Commission)
- Building Safety Remediation: Monthly Data Release (Ministry of Housing, Communities and Local Government)
- Northern Ireland Tourism statistics (Northern Ireland Statistics and Research Agency)
- Direct Effects of Illustrative Tax Changes (HM Revenue & Customs)
- Justice Data Lab statistics (Ministry of Justice)
- Cyber Security Breaches Survey (Department for Science, Innovation and Technology (DSIT) and the Home Office)
- Estimates of Additional Housing Need (Welsh Government)

## Reviews (including systemic reviews) (8)

Systemic reviews are used when we want to improve the public value of a set of statistics or examine a cross-cutting statistical issue such as data linkage or classifications rather than an individual set of statistics. Examining issues across the statistics landscape allows us to influence how the statistics system responds collectively to maximise quality and public value.

- Review of Fraud and Computer Misuse Statistics for England and Wales (ONS)
  - Systemic Review of ONS Economic Statistics – Interim Report
  - Systemic Review of Economic Statistics produced by ONS - Final Report
  - ONS Reports on Progress with Economic Statistics, December 2025: OSR response
  - The Adequacy of UK-wide Comparable Statistics and Data
  - State of the UK Statistical System 2025
  - Intelligent transparency: 2025 review
  - Review of Mental Health Statistics in Wales
- 

## Alternative release time decisions (5)

The Code enables official statistics to be released at times other than the standard release time of 9.30am, when there is evidence that this better serves the public good. Applications for alternative release times are made to the Director General, OSR by the relevant Head of Profession for Statistics/lead official.

- Transformation of UK consumer price statistics, groceries scanner data analysis, April 2025 (ONS)
  - Viral respiratory diseases in Scotland surveillance report (Public Health Scotland) (temporary)
  - Non-domestic rates revaluation statistics (Scottish Government)
  - Alternative Release Times for Economic Statistics (ONS)
  - UK Economic Accounts (UKEA) datasets (ONS)
- 

## Research, guidance and think pieces (40)

We undertake research projects and collaborate with others who share our vision of statistics that serve the public good. We also publish policies and guidance to promote and support application of the Code across the UK.

- Statistics for the public good: Understanding and enhancing trust in official statistics

- Trust and official statistics
  - Reflecting on the role of statistics and OSR in an evolving public sphere
  - Regulatory Guidance: Dashboards
  - Putting the Code Principles into Practice
  - Ensuring Public Accountability
  - TQV Voluntary Application: Showing Trustworthiness, Quality and Value when working with data and statistics
  - Quality Statistics and Data for Everyone: Renewing Trust Through Ethical Practice
  - Guidance on the Standards for the Public Use of Statistics, Data and Wider Analysis
  - Required policies and statements relating to official statistics production
  - Short Guides to Code of Practice Standards (10)
  - Transition Guidance: Moving to the Code of Practice for Statistics Edition 3.0
  - Public involvement and engagement in official statistics: A toolkit for statistics producers
  - Introducing the Code of Practice for Statistics: Summaries about why the Code is helpful
  - Guidance on analytical leadership: achieving better outcomes
  - Compliance reviews: A guide for statistics producers
  - Election Guidance and Explainers (14)
  - Suspension and cancellation of accreditation
- 

## **Blogs and guest blogs (21)**

The Director General and team members at the Office for Statistics Regulation and other ad-hoc guest authors present thinking on how the different areas of the statistical system can affect and benefit the public.

### **Blogs:**

- Demand on the NHS is a poor proxy for understanding the UK's health
- Mission possible? Statistics and data in the UK Government's mission-led approach to government
- GDP beyond the bottom line: measuring what matters most
- Welcoming the new Evaluation Registry
- Good statistics are never done: Why producers should never stop improving their statistics
- OSR's emerging strategic themes: 2026-29

- From Trend to Tool: Elevating Dashboards with Trustworthiness, Quality and Value
- Efficiency in Action: Improving Productivity in Public Services
- Advancing data linkage: key takeaways from the Administrative Data Research UK conference
- Why Migration Statistics Still Matter
- Going beyond consultation to creative conversation about the Code of Practice
- What is it about TQV?
- How official statistics producers need to embrace vulnerability in a time of crisis: ISI World Statistics Conference 2025 keynote speech
- Renewed momentum? The Statistics Assembly one year on
- Mental health statistics across the UK: What we know so far and what's next
- Beyond public letters: the hidden impact of casework

#### **Guest blogs:**

- Quality Data, Shared Purpose: World Statistics Day 2025 and the Refreshed Code of Practice
- Trust in Statistics: Launching the Refreshed Code of Practice
- Celebrating Women in Stats and the refreshed Code of Practice: Reflections from Denise Lievesley
- Don't Ask for Trust in Statistics. Earn It.
- Skills for Care's journey to becoming producers of an accredited official statistic

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## **Other publications (6)**

- Consultation on the Code of Practice for Statistics: Findings and next steps
- Annual Review of Casework 2024/25
- Office for Statistics Regulation Annual Report 2024/25
- Interim OSR Summary Business Plan 2025/26
- OSR Strategy: How we will strengthen trust and confidence in statistics: 2026–2029
- OSR Annual Business Plan 2026/27

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