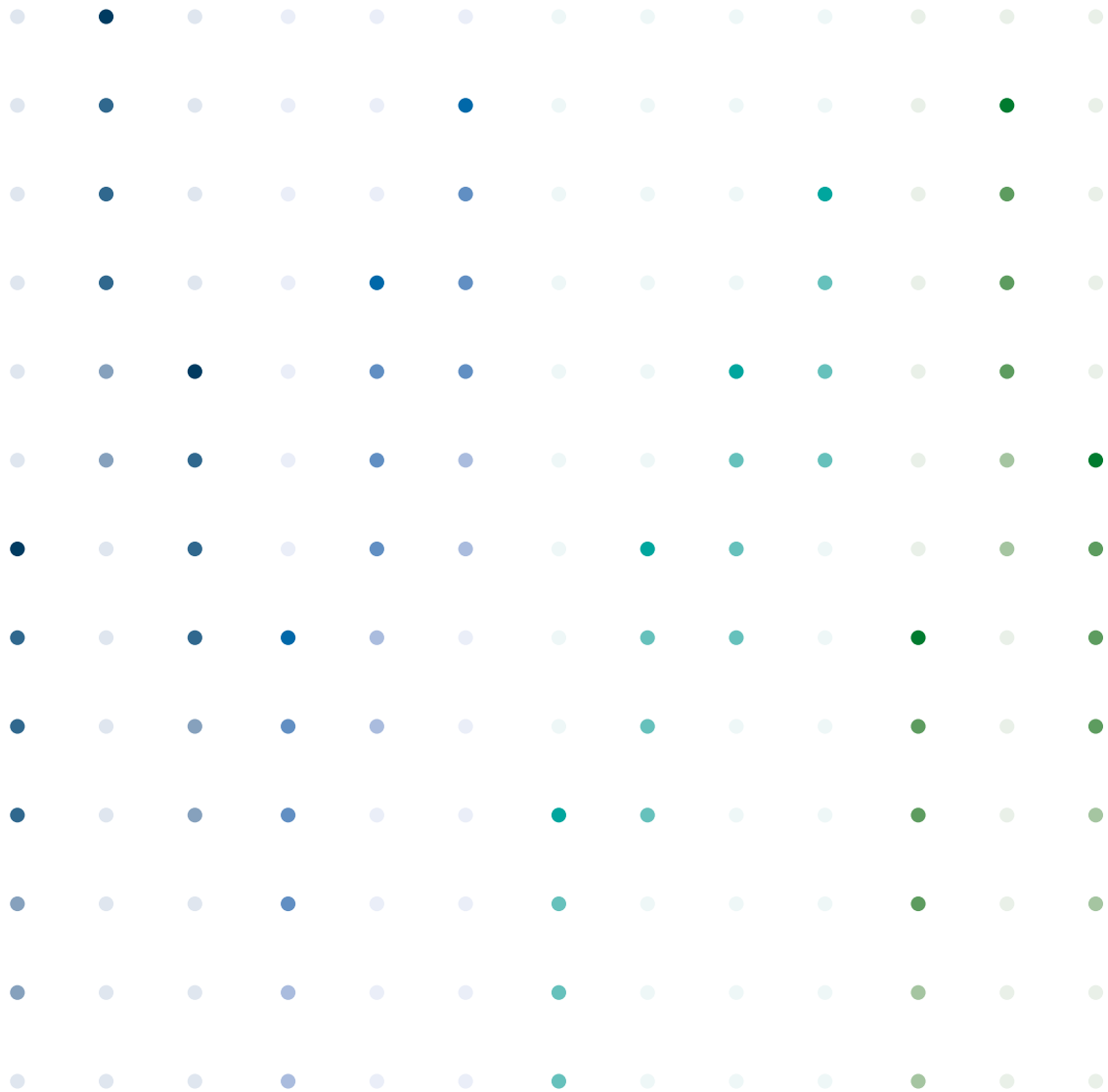


# Annual report and accounts 2020/21



# UK Statistics Authority Annual Report and Accounts

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 Her Majesty

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

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**Note**

UK Statistics Authority is referred to as 'the Statistics Board' in the Statistics and Registration Service Act 2007.

This is part of a series of departmental publications which, along with the Main Estimates 2020/21 and the document Public Expenditure: Statistical Analyses 2013, present the Government's outturn for 2020/21 and planned expenditure for 2021/22.



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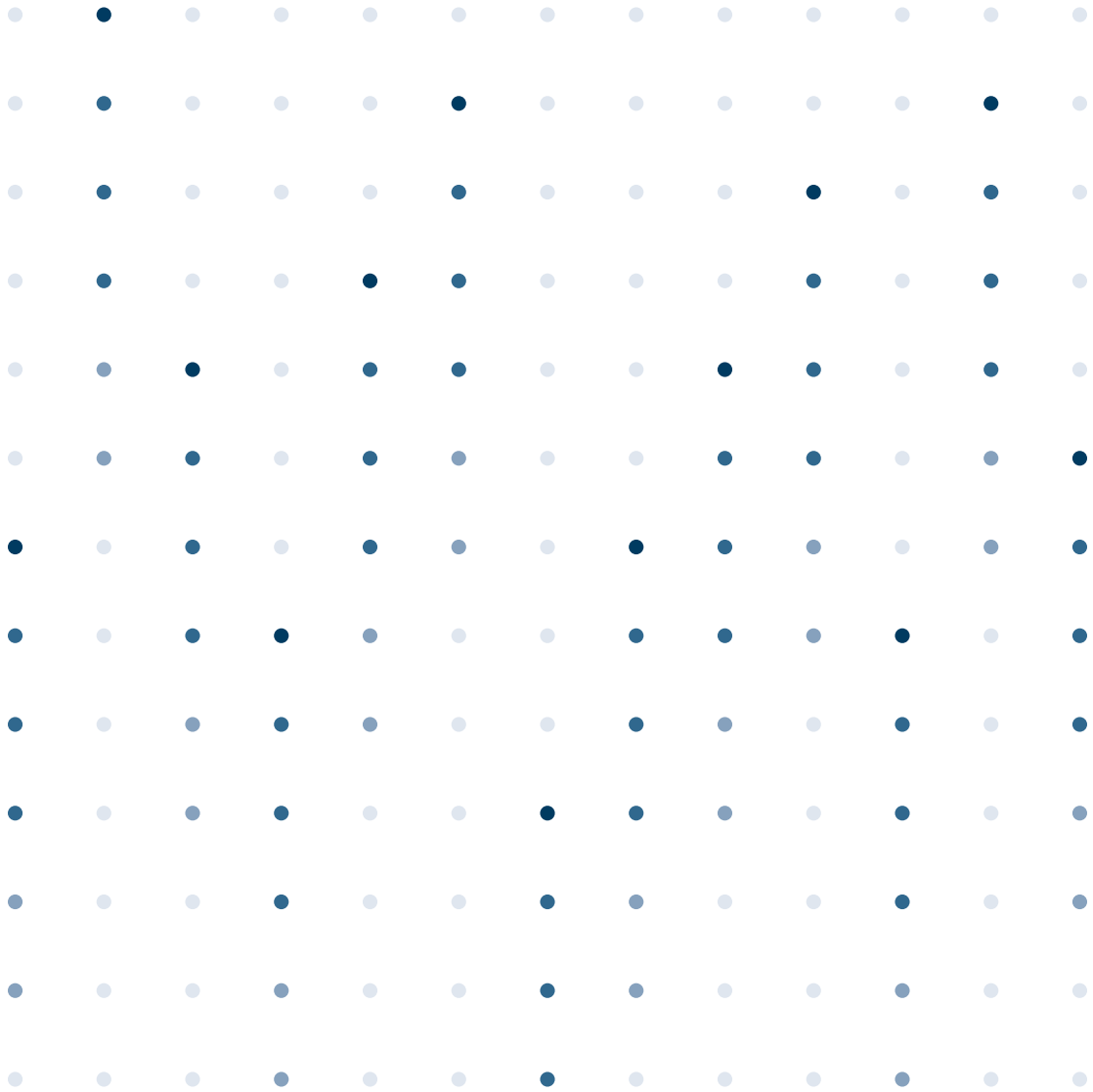
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## Chair's foreword

The past year, 2020/21, was dominated of course by the terrible pandemic which so hugely changed all our lives. It posed a real test for the statistical system – perhaps the greatest since the Second World War – as the country depended on official data to assess and rapidly respond to the threat to millions of lives and livelihoods. Looking back, I think I can say now that this has been a challenge which has shown the strength of our system, producing work that has been of fundamental importance to government decision making and public understanding. I want to pay tribute to all those working within the Office for National Statistics (ONS), the Office for Statistics Regulation (OSR), and the Government Statistical Service (GSS). At a time of immense disruption to their lives and their normal ways of working, they responded with initiative and creativity to tell the stories of every section of our society. They can feel proud of their contribution.

This moment for statistics in our national life and in the public consciousness helped drive our new strategy, launched in July 2020. Statistics for the Public Good outlines our desire to accelerate the progress made during the pandemic: more agile production, efficient sharing of data, and the best possible use of statistics and evidence in public debate. Since then, I have been meeting GSS colleagues from departments across the Government Statistical Service to continue the push for these and our new organisational principles: we will aim to be Radical, Ambitious, Inclusive, and Sustainable.




The past year also saw ONS deliver the largest ever census in England and Wales, and our thanks go to the more than 97% of households for taking part and providing the information that will, among myriad other uses, underpin the provision of public services in the years to come. I am pleased to report on a well run field operation which has now reached its conclusion, and we await the arrival of the final data next year. In other areas, colleagues delivered remarkable work including the Coronavirus Infection Survey, the review into the use of

algorithms to award school qualifications, a whole range of analyses across government of our exit from the European Union, and the steady build-up of an Integrated Data Programme.

Our leadership has also changed as we gear up to deliver on the new strategy. In the Autumn we welcomed Sam Beckett as our new Second Permanent Secretary and Deputy Chief Executive, and Alison Pritchard as Director General for Data Capability, both bringing decades of experience in analysis at the top of government, helping to guide our teams through a transformative period. We welcomed two new non-executive directors in Professor Sir David Spiegelhalter and Richard Dobbs. Shortly we will say goodbye to Professor David Hand, who has served on the Board since 2013. His thoughtful expertise has been invaluable and we all thank him most warmly. I look forward to working with our newest board member, Professor Sir John Aston, who will be taking up David's mantle in providing top class statistical advice.

This will be my last Annual Report as I begin my fifth and final year as Chair. I take this opportunity to thank my colleagues on the Authority Board for all their wisdom and support. I have every confidence that our statistical system will continue to move forward, both responsive and forward looking, and taking advantage of the new opportunities from joined up data in an ethical way, delivering statistics for the public good and earning trust.



**David Norgrove**

Chair, UK Statistics Authority  
7 July 2021



# Chief Executive's report

I am immensely proud of the determination, innovation, flexibility, and resilience my colleagues across the statistical system have shown in responding to the multitude of unprecedented challenges faced this year. In responding to those challenges we have discovered opportunities to do things differently. Opportunities to radically improve the way that information flows to decision makers and the public and to change the way that we work for the better.

Our vision for the statistics system over the next five years has been set out in our new radical, ambitious, sustainable and inclusive strategy, Statistics for the Public Good. We have already made huge strides in delivering on our shared agenda, providing the public, businesses and policy makers with the information they need, when they need it.

The highlights of the past year are set out below.

## Radical

We have taken a radical approach to analysis and been at the forefront of supplying insight on society and the economy to help the public, businesses and decision makers understand and respond to the pandemic.

- Central to the COVID-19 response has been our world-leading COVID-19 Infection Survey launched in partnership with Oxford University. This has enabled weekly statistics of new infections and the positivity rate of COVID-19 in the community down to sub-regional levels and by a range of characteristics across the UK. By autumn the survey had scaled up to 150,000 participants a fortnight and was vital to informing decision-making on the UK variant. In testing for antibodies it is now providing vital information on understanding the longevity of vaccine induced immunity.



- We have transformed our weekly Opinions Survey to provide vital information on changes in societal behaviour which have directly informed government policy.
- Death Registration data has been vital to understand the impact of the pandemic in households, care homes and hospitals. It has provided information on relative risk for everyone in the UK.
- On the economy, these past 12 months have seen a radical expansion of our weekly faster indicators release, making use of rapid response surveys, novel data sources, and experimental methods to bring together real-time insights on the pandemic and on the Labour Market.
- In the lead up to the end of the EU Exit Transition period, we produced new publications on how the UK trades with the rest of the world. This included insights into trade in goods and services by business characteristics as well as developing models and obtaining new indicators to strengthen our analysis and understanding of movements in trade data.
- We have continued to produce our core business as usual statistical and analytical products – crime bulletins; labour market statistics; prices; and GDP - even where the collection, analysis and dissemination of these outputs has been significantly impacted by the pandemic.

We have also continued to radically strengthen our data capability providing timely access to data, technology, modern data science techniques and methodology for the ONS, GSS, wider users across government and the research community. Joining up data improves outcomes for citizens and allows us to be more responsive. This capability has enhanced the Government's ability to respond to emerging needs such as those presented by COVID-19.

Our radical approach to analysis and insight go beyond COVID-19 with ONS a leading delivery partner for the cross-Government Integrated Data Programme (IDP). We are building a comprehensive data service, underpinned by secure and trusted infrastructure, which will enable governments to make best use of data assets and support unlocking the potential of linked data, building up data standards and tools allowing for new analyses to support development of policy, decision making and planning and provision of services.

Insights from this programme will provide policymakers with evidence and analyses to build understanding of major policy challenges such as Net Zero, homelessness and Levelling Up; and also the creation of a unique linked data resource that securely combines Census, healthcare and death registration data. This has already enabled fast production of essential insights into health inequalities to inform priorities for shielding and lockdown measures in the COVID-19 pandemic.

## Ambitious

Working in partnership with colleagues across the Government Statistical Service we have ensured joined-up evidence and information on deaths, vaccinations and more. This evidence has informed the public through our Insights tool and contributed to discussions at the Scientific Advisory Group on Emergencies and the heart of Government.

- Early in the pandemic we launched the Business Impact of Coronavirus Survey (BICS) to provide critical evidence of the impact to businesses and inform some of the most important decisions by providing analyses on furloughing, international trade and business expectations over time.
- Our insights into Public Sector Finances data have kept pace with around 50 separate schemes to support the economy since the onset of the pandemic. This has included delivering fast-paced, conceptually groundbreaking work to measure changes in public sector output – particularly in education and healthcare.
- We have accelerated research and developed new analysis and methods to provide demographic insights, publishing an early indicator of the UK population along with modelled migration estimates.
- We delivered what has been a truly brilliant and successful Census. This followed an ambitious communications campaign which built on a virtual programme of engagement with local communities and the creation of an in-house digital cloud infrastructure, enabling almost 30 million households to access and respond to the Census online. To date our return rate is over 97% of household questionnaires.

We have also been ambitious in our approach to building cross government capability with our Data Science Campus exceeding the National Data Strategy's ambitious target of training 500 analysts across the public sector in data science by 2021, with over 681 analysts now using novel data science tools and techniques. The Data Science Graduate Programme has enabled apprentices and graduates to play a vital role supporting coronavirus response work and delivering insights to decision-makers at the highest level.

We are leading Data Masterclasses for Senior Leaders in partnership with Government, as well as the Data Science Accelerator mentoring programme in partnership with the Government Digital Service, which has already supported over 250 data science projects across Government.

## Inclusive

Like many other organisations, ONS has adapted to remote working at pace. As a result of the incredible delivery of our Digital Service and Technology and People and Business Services Directorates, ONS has moved from an organisation that was predominately site based, to one that supports remote working for over 5,500 staff. As we emerge from the pandemic, we will work in a more hybrid way to give colleagues flexibility to benefit from both working from home and working in the office.

Throughout this period, the employee diversity networks have continued to play a crucial role in building an inclusive culture within the organisation. I and the senior leadership team have participated in events, listening exercises and a mutual mentoring programme with employee network members. We have invested in the development of our employee network leaders to strengthen their capability and confidence in their role, and reviewed network sponsorship and governance arrangements to ensure they are sufficiently strong.

The 2020 People survey saw a six percentage point increase in our fair treatment and inclusion score to 85%, against a Civil Service Benchmark of 82% whilst the percentage of individuals who responded “yes” to experiencing workplace bullying and harassment has decreased by four percentage points from 12% in 2019 to 8% in 2020, which again was below the Civil Service Benchmark of 9%. This trend also continued with the number of those who experienced workplace discrimination decreasing four percentage points from 12% in 2019 to 8% in 2020 which is two percent below the Civil Service Benchmark. While this is good progress however, this is only the start of the journey and there is much more to do in the year ahead.

To ensure we serve those we seek to represent in October 2020 we launched the Inclusive Data Taskforce (IDTF), an independent group of senior academics and civil society leaders with wide ranging expertise across a range of equalities issues. They are considering how to radically improve the inclusivity of the UK’s data infrastructure to ensure our statistics reflect the experiences of everyone in our society. The IDTF will make recommendations in Summer 2021 and these will form the basis of a programme of work to be taken forward across the Government Statistical Service, led by ONS, to ensure inclusivity is built into everything we do.

We have continued to support countries internationally – including Kenya and Tanzania – to develop their own action plans to collect, analyse and disseminate more inclusive statistics.

More widely, there has been collaboration between statisticians in the ONS, the Department for Work and Pensions (DWP) and Her Majesty's Revenue and Customs (HMRC) on a new vision to improve the coherence of income and earnings statistics and provide the best insights possible.

HMRC and the ONS developed their use of Pay As You Earn (PAYE) Real Time Information (RTI) data so it now measures employment patterns two-three weeks after the relevant pay period. This monthly publication has massive value in near real time and is becoming the main measure for explaining employment patterns over these uncertain times.

The new local area child poverty statistics (CiLIF), jointly developed by DWP and HMRC replaced previous Official Statistics produced individually by both Departments.

We have been inclusive in the use of government microdata enabling accredited researchers access to a range of data through our Secure Research Service (SRS) as part of facilitating our understanding of COVID-19 as well as to help validate official statistics. In 2020 through investment from Administrative Data Research UK, a total of 19 new datasets were made available to third party researchers through the SRS, including eight focused on COVID-19. In all, these resulted in over 200 new analyses.

We have further broadened and supported access to data through our partnership with Health Data Research UK to help meet the Government's National Core Study on Data and Connectivity.

We have also continued to unlock the potential of combining health and social care data, working closely with NHS Digital and other health bodies to create the Public Health Data Asset to create a uniquely powerful resource.

Our inclusive approach has stretched beyond the collection and analysis of data through to dissemination of data. As part of the Government led press briefings our teams have worked extensively with Cabinet Office to ensure data and analysis presented at national press conferences are accessible and comprehensible by all.

---

## **Sustainable**

We continue to innovate in a bid to build sustainable methods for our vital statistics. This has seen the publication of work into experimental Gross Domestic Product (GDP) estimates using double deflation methods, which have been recognised as international best practice. We will be fully incorporating these world leading methods into our GDP estimates in September 2021.

Our key strategic programmes have delivered their planned objectives during the year significantly under budget. We have delivered all planned activity under the Census Data Collection Transformation Programme with a £31.9m saving against the budget for 2020/21. This achievement is made even more remarkable by virtue of the increased costs the programme has faced in keeping our significant field force of 20,000 (at its peak) safe as they have undertaken their duties. The COVID-19 Infection Survey (CIS) has been delivered as planned with a saving of circa £103 million against the original funding envelope. We have also finalised the Economic Statistics Transformation Programme during 2020/21 – delivering 94% of the planned benefits.

We have been rolling Reproducible Analytical Pipelines (RAP) out across the Analysis Function, building capability through consultancy and mentoring, and supporting implementation with standards and guidance. Our RAP champions, are drawn from all major departments and professions, promoting good practice, running peer reviews, sharing what works, tackling blockers and building local capability. RAP deployments have achieved notable efficiencies and quality improvements in official statistics production in ONS and across government.

Work on the new cloud-based technology to support transformation continues and a user test/parallel run of Retail Sales Index using the Statistical Production Platform will start in Autumn 2021. This will be the first ONS survey using this infrastructure and will provide many of the building blocks needed for future transformation of business and potentially social surveys in the future.

Our surveys are now overwhelmingly completed online with 45% of business surveys fully online where users complete the surveys via their online accounts (1,080,011 online business surveys dispatched in 2020/21) as of end March 21.

We remain at the forefront of producing environmental statistics, such as measures of Natural Capital – including marine and woodland habitats, urban areas, and tourism and outdoor leisure – and engaging internationally to support development as well as work to go ‘beyond GDP’.

We continue to be a global leader in reporting on the Sustainable Development Goals (SDG), covering topics from renewable energy, through food insecurity, to non-formal education participation. We have worked with the US on an open-source web platform to disseminate SDG statistics. Five more countries have started using this free-to-reuse platform over the past year, along with two cities and regions now publishing using it with two more in development – all with direct or indirect ONS support.

## Concluding remarks

I am immensely proud and humbled to lead these efforts in what have been extraordinary and challenging times. Together, we have achieved an incredible amount and placed statistics and analysis right at the heart of our nation's discourse. I want to personally thank everyone at the ONS and within the Government Statistical Service who have contributed to making this happen. With our strategy launched less than a year ago, we have already made huge strides on delivering on it and realising our vision of statistics for the public good.

As we emerge from the pandemic, I want us to build on the momentum we have gained over the past year and ensure that statistics and analysis continue to inform national and local priorities and decision making.

Our society, environment and economy will continue to change, and we must change with it. To stand still is to go backwards. In the next year we must be proactive so that we can sustain our delivery.

Central to this will be taking a radical approach to data by using our expertise to build the IDP, which over time, will help us, governments and other sectors maximise the opportunities presented by data and will help us answer the key questions facing the economy and society in close to real time.

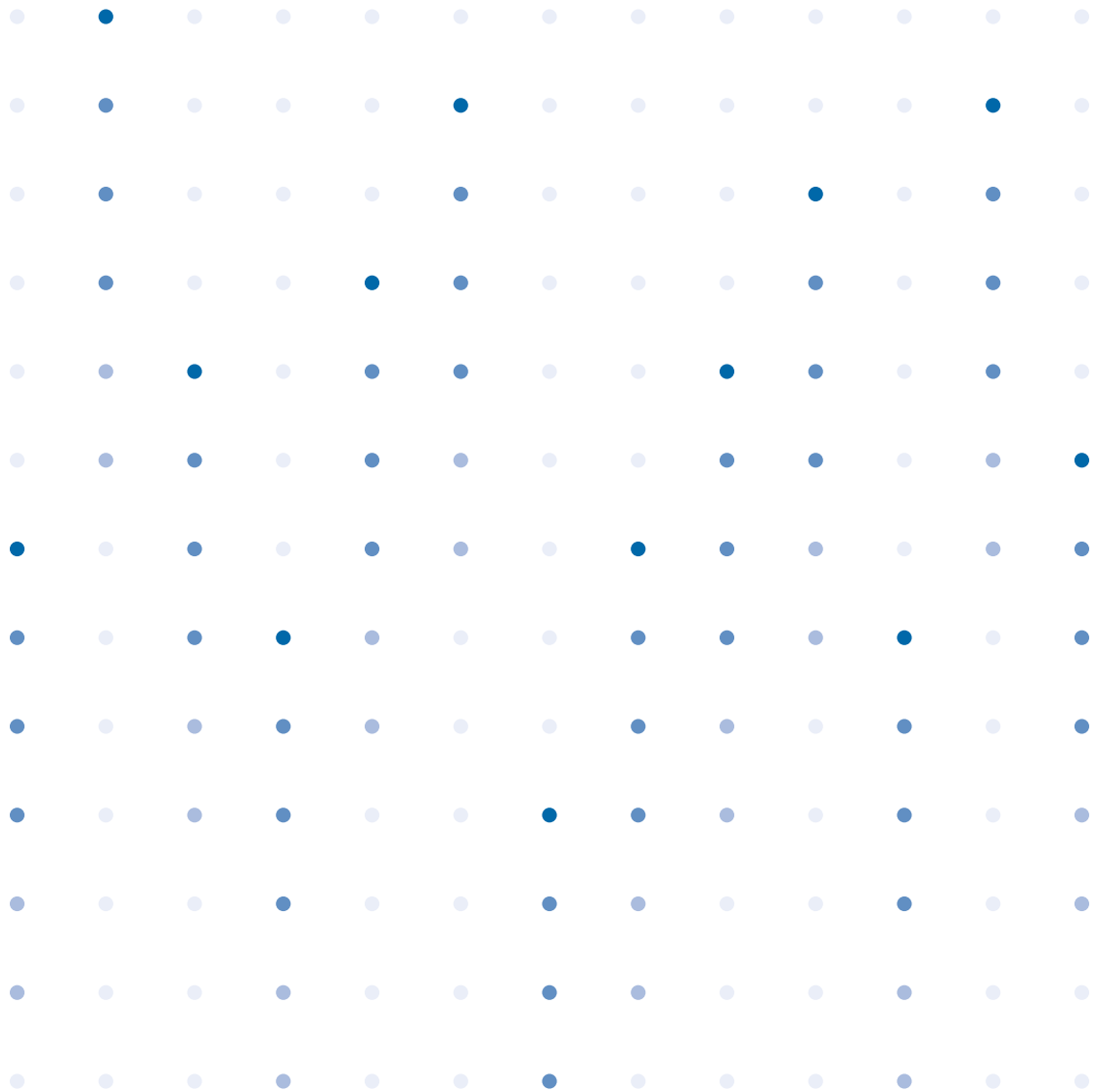
I want to thank each and every person working in or partnered with the statistical system again for all their hard work. Without my colleagues working tirelessly to provide statistics, data and analysis our nation would be far poorer. We would know nothing of the social and economic shifts that have happened in the past year. We would know little of the scale of suffering that many families have faced. My thoughts are with each and every one of those who have felt loss in the past 12 months.

But it is with hope and optimism that I am very much looking forward to continuing to lead the statistical system over the coming year as we look to build on what we have done and continue to deliver our mission of high quality data and analysis to inform the UK, improve lives and build the future.



**Professor Sir Ian Diamond**

National Statistician  
UK Statistics Authority  
7 July 2021







**74,013**

**National print stories** informed by ONS and its statistical outputs



**5%**

**Increase in staff engagement** between 2019/20 and 2020/21



**2,944**

**Hours of training** delivered by Data Science Campus faculty team



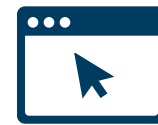
**3,580**

**Parliamentary questions** and FOI requests answered



**1,095,123**

**Online data collection** responses received



**22,755,619**

**ONS Website sessions in 2020/21**  
From June 2020, only sessions that accepted cookies are recorded



**225,765**

**Households participating** in COVID-19 Infection Survey (at time of reporting)



**455,711**

**Members of public participating** in COVID-19 Infection Survey (at time of reporting)



**4,231,736**

**Number of visits made to households** in COVID-19 Infection Survey (at time of reporting)



**COVID-19**

**The most searched for** ONS statistics



**1,024**

**Statistical releases** from ONS in 2020/21



**469**

**New analysts** recruited to ONS

# Purposes and activity

## Statutory framework

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

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

## Statutory objective

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

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

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

## Statistics for the public good

On 16 July 2020, the Authority launched its strategy for the UK official statistics system for the five years 2020 to 2025. The strategy can be found in full on the Authority's website: <https://uksa.statisticsauthority.gov.uk/statistics-for-the-public-good/>

The collective mission of our official statistics system is:

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

## Functions

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

### **The Government Statistical Service (GSS)**

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

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

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

### **Office for Statistics Regulation (OSR)**

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

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

# Overview

## The UKSA strategy

The new UK Statistics Authority (UKSA) strategy – Statistics for the Public Good<sup>1</sup> – was published in July 2020. It sets the direction for the UK official statistics system for the next five years with its overarching mission to deliver:

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

The strategy describes four core principles that underpin the mission statement – UKSA must be:

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

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

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

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

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

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<sup>1</sup> <https://uksa.statisticsauthority.gov.uk/wp-content/uploads/2020/07/UKSA-2020-1.png>

## The ONS strategic business plan

The ONS strategic business plan also published in July 2020<sup>2</sup> sets out how ONS will contribute towards the delivery of the UKSA strategy over the coming years, including in response to the immediate challenges presented by the COVID-19 pandemic. It sets out how ONS will work in partnership with the GSS, data providers and the analytical and research community to deliver against the core strategic principles, and the resources that will be required to do so.

To deliver against the core principles and the plan, the ONS established six enabling change programmes that sit alongside ongoing 'business as usual' activities:

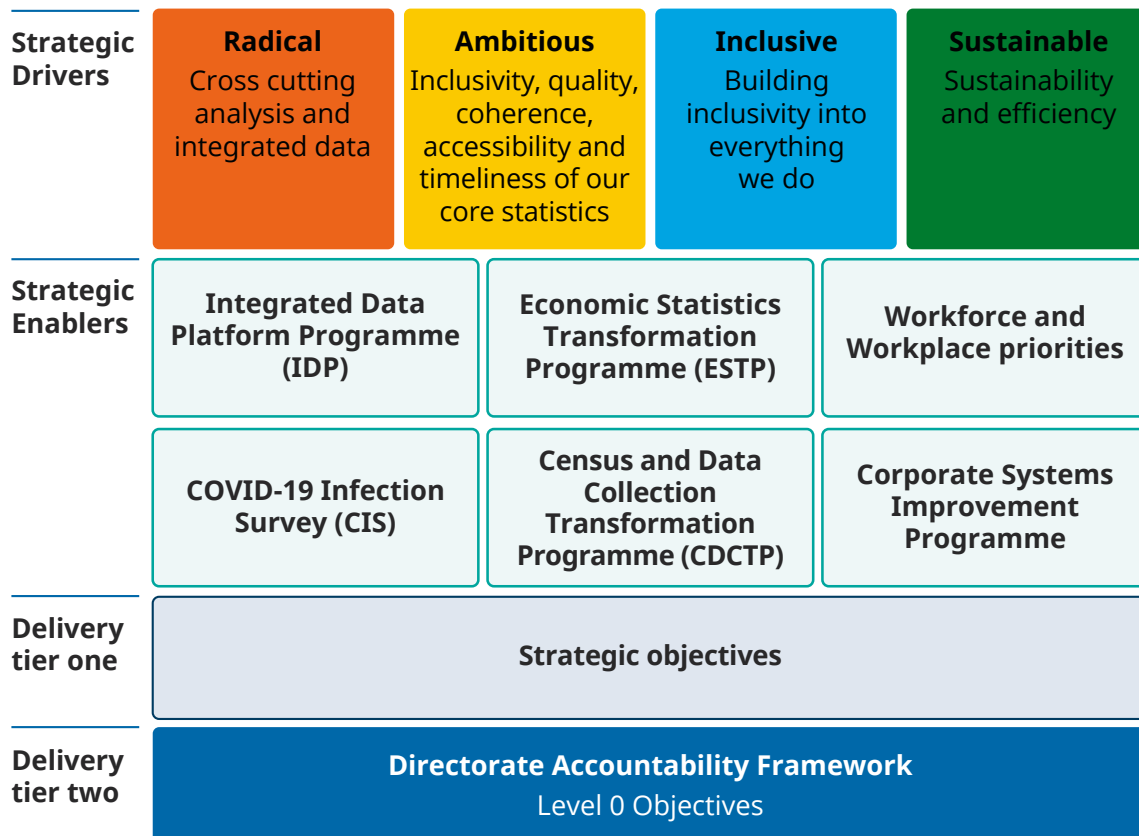
- The **Integrated Data Programme** (subject to full business case approval) will deliver a platform that supports the integration of Government data, providing the capability to deliver analysis that cuts across organisational and societal boundaries and an enhanced approach to the dissemination of data and analysis.
- The **COVID-19 Response Programme** including the COVID-19 Infection Survey will provide estimates of prevalence of COVID-19. Through this response we will demonstrate our ability to work with partners to accelerate our transformation of social and business surveys, including the capacity to rapidly deliver surveys where other data is unavailable.
- The **Census and Data Collection Transformation Programme** will deliver the Census 2021, Census outputs in 2022, a revised system of population and migration statistics, and transformation of the ONS data collection activities.
- The next phases of the **Economic Statistics Transformation Programme** will deliver enhancements to economic statistics to ensure that they are focused on priority measures.
- Our **workforce and workplace** priorities will build a brilliant place to work, creating an inclusive and collaborative working environment based on flexibility and trust.
- The **Corporate Systems Improvement Programme** will streamline back-office processes, drive efficiencies, and enable staff to deliver quality work effectively.

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<sup>2</sup> <https://uksa.statisticsauthority.gov.uk/wp-content/uploads/2020/07/ONS-Business-Plan-2020.pdf>

The strategic framework is further supported by delivery tiers which describe detailed activities. Model 1 below provides an overview including the highest-level delivery tiers – the multi-year strategic objectives and the in-year Directorate accountabilities. These high-level delivery tiers are in turn supported by the goals of all ONS colleagues.

### Model 1: ONS Strategic Business Plan Taxonomy



The table below provides a summary assessment of how we have performed against the strategic objective tier in 2020/21. The red, amber, green (RAG) rating against each strategic objective is based on an assessment of the Directorate accountabilities feeding into each objective. It is important to bear in mind that whilst the strategic objectives span the lifecycle of the strategy, the summary assessment charts our progress as at 31 March 2021. Performance against the objectives is monitored monthly through internal governance.

Strategic objective	Radical	Ambitious	Inclusive	Sustainable	20/21 Rating
SO1 – Analytical Narrative	X	X	X	X	Green
SO2 – IDP Enabled Cross Cutting Analysis	X	X	X	X	Green
SO3 – Tools, Technology and Capability	X	X	X	X	Green
SO4 – Inclusive Statistics and Analysis	X	X	X	X	Green / Amber
SO5 – Continuous Improvement		X		X	Green / Amber
SO6 – Lead Best Practice		X	X		Green
SO7 – Census Delivery	X	X		X	Green
SO8 – ONS Resource Utilisation	X	X	X	X	Green
SO9 – Improved publication and Engagement	X	X	X	X	Amber
SO10 – Inclusive and Engaged Workforce	X	X	X	X	Green
SO11 – Innovative and Collaborative Partnerships	X	X	X		Green
SO12 – Optimising COVID-19 Response Best Practice	X		X	X	Green

The performance analysis section on pages 19 to 50 of this report sets out a narrative assessment of progress made against the first year of our strategic business plan overall, aligned to the four core strategic principles.

## The OSR Business Plan

The OSR also published its Business Plan in July 2020. This set out the independent role, governance, vision, mission and core objectives for OSR.

Performance against this business plan for 2020/21 is set out in the Annex to this document.

# Performance analysis

## Introduction

The financial year 2020/21 has been incredibly important for us as an organisation in terms of our evolution. We have embarked on our new strategy and have made significant progress against our core strategic principles through our strategic business plan. We cannot consider the achievements during the year however without consideration of the wider context and the challenges presented – most significantly the COVID-19 pandemic – which has dramatically impacted our activities and the way in which we have operated. We have played a significant role through our work with other government colleagues and partners in delivering the COVID-19 Infection Survey and wider studies and analysis to support government decision making through this most difficult of times.

The EU Exit transition period ended during the year, another key event, but one which did not significantly impact upon our overall operations. We have however needed to review the way in which we engage with and contribute to the wider international statistical community and increase the scope of our analysis and insight to ensure we are able to capture the impacts of EU Exit on the country.

During the Summer of 2020 a Spending Review (SR20) was announced which resulted in a budgetary freeze for financial year 2021/22 at 2019/20 levels. This key fiscal event has had an impact on our future planning activity during the year with the organisation needing to re-appraise the scale of its plans and timelines for future deliverables. The impact of this re-appraisal will be captured and published as part of our strategic business plan refresh for 2021/22.

This year saw us achieve the key milestone in our Census Data Collection Transformation Programme with Census Day on 21 March 2021. This historic ‘once in a decade’ event forms part of the critical period of Census data gathering across England and Wales and the culmination of several years of planning and development. The data collection activity spans financial years 2020/21 and 2021/22 with the key headline results for Census 2021 not available until after the year end with the first and most critical phase of the data capture ending on 17 May 2021. In a press release of 4 May 2021, we published our headline figures for completion which at the time of writing stands at over 97% – exceeding the overall target response rate of 94%. This is a significant achievement made more so given that the Census 2021 activities have progressed during the unprecedented COVID-19 pandemic.



The purpose of the next sections of the performance report for 2020/21 is to assess in detail how ONS has progressed against its multi-year strategic business plan during the period through the lens of the four strategic principles – highlighting successes; the specific challenges we have faced; assessing our performance against our new Key Performance Indicators; before looking ahead briefly to 2021/22 and how our future plans have developed over the past 12 months. Our strategic risks are set out in Chapter three of this report.

## Key milestone deliverables

Our Strategic Business Plan set out a high-level timeline of key milestone deliverables. The milestones for the 2020/21 financial year and a summary assessment of performance against them is set out below.

- **July 2020 Inclusion and Diversity Action Plan launched**  
We launched this critical aspect of our People Plan to help us develop and maintain our approach to inclusion and diversity across our workforce.
- **October 2020 experimental publication of GDP estimates using double deflation**  
We published experimental estimates of industry level Gross Value Added using double deflation, a key recommendation from the Bean Review of Economic Statistics.
- **October 2020 scale up the COVID-19 Infection Survey to full capacity**  
Achieved with over 150,000 households tested on a fortnightly basis from October across all four nations of the UK informing governments, businesses and society on the prevalence of the infection.
- **October 2020 trade improvements implemented in Blue Book and Pink Book**  
Trade implemented a number of improvements in the National Accounts Blue Book and Pink Book 2020. These were mainly focused on addressing Gross National Income (GNI) reservations but also enabling improvements into Trade in Services as a result. The key areas of development were in relation to disbursements, estimating the cost of freight services and cross border travel estimates.
- **January 2021 phase two Analytical Lighthouse projects launched**  
Integrated Data Programme Analytical Lighthouse project pilot exercises were launched in Quarter 3 and Quarter 4.

- **February 2021 phase one completion of business prices annual chain linking**  
We implemented annually chain-linked business prices in line with international best practice for the first time; improving consistency with other price indices such as the Consumer Prices Index (CPI).
- **March 2021 business case developed for future Enterprise Resource Planning solution**  
Progress has been made through our Corporate Systems Improvement Programme in readiness for a planned procurement exercise in 2022.
- **March 2021 Census 2021**  
The Census Day was successfully held – 21 March 2021.
- **March 2021 deliver the full business case for the Integrated Data Programme**  
The Integrated Data Programme Full Business Case was submitted to HM Treasury on 25 March 2021.

## Overall performance against the strategic principles

### Radical

#### Cross cutting analysis and integrated data

We have made significant progress against our ‘radical’ strategic principle during 2020/21. Whilst the COVID-19 pandemic has presented significant challenges it has also allowed us to demonstrate our worth in helping society respond to the crisis.

#### COVID-19 Infection Survey and Wider Support

The onset of the pandemic brought significant additional activity during the period. We have needed to rise to this challenge working with our partners and colleagues from across government and the devolved administrations. Our work in introducing and then operating the COVID-19 Infection Survey (CIS) is the most obvious example of how ONS has aided in the UK’s response. The survey, which was stood up within 10 days of inception at the outset of the pandemic, began with a sample size of 10,000 households in England, growing to become the largest community-based study assessing COVID-19 with over 150,000 households taking part each fortnight across the four nations of the United Kingdom. The operation has continued at this level from October to date.

In the first wave of the pandemic, critical death registration data enabled government to understand the impacts in domestic settings and hospitals. This data also provided vital information on factors that increased the risk of death including age, sex, levels of deprivation and occupation, providing relative risks for everyone in the UK.

As the year has progressed ONS has developed ancillary, wider studies and analysis that continue to help in the fight against COVID-19. This includes a significantly enhanced Opinions and Lifestyle Survey (OPN) which assesses the effectiveness of non-pharmaceutical interventions (such as the use of face coverings and social distancing) providing insights into a wide range of areas of social policy from home-schooling to holiday plans, mental health and wellbeing to personal finances and most recently covering attitudes towards vaccinations; and a focused Schools Infection Survey that targets analysis on educational institutions. We have delivered and analysed several bespoke surveys on specific groups of interest commissioned through No.10, the Department for Health and Social Care and other central government departments. Whilst not exhaustive the list includes students, the over 80s, the clinically extremely vulnerable, test and trace cases and contacts, international arrivals and samples of residents in UK cities.

Based on the key questions of policy makers, the survey protocols, ethical approval, questionnaires and operations have been developed rapidly alongside partners across government, academia and the private sector. The results, data and analysis are used widely to inform the public; government and policy making including through the Scientific Advisory Group for Emergencies (SAGE) committee; used to drive decision making such as that related to tiering; and have featured prominently at the government press briefings in the four nations.

On the economy, we have radically expanded our weekly faster indicators release, making use of rapid response surveys, novel data sources, and experimental methods to bring together real-time insights. In order to further meet the need for real-time data, we have published experimental data on the number of payroll employees from HM Revenue and Customs' (HMRC's) Pay As You Earn (PAYE) Real Time Information (RTI) and weekly estimates of Adzuna job vacancies that provide up-to-date insight on the Labour Market. Working with HMRC colleagues we have developed the use of PAYE Real Time Information (RTI) data so it now measures employment patterns two to three weeks after the relevant pay period. This monthly publication is becoming the main measure for explaining employment patterns during these uncertain times.

In the lead up to the end of the EU Exit transition period, we produced new publications on how the UK trades with the rest of the world. This included

insights into trade in goods and services by business characteristics as well as developing models and obtaining new indicators to strengthen our analysis and understanding of movements in trade data.

This integral role in aiding government decision making has enabled ONS to be at the very centre of the data and analytical landscape in the UK – where it needs to be. Through our data capability function we have continued to provide timely access to data, technology, modern data science techniques and methodology to support our own work and that of the wider Government Statistical Service and Government more generally.

## **Integrated Data Programme**

While much of our work has rightly focused on the national COVID-19 response, ONS continues to make progress against its other plans in relation to the radical strategic principle. We are a leading delivery partner in the cross-Government, Integrated Data Programme (IDP), to build a comprehensive data service, underpinned by a secure and trusted infrastructure. This will enable Government to make best use of its data assets and support in unlocking the potential of linked data, building up data standards and tools. The IDP will accelerate our progress in data sharing and analysis and provide a model that is fit for purpose to tackle the Government priorities now and in the future; one of the key ambitions of the National Data Strategy. We have achieved critical milestones in this programme during the year including developing the first phases of the technical, data and methodological infrastructure; initial Analytical Lighthouse Projects; production of two outline business cases and a full business case – the latter submitted to HM Treasury in March 2021 seeking the continuation of the Programme through to 2024/25 and beyond.

Through the early phases of IDP the initial series of Analytical Lighthouse Projects have been designed to provide policymakers with evidence and analyses to support major policy initiatives such as Net Zero and the most recent publication on understanding towns in England and Wales – helping policy makers and the public address and understand the Levelling-Up agenda. The COVID-19 risk factors Analytical Lighthouse Project has created a secure unique linked data resource that combines Census, healthcare and death registration data. This has enabled fast production of essential insights into health inequalities to inform government priorities for shielding and lockdown measures. These initial Lighthouse Projects provide practical benefits and examples of how the IDP will operate in the future.

## **Data ethics and architecture**

The establishment of the UKSA Centre for Applied Data Ethics in the period continues to support our strategic ambition of being a recognised leader in the application of data ethics. Work continues to ensure that the statistical and research communities can be radical, ambitious and sustainable in how we use data, whilst ensuring that this remains ethically appropriate.

Our leadership role in government Data Architecture has been enhanced with the cross-government data architecture community (GDAC) growing to 165 members from UK Government, the Devolved Administrations and public sector organisations.

In summary the key area of focus for us in 2020/21 in achieving the cross-cutting analysis and integrated data strategic aim has been in relation to the UK's response to the COVID-19 pandemic. If we stand back from this context however, we can see that we have made significant progress in terms of working together with other colleagues across government in providing the analysis and data that society needs to address the issues of the day – an ongoing and evolving legacy. We have made great strides in boosting the capacity and capability across the wider statistical community which we will continue to build on over the life of our strategy.

### **Ambitious**

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

Statistical production and analysis are not mutually exclusive – in fact they are intertwined with analysis serving to provide additional value to the statistics that are produced. It is important to bear this in mind when assessing this performance report across our two key strategic principles – ‘radical’ and ‘ambitious’ – the production of statistics and their analysis cannot and should not be disaggregated.

#### **Guidance and capability building**

Over the last year, the ONS supported the Government Statistical Service (GSS) in aiding the COVID-19 response, producing extensive guidance, training and dedicated expert advice on effective use and communication of data. This included leading a team at the Cabinet Office to support the COVID-19 national press conferences, developing new data pipelines and a wide range of visualisations to ensure that decision makers and the

public had access to trusted, accessible information. Further to this the Government Data Quality Hub was established which sets direction and provides support for improving data quality across government. The Hub has published a well received Data Quality Framework for government.

The Data Science Campus has maintained its integral work, partnering with teams in ONS, UK Government and working inclusively internationally to help deliver the UKSA Strategy; whilst ensuring we provide global leadership in data science. The National Data Strategy set a target of training 500 analysts across the public sector in data science by 2021. The Campus has exceeded this target, with 681 analysts across the public sector having been trained to use novel data science tools and techniques. The Campus has established the Data Science Graduate Programme to develop training options and further improve data skills. Apprentices and graduates have supported data science teams in the Campus's coronavirus response work, delivering insights to decision-makers at the highest level.

In addition, the Campus will be taking the lead in expanding the Data Masterclass for Senior Leaders in partnership with Number 10's Data Science team as senior leaders across government become increasingly reliant on data to inform critical decisions. A Data Science Accelerator mentoring programme in partnership with Government Digital Service (GDS) is underway and has supported over 250 data science projects across Government to date, with mentors and participants from across the Analysis Function.

## **Statistics in support of the pandemic response**

As stated, the COVID-19 pandemic has significantly impacted and served as the context under which all our ongoing activity and programmes have operated in 2020/21 – work through our economic statistics programme is no exception. Over the last year, COVID-19 has resulted in unprecedented changes in how the UK's economy has operated and performed. The ONS has kept up with that change of pace onboarding new data sources, implementing innovative, fast paced surveys and adapting its methodology to ensure we can continue to accurately measure its change.

The Business Impact of Coronavirus Survey (BICS) was launched early in the pandemic as a fortnightly release to provide critical evidence of the impact to businesses. We have conducted 750,000 surveys through BICS in addition to the circa 1 million standard business surveys. Using data from BICS we have informed some of the most important decisions by providing analyses on furloughing, international trade and business expectations over time.

Our insights into Public Sector Finances data have kept pace as the Government rolled out around 50 separate schemes to support the economy. This has included delivering fast-paced, conceptually ground-breaking work to measure changes in public sector output – particularly in education and healthcare – placing the UK at the forefront of efforts to measure the impact of the pandemic on public services in near real time.

While much attention has been drawn to the COVID-19 response, the production and development of our suite of core Economic Statistics has continued at pace. This has seen the publication of work into experimental GDP estimates using double deflation methods, which have been recognised as international best practice. We will be fully incorporating these world leading methods into our GDP estimates from September 2021. We also published the Natural Capital accounts, providing estimates of the financial and societal value of nature and resources to people in the UK.

January 2021 saw the first published data from our new Funded Occupational Pension Schemes survey, which provides more timely, granular data on this vital area that highlights how individuals are planning for their future and the impact this could have on national finances.

## **Census 2021**

The financial year 2020/21 was the critical year in preparing for Census 2021 with Census Day on 21 March 2021. Census 2021 is the core strategic deliverable of the wider ONS Census and Data Collection Transformation Programme; focusing on transforming the population and social statistics system to produce data that reflects everyone in society. Census 2021 is the first Census where completion will be made primarily through an electronic questionnaire, allowing the public to complete online at a scale never before seen. By March 2021 the creation of an in-house digital cloud infrastructure successfully delivered this first online Census, enabling 30 million respondents to access their Census survey online. This has resulted in phenomenal online take up rates (at just under 90 per cent at the time of writing) including over five million responses processed on one day.

To ensure we achieve our target response rates the programme has been supported by a field force which peaked at circa 20,000 additional staff through the busiest weeks of the Census data collection exercise. The scale of the Census activity across a very short time period in the wider context of a pandemic highlights how significant an achievement this exercise has been.

Various data sets, such as council tax data from over 95 per cent of local authorities, have been used to quality assure the Census responses – maintaining the digital theme. There is still the requirement to provide a

physical presence however with Census operations having had to adjust to ensure the field based activities are carried out safely and securely in light of COVID-19 restrictions, which has involved regular testing of Census field staff and adapting to meet the needs of the public. Subsequently, part of the Census 2021 campaign was amended to reassure the public of the safety measures that were being taken to ensure both public and field staff safety.

Using the lessons learned as we have progressed in our Census planning, research has continued to support recommendations the National Statistician will make in 2023 on the future of the Census. The recommendations will cover the measures necessary to support the transformed system and will be shaped through consultation and engagement with a broad range of audiences.

## Survey development

We have continued our research during 2020/21 into the approach for delivering population, migration and household estimates based on administrative data sources which is an important factor as we consider the future of the Census. We have published research outputs on the ability to use administrative data (in some cases in conjunction with survey data) to provide estimates on: ethnicity at local authority level; overcrowding at sub-regional level; the number of rooms in housing stock; energy efficiency of housing in England and Wales; labour market status; commuting flows; and income statistics.

We have seen agility and innovation in data collection, data sharing and methods we have moved swiftly in establishing alternative methods for collecting data through 2020/21 driven by our inability to conduct standard face to face survey activity. Government statisticians have been at the forefront of providing a truly UK-wide perspective on prevalence through the CIS. With the support of the UK Government and each of the devolved administrations, data are supplied by the ONS to a shared design and processes, while allowing for survey adaptations to reflect the health requirements and guidelines in each nation. There has been rapid development of new statistics and analysis, and enhanced cross GSS collaboration involving all four nations.

Our achievements across both the Radical and Ambitious strategic principles with rapid development of new statistics and analysis would not have been possible without significant cross-government, cross GSS and collaborative working involving all four nations of the United Kingdom. Similarly, within the ONS our successes have only been possible due to the joint working of colleagues across the organization. Without the technological platforms,



methodologies and architecture, dissemination capabilities and the work of our core functional support staff we would not have been able to make such significant progress against our strategic objectives.

## **Inclusive**

### **Building inclusivity into everything we do**

Through our strategy we aim to embed inclusivity as a concept across everything that we do. This section sets out the progress we have made in the period in embedding inclusivity into the way ONS operates as an organisation.

The pandemic has only served to magnify the impact that an individual's background can have on their lived experience. To understand these disparities, we have needed to ensure that the statistics we produce are fully inclusive in how they reflect the society that they serve.

### **Inclusive Data Taskforce**

In October 2020 we established the Inclusive Data Taskforce – an independent group of senior academics and civil society leaders with significant expertise across a range of equalities issues. The Taskforce has a UK wide remit, to provide recommendations on improving the UK's inclusive data holdings and infrastructure. The work of the Taskforce will reflect user needs from a broad range of stakeholders including central and local government, academics, civil society, think tanks and businesses. The first recommendations from the Taskforce are expected in 2021. The recommendations will form the basis of a programme of work to be taken forward across the Government Statistical Service.

### **Highlighting inclusivity issues**

More widely, there has been collaboration across the Government Statistical Service (GSS) to collect, analyse and publish economic statistics. Statisticians in the ONS, the Department for Work and Pensions (DWP) and HM Revenue and Customs (HMRC) have worked together on a new vision to improve the coherence of income and earnings statistics and provide the best insights possible.

The new local area child poverty statistics (CiLIF), jointly developed by DWP and HMRC, and published by DWP, replaced previous Official Statistics produced individually by both Departments. These statistics bring together data from across both Departments to give a coherent view of families' income from benefits, tax credits, and employment and provide insight on

child poverty in local communities. These integrated data are also being re-used to further enhance statistics across other themes such as migration and population.

## **Working with others**

Our Secure Research Service (SRS), has been a pivotal part of ONS's support to researchers from across sectors, enabling linkage and analysis of data to inform government interventions. In 2020, a total of 19 new datasets were made available to researchers through the SRS, thanks to investment from Administrative Data Research UK, including eight looking at the impacts of COVID-19. In all, 204 new pieces of analysis were approved.

ONS has developed a partnership with Health Data Research UK to develop the Government Office of Science National Core Study on Data and Connectivity. This partnership has enabled for the first time linkage of health and social datasets for use by researchers across the four nations of the UK as part of the ongoing research response to COVID-19. Most recently information on COVID-19 vaccinations has been approved for use in future research.

## **Inclusivity within UKSA**

Looking inwardly, at the outset of the pandemic, we ensured that we kept all our staff up to speed with developments publishing guidance on the regional impacts of the lockdowns, how the organisation could assist those with caring commitments and providing support for the significant numbers of our staff working from home. This engagement has continued with regular intranet updates, weekly all staff messages and monthly all staff calls with senior leaders where everyone has an opportunity to comment and raise questions or concerns.

Our Inclusion Strategy which aims to further develop and maintain an inclusive and diverse workforce and leadership was published early in the financial year. This longer-term plan sets out the ways in which we aim to embed inclusivity into our culture – in March we launched Inclusion Listening groups which set out to gain a deeper understanding of the issues facing our colleagues.

As part of the strategy, we have launched several programmes in 2020/21 including a leadership programme aimed at colleagues from minority ethnicities recognising that diversity through our leadership is paramount for our ongoing success.

Developing a wider sense of inclusion and 'togetherness' is vital from an individual and organisational perspective. In 2020/21 we have developed a mutual mentoring scheme which pairs colleagues from different roles

and areas across the organisation to work together to support each other's development. Colleagues new to the organisation have been grouped into specific induction cohorts helping to build a network from 'Day One' with each cohort being sponsored by a senior leader who acts as a touchpoint for the cohort in the first few months.

The wellbeing of all our colleagues has been a paramount concern particularly through the winter months with many local and centrally led initiatives introduced to try to help. Our Winter Wellbeing programme with nearly 700 participants is one such example. Our MIND Workplace Wellbeing Survey Index gave ONS a silver accreditation for 2020/21 which is a great achievement but shows that we can still improve.

Our people are the reason why we have been so successful in 2020/21 even though they have been faced with significant difficulties and challenges. They have remained engaged throughout which is evidenced through a significant uplift of 5% in our People Survey response rates and an overall engagement index score of 71% which is a record for ONS and an increase on 2019 of eight percentage points. The section of the survey that considers 'Inclusion' increased from 79% in 2019 to 85% in 2020.

We have achieved Working Families Index Top 30 'Employer of Choice' status during the year and have launched specific policies such as the new family leave framework to support our colleagues. Our Life Chances scheme went live in February 2021 with our first match starting in our organisation in March.

We recognise that there are always improvements that we can make to ensure that all our colleagues enjoy fulfilling careers and maximise their contribution to the achievement of our aims. Inclusion and diversity remain essential cornerstones of our strategy with our Inclusion Strategy and ancillary deliverables ensuring that our actions reflect our intent. We have made good progress particularly given the wider context in 2020/21 but recognise that this is very much the start of the journey.

## **Sustainable**

### **Building a sustainable and efficient business model**

As with the other strands of our strategy, the need to build an efficient, sustainable organisation to support delivery has been brought in to sharp

focus because of the pandemic. The pandemic has however introduced a set of circumstances which have – through necessity – facilitated longer term plans and re-emphasised the importance of our desire to keep pace with technological advancements to help drive value internally, across government and globally.

## **Building sustainability across the analysis function**

We have been rolling Reproducible Analytical Pipelines (RAP) out across the government Analysis Function, building capability through consultancy and mentoring, and supporting implementation with standards and guidance. Our RAP champions, are drawn from all major departments and professions, promoting good practice, running peer reviews, sharing what works, tackling blockers and building local capability. RAP deployments have achieved notable efficiencies and quality improvements in official statistics production in ONS, the Department for Digital, Culture, Media and Sport (DCMS), the Department for Education (DfE), the Department for Transport (DfT), DWP, the Ministry of Justice (MoJ), Public Health England (PHE) and the Department of Health and Social Care (DHSC) as we embed these new ways of working.

## **International sustainability and the environment**

We remain at the forefront of producing environmental statistics, such as measures of Natural Capital – including marine and woodland habitats, urban areas, and tourism and outdoor leisure – and engaging internationally to support development as well as work to go ‘beyond GDP’.

We continue to be a global leader in reporting on the Sustainable Development Goals (SDG), covering topics from renewable energy, through food insecurity, to non-formal education participation. We have worked with the US on an open-source web platform to disseminate SDG statistics. Five more countries have started using this free-to-reuse platform over the past year, along with two cities and regions now publishing using it with two more in development – all with direct or indirect ONS support.

When the pandemic halted ‘in-country’ training, we quickly adapted to virtual alternatives and developing materials such as a public ‘wiki’ quick start guide and YouTube video tutorials. These knowledge products support our partner countries internationally in maintaining and developing further their SDG reporting sites.

## **A Sustainable Business Model**

Work on the new cloud-based technology to support transformation continues and a user test/parallel run of Retail Sales Index using the Statistical Production Platform will start in Autumn 2021. This will be

the first ONS survey using this infrastructure and will provide many of the building blocks needed for future transformation of business and potentially social surveys.

We have made further progress in moving our surveys online with 45% business surveys fully online where users complete the surveys via their online accounts (annual impact of 1,080,011) as at the end of March 21.

In the overwhelming majority of cases our staff have been able to operate effectively from home throughout 2020/21 aided by the provision of tools and infrastructure. This included up-scaling our remote access service by over 500% at the outset of the pandemic – maintaining this level of service throughout. We have delivered over 6,000 pieces of office and IT equipment to our staff in the year. ONS successfully migrated to TEAMS for meetings in late 2020 with over 500 users operating on full TEAMS functionality by the end of the year. All staff will move to TEAMS telephony (with the exception of our contact centre) in early 2021/22 which offers significant functional benefits. Our previous Sharepoint live sites and data have been migrated to Microsoft 365 with staff being supported through the wider rollout of 365 products to ensure they are comfortable with the new features such as OneDrive and OneNote. This new functionality enables much wider collaborative working and centralized storage and archiving.

We are shortly due to publish our refreshed ONS Strategic Business Plan which is built on an integrated planning process reflected in our monthly governance reporting cycle. This enables us to monitor and manage the organisation more effectively and channel our use of resources more efficiently. As part of this planning cycle refresh, we have focused on our ongoing statistical and analytical priorities and the sustainability of our core enabling functions.

We initiated the Brilliant, Aligned and Sustainable Enabling (BASE) functions review to examine the coherence, alignment and focus of the enabling functions in the delivery of the UKSA Strategy and the business support they provide. This will be vital generally in maximising our potential to deliver for the public good and more specifically as we prepare for the anticipated Spending Review in Summer 2021. The recommendations from the review and ancillary activities flowing from them will help drive efficiency and effectiveness throughout the organisation.

Our Commercial function has heavily supported the organisation through the establishment of key COVID-19 contracts and has maintained its support for Census 2021 by managing the critical third-party service delivery contracts.

Our staff and suppliers have suffered no derogation in service in terms of payroll and payments which has required a movement from primarily paper based to digitised record keeping whilst we have been working remotely. We have initiated the Corporate Systems Improvement Programme (CSIP) focused on driving improvements in user experience and efficiency through process re-engineering, greater automation and corporate systems synergy. To date CSIP has delivered a new Purchase to Pay process and discoveries on new Strategic Workforce Planning, Risk and Programme Management solutions. CSIP is still in an early stage of development, but it is through this vehicle that we will primarily generate greater back-office efficiency over the coming years.

## Summary

2020/21 was the first year of our multi-year Strategy and strategic business plan. We have focused on building the foundations for our future work alongside delivering core strategic objectives which include initiating and operating the COVID-19 Infection Survey and ancillary work; the final preparations, communications and operations underpinning Census 2021; working through the initial phases of the Integrated Data Programme; continuing to transform our Economic and Public Policy statistics and analysis; and putting in place the building blocks for an inclusive and sustainable business model.

Our achievements over the year have required us to think collectively as 'One ONS'. The front-line successes have only been possible through the hard work of those involved in the process from end to end – survey collection, data ingest and processing through our data architecture and technical infrastructure, analysis and dissemination. All supported by our back-office functions – our procurement, human resource, finance and planning capabilities.

## Challenges we have faced

The introduction to this section and the assessment of performance has highlighted the significant impact the pandemic has had on our organisation both in terms of deliverables and in terms of the ways in which we have had to adjust the way we operate. We further assess the COVID-19 specific impacts in the sections below.

The EU Exit transition period ended on 31 December 2020. This event did not materially impact upon the operation of our organisation however we have re-focussed our efforts across our statistical and analytical areas to produce data and insights which will help the UK better understand the impacts of EU Exit.

Managing the implications of the one-year Spending Review 2020 (SR20) settlement has led to significant internal planning activity as we prepared for financial year 2021/22 and beyond. A one-year financial settlement has introduced additional planning needs which have to be considered alongside other planning assumptions as we prepare for the anticipated Spending Review in 2021 (SR21).

One significant challenge has been the need to balance the delivery of our core strategy with the urgent priorities and widespread impacts of the pandemic and other external factors. The cumulative impact of the combination of unprecedented events does however emphasise the scale of achievements during the year.

The Accountability Report in Chapter three provides additional and more detailed information around the specific risks that we face as an organisation and a summary of our key mitigations.

## **COVID-19 impacts**

The impacts of the pandemic can be summarised under two broad headings – how the organisation has assisted in the nation’s response to the pandemic; and how the pandemic has impacted upon us as an organisation including how we have interacted with our third-party suppliers.

### **Assisting the wider response to the pandemic**

The preceding paragraphs in this section of the report go into detail as to the role ONS has played in assisting in the UK’s response to the pandemic. This has however placed significant strain at times on our people and resources. Whilst we have managed to make good progress across our strategic aims there is no doubt that our work related to COVID-19 has needed to take precedence over most of our other plans where we have faced constraints.

### **Internal impact**

There have been significant impacts on the organisation, its staff and our ways of working as a direct result of the pandemic. These impacts have translated into reduced capacity at times stretching our resources. One of the positive aspects of this was our ability to effectively switch to an almost 100 per cent remote working organisation overnight. This is a testament to our ongoing investment in technology and infrastructure capabilities and the work of our IT services in the early stages of the first national lockdown. Some of the learning that we have taken from the unprecedented situation will enable us to radically transform the patterns and ways in which we work in the future as a legacy.

### **Third party relationships**

We have followed the central government guidelines set out at the beginning of the pandemic under the Procurement Policy Note 02/20 to support our third parties. All payments made have been in line with this guidance. No payment made has been material either individually or in aggregate.

### **Impacts on operational costs**

Costs for office equipment and further IT equipment (such as laptops and peripherals) have increased as expected in facilitating wholesale working from home. There have also been additional facilities management costs associated with ensuring our estate is kept safe for those who have needed to access our site for critical activity or more widely in line with the periodic lockdown easing.

Netting off this additional cost is a significant operational saving due to our inability to travel on official business either between our sites or elsewhere.

We have aided our staff – again in line with central government guidance from Cabinet Office – in terms of increased costs that our staff have incurred as a result of working at home. These costs have been minimal and cover re-imburement for office consumables and evidence-based claims for excess household expenditure (net of travel expense savings) up to a maximum of £26 per month.

Many of our staff have caring responsibilities which has presented them with significant difficulties throughout the year as lockdown restrictions have impacted schools amongst other things. To support our colleagues, we introduced a special leave policy which allowed staff to work around their caring commitments or where this was impossible to claim special leave. There is no additional cost associated with this policy although overall workforce capacity at times has been significantly reduced – sometimes by up to an estimated 20 per cent. Conversely, given the demands on the organisation, colleagues have also needed to work for extended periods at times and annual leave take up this year has been significantly below what would have been expected under normal circumstances.

Where colleagues have not been able to work remotely given the nature of their responsibilities, we have looked to re-deploy staff to other areas of the business, other activities or in some instances made them available to work with other government departments. There have been periods however where some of our staff have been on extended special leave due to the impacts of COVID-19 restrictions on their normal working practices.

We have incurred significant additional costs associated with operating the COVID-19 Infection Survey, wider ancillary studies and the enhanced



Opinions and Lifestyle Survey. These major activities have been funded in their entirety through central government or other government departments.

### **Looking ahead**

Given the change in context since the strategic business plan was published, including the COVID-19 response and the one-year Spending Review settlement, we have carried out a more in-depth review of our future plans than would have normally been the case. This review started in December 2020 with the refreshed strategic business plan shortly due to be published. Our strategic principles remain the same although we have reviewed our strategic objectives, streamlining them to improve clarity and ensure clear accountability for their delivery at the most senior levels in the organisation.

Our businesses prioritisation framework has been refreshed to inform the development of the 2021/22 accountability framework objectives – the means by which senior leaders, and from their all staff, are given responsibility for deliverables. The 2021/22 business planning round involved numerous collaborative workshops to ensure that priorities were agreed, and cross-ONS dependencies were highlighted at an early stage in the planning cycle to support ‘enabling’ areas of ONS to develop practical schedules for delivery. With agreed priorities and a one-ONS plan in place, the business will also initiate quarterly reviews of the plan to ensure it continues to evolve with changing priorities.

The anticipated 2021 Spending Review (SR21) will establish multi-year budgets across government. The outcomes of SR21 will be factored into our next business plan refresh in readiness for 2022/23.

# Key Performance Indicators

The ONS strategic business plan set out a number of new Key Performance Indicators (KPIs) that would be used to monitor performance. The KPIs align to the four strategic principles of the UKSA strategy. This year, we have captured KPI metrics on the following aspects of performance:

## Radical

- The number and percentage of experimental Research and Development projects and innovative product developments ongoing within the Data Science Campus.
- The number of users of the Secure Research Service (SRS), and live projects on the SRS.
- The status of ONS data acquisition priorities.

## Ambitious

- Major errors and statistical breaches.
- Responses to our social and COVID-19 related surveys.

## Inclusive

- Data relating to the diversity of our workforce.
- Average scores from surveys on inclusion and fair treatment.
- Overall Civil Service People Survey Engagement scores.

## Sustainable

- Performance against our Greening government commitments.
- Total Full Time Equivalent across the business.
- Performance against our budgetary control totals.

As this is the first year operating under our new strategic business plan with new KPIs there are no comparators with prior years. We are also in the process of understanding the appropriate level of our targets for each KPI. Nevertheless, we feel that the suite of KPIs developed this year are more meaningful in terms of monitoring and managing the right metrics that align with the outcomes that we are seeking to achieve through our strategy.

Alongside the KPIs we also monitor performance against our enabling programmes milestones, with 92.6 per cent of all milestones scheduled in 2020/21 being achieved on time.

There are further KPIs that we intend to introduce during 2021/22 and the current set of metrics will continue to be refined. We will set out all additions and changes as we move through the current UKSA Strategic time period.

## Radical

Indicator	Target	Performance	Note
Data Science Campus research	30%	31% monthly average from September 2020	1
Secure Research Service number of users	3,076	4,075 users as at 31 March 2021	2
Secure Research Service number of projects	796	917 live projects as at 31 March 2021	3
Data Acquisition priorities		70% rated Green 'On track' or Complete	4

### Notes

- 1 - The number of experimental Research and Development and innovative product development projects is measured to reflect the level of research engagement with ONS. The monthly average since inception (September 2020) is 31%.
- 2 - Exceeded target by 32% - the purpose of the target is to provide a reflection on user engagement with ONS. The current target seeks to reflect year on year growth.
- 3 - Exceeded target by 15% - the purpose of the target is again to reflect user engagement with the ONS and similarly to monitor year on year growth.
- 4 - This KPI was established to provide an indication of how we are performing against a key enabler for this strategic driver. No target has been set for this KPI currently although significant progress has been made.

## Ambitious

Indicator	Target	Performance	Note
Major errors		10 errors reported in the year 2020/21 and corrected	5
Statistical breaches		11 statistical breaches reported in the year 2020/21 relating to time of publication	6
Social surveys		3,811 monthly responses for February Labour Force Survey Wave 1	7
COVID-19 Infection Survey	Within range 137,057 to 152,285	138,251 fortnightly distinct participants as at March 2021	8

### Notes to Ambitious table on page 38

- 5 – Errors and Breaches are two indicators measuring the quality of our outputs. The errors reported represent less than one per cent of our total statistical releases in the period. For context these errors are defined as those which, for example, could affect an important aspect of a release or lead a user to misinterpret the statistics. As set out in the Governance Statement we are improving our approach to managing quality risks and strengthening the assurance system that operates to manage them. All errors were swiftly corrected and communicated to users.
- 6 – A statistical breach is defined as when an organisation producing official statistics does not meet all standards outlined in the Code of Practice for Statistics. Breaches of the Code in respect of orderly release are the most commonly reported and represent all those that occurred this year. This includes any statistics being published one or more minutes later than required time. As set out in the Governance Statement we are improving our approach to managing quality risks and the assurance system that operates to manage them.
- 7 – Monthly responses are monitored to reflect the level of engagement with our key social surveys. We are yet to establish an appropriate target level for this KPI. During the period April 2020 to March 2021 the annual responses were 33,145 compared with 32,327 for the preceding 12 months which reflects an increase of 2.5%.
- 8 – Measures the number of distinct fortnightly participants under the COVID-19 Infection Survey. The target range is within 10% of 152,285 distinct fortnightly participants.

## Inclusive

Indicator	Target	Performance	Note
ONS staff diversity		16.9% of staff who declared a disability	9
ONS inclusive culture		85% positive responses to the Inclusion and Fair Treatment People Survey Question	10
ONS overall engagement		71% overall engagement score in the 2020 People Survey	11

### Notes

- 9 – 16.9% of our staff who responded declared a disability. Our overall response rate is 59%. We intend to widen the KPIs relating to the diversity of our staff during 2021/22.
- 10 – 2019 Civil Service People Survey question on Inclusion and Fair Treatment returned a 79% positive response. This figure was exceeded in the 2020 Survey by 6%.
- 11 – Overall engagement score increased by 5% from the 2019 Civil Service People Survey.

## Sustainable

Indicator	Target	Performance	Note
Greening government commitments	Achieve all 5 annual targets	5 out of 5 targets achieved	12
ONS staff levels		Staff increased by 729 compared to 2019/20	13
ONS financial position	Remain within key control totals	All financial control total targets met	14

### Notes

- 12 – Greening government commitment targets include paper purchased, water consumption, greenhouse gas (GHG) emissions, waste produced and domestic flights.
- 13 – Staff increases largely relate to the increase in activity associated with Census 2021; the COVID-19 Infection Survey and wider analysis; and the Integrated Data Programme.
- 14 – Control totals include Resource Departmental Expenditure Limit (DEL); Capital DEL; Depreciation; Annually Managed Expenditure; and Net Cash Requirement.

# Resources and organisation

## Planning and financial management

Our budgetary envelope for financial year 2020/21 was established through Spending Review 2019 (SR19). This fiscal event whilst originally planned as a multi-year financial settlement ultimately resulted in a restricted one-year exercise – with budgets based on 2019/20 levels. The Office for Statistics Regulation's (OSR's) budget forms part of the Authority's wider accounts and whilst it is not disclosed separately in this report, defined parameters are applied in internal reporting.

## Financial outcome

Total Departmental Expenditure Limit (DEL) for resource expenditure increased from £308.0m in 2019/20 to £458.9m in 2020/21. This figure is net of income and includes ring-fenced resource expenditure (depreciation). The increase reflects an uplift in funding received as we continued preparations for Census Day on 21 March 2021 and reflects additional in-year funding received and expenditure in relation to the Integrated Data Programme.

Taking the position gross of income receipts the expenditure figures increase to £338.3m in 2019/20 and £867.1m in 2020/21 respectively. It is important to make the distinction this year given the significant expansion of activity associated with the COVID-19 Infection Survey (CIS). This survey was funded through income received from the Department of Health and Social Care (DHSC).

Income as a result of CIS increased from £30.3m in 2019/20 to £408.2m in 2020/21. As stated, this increase is attributable to income received from DHSC.

Our Capital expenditure during the year increased to £12.5m from £6.8m in 2019/20. The capital expenditure is made up of £10.5m investment in development of assets and £2.0m 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).

## Financial management

We have continued to improve our internal business processes, raising financial awareness, providing expert advice and guidance and reporting key financial information through 2020/21. Our income and expenditure have increased significantly as a result of the COVID-19 Infection Survey (CIS) and wider studies, Census 2021 and the Integrated Data Programme.

The scale of the financial management of third-party contracts, reporting expenditure to other government departments and support for ONS business cases is of particular note within the period.

We have successfully managed our financial control totals for the year – which given the increased scale and complexity is a notable achievement. We have likewise complied with all HM Treasury expenditure control approvals processes, submitted a further Spending Review (SR2020) response and managed the standard annual fiscal events within the required timescales. Given the nature of our funding sources and operations in 20/21 particularly in relation to the pandemic – we have needed to assist other government department colleagues in navigating their own internal governance, providing financial information and reporting expenditure including variance analysis.

There were no specific efficiency targets set by the organisation or included within the HM Treasury budgetary settlement for financial year 2020/21. However, we have operated within core budgets that were frozen at 2019/20 levels in the 2019 Spending Review with the organisation having absorbed the impacts of cost inflation incurred during the year. We have been able to re-purpose cost savings associated with decreased travel during the pandemic to meet increased costs associated with the pandemic – increased analysis associated with the UK response; increased cleaning and other safety measures across our estate; increased requirement for office equipment and IT to support working at home – without the need to call on central government emergency funding.

Our key strategic programmes have delivered their planned objectives during the year significantly under budget. We have delivered all planned activity under the Census Data Collection Transformation Programme with a net £31.9m saving against the budget for 2020/21. This achievement is made even more remarkable by virtue of the increased costs the programme has faced in keeping our significant field force of more than 20,000 (at its peak) safe as they have undertaken their duties. The COVID-19 Infection Survey (CIS) has been delivered as planned with a saving of circa £103m against the original funding envelope. We have also finalised the Economic Statistics Transformation Programme during the year – delivering 94% of the planned benefits.

Spending Review 2020 (SR20) similarly resulted in a one-year settlement for financial year 2021/22 based on budgets agreed for 2020/21. Again, no specific efficiency targets were set out as part of the settlement. However, and as set out previously in this document we are in the process of developing a longer-term efficiency framework and targets, identifying areas where we can achieve sustained cost savings in preparation for Spending Review 2021 (SR21).

## People capability

The Authority launched its five-year strategic plan in August 2020. Our People Plan is built and aligned to this and states that inclusion, adaptive leadership and continuous learning are key elements for the future of the organisation. The plan underpins our approach to entry talent, development of our employees (with a strong focus on those who may face barriers to promotion) and leadership development. This Plan recognises the importance of ensuring everyone that works with us is given access to the appropriate development and building skills capability to be the best they can be. We want the Authority to be an inclusive and brilliant place to work.

The Authority is committed to the development of the professional skills and capabilities of all its people, which it supports through a blended learning approach. It is important that individuals can develop a lasting and fulfilling career through the Authority, supporting both attraction and retention of high calibre employees. We are working towards building career pathways in all our professions that will help individuals to understand what they need to develop and help them access that development.

To develop and maintain an inclusive workforce, the Inclusion and Diversity plan was launched in 2020. To support this plan, the Learning Academy has developed workshops on topics such as improving working relationships, being inclusive while working remotely and interventions in the leadership space such as Women in Leadership, Ethnic Minorities in Leadership and mutual mentoring.

The Authority's approach to developing adaptive leaders, who understand the external environment, plan ahead, can flex and adjust, engender trust and inspire each other is through the adoption of an ambitious leadership programme. We are building and strengthening the leadership skills across the Authority through a range of learning interventions from Future & Senior Leaders Schemes; Leadership Development Pathways and New to Managing People in ONS. We continue to strengthen our approach to Talent Management with talent and career development boards held from SCS to Grade 7. Succession planning has been a key priority in 20/21.

The Authority continues to support the government's apprenticeship initiatives by identifying roles within the organisation that can be filled by an apprentice and for AO to EO roles are taking an "apprentice first" approach.

The Authority adopts a continuous learning approach, encouraging personal growth and allowing colleagues to harness each other's professional expertise. Working collaboratively across government we are building the skills of our professional staff by providing pathways for learning to support their continuous development.

Through our Learning Academy we provide learning and development opportunities that are created through learning needs analysis and a longer-term alignment with the strategic workforce plan to ensure employees' skills remain current and relevant.

In 2020 we have seen how important analytical skills are to the government and as an organisation we have provided learning to upskill our own analysts and those across government. This remains a key initiative as we go into 2021.



# Corporate responsibility

## Anti-corruption and anti-bribery measures

The Authority takes financial propriety very seriously. All senior leaders in the organisation – interpreted here as members of the Senior Civil Service – are required to sign a declaration of interests and confirm a statement on related parties. In addition, all members of the procurement profession who hold contractual delegation are also required to sign the declaration. The Commercial Assurance Group which makes recommendations on commercial agreements convenes once a month as part of the Authority's internal governance model.

Part of the standard agenda is a requirement of all members present to declare any specific interests in relation to any of the items for discussion at that meeting.

An ongoing register is maintained of all hospitality and gifts offered to Authority staff. All staff are 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 is periodically reviewed by the Authority Audit and Risk Assurance Committee to ensure adherence to policy. The last review took place in June 2021.

The Authority Counter Fraud Team maintains a Fraud, Bribery and Corruption policy which is made available to all staff via the internal intranet. The counter-fraud team has not identified any material fraud for the period.

## Other information in the public interest

### Responding to Members of the Public

There have been zero complaints in 2020/21 (2019/20 zero) that have been escalated to the Parliamentary Ombudsmen. All complaints have been resolved internally.

### Whistleblowing arrangements

Making sure the Authority's staff feel able to come forward with concerns is important in ensuring effective governance and management across the Authority.

The Authority's Whistleblowing and Raising a Concern Policy encourages employees to raise concerns about wrongdoing, advises on the protection afforded to whistle blowers, and provides reassurance that concerns will be investigated responsibly and professionally. The Authority has also trained Nominated Officers in place who can be approached in relation to concerns. The policy and supporting guidance are accessible on the Authority's intranet.

## Respect for human rights

The Authority fully complies with the Human Rights Act 1998.

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

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

- exercise our statutory responsibilities in a fair, proportionate and accountable way, with due regard for principles of privacy and appropriate degrees of internal and external scrutiny
- work in a collaborative, transparent and fair manner with data suppliers, civil society and the general 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

## Sustainable development

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

Our Sustainable Development Policy states this will be met by:

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

## Environmental performance

The Government's Greening Commitments (GGC) have challenged us to reduce the environmental impact of our estate and operations. This section presents progress against KPIs and targets for reducing greenhouse gas emissions, such as carbon and waste, on a yearly basis. It is acknowledged the ONS estate has been severely impacted by the COVID-19 pandemic in many areas, but in terms of carbon reduction it has resulted in an additional performance of 31% compared to last year's figures. Comparing figures against the 2009/2010 baseline, the overall result is a 87% reduction in carbon for the year.

### Summary

Area	Baseline	Target	Reduction	Actual	Actual	Actual	Actual
	2009/10	2019/20	Target	2017/18	2018/19	2019/20	2020/21
Carbon (tonnes carbon dioxide)	9,952	4,976	50%	4,878*	4,361	4,072	1,250
Domestic business flights (km flown ,000)	573	390	30%*	708*	718	868	13
Waste (tonnes)	657*	438	13%	359*	306	319	101
Waste going to landfill sites (%)	19%	10%	53%	4%	3.3%	2.2%	1.6%
Paper A4 reams equivalent	57,109	28,554	50%	34,860*	28,930	27,115	22,425
Water consumption (cubic metres)	18,526	12,923	30%	15,037	16,724	17,614	9,022
Energy expenditure (£'000)	-	-	-	897	889	875	621
Water expenditure (£'000)	-	-	-	77.6	85	74	39

#### Note

\*Figures have been revised from those previously published. This is due to numbers being estimated in the 2017/18 Annual Report and the methodology used in estimating those figures undergoing improvements.

## **Reduce our emissions**

The Authority has been tasked with reducing the total carbon production by 50% from the 2009/10 baseline position. Overall, the Authority had reduced Carbon emissions by 59% during 2019/20 and reduced it 87% by 2020/21, mindful that a proportion of this figure was due to the impact of COVID-19 on estate operations.

The Greening Government Commitments (GGC) also challenges the Authority to reduce domestic flights by 30% by 2020/21. The Authority has a travel policy which mandates that the cheapest method of transport be employed for any journey, which could encourage domestic air travel between the South East, North East and Scotland and Northern Ireland. During 2019/20 an intervention project has been put in place to mitigate domestic flight use, however during 2020/21 the effect of COVID-19 meant most flights were not operating, resulting in an overall figure of 13,000 km by year end. It is noted that during 2021/22 a travel and subsistence policy review will be undertaken in light of the GGC targets.

Note: For 2021/22 onwards the GGC criteria and targets will be re-defined, and subsequently re-baselined against the 2017/18 period. This means that the information in the table above will not be comparable from 2021/22 onwards.

## **Improve our waste management**

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

The Authority has successfully reduced waste by 84% from the 2009/10 levels and tasked with reducing the amount of waste going to landfill to less than 10%, which currently stands at 1.6%.

The Authority has also reduced paper use by 61% compared to the 2009/10 baseline.

## **Water use**

In 2020/21, water consumption has been reduced by 51% based on 2009/10 baseline and as much as 49% between 2019/20 and 2020/21.

## **Sustainable procurement**

The Authority's standard Terms and Conditions requires all suppliers to comply with our Sustainable Development Policy, which includes, but is not limited to, the conservation of energy, water, wood, paper and other resources, a reduction in waste, the phasing out of the use of ozone

depleting substances and the minimisation of the release of greenhouse gases, volatile organic compounds and other substances damaging to health and the environment.

The Authority works with our supplier base to support this policy and to develop specifications and requirements that have sustainability at their heart. This includes, in the past year, the safe removal and disposal of IT equipment and the re-use of a number of the Authority's mobile devices with a supplier to support the capture of survey information.

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

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

## **Food and catering**

The provision of food and catering to colleagues and occupiers of the Authority's estate has been severely impacted by the COVID-19 Pandemic.

All catering services were stopped at the same time as all colleagues were asked to work from home. All catering providers staff were furloughed when the option became available and other employment opportunities sought to minimise the number of staff on full or partial furlough.

Our catering supplier has had to make five members of staff redundant as a result of the pandemic situation, but this was on a voluntary basis. The Authority was liable for all costs associated with this exercise.

At year end, a café providing basic refreshments to colleagues working at the Authority's offices is operational at both Titchfield and Newport. The Authority is now paying a subsidy to the catering supplier to provide this service and this is under regular review.

All contractors are required to adhere to our Sustainable Development Policy. During 2020/21 the Authority has continued to work with our supplier and their supply chain to remove consumer single use plastics (SUP), committing to a staged project with complete removal by 2021. Items removed include single use cups, plastic cutlery, single use sachets, containers and bottles across the estate's outlets. The pandemic has significantly reduced the catering provision across the Authority's Estate, but where additional safety measures are required in the café's that are operational, some SUP has filtered back into the service, but in very low quantities. The Authority will work with the catering providers to eradicate SUPs where possible during 2021/22, or when the pandemic is over and colleagues return to the offices.

### **Sustainable construction**

The Authority's refurbishment and construction works are designed and built with the objective of improving the performance of the estate, and in so doing contribute to achievement of Greening Government Commitments target. For example, the installation of LED light fittings as standard, low flow taps and grey water harvesting. 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 GBS.

### **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 of control in its Grounds Maintenance contract. Project work is currently underway to increase our biodiversity credentials through the installation of beehives at both Newport and Titchfield offices, along with a wildflower rooftop garden at Newport to increase local pollination opportunity.

### **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 adaption, is robust in the face of changing weather, extreme events and sea level rises from climate change.

## Sustainable governance and decision making

Our Sustainable Development Policy and Action Plan are embedded within our overall governance and decision making. Since 2017/18, when our Environmental Champions' Group was initiated, many improvement projects been identified, elevated and presented to senior management for approval. An example of these projects are:

- Removal of single use plastics across the estate, with a 98% success rate as at 31 Jan 20.
- A staff engagement project for World Environment Day (5 June), to improve recycling and plastic reduction.
- Installed and piloting electric vehicle charging points at Newport during 18/19, and Titchfield late 2019/20, now with 6 stations at our Newport site.
- Operating against ISO14001 Environmental Management System, as an organisation.

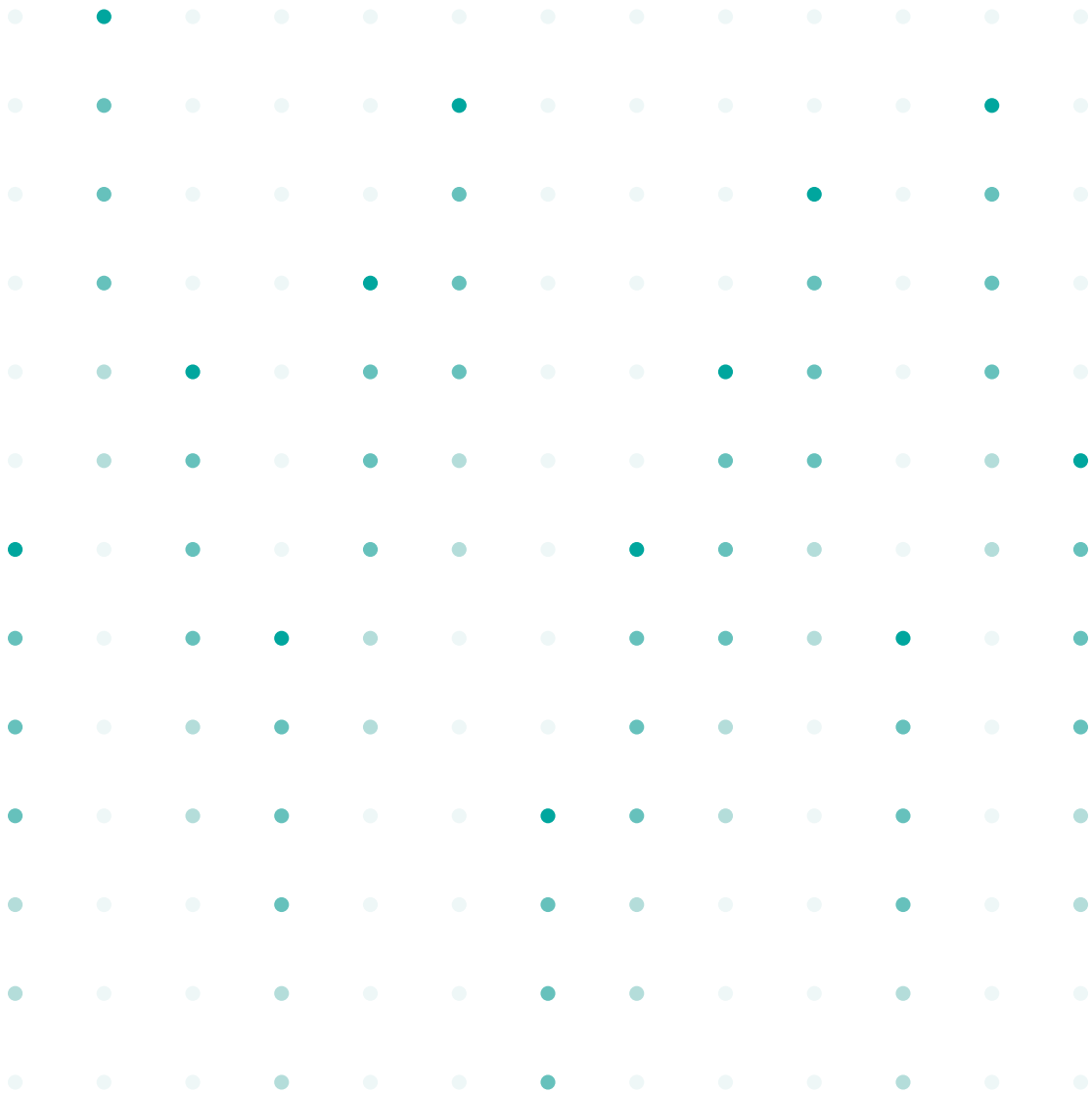
## Rural Proofing

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



### **Professor Sir Ian Diamond**

National Statistician  
UK Statistics Authority  
7 July 2021





# Statement of Accounting Officer's responsibilities

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

The accounts are prepared on an accruals basis and must give a true and fair view of the state of the 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 the 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 of the Authority 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.

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

# Governance statement

## Responsibilities

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. Our Governance Statement supports the description of our performance provided in the Annual Report (Chapter two) which sets out our strategy and the progress we have made towards delivery.

In line with commitments made by the Authority to the Public Administration and Constitutional Affairs Committee, I appointed Mr Ed Humpherson as an Additional Accounting Officer, with responsibility for the OSR budget, from 1 June 2020. The appointment was made in accordance with Section 5, subsection 8 of the Government Resources and Accounts Act 2000 and carries with it the responsibility for ensuring that resources approved by the UK Statistics Authority Board for the Office for Statistics Regulation are used for the purposes intended.

## Compliance with the Corporate Governance Code

I have assessed the Authority's compliance with the Corporate Governance in the Central Government Departments' Code of Good Practice 2017. The code focuses on governance arrangements for ministerial departments and there are elements, such as ministerial chairmanship of the Board (Section 1.1), which are not directly relevant to the Authority due to our statutory framework and status as a non-ministerial department. However, we comply with the spirit and principles of the code.

## Role of the Authority Board during 2020/21

The UK Statistics Authority Board (Authority Board) has the statutory objective of promoting and safeguarding the production and publication of official statistics that 'serve the public good'. In accordance with the 2007 Act, the Authority Board is comprised of a majority of non-executive directors (including a Chair) appointed through open competition, and three executive members, as set out in the 2020/21 Governance and Committees of the Board table.

The post of Chair of the UK Statistics Authority is a Crown appointment. Sir David Norgrove was appointed by HM The Queen 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 David took up his post on 1 April 2017 and his term of appointment will end on 31 March 2022.

## Governance and Committees of the Authority Board during 2020/21

During 2020/21 sub-committees, which supported the Authority Board in its work and reported to it, met as follows.

Committee	Chaired by	Purpose	Meetings
<b>Audit and Risk Assurance</b>	Ms Nora Nanayakkara	To support the Authority Board and the Authority's Accounting Officer in their responsibilities for risk management, control and governance.	Six
<b>Regulation Committee</b>	Professor Anne Trefethen	To help shape the regulation strategy and to oversee the programme of Assessment of sets of official statistics against the Code of Practice plus other work related to Assessment and regulation.	Five
<b>Remuneration Committee</b>	Sir David Norgrove	To determine 2019/20 performance bonuses for the members of the Senior Civil Service (SCS) employed by the Authority and to consider other staff pay issues.	Two

## Topics covered by each Committee

<b>Authority Board</b>	Strategy and Business planning; Census 2021; Integrated Data Programme; COVID-19 scenario planning; COVID-19 Infection Survey; Data Acquisition; Alternative Data Sources; EU Exit/transition; Retail Prices Index; Spending Review 2020; Inclusive Data Taskforce; System of National Accounts; Risk Appetite; Strategic risks; Board effectiveness; Statistical quality; People Plan and inclusivity.
<b>Audit and Risk Assurance Committee</b>	Annual Report and Accounts; Census and Data Collection Transformation Programme; COVID-19 Infection Survey; Committee effectiveness; Corporate Governance Assurance; Procurement; Security; External Audit; Finances: Internal Audits; Risk and Assurance (including risk management); HR; Statistical quality; Legacy uplift; Contract Management; Data Acquisition.
<b>Regulation Committee</b>	Annual Review of Casework; OSR Work Programme and Business Plan; Regulatory Strategy; Risk Interventions Policy; National Statistics Designation Review; Guidance on the processing of sex and gender data; Review of the approach to developing statistical models to award 2020 exam results; Compliance checks and Rapid Reviews; Assessments: Business Demography; Productivity; Census 2021; and Systemic Reviews: Defra User Engagement; Post 16 Education and Skills; Mental Health.; Statistical Leadership; Reproducible Analytical Pipelines.
<b>Remuneration Committee</b>	Senior Civil Service performance moderation (base pay and non-consolidated performance related award).

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

	Authority Board	Audit and Risk Assurance committee	Regulation Committee	Remuneration Committee
<b>Non-executive members</b>				
Sir David Norgrove Chair	11/11		5/5	2/2
Professor David Hand	11/11		5/5	
Ms Sian Jones Deputy Chair	10/11	4/6		2/2
Professor Sir David Spiegelhalter From 27 May 2020	10/10	5/6		
Professor Jonathan Haskel	8/11		4/5	
Richard Dobbs From 27 May 2020	10/10		4/5	
Ms Nora Nanayakkara	11/11	6/6		
Professor Ann Trefethen	9/11		5/5	2/2
Ms Helen Boaden	11/11		5/5	
<b>Executive members</b>				
Professor Sir Ian Diamond Chief Executive and National Statistician	11/11	6/6		2/2
Mr Ed Humpherson Director General for Regulation	11/11		5/5	
Ms Sam Beckett Deputy Chief Executive and Second Permanent Secretary From 10 September 2020	7/7			
Ms Francesca Kay Deputy National Statistician for Data Capability To 30 November 2020	4/4			

## Board effectiveness review

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

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

The outcome of the survey was discussed at the board meeting in July 2020. The responses indicated an improvement in the operation of the Board in a number of areas, including risk discussions and business planning; the support provided by the Secretariat and, the transition made to remote meetings. Members indicated that in the coming year, areas of focus should include Census 2021, Integrated Data Platform and COVID-19 Infection Survey.

Board minutes and papers are published on the UK Statistics Authority website at: <https://uksa.statisticsauthority.gov.uk/publications-list/?type=minutes-and-papers>

## Assurance over the quality of information

The Authority Board recognises the need to ensure it receives sound advice and information to enable informed decisions to be made.

The Secretariat works with teams to ensure the information provided is of a good quality, with a template used for committee papers, structured to ensure risks and resource implications are highlighted and to ensure sufficient engagement and challenge during discussions.

The structure and information contained in regular agenda items are reviewed annually as part of the board effectiveness review.

An Integrated Performance and Finance Report is provided to the Authority Board in each meeting to aid decision making and the Strategic Risk framework has been discussed throughout 2020/21. Overall, the Authority Board has been content with the quality of the data it is provided with during the year.

## Executive committees during 2020/21

I chair the National Statistics Executive Group (NSEG). The role of NSEG is to support the National Statistician in the exercise of my functions as the Head of the Government Statistical Service (GSS) and Analysis Function, and as Chief Executive of the UK Statistics Authority and ONS, so as to achieve the collective mission and strategic objectives of the official statistics system.

This group met on 12 occasions during 2020/21.

## Management of risk

**Summary:** During the last year, there has been significant investment in developing risk maturity. As we have continued to deliver through the impact of the COVID-19 pandemic, we have become smarter risk takers in the face of a changing risk profile, working with the risk appetite, and ensuring that we have robust action plans in place.

Developments in our risk framework has led to an injection of new talent and tools which has not only improved risk maturity but enabled the organisation to respond to risk in real time, supporting the prioritisation and delivery framework.

As we progress into 2021/22, the focus on quality risk management will continue to ensure that we reflect change across the external environment, and that we develop our assurance framework to support delivery.

## Risk management approach

Risk management is inherent in all of our activities and is considered throughout our planning and delivery to ensure that we operate within the boundaries of our risk appetite, as defined by the UKSA Board. This provides a framework through which we can assess and understand our risk profile but also the opportunities that we can take in order to achieve and accelerate on the ambitions of the Strategy.

To continue to mature risk management within ONS, significant investment has been made over the last 12 months to develop an integrated risk and assurance framework, building core capability and improving risk management at senior levels of the organisation. As this work has developed, we have seen the following improvements:

- a refined and owned set of strategic risks – (Figure 1)
- development of an ONS corporate risk profile
- governance structure aligned to the risk profile for oversight and challenge of strategic and corporate risks

- new risk reports that provides greater insight to Leadership and Management groups
- increased horizon scanning activities to identify emerging and evolving risks
- a developing assurance framework for strategic and corporate risk action plans

The Audit and Risk Assurance Committee (Committee) has responsibility for advising the Board on the effectiveness on the governance, risk management and system of internal control. Strategic risk status updates and progress against delivery of the revised integrated risk and assurance framework have been regularly provided to the Committee. An internal audit of risk management was undertaken in 2020/21 which validated the progress being made, particularly the improved sense of ownership from risk owners and effectiveness of the governance in overseeing the risk profile.

## UK Statistics Authority strategic risks

In the lead up to the publication of the strategy (2020), members of the Executive and Non-Executive Board developed a suite of strategic risks (Figure 1), reflecting the mid and longer-term challenges in delivering against the UK's evolving society and economy.

As we have continued to operate with these risks and against the backdrop of a significant upheaval following the COVID-19 pandemic, the risk profile has remained broadly static, with a greater focus being given to the mitigations to ensure that we can continue to keep pace with growing external demand whilst working towards the tolerances defined by our risk appetite. However, following the successful delivery of the Census and a steady state around our security, it is important we reflect on our risk profile and appetite as we move into the future.

The ability to keep pace continues to be a strategic risk for us, ensuring that the analytical priorities of our external stakeholders are well understood, and that we respond with agility in order to maximise the impact of the information we provide. This also leans to our infrastructure and the challenges faced in ensuring that the organisation is sufficiently responsive in meeting new or emerging demands and continuing on our core transformation. We recognise the challenge in developing and prioritising our resource to support this delivery and need to ensure that we continue to build strong relationships with Parliament and across government, forming partnerships that will enable us to meet our ambitions.



Figure 1: UK Statistics Authority strategic risks summary

Risks	
<b>Trust in official statistics, data and analysis</b>	<p>The external environment including: the political perspective; scepticism of the role of statistics in society; competition in the production; and ability to manage the views of our stakeholders – impact on the perception of the statistics system to society.</p> <p>This is mitigated by developing our understanding of the needs of key stakeholders, research and development programmes, development of the ONS website and reviewing the National Statistics classification system.</p>
<b>Inclusivity of approach</b>	<p>We have a responsibility to reflect society in everything that we do and ensure that the UK’s evidence base reflects all characteristics of society. There is a risk that our presentation of the economy and society is not sufficiently reflective of the UK.</p> <p>This is mitigated through our approach to collecting and bringing together inclusive data, the inclusivity of the Census in 2021, refresh of our economic statistics and Inclusive Data Taskforce.</p>
<b>Resources</b>	<p>The success of the strategy is dependent on our ability to attract the support of Parliament and the centre of government to obtain sufficient funding to deliver our ambitions. There is a risk that we are unable to secure sufficient financial backing to deliver the full scope of our activities. Current mitigations include our preparation for the Spending Review, efficiency programme, internal structure review and budget approvals.</p>
<b>People</b>	<p>The ability to attract, retain and develop an inclusive, motivated, and flexible workforce with the right capability is key to the delivery of the strategy.</p> <p>Key mitigations include the development of the pay business case, People Strategy, and Location Strategy.</p>
<b>Keeping pace with the needs of society</b>	<p>As we continue to deliver against the UK’s evolving society and economy in the context of our statistics, analysis, and data, it is critical that we can identify and respond to priorities at pace. If we do not act with agility, there is a risk that the relevance of our information diminishes, and we are unable to maintain and improve the organisation’s profile and value.</p> <p>This is mitigated through effective internal governance, demand management pipeline, business development, and building a flexible analytical resource.</p>
<b>Delivering and communicating quality</b>	<p>The use of a wider array of data sources has resulted in changes to the scope, nature and approach in the production of key statistics. There is a risk that if we do not streamline our statistical and quality assurance processes, as well as embed a cross-cutting analytical approach then confidence in the statistical system and the perception of its value will diminish.</p> <p>This is mitigated through our quality assurance framework, work of the Quality Committee and the Analysis and Evaluation Committee, in addition to engagement with the academic community and continued research and development.</p>
<b>Failure of Census</b>	<p>There is a risk that the Census will not deliver population estimates and wider analysis of UK society in 2021 and therefore fail to meet the expectations of key stakeholders.</p> <p>This is mitigated by our stakeholder engagement plan, internal and external assurance programmes and ensuring we have in place administrative data to support a parallel run alongside Census 2021.</p>
<b>Data breach</b>	<p>In order to deliver the strategy, we need to increase our access to data from administrative and survey sources. There is a risk that a major data or security breach in the ONS, or across the wider society, risks undermining confidence in our ability to manage data; and government support for our approach.</p> <p>This is mitigated by our security strategy, developing a security culture, replacing legacy technology, and ensuing security by design.</p>
<b>COVID-19 organisational impact</b>	<p>As well as the significant business disruption and challenges to our staff wellbeing, the Covid-19 outbreak has significantly increased stakeholder demand for data and analysis to provide the insight needed to manage the pandemic and support government decision making. There is a risk that we do not have the internal mechanisms in place to assess and prioritise new and existing demand through internal governance, as we respond to rapid requests from our key stakeholders in Parliament and across Government.</p> <p>This is mitigated through enhanced collaboration with Government partners, internal resourcing prioritisation processes, as well as a focus on building our analytical capabilities and analytical recruitment pipeline.</p>
<b>Collaboration across government</b>	<p>The cross-cutting elements of the strategy depend on collaboration across the GSS and Analysis Function. There is a risk that we are unable to establish a collaborative model and associated governance within ONS, GSS and Analysis Function, which will impact on our ability to deliver the cross-cutting analysis elements of the strategy.</p> <p>This is mitigated through the engagement across government, developing the Integrated Data Platform and coherence programmes across the GSS.</p>

## Data and security management

This has been an important year for security and data management with the COVID-19, Census 2021, Data Access Platform (DAP) and Integrated Data Platform (IDP) all being key priorities for both the Authority and wider Government.

The COVID-19 pandemic and the Authority's response have been major factors in our data security activity. While our work with other Government departments to acquire data continued, substantial work was performed in acquiring datasets from new sources to support COVID-19 analysis for the Government. The security of these new and existing sources of data has remained a top priority for the Authority.

The Authority's operational response to COVID-19 was heavily reliant on good security and this supported the move to remote working in accordance with Government directives. Significant changes were implemented to personal, physical and technology security which enabled us to appropriately manage the access and use of existing data to deliver our expected statistical outputs while extending analysis work into new areas.

There was rapid service development to underpin COVID-19 statistical response with security paramount as part of service design, especially in our work for Hotspots analysis, NHS-X infrastructure and the COVID-19 Infection Survey. We enabled these programmes of work to move ahead quickly, using secure methods, to inform the national response to COVID-19 while protecting the personal data within them, both internally and across third party suppliers.

The outcomes from the Census Rehearsal and implementation for Census 2021 has played a substantial part in security and information delivery through the review period. Working across 28 internal and external workstreams, we have ensured secure data journeys for citizen's Census submissions through the secure design and development of platforms and services. In addition, we obtained independent assurance of the security being implemented through a detailed third-party review, which concluded that the Authority had a comprehensive security programme in place designed to reduce the risk of compromise to the delivery of Census 2021 and citizen data.

The overall security of our systems, in particular our key data management environment, the Data Access Platform (DAP), remains critical. During the year this extended to include the embedding security of our security into the Integrated Data Programme (IDP), a new platform approach for the secure sharing and use of Government data for analysis and research. Transforming security with DAP and IDP using modern techniques and

technology supports the Authority and wider Government transformation of statistics, and our ongoing success. Though risks remain in our ability to use administrative data in support of Census 2021 and in the delivery of key outputs, we are making progress in this area, particularly with tax data from Her Majesty's Revenue and Customs (HMRC) and national insurance data from the Department for Work and Pensions (DWP). We are also balancing the use of administrative data with our established surveys.

Our support to the Digital Economy Act continues through the security assessment of potential data processors under Act and Code of Practice. Maintaining high levels of security protection for public data used in research is a key requirement for the Authority. Our experts have assessed organisations for accreditation this year to ensure strong security controls are in place to host and process data, with the Research Accreditation Panel making a determination on the formal accreditation. In addition, several annual assessments have been performed on accredited organisations to ensure that their security environment remains strong, with appropriate improvements being implemented.

Public confidence and support for the provision of data is critical, including the acceptability of legislation such as the Digital Economy Act. We recognise that a data or cyber breach in the management of data could impact this significantly. To support our approach to managing these areas, we have made significant investment in protective technology, monitoring services and vulnerability testing together with staff training and development. This has included extensive engagement with the National Cyber Security Centre and with key Government department security teams. Enhanced security training is now a mandatory requirement for all staff, with substantial effort being put into behavioral security to provide staff with the awareness needed so they play a stronger part in the defence of the Authority.

During this period, we drew to a close our three-year security strategy. This has successfully transformed our security and embedded it at higher levels within the heart of the Authority, enabling the Authority to deliver its objectives in a safe and secure environment. It has also built a stronger team, with the technical skills required to meet the Authority's business needs and aspirations. We are moving rapidly to utilising commodity cloud services, and consuming data and services from very complex environments, and other third parties, that will be expertly assured to safeguard the security of the Authority's data and services.

## Information management

Management of the Authority's documents and records throughout their lifecycle, and according to information legislation, continues to be a priority. In 2018/19, we rolled out a new document management system enabling greater functionality for the storage and sharing of operational information. Migration to an upgraded version of the system took place during 2020/21. The document management system has been supported by a new document and records management policy which has been revised to allow for ongoing management of personal data in the upgraded system in support of compliance and accountability with data protection legislation.

With significant levels of confidential data collected and acquired for use in official statistics, information management and confidentiality are critical considerations where people, processes and systems interface with the external world. Staff working in some parts of the Authority have access to a range of business and personal data to produce high quality, accurate statistics. There is a recognised, strong cultural understanding that information must be handled lawfully, accurately and securely, supported by strong legal, technological and business processes.

We continue to make available a range of documents that describe how the Authority looks after and uses data for the public benefit. These include the strategic approach to data use; a comprehensive data management framework to describe how the Authority manages and governs data practices to ensure we protect the confidentiality and security of data we hold, and meet our legal obligations; a range of data management policies; and a transparent register of the data sources we acquire from other organisations that support the production of our statistics and research.

The data protection auditing and compliance monitoring service continues to report on all activities across the Authority from a data protection perspective, also supporting the work of the Data Protection Officer in providing guidance, training and awareness of data protection requirements.

I am required to report any significant breaches relating to personal data to the Information Commissioner's Office (ICO). There have been no such incidents during 2020/21.

## Developments in the control environment

During 2020/21 we made significant investment and improvements within the internal control environment. These include:

- embedding the revised governance framework and structure of the sub-committees below the National Statistician's Executive Group, placing the strategic objectives and risks at its core to provide robust oversight and challenge
- developing the risk and assurance capability across the organisation to strengthen its lines of defence across key risk areas- with a particular focus on statistical quality and our strategic programmes
- developing the oversight of organisational management, with strengthened governance and an integrated approach to reporting on progress against our strategic business plan, objectives, risks and finances
- building a responsive and flexible Internal Audit function to meet the evolving assurance needs and the risks of the organisation

These developments have provided organisational stability to manage the ongoing and changing demands placed upon us. We will continue to invest in this area to maintain the confidence and integrity of our internal control framework.

A revised Governance Assurance Statement, signed by each of our Directors was developed this year to ensure and maintain focus on core areas of internal control, including; People; Risk; Governance; Security; Statistical Quality; Portfolio Management; Commercial and Finance Management, and has confirmed the adequacy of the control environment operating each of their respective areas.

## Whistleblowing arrangements

Making sure the Authority's staff feel able to come forward with concerns is important in ensuring effective governance and management across the Authority.

The Authority's Whistleblowing and Raising a Concern Policy encourages employees to raise concerns about wrongdoing, advises on the protection afforded to whistle blowers, and provides reassurance that concerns will be investigated responsibly and professionally. The Authority has also trained Nominated Officers in place who can be approached in relation to concerns. The policy and supporting guidance are accessible on the Authority's intranet.

## Assurances from Internal Audit

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

## Opinion of the Head of Internal Audit

In my role as Head of Internal Audit (HIA), I am required to provide an overall opinion based on my professional judgement, which is supported by the outcomes of the 2020/21 Internal Audit Programme of work. However, my annual opinion also recognises the wider control and operating environment within the Authority, the level and extent of change, and the way in which the organisation is managing and responding to its key risks. The opinion I provide reflects the status of the risk, control and governance environment, based at the point in time in which the work was undertaken.

It is important to highlight that whilst the impact of Covid-19 has necessitated a change in focus across the organisation and the way in which the Internal Audit team have had to operate in the working environment, I can report that there has been no material impact on the delivery of the Internal Audit Programme. Regular updates have been provided to the Committee, ensuring an appropriate level of flexibility to enable internal audit delivery to best align with the changing priorities of the organisation and assurance needs.

Throughout the last 12 months, I can report that there has continued to be a strong level of engagement with Internal Audit across the Executive and with their respective teams. I have seen a good level of improvement in our follow up reporting (testing implementation of audit findings), which has consistently reported 'good' progress, and the management action tracking (management progress updates), in which I have seen minimal delays in the implementation of audit findings throughout this period.

Following the 2019/20 Limited opinion, there has been a significant investment made in developing governance and improving risk management maturity. This has been critical as the organisation has had to navigate through a rapidly changing risk landscape, against the backdrop of the evolving pandemic, delivery of the Census 2021, and a sub-optimal spending review. Under the leadership of the National Statistician, I have

observed an increased focus on managing risk, particularly at the senior level, with a desire to explore risk appetite in order to support strategy delivery.

The development in risk management has been underpinned by the revised governance, which holds a critical role in the oversight, challenge, and cross organisational management of ONS's risks. As a result, I have observed greater accountability and ownership of the risks at the strategic and corporate levels as well as a positive willingness in the business to develop their risk and assurance capability. Further work is required to ensure that risk is well embedded throughout all layers of the organisation. Indeed, there is a need to establish the link more firmly to second line assurance activities here, so that the organisation can more promptly respond to emerging issues. This forms a key part of the wider risk and assurance strategy for ONS, which will redress the balance of assurance across the three lines of defence.

Previous internal audit reports have reported a propensity to work in silos, existence of shadow capability, and a lack of ownership or accountability across key areas such as statistical quality, legacy recovery, IT disaster recovery and risk management. There are some clear improvements in this space, notably as a result of the governance refresh. In relation to the individual areas of concern raised in 2019/20, outside of risk management which has been addressed above, I have observed a good level of traction in developing the statistical quality assurance framework, disaster recovery capability and legacy recovery plans.

To ensure that the progress made in these areas is both sustainable and yielding the right outcomes, continued focus is required by the organisation to assure that risks are being addressed. The effectiveness of this focus will be evident from 2021/22.

With regard to other internal audit work delivered this year, despite some encouraging indications in risk and governance, there are some specific areas that still require focus. The audit and advisory work highlighted challenges around accountability and/or working together as one ONS. Whilst some improvements have already been made in response to the audits, the development of greater collective accountability at the senior management level, a common view of the priority outcomes for the organisation and a stronger consistent model for the supporting capability, will be critical to ensuring the continuing development of an integrated culture with a continued focus on the accountability of senior leadership for ONS.

Although there remains some work to do to ensure the continued momentum of engagement and improvements across all aspects

of risk, accountability and control, and governance, it is evident that the organisation has heavily invested in developing its maturity. The commitment and tone from the top of the organisation provides good indications that this will continue as we deliver over the next period.

Overall, my opinion on the framework of governance, risk management and controls is “moderate” for 2020/21 financial year.

## Opinion of the Chair of the Audit and Risk Assurance Committee

Based on the work of the Committee during the year and the assurance work carried out by the External and Internal Auditors, it is my opinion that the Authority’s governance and control framework is generally effective.

The Committee accepts the overall moderate opinion from the Head of Internal Audit, which reflects the work and effort across the organisation on joint working, achieving improved accountability and ownership of cross organisational risks. These developments were underpinned by the refreshed executive governance framework with risk management embedded at its core. This progress has been achieved as a result of the Accounting Officer’s commitment to deliver in the areas highlighted in last year’s report as requiring improvement and the Committee recognises the hard work and dedicated efforts that have underpinned a satisfactory control environment where the organisation’s strategic objectives can be well supported.

The Head of Internal Audit’s overall limited opinion of the last four years was based on three overarching issues: silo working, a lack of accountability, governance and ownership of cross organisational risks, which had persisted over the years. This year’s moderate opinion reflects the strong start and good progress that has been achieved in addressing these issues, particularly in the latter quarter of this year. The commitment of the Accounting Officer and the Senior Leadership Team to working as “One ONS” has been a key enabler of this progress. This new approach is at an early stage and it is critical that sustained effort is demonstrated over the coming period and beyond in order to continue to see the necessary progress in the control environment across the business. Promising progress has been made in the following three areas highlighted in 2019/20:

- strengthening risk and oversight functions
- developing the culture of ownership and accountability
- strengthening governance



In order to maintain this progress, it is vital that sustained efforts continue to be applied to maturing and embedding the early success achieved in these three areas over the forthcoming period, supported by internal audit.

## Overall conclusion

In conclusion, the UK Statistics Authority's approach to governance, risk management and control is generally effective. We have developed our approach across each of these areas during the year and I am pleased that this progress has been reflected in the assurance work that has been delivered during the year.

During 2021/22 we will continue to embed the improvements in our approach and focus on further developing our assurance activities to match the ambitions we have for the organisation and ensure that we keep pace with these activities.



**Professor Sir Ian Diamond**

Accounting Officer

7 July 2021

# Summary Financial Information

## Key Financial Outturns

The key financial outturns for 2020/21 are shown below:

Resources	2020/21 Estimate £'000	2020/21 Outturn £'000	Variance £'000
Departmental Expenditure Limit – Resource	501,381	458,851	42,530

The Authority has utilised 92 per cent 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. The Authority utilised 71 per cent of its non-ring fenced funding (Depreciation and Amortisation).

The under expenditure during the period relates primarily to a net underutilisation of the Census Data Collection Transformation Programme budget. This Programme remains on track to deliver against its objectives and as such the under expenditure is seen as a positive. The largest expenditure items remain staff costs and information technology. This is consistent with our business plan projections and our continuing Census activities.

The split between Census and Other Business Activities is provided in chapter four, note four on page 139. Census cost forecasts are assumptions based with variations managed through contingency budgets. Our longer term aim across core business activities is to continue to reduce expenditure in line with future cost savings plans.

## Departmental Expenditure Limit – Capital

	2020/21 Estimate £'000	2020/21 Outturn £'000	Variance £'000
Capital	13,500	12,525	975

The Authority has been able to utilize 93 per cent 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; invest in Census activities; ensure our buildings assets are safe and secure; and to ensure our estate reflects our changing requirements.

## Depreciation and Amortisation

	2020/21 Estimate £'000	2020/21 Outturn £'000	Variance £'000
Depreciation	10,699	7,603	3,096
Amortisation	5,600	3,976	1,624
<b>Total</b>	<b>16,299</b>	<b>11,579</b>	<b>4,720</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

	2020/21 Estimate £'000	2020/21 Outturn £'000	Variance £'000
Annually Managed Expenditure – Resource	22,300	9,971	12,329

The Annually Managed Expenditure saving is attributed to a reduction in provisions created during the period than that anticipated during the Estimate process. This is primarily related to the value of survey incentive vouchers issued to respondents, where the number redeemed and accrued for at 2020/21 year end exceeded expectations.

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 (page 76) and Civil Service Pensions (page 97) provide further information on the relevant schemes.

In accordance 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 17 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 108 to 114.

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

Audit fees charged in the accounts amount to £96,500 (2019/20 £93,000). There were no non-audit fees charged in 2020/21 (2019/20 £5,000).

## Core Tables

	2016/17 Outturn £'000	2017/18 Outturn £'000	2018/19 Outturn £'000	2019/20 Outturn £'000	2020/21 Outturn £'000	2021/22 Forecast £'000
<b>Resource DEL</b>						
Programme expenditure	206,930	249,775	280,124	307,999	458,851	517,685
<b>Total resource DEL</b>	<b>206,930</b>	<b>249,775</b>	<b>280,124</b>	<b>307,999</b>	<b>458,851</b>	<b>517,685</b>
<i>Of which:</i>						
Staff costs <sup>1</sup>	150,322	151,537	167,311	188,809	252,780	311,055
Purchases	67,819	106,460	116,592	135,652	602,696	883,431
Income	(29,445)	(29,565)	(25,493)	(30,311)	(408,204)	(693,100)
Current grants aboard (net)	-	-	-	-	-	-
Depreciation <sup>2</sup>	6,367	10,573	10,480	7,576	7,603	16,299
Amortisation	11,867	10,770	11,234	6,273	3,976	-
<b>Resource AME</b>						
Provisions	266	(4,663)	3,215	(787)	10,221	1,000
Utilised provisions	(1,124)	(719)	(765)	(1,078)	(250)	-
<b>Total resource AME</b>	<b>(858)</b>	<b>(5,382)</b>	<b>2,450</b>	<b>(1,865)</b>	<b>9,971</b>	<b>1,000</b>
<i>Of which:</i>						
Take up of provisions	365	499	3,215	2,348	10,791	1,000
Release of provision	(1,124)	(5,162)	-	(3,135)	(570)	-
Utilisation of Provisions	-	(719)	(765)	(1,078)	(250)	-
Other	(99)	-	-	-	-	-
<b>Total resource budget</b>	<b>206,072</b>	<b>244,393</b>	<b>282,574</b>	<b>306,134</b>	<b>468,822</b>	<b>518,685</b>
<i>Of which:</i>						
Depreciation and amortisation <sup>2</sup>	18,234	21,343	21,714	13,849	11,579	16,299
<b>Capital DEL</b>						
Programme expenditure	19,028	17,118	17,556	6,835	12,525	10,000
<b>Total capital DEL</b>	<b>19,028</b>	<b>17,118</b>	<b>17,556</b>	<b>6,835</b>	<b>12,525</b>	<b>10,000</b>
<i>Of which:</i>						
Purchase of assets	19,028	17,118	17,556	6,835	13,177	10,200
Capital Grants Received	-	-	-	-	(652)	(200)
Capital AME	-	-	-	-	-	-
<b>Total capital budget</b>	<b>19,028</b>	<b>17,118</b>	<b>17,556</b>	<b>6,835</b>	<b>12,525</b>	<b>10,000</b>
<b>Total departmental spending<sup>3</sup> Of which:<sup>4</sup></b>	<b>206,866</b>	<b>240,168</b>	<b>278,416</b>	<b>299,120</b>	<b>469,768</b>	<b>512,386</b>
Total DEL <sup>4</sup>	207,724	245,550	275,966	300,985	459,797	511,386
Total AME	(858)	(5,382)	2,450	(1,865)	9,971	1,000

## The Statistics Board Total departmental spending, 2016/17 to 2021/22

### Notes

1. £2,077,000 of staff costs associated with research and development have been analysed as capital expenditure in the Core Tables in accordance with European System of Accounts 2010 Assets and Liabilities (ESA10).
2. Includes impairments.
3. 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.
4. 2017/18 total departmental spending and DEL in the published accounts contained depreciation which has now been removed.

	2016/17 Outturn £'000	2017/18 Outturn £'000	2018/19 Outturn £'000	2019/20 Outturn £'000	2020/21 Outturn £'000	2021/22 Forecast £'000
<b>Assets of which:</b>						
Non-current assets	63	68	16	50	52	40
Current assets	19,663	21,451	21,878	24,723	132,310	66,213
<b>Intangible assets:</b>						
Software licences	4,842	2,798	2,539	1,892	1,570	1,402
In-house development and applications under construction	22,603	18,401	12,397	9,646	10,006	8,926
<b>Tangible assets:</b>						
Property plant and equipment	47,190	51,565	52,811	47,190	46,820	41,770
	<b>94,361</b>	<b>94,283</b>	<b>89,641</b>	<b>83,501</b>	<b>190,758</b>	<b>118,349</b>
Current liabilities	(38,040)	(33,185)	(44,281)	(46,212)	(163,265)	(98,154)
Non-current liabilities	(527)	(2,009)	(4,148)	(2,556)	(2,390)	(2,501)
<b>Capital employed</b>	<b>55,794</b>	<b>59,089</b>	<b>41,212</b>	<b>34,733</b>	<b>25,103</b>	<b>17,694</b>

### Note

Capital employed is a measure of the value of the assets that add to the Authority's ability to support its future business activities. It represents the Authority's investment in its continuing operation. The significant increase in the Authority's current assets and liabilities in 2020/21, is attributed to receivables and payables relating to the delivery of the COVID-19 Infection Survey.

### 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 95 per cent of transactions for the year ended 31 March 2021 (94 per cent in 2019/20). The performance is measured in accordance with HM Treasury guidelines.

In addition to the 30 days target we endeavor to pay small and medium sized enterprises within five days. We achieved payment in accordance with this policy in 82 per cent of transactions for the year, (83 per cent in 2019/20) compared to a target of 80 per cent.

## Directors' Report

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

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 53 to 68).

The Executive Directors of the UK Statistics Authority are set out in the Remuneration Report (pages 76 to 84).

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

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

Personal data related incidents are described in the Governance Statement (page 63).

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

The Authority continues to work with circa. 250 suppliers 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.

The segregation tool categorises contracts into 3 tiers: gold; silver; and bronze, where gold receives the highest level of input and scrutiny from commercial contract managers. Evenly allocated across both Census and Corporate requirements, gold contracts are considered key to delivering operational goals. Key Census suppliers have signed a Partnering Charter outlining the programme objectives, benefits of partnering and the partners duties. This year has also seen the introduction of additional key contracts through the COVID-19 Infection Survey.

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. Increased focus is now being placed on social value within a contract, with evaluation criteria being specifically designed to cater for its inclusion. With this, both the Authority's and wider Government contracts can continue to be increasingly beneficial for the local communities they serve.

The COVID-19 Infection Survey contract was originally let during a particularly trying and difficult period using emergency clauses of the Public Contracts Regulations. However, to drive value for the public purse, the Authority has worked closely with Cabinet Office to run a procurement for the successor to the existing contract. The outcome of which is expected early in financial year 2021/22. This procurement looks closely at the quality of a supplier's provision as well as social value elements mentioned previously.

The recently introduced Commercial Insights team play a leading role in monitoring supplier financial standing to support contract managers, as well as standardising process throughout the whole commercial cycle to improve supplier engagement. Engaging the market will continue to be key in driving value throughout the commercial cycle.



# 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. The Authority does not make payments-in-kind.

## Remuneration of Executive Directors for the UK Statistics Authority and the Office for National Statistics, 2020/21 and 2019/20 (audited)

Senior Directors	2020/21 Salary	2019/20 Salary	2020/21 Pension Benefits	2019/20 Pension Benefits	2020/21 Total	2019/20 Total
Name and Title	£'000	£'000	£'000	£'000	£'000	£'000
<b>Professor Sir Ian Diamond</b> National Statistician Statistics Authority Fixed- term contract 22 October 2019 to 31 March 2023 National Statistician Designate 6 August 2019 – 21 October 2019	160-165	80-85 (fte 160-165)	63	32	225-230	110-115
<b>Ms Sam Beckett</b> Second Permanent Secretary and Deputy Chief Executive Statistics Authority From 10 September 2020	80-85 (fte 150-155)	-	97	-	180-185	-
<b>Alison Pritchard</b> Deputy National Statistician for Data Capability From 1 October 2020	60-65 (fte 125-130)	-	77	-	135-140	-
<b>Jonathan Athow</b> Deputy National Statistician for Economic Statistics	125-130	120-125 + bonus 0-5	59	46	180-185	165-170
<b>Iain Bell</b> Deputy National Statistician for Population and Public Policy	125-130 + bonus 10-15	120-125	63	45	185-190	165-170
<b>Simon Sandford-Taylor</b> Director Digital Services and Technology	95-100	90-95	42	38	135-140	125-130
<b>Ed Humpherson</b> Director General for Regulation	150-155 + bonus 10-15	145-150	72	65	220-225	210-215
<b>Peter Benton</b> Director Population and Public Policy Operations	95-100	90-95	46	42	140-145	130-135
<b>Francesca Kay</b> Deputy National Statistician for Data Capability Left Authority 30 November 2020	80-85 (fte 120-125) + bonus 10-15	105-110 + bonus 10-15 Taxable expenses 5-10	32	44	110-115	145-150
<b>Tom Smith</b> Director of the Data Science Campus	135-140 Taxable expenses 0-5	130-135 Taxable expenses 15-20	53	52	185-190	180-185

<b>Senior Directors</b>	<b>2020/21 Salary</b>	<b>2019/20 Salary</b>	<b>2020/21 Pension Benefits</b>	<b>2019/20 Pension Benefits</b>	<b>2020/21 Total</b>	<b>2019/20 Total</b>
<b>Name and Title</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Sarah Henry</b> Director Methods, Data and Research	95-100 Taxable expenses 0-5	95-100 + bonus 0-5 Taxable expenses 10-15	39	38	135-140	130-135
<b>Emma Rourke</b> Director Health Analysis and Pandemic Insights	60-65 (fte 95-100) Taxable expenses 0-5 (fte 0-5)	40-45 (fte 95-100) Taxable expenses 0-5 (fte 0-5)	24	17	80-85	55-60
<b>Owen Brace</b> Director Communications and Digital Publishing	95-100	95-100	38	38	135-140	130-135
<b>Nick Bateson</b> Director Finance, Planning and Performance	120-125 + bonus 10-15	115-120 + bonus 10-15 Taxable expenses 1-5	54	46	175-180	160-165
<b>Elizabeth McKeown</b> Director Public Policy Analysis	95-100 + bonus 10-15	90-95 + bonus 5-10	45	56	140-145	145-150
<b>Philippa Bonay</b> Director People and Business Services	105-110 + bonus 0-5 Taxable expenses 0-5	105-110 + bonus 0-5 Taxable expenses 0-5	42	42	150-155	145-150
<b>Grant Fitzner</b> Chief Economist and Director Macroeconomic Statistics & Analysis	105-110	105-110	41	42	145-150	145-150
<b>Darren Morgan</b> Director of Economic Statistics Development From 1 May 2019	95-100	85-90 (fte 90-95)	47	42	140-145	125-130
<b>Nicola Tyson-Payne</b> Director Population and Public Policy Transformation From 15 July 2019	90-95 + bonus 10-15	60-65 (fte 90-95)	37	34	125-130	90-95
<b>Peter Stokes</b> Interim Director Integrated Data Programme From 14 December 2020	25-30 (fte 90-95)	-	40	-	65-70	-

#### Notes

John Pullinger left the Authority on 30 June 2019 and Heather Savory left the Authority on 30 November 2019, prior year remuneration for both was disclosed in the Authority's 2019/20 Annual Report and Accounts and not in the above note.

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

## Notes to the remuneration tables (current and previous Board members)

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

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.

### Salary

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

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

### Benefits in kind

None of the above received benefits in kind.

### Bonus payments

Bonuses are based on performance levels attained and are made as part of the appraisal process. They are determined by an individual's performance in the previous appraisal year, i.e. payments made in 2020/21 relate to performance outcomes in 2019/20 and the comparative bonuses reported for 2019/20 relate to performance in 2018/19.

## Remuneration of Non-Executive Directors of the UK Statistics Authority 2020/21 and 2019/20 (audited)

Senior Directors Name and Title	2020/21 Salary £'000	2019/20 Salary £'000
<b>Sir David Norgrove</b> Chair of UK Statistics Authority Fixed contract From 1 April 2017 to 31 March 2022	55-60	50-55
<b>Ms Sian Jones</b> Deputy Chair Fixed Contract From 12 December 2018 to 1 July 2024	30-35	30-35
<b>Mr Richard Dobbs</b> Non-Executive Director Fixed Contract From 27 May 2020 to 26 May 2023	10-15 (fte 15-20)	-
<b>Professor Sir David Spiegelhalter</b> Non-Executive Director Fixed Contract From 27 May 2020 to 26 May 2023	10-15 (fte 15-20)	-
<b>Professor David Hand OBE FBA</b> Non-Executive Director Fixed Contract From 1 April 2013 to 1 July 2021	15-20	10-15
<b>Professor Jonathan Haskel</b> Non-Executive Director Fixed Contract From 1 February 2016 to 31 January 2023	-	-
<b>Ms Nora Nanayakkara</b> Non-Executive Director Fixed Contract From 1 July 2016 to 1 July 2024	15-20	15-20
<b>Professor Anne Trefethen FBCS FREng</b> Non-Executive Director Fixed Contract From 7 June 2018 to 6 July 2022	15-20	15-20
<b>Ms Helen Boaden</b> Non-Executive Director Fixed Contract From 30 May 2019 to 31 May 2022	15-20	10-15

### Notes

Non-Executive Directors Professor Adrian Smith left the Authority on 31 March 2020 and Dr David Levy left the Authority on 31 May 2019. Prior year remuneration for both was disclosed in the Authority's 2019/20 Annual Report and Accounts and not in the above note.

Professor Sir Ian Diamond was non-executive director to 5 August 2019, between 6 August 2019 and 21 October 2019 he was appointed National Statistician Designate and then formally appointed National Statistician on 22 October 2019. His services as non-executive were provided free of charge.

In addition to the Non-Executive Directors of the UK Statistics Authority, Tim Watkinson and Julia Mundy have been appointed as Independent Non-Executive Directors in advisory roles to the Audit and Risk Assurance Committee. Professor Jonathan Haskel provides his services free of charge since September 2018.

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

The banded remuneration of the highest paid director in UKSA in the financial year 2020-21 was £165,000 - £170,000 (2019/20: £160,000 - £165,000). This was 5.67 times (2019/20: 5.50 times) the median remuneration of the workforce, which was £29,540 (2019:20 £29,540). The ratio has not changed significantly due to the August 2020 pay award not being implemented as at the time of reporting.

No employees received remuneration in excess of the highest-paid director in either 2020/21 or 2019/20. The lowest staff remuneration in 2020/21 was £18,041 (2019/20 £18,041). The mid-point of the banded remuneration of the highest paid director was £167,500 during 2020/21 (2019/20 £162,500).

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 median remuneration for 2020/21 is derived from the annualised remuneration of all staff as at 31 March 2021. Part time employees' payments are adjusted on a full-time basis.

## Pension benefits (audited)

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

Details of the Civil Service Pensions Scheme can be found on page 97.

Senior Directors	Real increase in pension and related lump sum at pension age	Accrued pension at age as at 31 March 2021 and related lump sum	Cash Equivalent Transfer Value at 31 March 2020	Cash Equivalent Transfer Value at 31 March 2021	Real Increase in Cash Equivalent Transfer Value
	£'000	£'000	£'000	£'000	£'000
<b>Professor Sir Ian Diamond</b> National Statistician Statistics Authority Fixed-term contract 22 October 2019 to 31 March 2023 National Statistician Designate 6 August 2019 – 21 October 2019	2.5-5	5-10	34	0	-13
<b>Ms Sam Beckett</b> Second Permanent Secretary and Deputy Chief Executive Statistics Authority From 10 September 2020	2.5-5 + lump sum of 7.5-10	65-70 + lump sum of 140-145	1,130	1,248	79

<b>Senior Directors</b>	<b>Real increase in pension and related lump sum at pension age</b>	<b>Accrued pension at pension age as at 31 March 2021 and related lump sum</b>	<b>Cash Equivalent Transfer Value at 31 March 2020</b>	<b>Cash Equivalent Transfer Value at 31 March 2021</b>	<b>Real Increase in Cash Equivalent Transfer Value</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Alison Pritchard</b> Deputy National Statistician for Data Capability From 1 October 2020	2.5-5	35-40	589	659	65
<b>Jonathan Athow</b> Deputy National Statistician for Economic Statistics	2.5-5	50-55	698	759	32
<b>Iain Bell</b> Deputy National Statistician for Population and Public Policy	2.5-5 + lump sum of 0-2.5	50-55 + lump sum of 100-105	765	834	37
<b>Simon Sandford-Taylor</b> Director Digital Services and Technology	0-2.5	25-30	336	376	22
<b>Ed Humpherson</b> Director General for Regulation	2.5-5 + lump sum of 0-2.5	70-75 + lump sum of 50-55	1,090	1,176	41
<b>Peter Benton</b> Director Population and Public Policy Operations	2.5-5 + lump sum of 0-2.5	35-40 + lump sum of 75-80	623	676	27
<b>Francesca Kay</b> Deputy National Statistician for Data Capability Left Authority 30 November 2020	0-2.5	45-50	625	680	19
<b>Tom Smith</b> Director Data Science Campus	2.5-5	10-15	114	154	27
<b>Sarah Henry</b> Director Methods, Data and Research	0-2.5	5-10	84	117	22
<b>Emma Rourke</b> Director Health Analysis and Pandemic Insights	0-2.5	5-10	66	84	12
<b>Owen Brace</b> Director Communications and Digital Publishing	0-2.5	15-20	178	209	16
<b>Nick Bateson</b> Director Finance, Planning and Performance	2.5-5 + lump sum of 0-2.5	35-40 + lump sum of 55-60	427	472	23

<b>Senior Directors</b>	<b>Real increase in pension and related lump sum at pension age</b>	<b>Accrued pension at pension age as at 31 March 2021 and related lump sum</b>	<b>Cash Equivalent Transfer Value at 31 March 2020</b>	<b>Cash Equivalent Transfer Value at 31 March 2021</b>	<b>Real Increase in Cash Equivalent Transfer Value</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Elizabeth McKeown</b> Director Public Policy Analysis	2.5-5 + lump sum of 0-2.5	25-30 + lump sum of 50-55	349	385	19
<b>Philippa Bonay</b> Director People and Business Services	2.5-5	15-20	171	206	20
<b>Grant Fitzner</b> Chief Economist and Director Macroeconomic Statistics & Analysis	0-2.5	5-10	93	132	28
<b>Darren Morgan</b> Director of Economic Statistics Development From 1 May 2019	2.5-5 + lump sum of 0-2.5	40-45 + lump sum of 85-90	578	684	27
<b>Nicola Tyson-Payne</b> Director Population and Public Policy Transformation From 15 July 2019	0-2.5	5-10	39	67	19
<b>Peter Stokes</b> Interim Director Integrated Data Programme From 14 December 2020	0-2.5 + lump sum of 2.5-5	25-30 + lump sum of 45-50	344	373	27

#### Notes

The posts held by the non-executive Directors of the UK Statistics Authority are non-pensionable. John Pullinger left the Authority on 30 June 2019 and Heather Savory left the Authority on 30 November 2019, prior year pension benefits for both was disclosed in the Authority's 2019/20 Annual Report and Accounts and not in the above note.

## 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 2020 and 31 March 2021.

	2020/21 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 off-payroll that have been deemed "board members, and/or, senior officials with significant financial responsibility", during the financial year.	-

### Other Information

#### Compensation for loss of office (audited)

No Director received compensation for loss of office during 2020/21.

#### 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)

	2020/21 Total FTE	Permanently employed FTE	Others FTE	2019/20 Total FTE
Objective statistical services	4,536	4,278	258	4,173
Census field staff	1,488	-	1,488	52
<b>Total</b>	<b>6,024</b>	<b>4,278</b>	<b>1,746</b>	<b>4,225</b>

#### Note

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

### Staff costs (audited)

	2020/21 Total £'000	Permanently employed staff £'000	Others £'000	2019/20 Total £'000
Statistical services staff costs	167,782	164,151	3,631	141,175
Census field staff costs	27,623	-	27,623	1,001
Social security costs	14,955	14,955	-	13,039
Census field staff social security costs	1,940	-	1,940	80
Other pension costs	40,118	40,118	-	34,953
Census field staff other pension costs	1,561	-	1,561	24
Tax and levies	753	753	-	711
Census tax and levies	125	-	125	5
<b>Total</b>	<b>254,857</b>	<b>219,977</b>	<b>34,880</b>	<b>190,988</b>
Less recoveries in respect of outward secondments	(310)	(310)	-	(350)
<b>Total net costs</b>	<b>254,547</b>	<b>219,667</b>	<b>34,880</b>	<b>190,638</b>

#### Notes

Statistical services staff costs include £2,077,000 of research and development costs which are analysed as capital expenditure in the Statement of Parliamentary Supply, SOPS1 and SOPS2.

## Capitalised staff costs (audited)

	2020/21 Cost £'000	FTE	2019/20 Cost £'000	FTE
Survey Data Collection (SDC)	1,198	33	1,316	50
Data Access Platform (DAP)	16	2	101	2
Clerical Matching	10	3	-	-
<b>Total</b>	<b>1,224</b>	<b>38</b>	<b>1,417</b>	<b>52</b>

### Notes

The 2020/21 salary figures reflect a net yearly movement of £3,442,000 accrued holiday and flexi pay, and PRP of £300,000.

In addition to the £254,857,000 reported total net costs £1,224,000 (2019/20 £1,417,000) of salary costs are categorised as capital expenditure and are not included in the Operating Cost Statement.

## Staff numbers as at 31 March 2021 (audited)

Contract Type	2020/21 Headcount	FTE	2019/20 Headcount	FTE
Permanent employment contract	5,198	4,615	4,667	4,044
Fixed term employment contract	341	334	169	164
Census Field (Fixed Term)	20,565	15,341	-	-
Paid secondment or loan in	9	9	8	8
<b>Total</b>	<b>26,113</b>	<b>20,299</b>	<b>4,844</b>	<b>4,216</b>

## Staff loaned as at 31 March 2021

Grade	2020/21		Total	2019/20
	<12 months	>12 months		Total
SCS1	1	-	1	-
Grade 6	-	1	1	1
Grade 7	2	-	2	5
SEO	2	-	2	2
SRO	2	-	2	-
<b>Total</b>	<b>7</b>	<b>1</b>	<b>8</b>	<b>8</b>

## Staff hosted as at 31 March 2021

Grade	2020/21		Total	2019/20
	<12 months	>12 months		Total
SCS 1	1	1	2	1
Grade 6	0	2	2	3
Grade 7	1	2	3	3
HEO	0	2	2	1
<b>Total</b>	<b>2</b>	<b>7</b>	<b>9</b>	<b>8</b>

Those less than 12 months to projected end date are considered short term assignments. The average duration of staff redeployments is less than 12 months. The cost of staff on short term loan is included in the staff costs above and chapter four, note three. All staff costs are programme costs.

## Staff turnover

	2018/19	2019/20	2020/21
Civil Service turnover	13%	13%	6%
Departmental turnover	15%	16%	9%

Civil Service turnover captures staff leaving the Civil Service as a whole and Departmental turnover captures staff leaving the Authority but remain in 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 2021

Contingent worker type	2020/21	2019/20
	Headcount	Headcount
Agency worker	235	92
Contractor	227	129
Consultant	30	26
Service worker	173	85
<b>Total</b>	<b>665</b>	<b>332</b>

## Staff composition as at 31 March 2021

	Headcount		FTE	
	Female	Male	Female	Male
AA/AO	832	628	587.0	447.3
EO	504	262	462.6	255.0
HEO	727	513	687.1	505.0
SEO	569	459	538.1	452.9
Grade 7	376	365	357.4	360.7
Grade 6	71	107	66.6	105.3
SCS Pay Band 1 (Deputy Director)	27	37	26.6	35.7
SCS Pay Band 2 (Director)	5	9	4.8	9.0
SCS Pay Band 3 (Director General)	1	3	1.0	3.0
Permanent Secretary	1	1	1.0	1.0
<b>Total</b>	<b>3,113</b>	<b>2,384</b>	<b>2,732.2</b>	<b>2,174.9</b>

### Note

51 employees (51 FTE) have not recorded their sex on our system and are not included in the Staff Composition table above. Full Headcount figure is 5548 and FTE 4958. The two Permanent Secretaries are Sir Ian Diamond and Sam Beckett.

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

SCS Pay Band	2020/21		2019/20	
	Headcount	FTE	Headcount	FTE
SCS Pay Band 1 (Deputy Director)	59	57	50	48
SCS Pay Band 2 (Director)	13	12	12	12
SCS Pay Band 3 (Director General)	4	4	4	4
Permanent Secretary	2	2	1	1
<b>Total</b>	<b>78</b>	<b>75</b>	<b>67</b>	<b>65</b>

## Off payroll engagements

The following table identifies all off-payroll engagements as at 31 March 2021 for more than £245 per day for a period longer than six months.

	<b>Number of existing engagements as at 31st March 2021</b>
Number of existing engagements as of 31 March 2021	177
<i>Of which:</i>	
Number that have existed for less than one year at the time of reporting	99
Number that have existed between one – two years at the time of reporting	48
Number that have existed between two – three years at the time of reporting	23
Number that have existed between three – four years at the time of reporting	6
Number that have existed for four years or more at the time of reporting	1

The following table details the total number of off-payroll engagements in excess of £245 per day for a period longer than six months (between the 1 April 2020 and 31 March 2021)

	<b>Number 2020/21</b>
Number of new engagements, or those that reached six months in duration, between 1 April 2020 and 31 March 2021	144
<i>Of which:</i>	
Number assessed as inside the scope of IR35	33
Number assessed as outside the scope of IR35	111
Number engaged directly (via PSC contracted to department) and are on the departmental payroll	-
Number of engagements reassessed for consistency/assurance purposes during the year	-
Number of engagements that saw a change to IR35 status following the consistency review	-

## Sickness absence

Average working days lost during 2020/21 is 4.3 (2019/20 was 7.7).

Sickness absence has reduced due to an increase in remote working since March 2020.

## Reporting compensations for employee Departures (audited)

Exit package cost band	Total number of compulsory redundancies agreed within the year		Total number of other departures agreed within the year		Total value of exit packages agreed within the year by cost band £'000	
	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20
< £10,000	-	-	-	24	-	150
£10,000 – £25,000	-	-	-	17	-	218
£25,000 – £50,000	-	-	-	2	-	62
£50,000 – £100,000	-	-	-	2	-	122
<b>Total number of exit packages by type (total cost)</b>	-	-	-	<b>45</b>	-	<b>552</b>

During the financial year 2020/21, there were no financial costs for voluntary exit schemes or redundancies (voluntary or compulsory). One voluntary redundancy case relating to the ESG Target Operating Mode, had a last day of service in June 2020, however the costs were attributed to financial year 2019/20 given acceptance of the offer was made in March of that financial year.

All exits within ONS that were not already agreed have been paused during the pandemic.

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

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

## Employee matters

### Employment, training and support for people with disabilities

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

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 achieved the highest-level accreditation Level 3 Disability Confident Leader status and offers an interview to all those who declare a disability and meet the minimum selection criteria.

The Authority's policies require that managers must consider and make workplace adjustments to enable an employee with a disability 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 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 a number of cross-government talent schemes that seek to attract staff 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 or long-term health condition who gains a place on the cross-government FLS.

### 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 £11.2m in 2019/20 to £6.0m in 2020/21 and expenditure on contractors increased from £13.0m in 2019/20 to £28.4m in 2020/21. Further information can be found in note four to the accounts.



Spend on consultancy and the need for temporary staff is largely dependent on the nature of projects being undertaken and the expertise required. During 2020-21 the Census took place which has contributed to an increase in temporary staff costs, increasing from £1.0m in 2019/20 to £27.6m in 2020/21, as disclosed in Note 3 to the accounts.

## **Workplace health, safety and welfare**

The Health and Safety framework of governance, risk management and control for the Authority was subject to an internal audit during this period. The audit concluded with substantial assurance given that appropriate arrangements are in place. Workplace Health and Safety performance is reviewed on an annual basis by the Departmental Health and Safety Committee. The Authority has an up-to-date Health and Safety Policy, which has been amended to ensure that it remains aligned to legislation and takes account of organisational changes. All necessary risk assessments, inspections, maintenance, cleaning and testing regimes were in place.

The Authority is especially aware that it needs to ensure it protects our Field Force against the Health and Safety risks they encounter outside the office environment and often working alone. Work to develop suitable and sufficient Health and Safety management arrangements for Census 2021 continued and were tested during the 2019 Census Rehearsal.

In terms of staff wellbeing, 61% of staff gave a positive response to the question "How satisfied are you with your life nowadays?". This is 9% lower than in 2019 but remains 2% higher than the score for the Civil Service as a whole. The four wellbeing questions from the Wellbeing Index in the People Survey ask about whole life experience, not just work (although work is a factor that contributes to whole life wellbeing). The downward trajectory of these wellbeing scores is unsurprising in the context of the COVID-19 pandemic and is in line with national wellbeing data published by the Office for National Statistics (which covers the period April 2019 to March 2020)<sup>1</sup>. Conscious of this challenging backdrop, we have made wellbeing part of our People Survey themes of focus to ensure that the wellbeing of our employees is a top priority. The comparison to wider Civil Service suggests our support and interventions have gone some way in minimising the negative impacts.

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<sup>1</sup> <https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/bulletins/measuringnationalwellbeing/april2019tomarch2020>

## Equality, diversity and inclusion overview

The Authority measures some of the most important issues that affect the public. To do this effectively it remains essential to embed inclusion and diversity in our organisation, making the most of our diverse talents to represent the communities we serve, and of which we are a part. As an employer and in our work, we ensure compliance with the Equality Act 2010 through the policies and infrastructure in place as set out below. Further information on our commitment to the Public Sector Equality Duty is available on the Authority's website. Workforce diversity data and the Authority's progress against targets can also be found on pages 95 to 96.

'Inclusive' is one of the four pillars of our Strategy. We aspire to be inclusive in both our approach to workforce and culture, and the design of data, statistics and analysis. This means ensuring our statistics and our workforce reflect the experiences of everyone in our society so that everyone counts and is counted, and no one is forgotten. Our strategy and business plan are supported by our people plan and inclusion and diversity plan. Our ambition is to build an inclusive culture in which everyone feels they belong, has a voice and can be themselves, and to build and sustain a diverse and representative workforce.

Our inclusion plan outlines our intentions 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.

## Equality, diversity and inclusion infrastructure

### Governance

The Governance for inclusion and diversity is through our People Committee, chaired by the Second Permanent Secretary. This is supported by an Inclusion and Diversity Steering Group that acts as a consultative forum on the Authority's work in this area. Progress on inclusion and diversity commitments is reviewed regularly through these groups.

## **Networks**

The Authority recognises the great value that employee diversity networks bring to improving our workplace and policies. There are nine recognised employee network groups in place, each with a senior leadership sponsor. Our champions, sponsors and network groups are active across the organisation and undertake initiatives such as celebratory events, learning workshops, sharing blogs, developing and publishing guidance and toolkits, identifying best practice, and linking with other government departments. The Authority engages regularly with the employee diversity networks on the development of our people policies and procedures.

## **Benchmarking and Collaborating**

We participate in external diversity benchmarking exercises to identify opportunities to further improve our policies and practices and develop our inclusive culture. The Authority has achieved the highest level of accreditation (Leader) through the Disability Confident Scheme, a Silver Award in the Mind Workplace Wellbeing Index and during 2020, we entered the Working Families Top 30 Employers List for the first time. We are committed to maintaining and improving our position in these benchmarks.

We work closely with other Government Departments and Cabinet Office to identify areas for collaboration and shared initiatives.

## **Measuring Progress**

Progress is measured through regular monitoring of workforce diversity data at both organisational level and within individual business areas via an interactive dashboard. Declaration rates are regularly monitored, and colleagues are actively encouraged to provide this information. We have achieved a significant increase in our declaration rates over the past year, progressing our goal to develop a stronger evidence base for action. In addition, we use the benchmarking data outlined above, insights from our employee networks and from the annual Civil Service People Survey to track progress on inclusion. The Civil Service People Survey provides a score for Inclusion and Fair Treatment. In 2020, the Authority's score was 85%, up from 79% in 2019. We build further insight through regular use of employee voice channels including pulse surveys, monthly polls, listening groups and engagement with our employee networks.

This year, we also benchmarked the inclusivity of our policies and processes against a set of Civil Service wide standards for inclusion and diversity. We will continue to work closely with the Cabinet Office to align our approach to measurement.

## Workforce diversity data and progress against targets as at 31 March 2021

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 84.4%. The following data is collated from those who have made a declaration.

UK Statistics Authority (all grades)	Mar-19	Mar-20	Mar-21
Females	55.7%	55.8%	56.7%
Ethnic minority groups	6.1%	6.0%	7.1%
Employees with disabilities	13.4%	15.4%	16.9%
LBGO*	4.5%	4.9%	5.4%

### Note

\*Lesbian, Gay, Bisexual and 'Other'

Senior Civil Service Measures (SCS)	Mar-19	Mar-20	Mar-21
Females in SCS Pay Band 2	35.3%	35.3%	35.0%
<b>All SCS</b>			
Female	34.4%	38.0%	40.5%
Ethnic minority groups	1.9%	6.7%	2.7%
Employees with disabilities	8.6%	13.2%	12.0%

Feeder grade measures	Mar-19	Mar-20	Mar-21
<b>Grade 6</b>			
Female	37.0%	39.1%	39.9%
Ethnic minority groups	0.8%	0.8%	2.5%
Employees with disability	7.9%	6.5%	7.9%
<b>Grade 7</b>			
Female	50.0%	50.1%	50.7%
Ethnic minority groups	5.2%	5.7%	5.0%
Employees with disability	7.7%	9.9%	11.0%

The Authority has a long-term ambition to be representative of the society we serve. We have set a headline workforce representation target to increase ethnic minority representation by one percentage point a year, with an ambition to reach 11% by 2025. The annual target has been achieved for March 2021. Efforts to increase the diversity of the applicant base for our vacancies and to minimise any bias within our recruitment and selection processes will continue to be a priority focus to ensure positive progress continues.

## Trade union facility time

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

The total number of employees who were trade union representatives during the year was 49. The time spent on trade union facility activity is analysed in the table below.

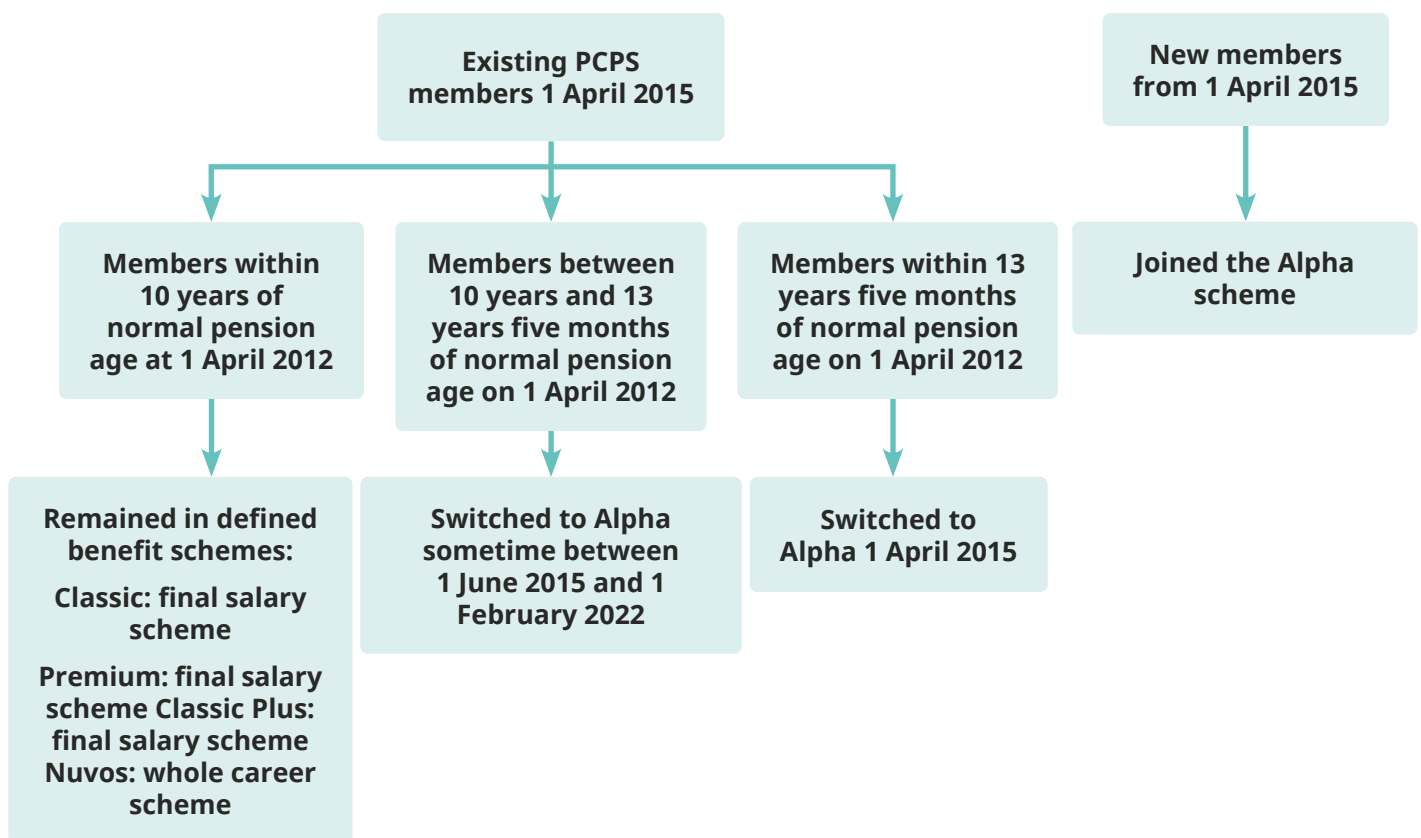
Percentage of time	2020/21	2019/20
	Number of employees	Number of employees
0%	-	10
1-50%	49	30
51%-99%	-	-
100%	-	-

The cost to the Authority of trade union facility time represents 0.04% of the pay bill of £254,857,000 (2019/20 0.04% of the pay bill £190,988,000). 9.5% (2019/20 8.5%) of the facility time was spent on paid trade union activities.

# Civil Service Pensions

Pension benefits are provided through the Civil Service pension arrangements.

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 with a normal pension age equal to the member’s State Pension Age (or 65 if higher). From that date all newly appointed civil servants and the majority of those already in service joined alpha. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: 3 providing benefits on a final salary basis (classic, premium or classic plus) with a normal pension age of 60; and one providing benefits on a whole career basis (nuvos) with a normal pension age of 65.



## Defined Benefit Schemes

The Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS) – known as “alpha” – are unfunded multi-employer defined benefit schemes but the Authority is unable to identify its share of the underlying assets and liabilities.

The scheme actuary valued the PCSPS as at 31 March 2016. You can find details in the resource accounts of the Cabinet Office: Civil Superannuation at the website <https://www.civilservicepensionscheme.org.uk/about-us/resource-accounts/>

Because the Government plans to remove discrimination identified by the courts in the way that the 2015 pension reforms were introduced for some members, it is expected that, in due course, eligible members with relevant service between 1 April 2015 and 31 March 2022 may be entitled to different pension benefits in relation to that period (and this may affect the Cash Equivalent Transfer Values shown in this report – see pages 81 to 83). All members who switch to alpha have 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 pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes.)

In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

Further details about the Civil Service pension arrangements can be found at the website [www.civilservicepensionscheme.org.uk](http://www.civilservicepensionscheme.org.uk)

Pensions payable under classic, premium, classic plus, nuvos and alpha are increased annually in line with pensions increase legislation. Details of each pension scheme and the differences between them are shown in the table below.

<b>Pension Scheme</b>	<b>Pension Age</b>	<b>Employee contributions (% of pensionable earnings)</b>	<b>Benefits accrual rate (for each year of service)</b>	<b>Lump sum (payable on retirement)</b>
<b>Classic</b>	60	4.6 – 8.05	1/80th pensionable earnings.	Three years initial pension.
<b>Classic+</b>	60	4.6 – 8.05	To 30 September 2002. 1/80th final pensionable earnings. Thereafter 1/60th.	To 30 September 2002. 3/80th final pensionable earnings. Thereafter optional.
<b>Premium</b>	60	4.6 – 8.05	1/60th pensionable earnings.	Optional
<b>Nuvos</b>	65	4.6 – 8.05	2.3% of pensionable earnings each scheme year.	Optional
<b>Alpha</b>	The higher of 65 or state pension age.	4.6 – 8.05	2.32% of pensionable earnings each scheme year.	Optional
<b>Now Alpha (previously classic)</b>	The higher of 65 or state pension age	4.6 – 8.05	2.32% of pensionable earnings each scheme year.	Optional

For 2020/21, employers' contributions of £39.8 million were payable to the PCSPS and CSOPS (2019/20 £34.8 million) at one of four rates on the range of 26.6% to 30.3% (2019/20 26.6% to 30.3%) of pensionable pay, based on salary bands.

More detail about the Remuneration Report, providing detail on the pension benefits for the members of the Executive Committee can be found on pages 81 to 83.



## Partnership Pension

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).

Employers' contributions of £374,000 (2019/20 £337,000) were paid to one or more of a panel of three approved stakeholder pension providers.

Contributions due to the partnership pension providers at the balance sheet date were £35,000 (2019/20 £29,000). Contributions prepaid for both 2020/21 and 2019/20 were nil.

Employers' contributions of £13,000 representing 0.5 per cent of pensionable pay (2019/20 £12,000 and 0.5 per cent) was payable to the PCSPS over the course of the year to cover the cost of centrally-provided risk benefit cover for employees.

Six members of staff (2019/20 seven members of staff) retired early on ill-health grounds.

# Statement of Parliamentary Supply

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

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

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

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

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

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

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

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 40, in the financial review section of the performance report. Further information on the Public Spending Framework and the reasons why budgeting rules are different to IFRS can also be found in chapter one 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 2020-21

All figures presented in £000's

Type of spend	SoPS Note	Outturn			Estimate			Outturn vs Estimate, saving/(excess)		Prior Year Outturn Total 2019-20
		Voted	Non-Voted	Total	Voted	Non-Voted	Total	Voted	Total	
<b>Departmental Expenditure Limit</b>										
Resource	1.1	458,851	-	458,851	501,381	-	501,381	42,530	42,530	307,999
Capital	1.2	12,525	-	12,525	13,500	-	13,500	975	975	6,835
<b>Total</b>		<b>471,376</b>	<b>-</b>	<b>471,376</b>	<b>514,881</b>	<b>-</b>	<b>514,881</b>	<b>43,505</b>	<b>43,505</b>	<b>314,834</b>
<b>Annually Managed Expenditure</b>										
Resource	1.1	9,971	-	9,971	22,300	-	22,300	12,329	12,329	(1,865)
Capital	1.2	-	-	-	-	-	-	-	-	-
<b>Total</b>		<b>9,971</b>	<b>-</b>	<b>9,971</b>	<b>22,300</b>	<b>-</b>	<b>22,300</b>	<b>12,329</b>	<b>12,329</b>	<b>(1,865)</b>
<b>Total Budget</b>										
Total Resource	1.1	468,822	-	468,822	523,681	-	523,681	54,859	54,859	306,134
Total Capital	1.2	12,525	-	12,525	13,500	-	13,500	975	975	6,835
<b>Total Budget Expenditure</b>		<b>481,347</b>	<b>-</b>	<b>481,347</b>	<b>537,181</b>	<b>-</b>	<b>537,181</b>	<b>55,834</b>	<b>55,834</b>	<b>312,969</b>
Non - Budget Expenditure	1.1	-	-	-	-	-	-	-	-	-
<b>Total Budget and Non Budget</b>		<b>481,347</b>	<b>-</b>	<b>481,347</b>	<b>537,181</b>	<b>-</b>	<b>537,181</b>	<b>55,834</b>	<b>55,834</b>	<b>312,969</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 2020/21 (audited)

All figures presented in £000's

Item	SoPS Note	Outturn	Estimate	Outturn vs Estimate, saving/(excess)	Prior Year Outturn Total 2019-20
Net cash requirement	3	460,376	498,582	38,206	302,387

### Notes

Although not a separate voted limit, any breach of the administration budget will also result in an excess vote. The Authority's net expenditure is classed as programme costs. There are no administration costs. Explanations of variances between estimates and outturn are given in the Management Commentary on pages 69 to 70. The notes on pages 104 to 107 form part of these accounts.

# Notes to the Parliamentary Supply, 2020/21 (£000's) (audited)

## SOPS 1 – Outturn detail by Estimate Line

For the period ending 31 March 2021

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

Type of spend (Resource)	Outturn Programme				Estimate			Outturn vs Estimate, saving/ (excess)	Prior Year Outturn Total, 2019-20
	Gross	Income	Net	Total	Total	Virements	Total inc Virements		
Spending in Departmental Expenditure Limit (DEL)									
Voted expenditure									
A. Programme Expenditure	867,055	(408,204)	458,851	458,851	501,381	-	501,381	42,530	307,999
Total voted DEL	867,055	(408,204)	458,851	458,851	501,381	-	501,381	42,530	307,999
<b>Total spending in DEL</b>	<b>867,055</b>	<b>(408,204)</b>	<b>458,851</b>	<b>458,851</b>	<b>501,381</b>	<b>-</b>	<b>501,381</b>	<b>42,530</b>	<b>307,999</b>
Spending in Annually Managed Expenditure (AME)									
Voted expenditure									
Utilised Provisions	9,971	-	9,971	9,971	22,300	-	22,300	12,329	(1,865)
Total voted AME	9,971	-	9,971	9,971	22,300	-	22,300	12,329	(1,865)
<b>Total spending in AME</b>	<b>9,971</b>	<b>-</b>	<b>9,971</b>	<b>9,971</b>	<b>22,300</b>	<b>-</b>	<b>22,300</b>	<b>12,329</b>	<b>(1,865)</b>
<b>Total resource</b>	<b>877,026</b>	<b>(408,204)</b>	<b>468,822</b>	<b>468,822</b>	<b>523,681</b>	<b>-</b>	<b>523,681</b>	<b>54,859</b>	<b>306,134</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

Type of spend (Capital)	Outturn			Estimate			Outturn vs Estimate, saving/ (excess)	Prior Year Outturn Total 2018-19
	Gross	Income	Net total	Total	Virements	Total inc virements		
Spending in Departmental Expenditure Limits (DEL)								
Voted expenditure								
A. Programme Expenditure	12,525	-	12,525	13,500	-	13,500	975	6,835
<b>Total voted DEL</b>	<b>12,525</b>	<b>-</b>	<b>12,525</b>	<b>13,500</b>	<b>-</b>	<b>13,500</b>	<b>975</b>	<b>6,835</b>
<b>Total spending in DEL</b>	<b>12,525</b>	<b>-</b>	<b>12,525</b>	<b>13,500</b>	<b>-</b>	<b>13,500</b>	<b>975</b>	<b>6,835</b>
Spending in Annually Managed Expenditure (AME)								
Voted expenditure	-	-	-	-	-	-	-	-
<b>Total voted AME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total spending in AME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total capital</b>	<b>12,525</b>	<b>-</b>	<b>12,525</b>	<b>13,500</b>	<b>-</b>	<b>13,500</b>	<b>975</b>	<b>6,835</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 are 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

Item	Reference	Outturn Total	Prior Year Outturn Total 2019-20
<b>Total resource outturn</b>	SOPS 1.1	468,822	306,134
<b>Add</b>			
Expenditure which meets the European Statement of Accounts 2015 definition of research and development: Staff Costs (permanent)		2,077	2,179
<b>Less</b>			
Capital Grants Received		(652)	-
<b>Total</b>		<b>1,425</b>	<b>2,179</b>
<b>Net operating expenditure in Consolidated Statement of Comprehensive Net Expenditure</b>	SOCNE	<b>470,247</b>	<b>308,313</b>

### Notes to SOPS 2 on page 105

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 are budgeted for as CDEL, but accounted for as income on the face of the SOCNE, and therefore function as a reconciling item between Resource and Net Operating Expenditure. £652,000 of capital grants were received from the Public Sector Decarbonisation Scheme and contributed towards capital projects at the Authority's estates.

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

For the period ending 31 March 2021

Item	Reference	Outturn Total	Estimate	Outturn vs Estimate, saving/ (excess)
Total Resource outturn	SOPS 1.1	468,822	523,681	54,859
Total Capital outturn	SOPS 1.2	12,525	13,500	975
Adjustments to remove non-cash items:				
Depreciation and amortisation	4	(11,579)	(16,299)	(4,720)
New provisions and adjustments to previous provisions	4	(10,221)	(23,300)	(13,079)
Other non-cash items	4	(97)	-	97
Adjustments to reflect movements in working balances:				
Increase/(decrease) in receivables	9	94,603	-	(94,603)
Increase/(decrease) in trade and other payables	11	(106,477)	-	106,477
Increase/(decrease) in other financial liabilities	14	(439)	-	439
Other movements in working capital not reflected in operating costs		12,989	-	(12,989)
Use of provisions	12	250	1,000	750
Total		(20,971)	(38,599)	(17,628)
<b>Net cash requirement</b>		<b>460,376</b>	<b>498,582</b>	<b>38,206</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 (audited)

### Special Payment and Losses

For the period ending 31 March 2021

	Number	2020/21 £'000	Number	2019/20 £'000
Ex-gratia claims	11	1	47	7

There are no individual cases of special payments or losses over £300,000 (2019/20: No cases) which need separate disclosure as required by Managing Public Money.

### Fees and Charges

The Authority is not subject to statutory fees and charges.

### 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.



#### Professor Sir Ian Diamond

Accounting Officer  
7 July 2021



# 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 UK Statistics Authority for the year ended 31 March 2021 under the Government Resources and Accounts Act 2000. The financial statements comprise: Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes, including the significant accounting policies. These financial statements have been prepared under the accounting policies set out within them. The financial reporting framework that has been applied in their preparation is applicable law and International Accounting Standards as interpreted by HM Treasury's Government Financial Reporting Manual.

I have also audited the Statement of Parliamentary Supply and the related notes, and the information in the Accountability Report that is described in that report as having been audited.

In my opinion, the financial statements:

- give a true and fair view of the state of the Department's affairs as at 31 March 2021 and of the Department's net operating 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 Parliamentary Supply properly presents the outturn against voted Parliamentary control totals for the year ended 31 March 2021 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 (ISAs) (UK), applicable law and Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate.

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

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

### **Conclusions relating to going concern**

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

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

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

The going concern basis of accounting for UK Statistics Authority is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it 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 parts of the Accountability Report described in that report as having been audited, the financial statements and my auditor's certificate 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. In connection with my audit of the financial statements, 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, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with HM Treasury directions made 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

### **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 or returns adequate for my audit have not been received from branches not visited by my staff
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records and returns
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual are not made
- I have not received all of the information and explanations I require for my audit
- 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:

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view

- internal controls as the Accounting Officer determines is necessary to enable the preparation of financial statement to be free from material misstatement, whether due to fraud or error
- 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 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.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included the following:

- Inquiring of management, the audited entity'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 relating to:
  - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance
  - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged 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 Government Resources and Accounts Act 2000 and the Supply and Appropriation (Main Estimates) Act 2020

- discussing among the engagement team and involving relevant internal and or external specialists, including property valuation and pensions, regarding how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, I identified potential for fraud in the following areas: revenue recognition, posting of unusual journals and completeness of expenses
- obtaining an understanding of UK Statistics Authority's framework of authority as well as other legal and regulatory frameworks that the UK Statistics Authority operates in, focusing on those laws and regulations that had a direct effect on 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 the Government Resources and Accounts Act 2000, Managing Public Money, General Data Protection Regulation, tax legislation, employment law and relevant statute pertaining to the delivery of services

In addition to the above, my procedures to respond to identified risks included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations discussed above
- enquiring of management, those charged with governance and the Audit and Risk Assurance Committee concerning actual and potential litigation and claims
- reading minutes of meetings of those charged with governance and the Board
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting 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
- using analytical procedures to identify any unusual or unexpected relationships
- inspecting transactions in the period prior to and following 31 March 2021 to verify revenue had been recognised in the correct accounting period

- inspecting transactions in the period prior to and following 31 March 2021 to verify expenditure had been recognised in the correct accounting period
- evaluating accruals posted as at 31 March 2021 and verifying accruals are appropriate and accurately recorded

I also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members including internal specialists and significant component audit teams 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.

I am required to obtain evidence sufficient to give reasonable assurance that the Statement of 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 also required to obtain evidence sufficient 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 that I identify during my audit.

## Report

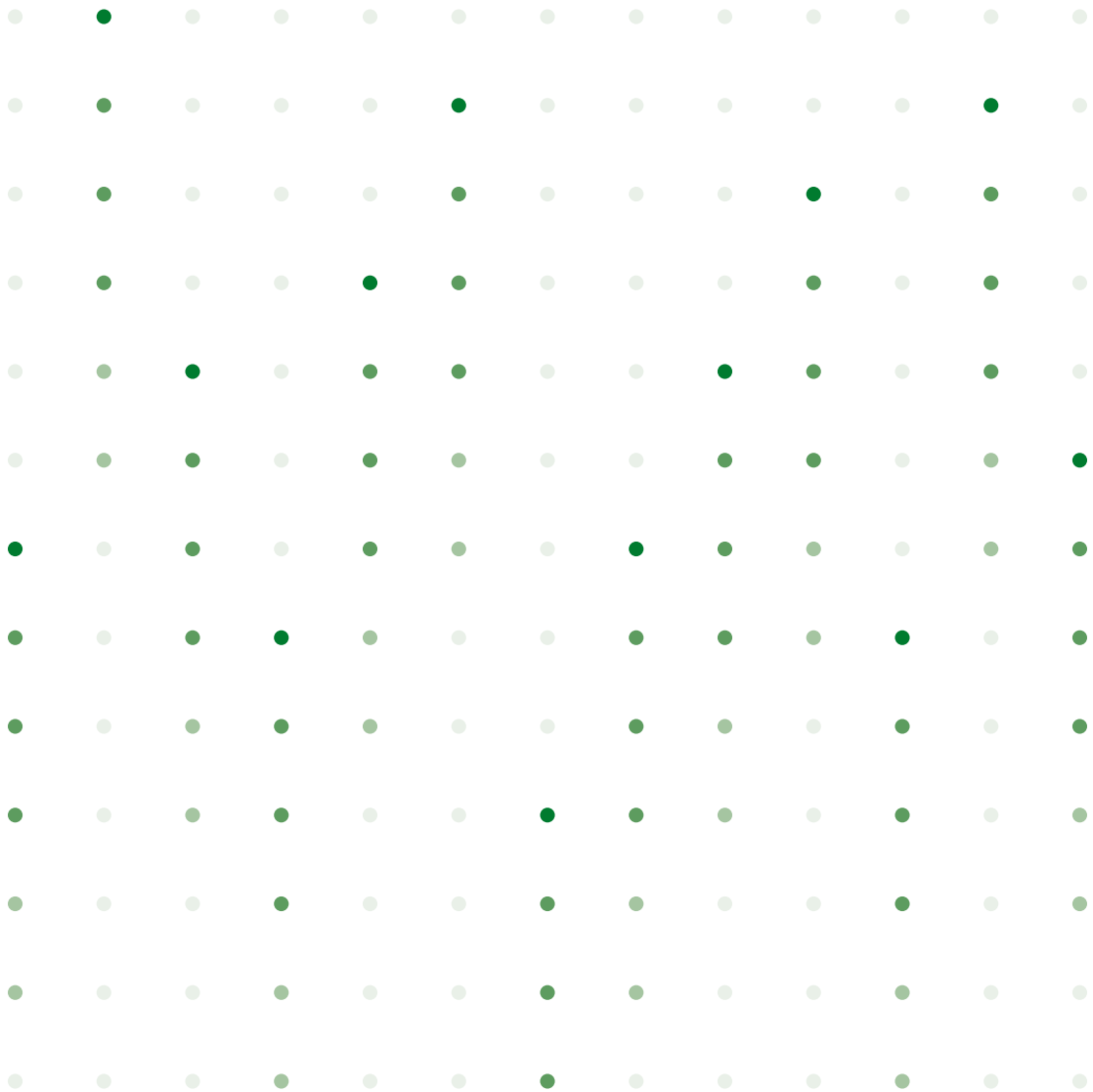
I have no observations to make on these financial statements.

### **Gareth Davies**

Comptroller and Auditor General  
National Audit Office

8 July 2021

157-197 Buckingham Palace Road  
Victoria  
London  
SW1W 9SP





# Statement of Comprehensive Net Expenditure

For the Year to 31 March 2021

	Note	2020/21 £'000	2019/20 £'000
Revenue from contracts with customers	5	(403,916)	(21,098)
Other operating income	5	(4,288)	(9,213)
Capital grants received	5	(652)	-
<b>Total operating income</b>		<b>(408,856)</b>	<b>(30,311)</b>
Staff costs	3	254,857	190,988
Purchase of goods and services	4	602,349	135,299
Depreciation and impairment charges	4	11,579	13,849
Provision expense	4	10,221	(787)
Other operating expenditure	4	97	(725)
<b>Total operating expenditure</b>		<b>879,103</b>	<b>338,624</b>
<b>Net operating expenditure</b>		<b>470,247</b>	<b>308,313</b>
<b>Net expenditure for the year</b>		<b>470,247</b>	<b>308,313</b>
Other comprehensive net expenditure			
Net (gain)/loss on revaluation of property, plant and equipment		(137)	53
Net (gain)/loss on revaluation of intangible assets		(8)	(231)
<b>Comprehensive net expenditure for the year</b>		<b>470,102</b>	<b>308,135</b>

## Notes

The notes on pages 120 to 154 form part of these accounts.

# Statement of Financial Position

as at 31 March 2021

	Note	2020/21 £'000	2019/20 £'000
<b>Non-current assets</b>			
Property, plant and equipment	6	46,820	47,190
Intangible assets	7	11,576	11,538
Financial assets	9	52	50
<b>Total non-current assets</b>		<b>58,448</b>	<b>58,778</b>
<b>Current assets</b>			
Trade and other receivables	9	85,762	5,398
Other current assets	9	25,282	11,045
Cash and cash equivalents	10	21,266	8,280
<b>Total current assets</b>		<b>132,310</b>	<b>24,723</b>
<b>Total assets</b>		<b>190,758</b>	<b>83,501</b>
<b>Current liabilities</b>			
Trade and other payables	11	(151,850)	(45,373)
Provisions	12	(11,304)	(839)
Other financial liabilities	14	(111)	-
<b>Total current liabilities</b>		<b>(163,265)</b>	<b>(46,212)</b>
<b>Total assets less current liabilities</b>		<b>27,493</b>	<b>37,289</b>
<b>Non-current liabilities</b>			
Provisions	12	(2,062)	(2,556)
Other financial liabilities	14	(328)	-
<b>Total non-current liabilities</b>		<b>(2,390)</b>	<b>(2,556)</b>
<b>Assets less liabilities</b>		<b>25,103</b>	<b>34,733</b>
<b>Taxpayers' equity and other reserves</b>			
General Fund		13,820	21,137
Revaluation Reserve		11,283	13,596
<b>Total equity</b>		<b>25,103</b>	<b>34,733</b>

## Notes

The notes on pages 120 to 154 form part of these accounts.



## Professor Sir Ian Diamond

Accounting Officer  
UK Statistics Authority  
7 July 2021

# Statement of Cash Flows

For the period ending 31 March 2021

	Note	2020/21 £'000	2019/20 £'000
<b>Cash flows from operating activities</b>			
Net operating expenditure		(470,247)	(308,313)
Adjustment for non-cash transactions	4	21,897	13,155
Decrease/(Increase) in trade and other receivables	9	(94,603)	5,104
(Decrease)/Increase in trade payables	11	106,477	2,204
Increase in other financial liabilities		439	-
Amounts due to the Consolidated Fund for Supply		(12,986)	(7,983)
Increase/(Decrease) in capital accruals relating to investing activities	6, 7	(250)	(944)
Change in working capital			
Use of provisions	12	(250)	(1,078)
Other movements in working capital		(2)	(197)
<b>Net cash (outflow)/inflow from operating activities</b>		<b>(449,525)</b>	<b>(298,052)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	6	(7,091)	(5,011)
Purchase of intangible assets	7	(4,009)	(2,644)
Proceeds from asset held for disposal		-	3,200
Increase/(Decrease) in capital accruals relating to investing activities	6, 7	250	944
<b>Net cash (outflow)/inflow from investing activities</b>		<b>(10,850)</b>	<b>(3,511)</b>
<b>Cash flows from financing activities</b>			
From the Consolidated Fund (Supply) – current year		473,361	309,546
<b>Net Financing</b>		<b>473,361</b>	<b>309,546</b>
Net increase/(decrease) in cash and cash equivalents in the period before adjustments from payments to the Consolidated Fund		12,986	7,983
<b>Net increase/(decrease) in cash and cash equivalents in the period after adjustment for receipts and payments to the Consolidated Fund</b>		<b>12,986</b>	<b>7,983</b>
<b>Cash and cash equivalents at the beginning of the period</b>		<b>8,280</b>	<b>297</b>
<b>Cash and cash equivalents at the end of the period</b>		<b>21,266</b>	<b>8,280</b>

## Notes

The notes on pages 120 to 154 form part of these accounts

# Statement of Changes in Taxpayers' Equity

For the period ending 31 March 2021

	Note	General Fund £'000	Revaluation Reserve £'000	Total Reserve
<b>Balance at 1 April 2019</b>		<b>27,428</b>	<b>13,784</b>	<b>41,212</b>
Net Parliamentary Funding		309,546	-	309,546
Advances from the Contingencies Fund		33,000	-	33,000
Repayments to the Contingencies Fund		(33,000)	-	(33,000)
Comprehensive net expenditure for the year	SoCNE	(308,313)	-	(308,313)
Auditor's Remuneration	4	93	-	93
Transfers between reserves		366	(366)	-
Net (loss) on revaluation of property, plant and equipment	6	-	(53)	(53)
Net gain on revaluation of intangible assets	7	-	231	231
Amounts issued from the Consolidated Fund for supply but not spent at year end		(8,280)	-	(8,280)
Deemed supply	10	297	-	297
<b>Balance at 31 March 2020</b>		<b>21,137</b>	<b>13,596</b>	<b>34,733</b>
Net Parliamentary Funding		473,361	-	473,361
Comprehensive net expenditure for the year		(470,247)	-	(470,247)
Auditor's Remuneration	4	97	-	97
Transfers between reserves		2,458	(2,458)	-
Net gain on revaluation of property, plant and equipment	6	-	137	137
Net gain on revaluation of intangible assets	7	-	8	8
Amounts issued from the Consolidated Fund for supply but not spent at month end	10	(21,266)	-	(21,266)
Deemed supply	10	8,280	-	8,280
<b>Balance at 31 March 2021</b>		<b>13,820</b>	<b>11,283</b>	<b>25,103</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 120 to 154 form part of these accounts.

# Notes to the Accounts

## 1. Statement of Accounting Policies and Accounting Convention

The 2020/21 financial statements are prepared in accordance with the 2020/21 Government Financial Reporting Manual (FReM) issued by HM Treasury.

The accounting policies contained in the FReM apply 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.

In addition to the primary statements prepared under IFRS, the FReM also requires the Authority to prepare two additional primary statements. The Statement of Parliamentary Supply and supporting notes show outturn against Estimate in terms of the net resource requirement and the Net Cash Requirement.

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; the Authority keeps a small balance of sterling and euros as well as shopping vouchers and postage stamps.

### Going concern

The Authority anticipates continued funding to promote and safeguard the production of official statistics that serve the public good, as evidenced by inclusion of financial provision for that service in the Core Table (page 71) and the 2021/22 UK Statistics Authority Main Estimate, a statutory instrument laid before Parliament. This is sufficient evidence that the Authority remains a going concern.

### Property, plant and equipment

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

Civil Estate property is occupied in Newport, Titchfield and Christchurch. The land and buildings are stated at current market value using professional valuations on an annual basis. The annual professional valuation more fully reflects specific local market conditions.

The properties occupied at Titchfield, Christchurch and Newport were professionally valued as at 31 March 2021 by District Valuer Services (DVS) as the specialist property arm of the Valuation Office Agency. The valuations were prepared in accordance with the appropriate sections of the Practice Statements (PS) and the United Kingdom Practice Statements (UKPS) contained within the Royal Institution of Chartered Surveyors (RICS) Appraisal and Valuation Standards.

Expenditure on the short-term property lease, at Drummond Gate, is stated at current cost by using indices taken from the Authority's publication "Price Index Numbers for Current Cost Accounting". All other 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 (including VAT) and have a life greater than one year.

### **Intangible assets**

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

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

In House Developed Software assets must exceed a capitalisation threshold of £50,000 (including VAT) and have a life greater than one year.

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

### **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. The cost of storing and maintaining the data is charged to the Statement of Comprehensive Net Expenditure as incurred.

## Depreciation and amortisation

Depreciation is calculated so as to write off the re-valued cost of assets over the estimated useful economic life on a straight line basis (except where otherwise indicated), as follows:

Classification	Depreciation/Amortisation methodology
Civil Estate Land	Not depreciated
Leasehold property	Over the term of the lease (expires in January 2025)
Freehold property	As indicated by the District Valuer Service's annual report
Computer assets	Between three and seven years
Office machinery	Between four and seven years
Furniture and fittings	Between four and 10 years
In-house developed software	Between two and six years
Software licences	Between two and six years

### Note

In-house developed software is assigned a useful economic life (UEL) of between two and six years at the time of capitalization. Technical circumstances can change for an asset during its life, resulting in the UEL being extended, which is reflected in the Fixed Asset Register where 3-17 years UEL has been recorded against certain assets.

For property, plant and equipment a full year's depreciation is charged in the year of acquisition with the exception of building refurbishments where depreciation is charged from the quarter in which the assets are completed.

In-house developed software and 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.

Perpetual software licences are amortised on a straight line basis over a life of four years. Where software licences are over a specific period they are depreciated over this useful life.

Each group of assets is reviewed annually for impairment.

## Assets in the course of construction

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

## Research and development

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

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

### **Assets held for sale**

Assets held for sale comprise properties, plant and equipment that are no longer in operational use and are available for immediate sale in their present condition and are being actively marketed. The assets are classified from non-current to current assets at sales prices less costs to sell. Assets held for sale are not depreciated.

### **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
- 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.

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

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

**Step 2** – Identify the performance obligations in the contract.

**Step 3** – Determine the transaction price.

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

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

The application of the model depended on the facts and circumstances presented in a contract with a customer and requires the exercise of judgement. Revenue related to performance obligations recognized over time as the service is rendered is measured by reference to either input (resources consumed in satisfying a performance obligation) or output (measurements of value to the customer of services transferred) methods.



The Authority recognises revenue using an input method based on 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.

If the overtime criteria for revenue recognition are not met, revenue is recognised at the point in time that control is transferred to the customer, when the Authority has right to payment on delivery.

Prices are calculated in accordance with Managing Public Money.

### **Foreign exchange**

The Authority conducts a small number of transactions which are denominated in a foreign currency which are reviewed in accordance with IAS 21 and 39 (derivatives).

Transactions, other than Euros, are translated into sterling at the exchange rate ruling on the date of each transaction. Assets and liabilities denominated in Euros are translated into sterling at the exchange rate ruling at the date of the Statement of Financial Position.

### **Leases**

Leases are reviewed in accordance with IAS 17. The total cost of operating leases is expensed in equal instalments over the life of the lease. Assets held under finance leases are capitalised as non-current assets at the inception of the lease, with a corresponding liability being recognised for the lower of the fair value of the leased asset and the present value of the minimum lease payments. Finance lease payments are apportioned between the reduction of the lease liability and finance charges in the Statement of Comprehensive Net Expenditure to achieve a constant rate of interest on the remaining balance of the liability. Assets held under finance leases are depreciated over the shorter of the estimated useful life of the asset and the lease term.

In January 2018 the UK Statistics Authority entered into an agreement to lease Drummond Gate. The lease is for a period of five years with a break clause after three years. We do not consider the lease term to represent a major part of the remaining economic life of the building. In addition, the lease agreement does not include any terms which transfer substantially all the risks and rewards of ownership to the UK Statistics Authority. We have therefore classified the lease as an operating lease.

## Financial instruments

The Authority does not hold any complex financial instruments.

The only financial instruments included in the accounts are receivables and payables. Trade receivables are recognised at their amortised cost less expected credit losses in accordance with IFRS 9.

## Provisions and early departure costs

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.

The Authority meets the responsibility of additional costs of employees who take voluntary early severance or who retire early by paying the amounts required over the period between early departure and normal retirement date. The Authority provides for this in full when the early retirement programme becomes binding.

The Authority recognises a liability for early departure costs where an obligation to pay employees exists.

The Authority recognises the obligation as a provision in the financial statements when:

- the scheme has been announced
- it has created a valid expectation that it will fulfil the obligations of the scheme

The Authority recognises the obligation as an accrued liability in the financial statements when:

- a formal signed agreement with the member of staff is in place
- the member of staff has agreed a specified leaving date

In the circumstances where we have not met the criteria listed above the exit costs will be recognised in the following financial years.

## 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.

## **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.

## **VAT**

Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of assets. Where output tax 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**

In addition to contingent liabilities disclosed in accordance with IAS 37, the Authority discloses for parliamentary reporting and accountability purposes certain statutory and non-statutory contingent liabilities where the

likelihood of a transfer of economic benefit is remote, but which have been reported to Parliament in accordance with the requirements of Managing Public Money.

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 has made 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.

## **Definitions**

### **Estimate**

A tentative evaluation and rough calculation, of value, quantity or size. These would include:

- depreciation
- revaluations
- provisions
- accruals

### **Judgement**

The capacity to assess situations or circumstances shrewdly and to draw sound conclusions. These would include:

- revenue from contracts with customers
- useful Economic Life and Impairment of In-house Software Intangible Assets Useful Economic Life

## **Revenue from contracts with customers**

Judgements are applied to measurement and timing of revenue recognition and related balances for contract assets, trade receivables and accrued and deferred income in the context of satisfaction of performance obligations over time or at a point in time.

## Depreciation

<b>Class of Asset</b>	<b>Estimated Life of Asset (Depreciation)</b>
Civil Estate Land	Not depreciated
Freehold property	
Newport	Average component life of 17 years
Titchfield	Average component life of 14 years
Christchurch	Buildings one and three, three years and building four, 16 years
Refurbishment of leasehold property at Drummond Gate	Over the remaining term of the lease
Office machinery	Between four and seven years
Computer hardware	Between three and seven years
Furniture and fittings	Between four and 10 years
In-house developed software (intangible asset)	Between two and six years
Software licences (intangible asset)	Between two and six years
Assets under construction	Not depreciated

Land and buildings are re-valued on an annual basis by an independent organisation, being qualified to undertake these valuations. Given that assets have estimated useful lives, there will be occasions where some assets may require a change in depreciation rate to reflect a change in their useful economic life. The estimated life of land and buildings are based on the valuation assessment date 31 March 2021.

### Revaluations

Land and buildings were acquired by the Authority at market value. The Authority re-values its estate on an annual basis. The valuations are undertaken by an independent organisation in accordance with the appropriate sections of the United Kingdom Practice Statements contained within the Royal Institution of Chartered Surveyors Appraisal Standards. The valuations are therefore an estimate of the estate based on their professional judgement as subject matter experts.

The Authority uses the indexation method (modified historic cost accounting) to adjust the value of its other tangible assets, namely Drummond Gate refurbishment costs, Office Machinery, Computer Hardware and Furniture and Fittings. Indexation is used to adjust the

asset values to take into consideration market factors. This provides an estimate of their value based on judgements about the economy by the Office for National Statistics.

Increases in valuation are credited to the Revaluation Reserves. Negative revaluations, called impairments are in the first instance written off against previously upward revaluations taken to the revaluation reserves. Where no previous revaluation reserves exist the impairments are written off as an expense in the Statement of Comprehensive Net Expenditure.

The indexation method is an estimate as it deals with categories as a whole, without consideration for individual assets.

### **Intangible Assets Useful Economic Life**

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 and 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

Having recognised the costs and determined the economic life attributable to an intangible asset by applying IAS38, the Authority undertakes an annual review of in-house developed software by applying IAS 36, adapted by HM Treasury for the public sector. The software does not generate future cash flows; its purpose is the support of future service potential and where an asset is not held for the purpose of generating cash flow, the value of the asset is assumed to equal the cost of replacing the asset, unless there has been a reduction in the service level. The Authority gauges the continued service potential of each in-house developed software asset by referring to the following factors:

- management information from the in-house software, including usage statistics where available
- future plans highlighted by the ONS Strategic Roadmap and the Digital, Technology and Methodology transformation plan
- information technology reviews

- business area expectations and intelligence of ongoing requirements
- the estimated remaining useful economic life of the asset

The remaining economic lives for intangible assets are estimated at between two and six years for internal projects.

A reduction in the value of in-house developed software or impairment of assets in the course of construction, resulting from decisions undertaken by the Authority in the course of normal business operations is charged to Departmental Expenditure Limit (DEL). Normal business operation covers all loss and damage to assets that result from management or staff action and the actions of third parties.

## **Provisions**

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

A provision is a liability of uncertain timing or amount. The liability may be a legal obligation or a constructive obligation. A constructive obligation arises from the Authority's actions, through which it has indicated to others that it will accept certain responsibilities, and as a result has created an expectation that it will discharge those responsibilities.

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.

A provision is measured at the amount that the Authority would rationally pay to settle the obligation at the end of the reporting period. Risks and uncertainties are considered in measuring a provision which is discounted to its present value.

## **Provisions related to voluntary exits**

Provisions for voluntary exits and related accruals, are recognised in line with the accounting policies.

## **Provision for bad debts**

This is based on judgement of the expected credit losses. The value of the debt is maintained by invoice based on its age and efforts are made to recover the debts by contacting the customer. The judgement of expected credit losses is based on historical general recovery rates and any known information regarding specific debts. The recognition of expected credit losses will result in a bad debt being charged against the provision. This will increase the amount of expenditure to the Statement of Comprehensive Net Expenditure in year (an increased charge to provision for bad debt) and correspondingly reduce the level of Trade Receivables held within the Current Assets (within the Statement of Financial Position).

## **Provision for potential claims**

The value for provisions for tribunals and personal injury claims are based on ongoing cases at the year end and their likelihood of an outcome, with the probabilities being derived from the judgement of legal expertise the authority has employed. For example the value of a provision for an ongoing case has been calculated based on the overall claim multiplied by the probable outcome, if there is considerable doubt over the value and timing of the claim it should be treated as a contingent liability and as such not disclosed in the financial statements. All provisions are reviewed each year in accordance with IAS 37 Provisions, Contingent Liabilities and Contingent Assets. The key principle established by IAS 37 is a provision should be recognised only when there is a present obligation resulting from past events. Planned future expenditure cannot be recognised.

## **Provision for unredeemed survey incentive vouchers**

The Authority issues shopping vouchers to survey respondents as an incentive to complete certain surveys and is billed for the cost of these vouchers once the voucher has been redeemed by the recipient. Vouchers issued to survey respondents have a three-month expiry date so an estimated judgement is made, based on redeemed rates during the year, of the probable value of unredeemed vouchers at year end that will be redeemed before expiring. As the expenditure relates to the past event of issuing the vouchers and the cash outflow is not certain, the estimated value of vouchers redeemed before expiring are accounted for as a provision.

## **Estates dilapidations**

The terms of any lease that the Authority has entered into states that the building should be returned in a fit state to the landlord. At any such time the Authority should consider whether there is any liability to return the property to its original state and commence discussion with the landlord. Negotiations with the landlord will precede any such provision for dilapidations and be based on the estimated cost of returning the property back to its original state.

The accounting treatment for Potential Claims and Dilapidations is to charge the costs to the Statement of Net Comprehensive Expenditure in the accounting period they arise, along with increasing the provision balances held on the Statement of Financial Position. When an actual payment is made relating to these specific entries, the actual payment is made against the provision with no charge to the Statement of Net Comprehensive Expenditure.



## Discounting of long term provisions

Where the effect of time value is significant, provisions are discounted at the following rates:

	<b>General Provisions Nominal Rates</b>	<b>Inflation</b>	<b>Post-Employment Benefits Real Rate</b>
Year one	0.02%	1.2%	(0.95)%
Year two	0.02%	1.6%	(0.95)%
Year three	0.02%	2.0%	(0.95)%
Year four	0.02%	2.0%	(0.95)%
Year five	0.02%	2.0%	(0.95)%

### Notes

These rates are published by HM Treasury.

## Accruals

Accruals are an accounting methodology that records income and expenditure when they occur; ensuring costs are recorded in the same period as the activity regardless of when cash is exchanged. The term accrual refers to any individual entry recording income and expense in the absence of a cash transaction. These occur throughout the year to ensure monthly reporting is as complete as possible, but its primary purpose is to ensure the Annual Accounts represent a true and fair view of the Authority's financial position.

When goods or services are received prior to the financial year end but the invoice is not expected until the following financial year, an accrual is made to ensure that the charge is recognised in the correct accounting period. Other goods and services will require a quote previously provided such as a capital item to be delivered or calculation, such as a timesheet multiplied by the hourly rate for an employment agency accrual.

Holiday and flexi leave pre-payments and accruals are calculated by comparing the expected year-end balance against the actual balance at 31 March. The expected balance is calculated by spreading the entitlement evenly over the year taking into consideration the leave year start date for each member of staff. This is compared to the actual balance held; the balance is valued by grade using staff planning rates.

## Standards not yet adopted

IFRS 16 Leases specifies the elimination of the current operating lease categorisation for virtually all leases with the exception of short term leases. Assets and Liabilities will be recognised on a 'right to use' basis.

Due to the ongoing COVID-19 pandemic and resulting resource pressure being experienced by departments, the Financial Reporting Advisory Board (FRAB) and HM Treasury have agreed that the mandatory effective date for IFRS 16 in central government will be deferred from 1 April 2021 to 1 April 2022.

Whilst departments have the option to adopt the standard from 1 April 2021, the Authority has opted to adopt from 2022/23 in line with the new mandatory effective date of 1 April 2022. The Authority anticipates the deferral and future implementation of the standard will impact on the Statement of Financial Position, primarily due to the pending transfer of its freehold assets to the Government Property Agency (GPA). The transfer and subsequent lease back of the assets will require a lease liability of similar value to that disclosed under land and buildings in Note 6 to be recognised. All other lease commitments, for which IFRS16 will apply, are disclosed in Note 14 and will have limited impact on the Authority due to both assets and liabilities of similar value being recognised.

The Authority is currently compliant in meeting its reporting requirements relating to estimates and judgements and where these estimates change, they are amended within the guidelines of accounting standard IAS 8.

## 2. Segmental information of expenditure and income

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

	2020/21					2019/20				
	Gross Expenditure £'000	Customer Contracts Income £'000	Other Income £000	Total Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Customer Contracts Income £'000	Other Income £000	Total Income £'000	Net Expenditure £'000
<b>Reportable segments</b>										
Data Capability	1,510	-	-	-	1,510	409	-	-	-	409
Data Science Campus	5,660	(902)	-	(902)	4,758	5,436	-	(587)	(587)	4,849
Digital Services and Technology	82,262	-	-	-	82,262	62,961	-	(20)	(20)	62,941
Economic Statistics	20,197	(171)	(197)	(368)	19,829	19,784	(175)	(115)	(290)	19,494
Macroeconomic Statistics and Analysis	23,059	(152)	(215)	(367)	22,692	22,486	-	(323)	(323)	22,163
Corporate Support	69,638	(17,279)	(3,026)	(20,305)	49,333	41,474	-	(4,630)	(4,630)	36,844
Methods, Data and Research	31,803	(5,062)	-	(5,062)	26,741	22,481	(5,107)	(45)	(5,152)	17,329
UK Statistics Authority	2,541	-	-	-	2,541	2,351	-	(2)	(2)	2,349
Public Policy Analysis	21,307	(2,925)	(231)	(3,156)	18,151	24,014	(1,956)	(860)	(2,816)	21,198
Population and Public Policy	595,584	(377,425)	(1,271)	(378,696)	216,888	123,761	(13,858)	(2,633)	(16,491)	107,270
<b>Total</b>	<b>853,561</b>	<b>(403,916)</b>	<b>(4,940)</b>	<b>(408,856)</b>	<b>444,705</b>	<b>325,157</b>	<b>(21,096)</b>	<b>(9,215)</b>	<b>(30,311)</b>	<b>294,846</b>

## Census related expenditure and income reported in the segmental information table

	2020/21			2019/20		
	Gross Expenditure £'000	Total Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Total Income £'000	Net Expenditure £'000
<b>Reportable segments</b>						
Data Capability	-	-	-	3	-	3
Digital Services and Technology	22,109	-	22,109	9,349	-	9,349
Economic Statistics	-	-	-	-	-	-
Macroeconomic Statistics and Analysis	-	-	-	-	-	-
Corporate Support	33,056	1	33,057	8,020	(54)	8,966
Methods, Data and Research	6,140	-	6,140	4,947	-	4,947
Public Policy Analysis	2,563	-	2,563	1,683	-	1,683
Population and Public Policy	158,016	(76)	157,940	65,426	(1,035)	64,391
<b>Total</b>	<b>221,884</b>	<b>(75)</b>	<b>221,809</b>	<b>89,428</b>	<b>(1,089)</b>	<b>88,339</b>

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

	Note	2020/21 Gross Expenditure £'000	2020/21 Income £'000	2020/21 Net Expenditure £'000	2019/20 Gross Expenditure £'000	2019/20 Income £'000	2019/20 Net Expenditure £'000
<b>Total reported by segment</b>		<b>853,561</b>	<b>(408,856)</b>	<b>444,705</b>	<b>325,157</b>	<b>(30,311)</b>	<b>294,846</b>
Reconciling items							
Depreciation	4	11,579	-	11,579	13,849	-	13,849
Impairment of fixed assets	4	-	-	-	-	-	-
Provisions created in year	14	10,791	-	10,791	2,316	-	2,316
Provisions not required in year	14	(563)	-	(563)	(3,135)	-	(3,135)
Bad debt write off	4	-	-	-	-	-	-
Unwinding discount on provisions	4	(7)	-	(7)	32	-	32
Downward revaluations of fixed assets	4	-	-	-	-	-	-
Performance related pay year end accrual	3	300	-	300	310	-	310
Loss on disposal of equipment	4	-	-	-	4	-	4
Movement in holiday pay	11,13	3,442	-	3,442	913	-	913
Prior Year Adjustment		-	-	-	(822)	-	(822)
<b>Statement of comprehensive net expenditure</b>		<b>879,103</b>	<b>(408,856)</b>	<b>470,247</b>	<b>338,624</b>	<b>(30,311)</b>	<b>308,313</b>

### Notes

Net assets are not reported separately to the CODM.

### 3. Staff numbers and related costs

For the period ending 31 March 2021

#### Staff costs

			2020/21	2019/20
	Permanently Employment Staff	Others	Total	Total
	£'000	£'000	£'000	£'000
Statistical services staff costs	164,151	3,631	167,782	141,175
Census field staff costs	-	27,623	27,623	1,001
Social security costs	14,955	-	14,955	13,039
Census field staff social security costs	-	1,940	1,940	80
Other pension costs	40,118	-	40,118	34,953
Census field staff other pension costs	-	1,561	1,561	24
Tax and levies	753	-	753	711
Census tax and levies	-	125	125	5
<b>Total</b>	<b>219,977</b>	<b>34,880</b>	<b>254,857</b>	<b>190,988</b>
Less recoveries in respect of outward secondments	(310)	-	(310)	(350)
<b>Total net costs</b>	<b>219,667</b>	<b>34,880</b>	<b>254,547</b>	<b>190,638</b>

#### Notes

Statistical Services Staff Costs includes £2,077,000 of research and development costs which are analysed as capital expenditure in the Statement of Parliamentary Supply, SOPS 1 and SOP2.

#### Staff numbers

			2020/21	2019/20
	Permanently Employment Staff	Others	Total	Total
	FTE	FTE	FTE	FTE
Objective statistical services	4,278	258	4,536	4,173
Census field	-	1,488	1,488	52
<b>Total</b>	<b>4,278</b>	<b>1,746</b>	<b>6,024</b>	<b>4,225</b>

#### Notes

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

## Capitalised staff costs

	2020/21		2019/20	
	Cost £'000	FTE's	Cost £'000	FTE's
Survey Data Collection	1,198	33	1,316	50
Data Access Platform	16	2	101	2
Clerical Matching	10	3	-	-
<b>Total</b>	<b>1,224</b>	<b>38</b>	<b>1,417</b>	<b>52</b>

### Notes

The 2020/21 salary figures reflect a net yearly cost of £3,442,000 of accrued holiday and flexi pay, and PRP of £300,000. In addition to the £254,547,000 reported total net costs, £1,224,000 of salary costs were categorised as capital expenditure (£1,417,000 2019/20) and not included in the operating cost statement.

## 4. Programme costs

For the period ending 31 March 2021

	2020/21 Census £'000	2020/21 Other £'000	2020/21 Total £'000	2019/20 Census £'000	2019/20 Other £'000	2019/20 Total £'000
<b>Rentals under operating leases</b>						
Other operating leases	-	977	977	-	995	995
Hire of plant and machinery	1,159	311	1,470	-	208	208
	<b>1,159</b>	<b>1,288</b>	<b>2,447</b>	<b>-</b>	<b>1,203</b>	<b>1,203</b>
<b>Non-cash items</b>						
Depreciation	1,001	10,578	11,579	151	13,698	13,849
Impairment of fixed assets	-	-	-	-	-	-
Unwinding and rewinding of discount on provisions	-	(7)	(7)	-	32	32
Write off aged debtor and credit notes	-	-	-	-	-	-
External audit fee	-	97	97	-	93	93
Prior year adjustment	-	-	-	-	(822)	(822)
Loss on disposal of equipment	-	-	-	-	4	4
Net new provisions changed in year/(net release of provisions)	-	10,228	10,228	-	(819)	(819)
	<b>1,001</b>	<b>20,896</b>	<b>21,897</b>	<b>151</b>	<b>12,186</b>	<b>12,337</b>
<b>Information technology</b>	15,079	31,690	46,769	6,701	29,374	36,075
<b>Other expenditure</b>	78,619	6,353	84,972	26,913	1,945	28,858
<b>Survey incentives</b>	-	99,665	99,665	-	1,443	1,443
<b>Marketing and media</b>	24,534	779	25,313	495	778	1,273
<b>Payments for carrying out surveys</b>	257	275,664	275,921	160	12,900	13,060
<b>Consultancy</b>	5,098	967	6,065	9,594	1,613	11,207
<b>Accommodation</b>	385	8,988	9,373	151	9,025	9,176
<b>Travel and subsistence</b>	1,429	863	2,292	841	7,145	7,986
<b>Contractors</b>	14,823	13,562	28,385	6,781	6,191	12,972
<b>Miscellaneous fees</b>	2,348	7,244	9,592	2,895	1,320	4,215
<b>External training</b>	230	2,454	2,684	391	3,189	3,580
<b>Telecommunications</b>	2,716	1,913	4,629	30	2,589	2,619
<b>Postage</b>	384	2,407	2,791	7	1,036	1,043
<b>Stationery</b>	77	212	289	52	236	288
<b>Hospitality</b>	1,120	31	1,151	40	283	323
<b>Exchange rate (gains)/losses</b>	-	10	10	-	(29)	(29)
<b>Ex-gratia payments</b>	-	1	1	-	7	7
<b>Total</b>	<b>149,259</b>	<b>474,987</b>	<b>624,246</b>	<b>55,202</b>	<b>92,434</b>	<b>147,636</b>



## Notes

There were no non-audit fees incurred in 2020/21 (2019/20 £5,000). Other programme costs relate to normal business activities with a significant increase in 2020/21 costs being associated with the delivery of the COVID-19 Infection Survey. Survey incentive and Marketing and Media expenditure was categorised as other expenditure in the Authority's 2019/20 accounts.

## 5. Income

For the period ending 31 Mar 2021

	2020/21 £'000	2019/20 £'000
Customer Contracts	403,916	21,098
Other	4,127	8,724
Capital Grants Received	652	-
EU Income	161	489
<b>Total</b>	<b>408,856</b>	<b>30,311</b>

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

	2020/21			2019/20		
	External £'000	Public Sector £'000	Total £'000	External £'000	Public Sector £'000	Total £'000
Customer Contracts	5,150	398,766	403,916	4,935	16,163	21,098
Other	329	3,798	4,127	4,829	3,895	8,724
Capital Grants Received	-	652	652	-	-	-
EU income	161	-	161	489	-	489
<b>Total</b>	<b>5,640</b>	<b>403,216</b>	<b>408,856</b>	<b>10,253</b>	<b>20,058</b>	<b>30,311</b>

## Notes

The significant increase in income during 2020/21 is associated with funding received from the Department of Health and Social Care in relation to the delivery of the COVID-19 Infection Survey.

## 6. Property, plant and equipment

For the period ending 31 March 2021

	Land	Building	Computers	Office Machinery	Furniture & Fittings	Assets Under Construction	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Cost or Valuation</b>							
At April 2019	10,157	26,938	22,635	1,480	5,350	1,141	67,701
Additions	-	-	1,892	6	371	2,742	5,011
Transfers	-	2,020	-	-	-	(2,020)	-
Disposals	(2,808)	(268)	(2,051)	(720)	(656)	-	(6,503)
Revaluations	1,340	(3,687)	133	1	4	-	(2,209)
<b>At 31 March 2020</b>	<b>8,689</b>	<b>25,003</b>	<b>22,609</b>	<b>767</b>	<b>5,069</b>	<b>1,863</b>	<b>64,000</b>
<b>Depreciation</b>							
At April 2019	-	640	11,216	962	2,072	-	14,890
Charged in year	-	1,698	5,201	192	485	-	7,576
Disposals	-	(76)	(2,052)	(716)	(656)	-	(3,500)
Revaluations	-	(2,230)	74	(2)	2	-	(2,156)
<b>At 31 March 2020</b>	<b>-</b>	<b>32</b>	<b>14,439</b>	<b>436</b>	<b>1,903</b>	<b>-</b>	<b>16,810</b>
<b>Cost or Valuation</b>							
At April 2020	*8,690	25,003	22,609	767	*5,071	*1,862	*64,002
Additions	-	-	2,310	944	916	2,921	7,091
Transfers	-	2,548	-	-	-	(2,548)	-
Disposals	-	-	(665)	(46)	(278)	-	(989)
Revaluations	555	(2,352)	(56)	(43)	75	-	(1,821)
<b>At 31 March 2021</b>	<b>9,245</b>	<b>25,199</b>	<b>24,198</b>	<b>1,622</b>	<b>5,784</b>	<b>2,235</b>	<b>68,283</b>
<b>Depreciation</b>							
At April 2020	-	*33	*14,438	436	*1,900	-	*16,807
Charged in year	-	1,945	4,828	366	464	-	7,603
Disposals	-	-	(665)	(46)	(278)	-	(989)
Revaluations	-	(1,924)	(41)	(24)	31	-	(1,958)
<b>At 31 March 2021</b>	<b>-</b>	<b>54</b>	<b>18,560</b>	<b>732</b>	<b>2,117</b>	<b>-</b>	<b>21,463</b>
<b>Net Book Value</b>							
At 31 March 2020	8,689	24,971	8,170	331	3,166	1,863	47,190
At 31 March 2021	9,245	25,145	5,638	890	3,667	2,235	46,820
<b>Asset Financing</b>							
Owned	9,245	25,145	5,638	435	3,667	2,235	46,365
Leased	-	-	-	455	-	-	455
<b>Net book value at 31 March 2021</b>	<b>9,245</b>	<b>25,145</b>	<b>5,638</b>	<b>890</b>	<b>3,667</b>	<b>2,235</b>	<b>46,820</b>

**Notes**

\*Opening balance figures at April 2020 have been adjusted from closing balance figures at 31 March 2020 to address discrepancies caused by immaterial rounding adjustments.

Included in the £7,091,000 of additions are £766,000 of capital creditors. The total amount of capital creditors brought forwards from 2019/20 was £522,000.

The properties at Titchfield, Christchurch and Newport were professionally valued as at 31 March 2021 by the District Valuer Service (DVS), the commercial arm of the Valuation Office Agency (VOA) who are qualified to undertake these valuations. The valuation was prepared by a qualified Chartered Surveyor and the valuations were prepared in accordance with the appropriate sections of the Practice Statements and the United Kingdom Practice Statements contained within the Royal Institution of Chartered Surveyors Appraisal and Valuation Standards.

In August 2020, departments received instructions from the Chief Secretary to the Treasury to transfer ownership of their freehold properties to the Government Property Agency (GPA) by 31 March 2021. Delays in transferring the Authorities freeholds, due to unresolved transfer value negotiations, have led to the transfer date being extended to April 2021. The Authorities freeholds within scope of the transfer to GPA are its Titchfield, Christchurch, and Newport properties.

The Authority calculates and publishes indices, which are used to value non-property assets on a quarterly basis.

## 7. Intangible fixed assets

For the period ending 31 March 2021

	In house software £'000	Software licences £'000	Assets under construction £'000	Total £'000
<b>Valuation</b>				
At April 2019	54,290	6,283	3,303	63,876
Additions	-	1,227	1,417	2,644
Transfers from assets under construction	705	-	(705)	-
Disposals	(10,335)	(189)	-	(10,524)
Revaluations	1,445	-	-	1,445
<b>At 31 March 2020</b>	<b>46,105</b>	<b>7,321</b>	<b>4,015</b>	<b>57,441</b>
<b>Amortisation</b>				
At April 2019	45,196	3,744	-	48,940
Charged in year	4,399	1,874	-	6,273
Disposals	(10,335)	(189)	-	(10,524)
Revaluations	1,214	-	-	1,214
<b>At 31 March 2020</b>	<b>40,474</b>	<b>5,429</b>	<b>-</b>	<b>45,903</b>
<b>Valuation</b>				
At April 2020	46,105	7,321	4,015	57,441
Additions	-	1,530	2,476	4,006
Transfers from assets under construction	5,229	-	(5,229)	-
Disposals	(10,434)	(134)	-	(10,568)
Revaluations	285	-	-	285
<b>At 31 March 2021</b>	<b>41,185</b>	<b>8,717</b>	<b>1,262</b>	<b>51,164</b>
<b>Amortisation</b>				
At April 2020	40,474	5,429	-	45,903
Charged in year	2,124	1,852	-	3,976
Disposals	(10,434)	(134)	-	(10,568)
Revaluations	277	-	-	277
<b>At 31 March 2021</b>	<b>32,441</b>	<b>7,147</b>	<b>-</b>	<b>39,588</b>
<b>Net book value 31 March 2020</b>	<b>5,631</b>	<b>1,892</b>	<b>4,015</b>	<b>11,538</b>
<b>Net book value 31 March 2021</b>	<b>8,744</b>	<b>1,570</b>	<b>1,262</b>	<b>11,576</b>

### Notes

The net book value of in-house developed software would be £8,504,000 if historic cost accounting had been applied. The Authority calculates indicies to value in-house developed software assets on a quarterly basis. The Authority does not revalue software licences. Included in the £4,009,000 of capital additions are £7,000 of capital creditors and the amount brought forward from 2019/20 is nil.

## Intangible fixed assets – in-house developed software applications

For the period ending 31 March 2020

	CORD	CASPA	CPI/RPI	CORA	Electronic Data Collection	Virtual Micro Laboratory	Improving Dissemination	Longitudinal Study	Business Prices	Life Events	Data Access Platform	DCTP Business Registers	Total In house software
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Valuation</b>													
At April 2019	8,890	17,212	8,699	3,575	7,184	264	1,343	693	133	5,553	744	-	54,290
Disposals	-	-	(8,699)	-	*(1,636)	-	-	-	-	-	-	-	(10,335)
Transfers from AUC	-	-	-	-	-	-	-	-	-	-	-	705	705
Revaluations	290	562	-	116	182	8	43	22	4	181	24	13	1,445
<b>At 31 March 2020</b>	<b>9,180</b>	<b>17,774</b>	<b>-</b>	<b>3,691</b>	<b>*5,730</b>	<b>272</b>	<b>1,386</b>	<b>715</b>	<b>137</b>	<b>5,734</b>	<b>768</b>	<b>718</b>	<b>46,105</b>
<b>Amortisation</b>													
At April 2019	7,502	15,929	8,699	2,885	5,030	214	1,022	527	92	3,123	173	-	45,196
Charged in year	489	325	-	701	1,339	50	325	168	34	617	190	161	4,399
Disposals	-	-	(8,699)	-	*(1,636)	-	-	-	-	-	-	-	(10,335)
Revaluations	254	525	-	105	136	8	39	20	4	113	9	1	1,214
<b>At 31 March 2020</b>	<b>8,245</b>	<b>16,779</b>	<b>-</b>	<b>3,691</b>	<b>*4,869</b>	<b>272</b>	<b>1,386</b>	<b>715</b>	<b>130</b>	<b>3,853</b>	<b>372</b>	<b>162</b>	<b>40,474</b>
<b>Valuation</b>													
At April 2020	9,180	17,774	-	3,691	5,730	272	1,386	715	137	5,734	768	718	46,105
Disposals	-	-	-	(3,691)	(4,370)	(272)	(1,386)	(715)	-	-	-	-	(10,434)
Transfers from AUC	-	-	-	-	4,816	-	-	-	-	-	413	-	5,229
Revaluations	74	143	-	-	11	-	-	-	-	45	6	6	285
<b>At 31 March 2021</b>	<b>9,254</b>	<b>17,917</b>	<b>-</b>	<b>-</b>	<b>6,187</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>137</b>	<b>5,779</b>	<b>1,187</b>	<b>724</b>	<b>41,185</b>
<b>Amortisation</b>													
At April 2020	8,245	16,779	-	3,691	4,869	272	1,386	715	130	3,853	372	162	40,474
Charged in year	203	328	-	-	379	-	-	-	9	626	402	177	2,124
Disposals	-	-	-	(3,691)	(4,370)	(272)	(1,386)	(715)	-	-	-	-	(10,434)
Revaluations	70	143	-	-	10	-	-	-	(2)	44	7	5	277
<b>At 31 March 2021</b>	<b>8,518</b>	<b>17,250</b>	<b>-</b>	<b>-</b>	<b>888</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>137</b>	<b>4,523</b>	<b>781</b>	<b>344</b>	<b>32,441</b>
<b>Net book value 31 March 2020</b>	<b>935</b>	<b>995</b>	<b>-</b>	<b>-</b>	<b>861</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7</b>	<b>1,881</b>	<b>396</b>	<b>556</b>	<b>5,631</b>
<b>Net book value 31 March 2021</b>	<b>736</b>	<b>667</b>	<b>-</b>	<b>-</b>	<b>5,299</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,256</b>	<b>406</b>	<b>380</b>	<b>8,744</b>
<b>Remaining useful economic life</b>	<b>4</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>1</b>	<b>3</b>	

## Notes

\*Prior year figures have been adjusted from those previously published to address discrepancies caused by immaterial rounding adjustments.

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.

The Social Survey Repository replaced the Annual Population Survey/ Labour Force Survey re-weighting and Scientific Information Retrieval 2002 systems based in Newport, which currently weight, re-weight, impute, produce derived variables, attach geographies and store the APS and LFS data. It is built on the CASPA platform (Common Architecture for Statistical Processing and Analysis).

The CPI/RPI Re-engineering Project and Business Prices delivered a new generation of price index systems to produce CPI and RPI statistical outputs. Under the transformation programme the ONS moved the Price Index software to the standardised office data collection platform in April 2019. Therefore, the CPI/RPI only returned one year of benefits and the useful economic life was therefore reduced and a higher depreciation cost recognised in 2017/18.

CORA (Common Open Road Architecture) was a software platform for the processing of business-related statistical surveys and was replaced by Ingres Open Road software in 2020/21.

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 Virtual Micro Laboratory (VML) provided a facility for researchers to review and collate administrative data, the Secure Research Service and the Statistical Research Environment have replaced the VML in performing this function.

The Improving Dissemination program has delivered a new, modern website with improved search and navigation. The programme also delivered new internal systems for statistical production areas to release outputs. As the program has delivered the benefits it was designed to achieve, the asset was disposed in 2020/21.

The Longitudinal Study provided valuable social research which linked life events and Census data back to 1971. The programme's aim was to improve the analysis of occupational mortality and provide better information on fertility and birth rates. Census and Admin Data now provides this research as part of the Census Data Collection Transformation Programme.

The Business Prices programme provides additional functionality to include more respondents in line with Prices Surveys.

The Life Events software replaces the legacy system for processing and quality assuring life events registrations. The data held relates to registrations of Births, Deaths, Abortions, and Birth Notifications.

The software itself is an interim step towards the inclusion of Life Events on a corporate platforms in two years time. Due to the short time period until the transfer onto Corporate Platforms.

DCTP Business Registers is a result of a Project Review in 2017-18, where three separate components, the Address Index, the Business Index and the Statistical Business register were reviewed and combined within one project. The development provides a new capability for ONS, increases efficiency, joins up across ONS and government, and puts ONS at the forefront of data management in government. This project will create high quality statistics, where discontinuities between the current and future system can be explained to an appropriate level of granularity. It will enable the ONS milestone of making short-term surveys integrated and online.

Data Access Platform (DAP) – The ONS Strategy is to utilise new data sources and processing techniques to enable us deliver “Better Statistics, Better Decisions” this means utilising Big Data, bringing in data from other departments and companies, being able to explore that data and link it together to gain new insights. DAP is an enabler for that strategy, giving the ONS the tools and technology it needs to securely store all our data and the processing power to make use of it.

## Intangible fixed assets

For the period ending 31 March 2021

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

	DAP	Business Registers	Survey Data Collection	Clerical Matching	Total Assets Under construction
	£'000	£'000	£'000	£'000	£'000
Valuation					
At April 2019	296	705	2,302	-	3,303
Additions	101	-	1,316	-	1,417
Transfers from AUC	-	(705)	-	-	(705)
<b>At 31 March 2020</b>	<b>397</b>	<b>-</b>	<b>3,618</b>	<b>-</b>	<b>4,015</b>
Valuation					
At April 2020	397	-	3,618	-	4,015
Additions	16	-	1,199	1,261	2,476
Transfers from AUC	(413)	-	(4,816)	-	(5,229)
<b>At 31 March 2021</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>1,261</b>	<b>1,262</b>

#### Notes

Assets under construction are not revalued or depreciated.

## 8. Financial instruments

For the period ending 31 March 2021

As the cash requirements of the Authority are met through the Estimates process, financial instruments play a more limited role in creating and managing risk than would apply to a non-Public Sector body of a similar size. The majority of financial instruments relate to contracts for non-financial items in line with the Authority's expected purchase and usage requirements. The Authority is, therefore, exposed to little credit, liquidity or market risk. The Authority revalues outstanding Euro transactions at year end.

### Currency risk

	2020/21 Non-interest bearing financial assets £'000	2020/21 Non-interest bearing financial liabilities £'000	2019/20 Non-interest bearing financial assets £'000	2019/20 Non-interest bearing financial liabilities £'000
Gross financial assets / liabilities Euro	-	6	24	6

## 9. Trade receivables and other assets

as at 31 March 2021

	2020/21 £'000	2019/20 £'000
<b>Amounts falling due within one year:</b>		
Trade receivables	82,711	1,911
Deposit and advances	-	-
Other receivables	3,051	3,487
Prepayments and accrued income	25,282	11,045
	<b>111,044</b>	<b>16,443</b>
<b>Amounts falling after more than one year:</b>		
Deposits and advances	52	50
	<b>111,096</b>	<b>16,493</b>



## Total trade receivables outstanding

	2020/21 £'000	2019/20 £'000
1-30 days	82,659	1,909
31-60 days	52	2
	82,711	1,911
Statement of Financial Position		
Deposits and advances falling due after more than one year	52	50
Trade and other receivables	82,711	1,911
Other current assets	28,333	14,532
<b>Total</b>	<b>111,096</b>	<b>16,493</b>

### Notes

2020/21 figures reflect a net yearly decrease of £597,000 in the value of pre-paid holiday and flexi pay. The Authority calculates the holiday and flexi prepayment at the year end with the figure being reflected in the category of prepayments and accrued income. 2020/21 Trade receivables include £82,299,000 (2019/20 £1,368,000) of receivables relating to contracts with customers. 2020/21 Prepayments and accrued income include £12,769,000 (2019/20 £1,112,000) of receivables relating to contracts with customers. The increase in both categories during 2020/21 is associated with funding received from the Department of Health and Social Care in relation to the delivery of the COVID Infection Survey.

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.

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 30 days. At 31 March 2021 £52,000 debt is outstanding over thirty but less than 60 days, all of which is allocated to public sector bodies which it does not consider a credit risk.

Because of the Lyons Gershon review, Public Sector Relocation and Regional Disparities in Britain, the Authority relocated staff from its London office. At the 31 March 2021 the Authority recognises an outstanding housing loan debt of £5,000, all of which is due in less than two years which it does not consider a debt risk. The Authority does not extend loans to other parties.

## 10. Cash and cash equivalents

For the period ending 31 March 2021

	2020/21 £'000	2019/20 £'000
Balance at 1 April	8,280	297
Net change in cash and cash equivalent balances	12,986	7,983
<b>Balance at 31 March 2021</b>	<b>21,266</b>	<b>8,280</b>
The following balances at 31 March were held at:		
Government Banking Service accounts	20,183	8,249
Commercial banks and cash in hand	5	5
Cash equivalents	1,078	26
<b>Balance at 31 March 2021</b>	<b>21,266</b>	<b>8,280</b>

## 11. Trade payables and other current liabilities

For the period ending 31 March 2021

	2020/21 £'000	2019/20 £'000
Amounts falling due within one year:		
Other taxation and social security	8,209	3,493
Trade payables	15,004	3,925
Accruals and deferred income	107,371	29,675
Amounts issued from Consolidated Fund for supply but not spent at year end	21,266	8,280
<b>Total</b>	<b>151,850</b>	<b>45,373</b>

### Notes

2020/21 figures reflect a net yearly increase of £2,845,000 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. 2020/21 accruals and deferred income balance does not contain liabilities arising from contracts with customers (2019/20 £0).

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.

## 12. Provisions for liabilities and charges

For the period ending 31 March 2021

	Early Departure Costs £'000	Drummond Gate Dilapidations £'000	Survey Incentives £'000	Other Provisions £'000	Total £'000
<b>Balance at 1 April 2019</b>	1,279	1,562	-	2,419	5,260
Provided in year	697	822	-	797	2,316
Provisions not required written back	(316)	(657)	-	(2,162)	(3,135)
Provisions utilised in the year	(852)	-	-	(226)	(1,078)
Unwinding of discount	1	(91)	-	-	(90)
Rewinding of discount	-	122	-	-	122
<b>Balance at 31 March 2020</b>	<b>809</b>	<b>1,758</b>	<b>-</b>	<b>828</b>	<b>3,395</b>
Balance at 1 April 2020	809	1,758	-	828	3,395
Provided in year	-	-	9,158	1,633	10,791
Provisions not required written back	(559)	-	-	(4)	(563)
Provisions utilised in the year	(250)	-	-	-	(250)
Unwinding of discount	-	(122)	-	-	(122)
Rewinding of discount	-	115	-	-	115
<b>Balance at 31 March 2021</b>	<b>-</b>	<b>1,751</b>	<b>9,158</b>	<b>2,457</b>	<b>13,366</b>

### Analysis of expected timing of discounted flows

	Early Departure Costs £'000	Drummond Gate Dilapidations £'000	Survey Incentives £'000	Other Provisions £'000	Total £'000
up to 31 March 2022	-	-	9,158	2,146	11,304
Between 2023 and 2026	-	1,751	-	118	1,869
Between 2026 and 2031	-	-	-	186	186
Between 2031 and 2035	-	-	-	7	7
<b>Balance at 31 March 2021</b>	<b>-</b>	<b>1,751</b>	<b>9,158</b>	<b>2,457</b>	<b>13,366</b>

## Notes

### Analysis of expected timing of discounted flows table on page 150

#### Early Departure Costs

The Authority meets the additional costs of benefits, beyond the normal PCSPS benefits, in respect of employees who retire early by paying the required amounts annually to the PCSPS over the period between early departure and the normal retirement date. The Authority provides for this in full when the Early Retirement programme becomes binding by establishing a provision for the estimated payments.

#### Drummond Gate Dilapidations

The Lease for a single floor at the Drummond Gate building was renewed in March 2020.

As part of the lease agreement, the Authority has taken on a repairing obligation for the externals of the building and part of the dilapidation until the end of the new lease. The new lease is due to expire in January 2025 with a break clause in January 2023.

The UK Statistics Authority expects to pay a sum in respect of dilapidations under the Terms of the Lease.

The provision has been rewound by H.M. Treasury's cumulative discount and inflation rate of 7.06 per cent.

#### Survey Incentives

The Authority issues shopping vouchers to survey respondents as an incentive to complete certain surveys and is billed for the cost of these vouchers once the voucher has been redeemed by the recipient.

Vouchers issued to survey respondents have a three-month expiry date and the Authority will incur expenditure on the element that will be redeemed.

#### Other Provisions

Ongoing contractual obligations and pending employment tribunals.

## 13. Capital commitments

For the period ending 31 March 2021

	2020/21 £'000	2019/20 £'000
Contracted capital commitments	392	732
<b>Total commitments as at 31 March 2021 not otherwise included on these financial statements</b>	<b>392</b>	<b>732</b>

## 14. Commitments under leases

For the period ending 31 March 2021

### Operating leases

The total future minimum Lease payments under Operating Leases are detailed in the table below for each of the following periods.

	2020/21 £'000	2019/20 £'000
<b>Buildings:</b>		
Not later than one year	1,186	1,217
Later than one year and not later than five years	2,314	3,180
More than five years	973	18
	<b>4,473</b>	<b>4,415</b>
<b>Other:</b>		
Not later than one year	4,041	94
Later than one year and not later than five years	53	143
<b>Total</b>	<b>4,094</b>	<b>237</b>

### Finance leases

One Finance Lease was entered into during 2020/21, the leased asset is included under Property, Plant and Equipment. The obligations under Finance Leases as at 31 March 2021 are as shown in the table below.

	2020/21 £'000	2019/20 £'000
<b>Property, plant and equipment</b>		
Not later than one year	112	-
Later than one year and not later than five years	337	-
	<b>449</b>	-
Less interest element	(10)	-
Present value	<b>439</b>	-
<b>The carrying value of the leased asset comprises:</b>		
Present value of lease payments at commencement	551	-
Less full year depreciation	(96)	-
<b>Net book value</b>	<b>455</b>	-

## 15. Other financial commitments

For the period ending 31 March 2021

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.

	Census	Other	2020/21 £'000	Census	Other	2019/20 £'000
Not later than one year	88,806	22,874	111,680	69,221	22,643	91,864
Later than one year and not later than five years	901	3,078	3,979	46,328	7,291	53,619
<b>Total</b>	<b>89,707</b>	<b>25,952</b>	<b>115,659</b>	<b>115,549</b>	<b>29,934</b>	<b>145,483</b>

## 16. Contingent liabilities

For the period ending 31 March 2021

None.

## 17. Related party transactions

For the period ending 31 March 2021

The Authority has had various material transactions with other Government Departments and other Central Government bodies.

The table below shows all Government Department and other Central Government bodies with whom we had total transactions in excess of £1million during the year. The figures below are net of VAT.

	<b>Income</b>	<b>Expenditure</b>	<b>Receivable</b>	<b>Payable</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Department for Health and Social Care	370,756	-	76,269	-
National Savings and Investments	6,416	-	-	-
Cabinet Office	52	3,994	2	20
Welsh Assembly Government	3,208	-	613	-
Northern Ireland Statistics and Research Agency	3,109	434	-	-
Foreign, Commonwealth and Development Office	1,772	557	-	-
Scottish Government	1,446	-	555	-
Intellectual Property Office	1,215	-	-	-
HM Treasury Group	1,077	16	-	-

### Notes

Board Member and Director remunerations are shown in the remuneration report.

No Board Member, Key Manager, or other related parties have undertaken any further material transactions with the Authority during the financial year 2020/21.

The Authority has not identified any further related parties.

## 18. Events arising after the reporting date

## 19. Date of authorisation of the accounts

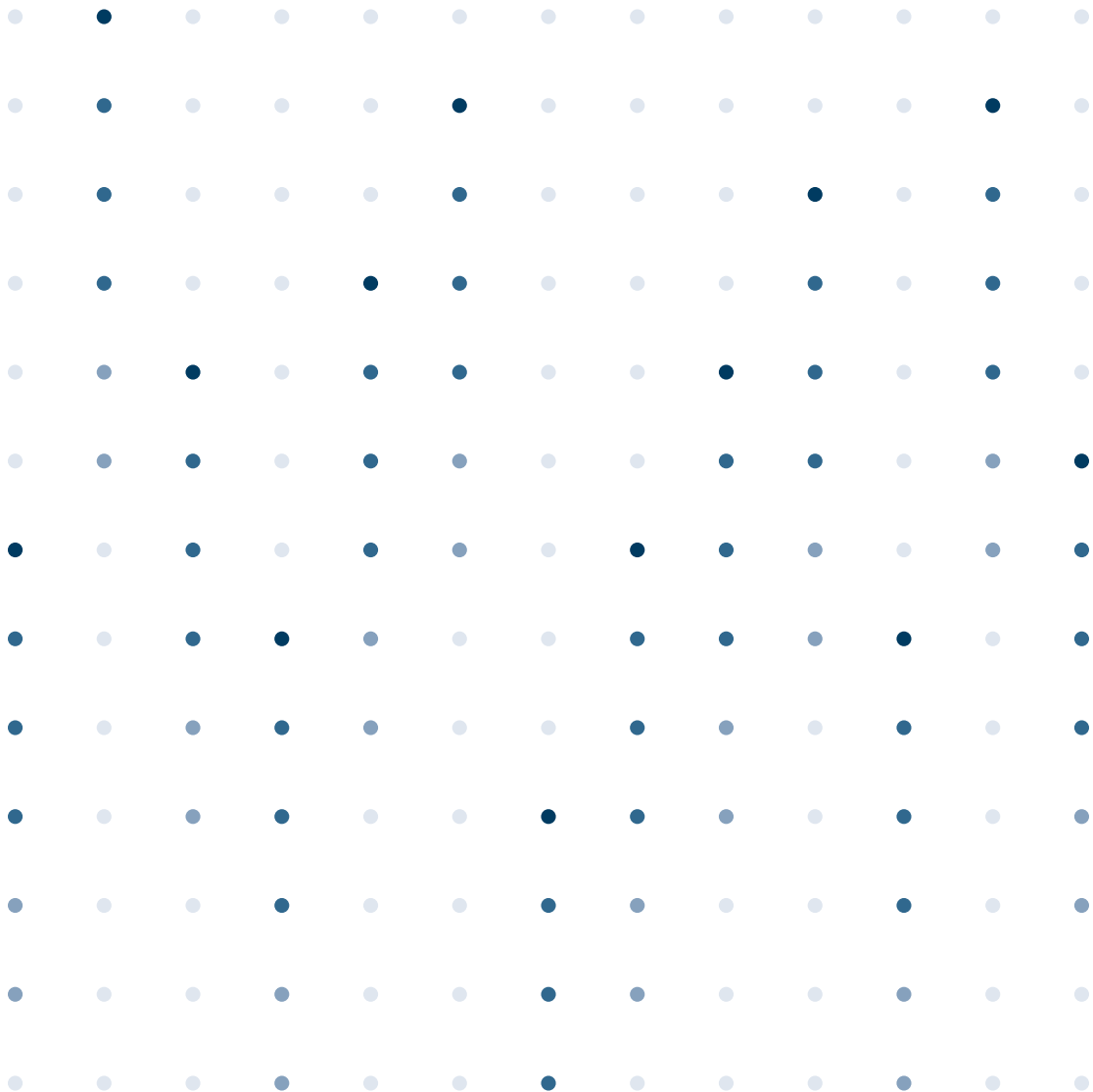
The Accounts were authorised for issue on the date of the Comptroller and Auditor General's certification.



Office for  
Statistics Regulation

# Annex: Office for Statistics Regulation Annual Report 2020/21

Statistics for the public good: regulating for  
trustworthiness, quality and value





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# Director General for Regulation's Report

We want to see statistics that serve the public good. This report shows how this vision drives everyone in the OSR team and how brilliantly and hard the whole OSR team have worked. I would like to thank them all publicly for what they've achieved this year.

Over the last year, statistics and data have been more important than ever – informing the public about the pandemic and its impacts, right at the centre of public life.

We've been contributing to this central importance through our regulatory role. We've upheld the trustworthiness, quality and value through a series of regulatory reviews, for example, our review of the COVID-19 Infection Survey. We've protected the role of statistics in public debate – handling a larger volume of cases than ever before, some of them very high profile, like the reporting of COVID-19 testing capacity. And we've enhanced understanding of the public good provided by statistics, through our burgeoning research programme.

It's not all been about COVID-19 data either. We've delivered a whole range of outputs that are about enhancing the statistical system: our review of quality of statistics at HMRC, which has had a significant impact on how HMRC runs its statistics and analysis operations; advocating statistical leadership and methodological innovations like Reproducible Analytical Pipelines; and identifying lessons learned from the use of models to award exam grades in the summer of 2020, one of the most high profile stories about statistics of this or any year.

In short, wherever statistics have been prominent, we've been there too – supporting, challenging, enhancing, advising, all in the name of the public good of statistics.



**Ed Humpherson**

Director General for Regulation  
July 2021

## Our purpose and vision

The Office for Statistics Regulation (OSR) is the Authority's independent regulatory function, established by the Statistics and Registration Service Act (2007).

With offices in England, Scotland and Wales, we provide independent regulation of all official statistics produced in the UK, and aim to enhance public confidence in the trustworthiness, quality and value of statistics produced by government.

We do this by setting the standards official statistics must meet in the Code of Practice for Statistics. We ensure that producers of official statistics uphold these standards by conducting assessments against the Code. Those which meet the standards are given National Statistics status, indicating that they meet the highest standards of trustworthiness, quality and value. We also report publicly on systemwide issues and on the way that statistics are being used, celebrating when the standards are upheld and challenging publicly when they are not.

## Our governance

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.

Our work is overseen by the Authority's Regulation Committee. The Committee is chaired by Anne Trefethen, a non-executive director of the UK Statistics Authority Board. Other members are also non-executive members of that Board, together with the Director General for Regulation. No producers of statistics, including ONS executives, are members of the Committee.

The Regulation Committee reviews and approves our strategy, annual business plan, and budget, and approves all key regulatory decisions on assessment against the Code of Practice for Statistics.

## Our vision

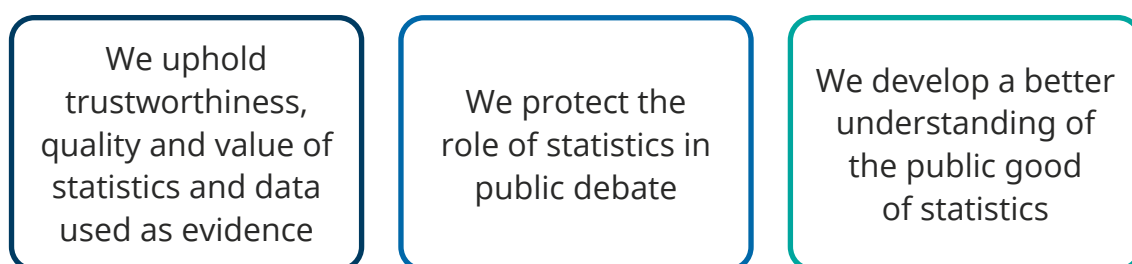
Our vision is simple. Statistics should serve the public good.

## Delivering the authority priorities for 2020-25

The Authority Strategy set out four priorities for the statistical system for 2020-25:

- build public trust in evidence
- make greater data available in a secure way for research and evaluation
- enhance understanding of social and economic matters
- improve clarity and coherence of communication for maximum impact

As the independent regulator, we work through three delivery channels:



These channels map to the Authority priorities:

	We uphold trustworthiness, quality and value of statistics and data used as evidence	We protect the role of statistics in public debate	We develop a better understanding of the public good of statistics
Build public trust in evidence	✓	✓	✓
Make greater data available in a secure way for research and evaluation	✓		✓
Enhance understanding of social and economic matters	✓	✓	✓
Improve clarity and coherence of communication for maximum impact	✓		✓

Our vision and our [OSR Strategic Business Plan 2020 to 2025](https://osr.statisticsauthority.gov.uk/publication/office-for-statistics-regulation-strategic-business-plan/) set the context for what we aimed to achieve in 2020/21:

<https://osr.statisticsauthority.gov.uk/publication/office-for-statistics-regulation-strategic-business-plan/>

For more information about our organisation: what we do and why; how we work and the tools we use; and our broad ambitions for future development, please refer to our published vision statement:

[www.statisticsauthority.gov.uk/publication/osr-vision/](http://www.statisticsauthority.gov.uk/publication/osr-vision/)

# 2020/21 highlights

We published our first **Rapid Review** in response to the pandemic, endorsing ONS Opinions and Lifestyle Survey COVID-19 questions (April 2020)

We published our review: **Strengthening the quality of HMRC's official statistics** (April 2020)

**COVID-19 surveillance and registered deaths data review** stressed need for trustworthiness and responding to changing data needs (April 2020)

**Adult Social Care Statistics: GB Summary Report** highlighted common challenges and good practice, presenting our priorities for action (April 2020)



14 Rapid Reviews and 33 Compliance Checks published

**Rt Hon Matt Hancock MP confirmed improvements to COVID-19 testing data** following concerns we had raised (June 2020)

323 casework cases opened. Our 2019/20 **Annual Review of Casework** confirmed April-June 2020 as our busiest period on record.

We published **Presenting estimates of R by government and allied bodies across the United Kingdom** (June 2020)



We published our **5-Year Strategic Plan** (July 2020)

**Exploring the public value of statistics about post-16 education and skills: UK report**

looked at how accessible the statistics are and whether they inform the big picture (July 2020)

We published our first report on: **The state of the UK's statistical system** and shared with the GSS in the first of a new series of OSR webinars (July 2020)

We published **Mental Health Statistics in England** which explored why good statistics are important and made recommendations for improvement (September 2020)

We published guidance on **unlocking the value of data through onward sharing** and **making changes to statistical methods** (October 2020)

Our **Business Demography Assessment** had support from the National Statistician for reviewing 70-year old legislation to optimise the benefits of the Inter-Departmental Business Register (October 2020)

We published guest blogs offering perspectives on the world of statistics and data, including one from Andy Haldane on **How to solve a puzzle like productivity** (November 2020)



5 Assessment Reports published and 3 new National Statistics

We initiated **preemptive discussions with producers of health statistics** about our expectation for the development of vaccine statistics across the UK (December 2020).

We published research paper: **The Public Good of Statistics: What we know so far** (December 2020)



2000th follower on Twitter (January 2021)



7 Systemic Reviews completed

We published **draft guidance on collecting and reporting data about sex in official statistics** (February 2021)

We published **Statistical leadership: Making analytical insight count** (February 2021)

We published **Ensuring statistical models command public confidence: Learning lessons from the approach to developing models for awarding grades in the UK in 2020** (March 2021)

We published **Reproducible Analytical Pipelines: Overcoming barriers to adoption** (March 2021)

# Our performance

## Delivery of key commitments in our 2020/21 Business Plan

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### We uphold trustworthiness quality and value of statistics and data used as evidence

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#### Challenge official statistics producers to answer society's questions, focusing on appropriate timeliness, granularity and data linkage

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**Use rapid reviews to support producers as they develop new outputs and approaches in response to the pandemic**

Fully delivered: We published 14 Rapid Reviews in 2020/21 at the request of producers. We expect the benefits gained from this approach to inform improvements to our regulatory toolkit beyond the pandemic.

**Regulatory programme looking at outputs which draw on multiple sources or can offer detailed breakdowns**

Fully delivered: We consistently challenged producers to make more granular analyses available, and endorsed good practice – for example, Business Demography statistics and Scottish Prison Population statistics. This will be a continuing key theme in 2021/22.

**Systemic Reviews with a focus on society's most important issues which cut across policy**

Partially delivered: We published reviews on Post-16 Education and Skills, Mental Health, and Adult Social Care. We have reviews ongoing on Children and Young People, and Climate Change. At the invitation of HMRC, we also carried out a quality review across their statistics.

**Continued advocacy for data linkage and use of multiple sources to answer society's most important questions**

Partially delivered: We have embedded the advocacy of data linkage into our regulatory work in 2020/21. We have been building our networks with partners with common goals such as ADR UK and NAO, running joint events and planning more guest blogs. We have published Reproducible Analytical Pipelines: Overcoming Barriers to Adoption; and Unlocking the Value of Data through Onward Sharing. An update on our implementation of our data linkage recommendations is planned for 2021/22.

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### Challenge official statistics producers to offer insight, clarity of communication and coherence

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**Regulatory work focuses on clarity of communication**

Fully delivered: We challenged producers to provide clarity of coherence and insight and endorsed good practice across a range of statistics – for example, Rough Sleeping statistics.

**Systemic Reviews looking at whether statistics across broader topics are coherent and communicated effectively**

Fully delivered: Our reviews of Defra user engagement, Post-16 Education and Skills, and Reproducible Analytical Pipelines all had strong focus in this area. Our review of Poverty statistics launched in November 2020 considers the extent to which the statistical system is providing coherent and comprehensive information required to support decision making.

**2020 Insight programme: using intelligence to identify key themes in our work that we can learn from and address across the statistical system**

Partially delivered: Our discovery work has delivered a number of recommendations which are being developed into a plan for implementation. Some are quick wins, such as making improvements in the project closure report and other regulatory documents. Others are more innovative and complex and are being scheduled.



## Delivery of key commitments in our 2020/21 Business Plan

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### Increase voluntary application of the Code beyond official statistics, particularly for government analytical outputs

**Continue to promote voluntary application of the Code through support of the established Community of Practice, workshops and published case studies**

Fully delivered: 26 statements of voluntary compliance with the Code have been published so far in total by a range of organisations, from producers of official statistics to those outside the public sector. In 2020/21 six statements were published, including for Department for Health and Social Care's NHS Test and Trace statistics. We have strong interest from other organisations to adopt the Code.

**Support government to publish analytical outputs, such as management information and research outputs, in line with the Code**

Fully delivered: We have published a range of guidance and case studies in support of the Code – for example, we published a statement on Why trust and transparency are vital in a pandemic in November 2020. Our on-line Code course is now available for the government statistical system on the Learning Hub. We are working with partners in the GSS to develop scenario-based self-learning modules that will illustrate applying the pillars of the Code, and to roll out the Code across the Analysis Function.

**Sponsor the Voluntary Application Award, in partnership with the Royal Statistical Society (RSS), rewarding excellence in the voluntary application of the Trustworthiness, Quality and Value pillars of the Code**

Fully delivered: The first awards have been handed out and we have launched the 2021 awards. We had some excellent nominations in 2020 and we published Case Studies by our winners and those who were highly commended to share their experiences more widely.

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### We protect the role of statistics in public debate

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#### Focus on addressing data gaps and stepping in when statistics are being misrepresented

**Identify and highlight gaps in statistics and data**

Fully delivered: We have challenged producers to address gaps in statistics and data across our regulatory programme. We've used what we have learned to offer insights. We published two blogs: Closing data gaps: understanding the impact of COVID-19 on income; and a blog from our Director General to start the process of demystifying data gaps more widely. The pandemic has highlighted the importance of looking to the questions that need to be answered with data, both now and in the future, and this will remain a key theme for us in 2021/22.

**Intervene where we identify significant or persistent issues with how statistics are being used or misrepresented**

Fully delivered: We have opened 323 cases in 2020/21, a threefold increase on previous years. We published an updated Interventions Policy and FAQs to help the public to engage with us and know what to expect. We anticipate our volumes of casework to remain higher than in the past, and we are continuing to improve processes to allow us to effectively deliver. Our review on Statistical Leadership, published in February 2020, highlights the importance of Governments across the UK showing leadership in the use of numbers and data.

**Systemic Reviews to encourage producers to address gaps in statistics**

Fully delivered: Our review programme has had a strong focus this year on increasing the public value of statistics and understanding where users' needs are not being met/ their questions are not being answered by the available statistics. Examples of published Reviews which have addressed this area: Mental Health (England), Post-16 Education and Skill and Adult Social Care.

**Develop automated tools and dashboards to provide intelligence on how statistics are used in social and mainstream media**

Partially met: Our Twitter dashboard is now fully cloud based and able to run automatically. This has set the infrastructure for future projects which should now be much quicker to deploy. We are scoping projects on Google Trends (and how this might inform data gaps) and scraping Hansard to provide analysis of what is being talked about in UK Parliament.

## Delivery of key commitments in our 2020/21 Business Plan

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### Increase the profile of OSR to support impact of our interventions

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**Greater use of regulatory statements on website, so people can see our position on key issues**

Partially met: We have published a number of position statements during 2020/21 – for example: domain updates on crime, trade and the RPI; our expectations of producers in respect collecting and reporting data about sex; the impact of COVID-19 on the Labour Force Survey; and welcoming changes to pre-release access in Scotland. We need to make these statements more accessible in the coming year.

**More regular contributions to Parliamentary inquiries and raising issues with relevant select committees**

Fully met: Within the context of the pandemic, our Director General for Regulation has been called to offer evidence to PACAC and select committees. We have also contributed evidence to parliamentary reviews. We will seek to continue to seek to improve how we inform UK and devolved Parliaments in 2021/22.

**Develop our website**

Fully met: We launched the OSR website in 2020 and it has become an important vehicle for communicating our work. As well as our formal outputs we have published a series of blogs on a wide range of subjects by guests and our own team. In September, we delivered enhancements to comply with the new UK Government Accessibility Regulations.

**Strengthen our regulatory presence on Social Media e.g. through our new Twitter account launched in 2019**

Fully met: We now have over 2000 followers on Twitter and have used social media in increasingly creative ways to engage with our audience. On our one-year anniversary of @StatsRegulation we posted our most engaged-with tweet ever. Our intervention that day had 105,000 impressions; 73,000 views of the video and 15,500 engagements. We increased by 150 followers in four hours.

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### We develop a better understanding of the public good of statistics

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Clarify our role in regulation of data and AI

**Publish a statement on our regulatory role in the data and AI landscape**

Fully met: We published our statement and supporting blog in July 2020, and the subsequent report on Ensuring Statistical Models Command Public Confidence consolidated our messaging.

**Work with organisations working on data and AI to further our knowledge, including their regulatory role and any gaps in regulation**

Fully met: We have been working with ONS's Data Science Campus and others like NAO and ADR UK and developing events, blogs and plans for workshops to build our team's capability.

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### Build our evidence base on understanding of the public good

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**Review the National Statistics designation**

Fully met: This review will continue into 2021/22 but we have made strong progress this year, publishing a consultation document and engaging with Heads of Profession and the wider analytical community to inform our thinking. We published findings and next steps in June 2021.

**Further develop a framework for judging misleadingness**

Fully met: We published an initial think piece in May 2020 and a programme of engagement was carried out to inform a follow-up piece one year on.

**Utilise our research and data and automation capabilities to develop our understanding of what is meant by public good of statistics and existing evidence**

Fully met: We published our report: The Public Good of Statistics: What we know so far in December 2020 and work is progressing well on other elements of our research. We shared our latest findings and plans for further work with our external expert Steering Group in April 2021.

## Responding to the COVID-19 pandemic: Statistics for the public good

The last year has brought into sharp focus the importance of delivering statistics for the public good, and the central role that we play in standing up for the public. Key ways in which we have developed:

- interventions such as our Chair's letter on testing have put us higher in the public consciousness, and increased understanding of the role that we play
- the volume and importance of our casework requests from the public has increased during the pandemic. We have seen positive changes in the data published and how it is communicated as direct and indirect results of our interventions
- we have a strengthened relationship with the Public Administration and Constitutional Affairs Committee (PACAC) and parliamentary committees, where we have provided independent expert advice at important junctures
- we have stood up for statistical leadership across the statistical system and analytical community, and tried to ensure we are always fair and balanced in our judgments
- we have made a step change in our role as a supportive regulator – supporting producers as they have navigated the pandemic. We have welcomed how proactive Heads of Profession have been in working with us and coming to us to pre-emptively discuss any emerging challenges
- we were quick to issue guidance for producers and to evolve our approach to regulation – for example, introducing Rapid Reviews to allow us to quickly evaluate and endorse new statistics required to inform the response to the pandemic
- as with the rest of society, the pandemic required us to be agile and responsive to the emerging situation, and to continually revisit our priorities for the year. We published updates to our rolling regulatory work programme around every four to six weeks

# Our reflections on the state of official statistics

In July 2021, we published a report that sets out the Office for Statistics Regulation's view on the current state of government statistics, based on our work in 2020 and 2021 so far.

In this report, we set out our view on the current state of statistics and data produced by public bodies. We highlight examples of statistical producers doing things well which we would like to see continue into the future, and the improvements we would like to see to ensure statistics and data better serve society's needs. The five themes focused on are: responsive and agile, timeliness, collaboration and data sharing, communication and presentation, transparency and trustworthiness. We also reflect on progress on the areas raised in [last year's report](#).

## Resourcing

2020/21 has been a year when OSR has worked well to fulfil our ambitions and our responsibilities to the public, particularly in respect of the pandemic. We had been building our capability and maturity as a regulator and have been able to consolidate our efforts at this important time. The pandemic has required us to be agile in how we operate, and our team has responded well at a time of high pressure. The pandemic has though had some direct consequences for how we have been able to operate that have impacted our spending. In 2020/21 we underspent by £458,000 – with underspends in salaries, travel and research consultancy.

In recognition of the importance of the need for a strong independent regulator, OSR has been in a period of steady growth almost doubling in size since 2016/17. We have lived with a higher number of vacancies this year than we would want. We are now working to improve our succession planning and speed up recruitment. We are actively recruiting now with a view to reaching our optimum size of 47 staff during 2021/22 and maintaining levels more effectively.

We have worked well to adapt to engaging our stakeholders and to collaborate remotely over the last year, and we foresee that we will continue to have reduced pressure on travel costs for at least the next six months. That said, this year we have learned the value of face-to-face engagement to innovation, creativity, advocating for the Code, and for the

wellbeing and morale of our team who are spread across the UK. We will expect to gradually increase our spending again in 2021/22 though not to previous levels. Our budgeting forecasts will reflect this.

We have committed to a smaller research consultancy budget in 2021/22 but this year has identified new issues where it will be important to break new ground – particularly around data – and our work around the public good of statistics is picking up pace, and so we are confident of delivering value for money from any work we commission, working with strategic partners and broadening our reach.

## Managing risk

Our corporate risks are focused in four areas to help us as a regulator to best serve the public good:

### Maintaining our relevance

**Risk:** We do not have credibility as a regulator.

**Status: Green:** Robust mitigations in place. The work we have done to evolve our planning process provides us with a clear vision while allowing us to adapt quickly. Our new research, data and automation, and insight functions are making increasingly important contributions to our capacity to understand the context within which we operate and maintain our relevance as a regulator.

### Maintaining our voice

**Risk:** We do not say the right thing at the right time.

**Status: Green/Amber:** Robust mitigations in place but we recognise we have further to go in setting out our regulatory position clearly on key issues. We published a small series of regulatory position statements in 2020/21 but our communications team is putting together a task and finish group in spring 2021 to consider how to make it easier for users to understand our position on key issues.

## Building our capability

**Risk:** We do not have the skills, tools and resources to regulate and uphold the Code.

**Status: Amber:** Mitigations less robust. Our team adapted quickly and effectively to the remote working environment enforced by the pandemic and our productivity and impact have been at their greatest in our short history. However, despite this extraordinary commitment, the pandemic has of course placed unprecedented strains on a small team with a large responsibility. We are very conscious of the pressures on the team and we will continue to pay strong attention to managing their wellbeing, investing in their skills and development, and ensuring they are well supported with sufficient resource by increasing the momentum and inclusivity of recruitment and effectively prioritising workloads.

## Maintaining our independence

**Risk:** We are perceived by stakeholders not to be able to operate independently as a regulator.

**Status: Green/Amber:** Robust mitigations in place. We consider that publishing accessible regulatory position statements, as well as strengthening our voice as a regulator, will also serve to further reinforce our independence.

These risks are owned by members of our Senior Leadership Team and reviewed each month through our Programme Review Board. We also report to Regulation Committee twice a year for independent challenge. Throughout this report we have demonstrated how we have sought to manage any threats and exploit our opportunities in these respects.

We expect all projects within our regulatory work programme to manage their risks in a proportionate way and we provide the team with our risk management policy, training, and tools to ensure this happens. Our approach is to empower project managers but to provide a route for support, challenge and escalation of risk to Programme Review Board through assigned Project Sponsors.

There has been one main engagement with Internal Audit this year: an internal audit of our approach to Compliance Checks and Rapid Reviews. Internal Audit awarded a substantial opinion, finding that while minor issues were identified with the quality assurance structure in place, the compliance checks guidance, and potential inefficiencies in the compliance checks process, these do not pose significant risk.

# Looking ahead

We have published our [business plan](#) and [associated work programme](#) to share our focus for 2021/22. We have planned in a way that allows us to retain flexibility so we can respond to the changing environment in-year, building on the lessons we have learned and the ways we have adapted in 2020/21.

We see 2021/22 as a year of consolidation. This reflects the strong performance of the statistical system since the start of the pandemic, and the role OSR has played. To call it a year of consolidation is far from proposing a quiet year of limited ambition. On the contrary, to consolidate the performance seen during the pandemic will involve significant effort – to make the extraordinary become the norm.

While the pandemic is likely to remain a central issue in public and policy debate, other issues like regional imbalances and net zero may well gain greater prominence. We want to see the statistical system consolidate the huge gains it has made in terms of data collection and publication; consolidate the progress OSR has made on our role in data, for example, through the exams review; and through our research, we want to consolidate on the higher public interest in statistics and data in general.

**So our focuses for the year ahead include:**

- the impact of the pandemic on data and statistics, including use of new sources, and the impacts of the pandemic on data collection
- granularity of statistics, including on how to form a better picture of regional performance
- research into the public good provided by statistics
- data gaps – ensuring producers identify and address significant areas not covered by current statistics
- our role in data

Even more broadly than this, we have observed the increasing relevance of our Trustworthiness, Quality and Value approach. It's clear how important it is to have data and statistics that the public can have confidence in. It's clear that trustworthiness is not an optional extra, but a fundamental part of communicating data. It's clear that honesty about quality is essential. And it's clear that value lies in serving a wide range of users.

So our year of consolidation can be summarised thus: We will continue to stand up for trustworthiness, quality and value.

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