



HM Revenue  
& Customs

**Ruth Stanier**  
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**Date:** 30 April 2020

Dear Ed,

**OSR report on strengthening the quality of HMRC official statistics**

Thank you for your letter of 30 April.

I am writing to acknowledge publication of the Office for Statistics Regulation report 'Strengthening the quality of HMRC official statistics'. I would like to thank you for undertaking this review, and for the positive way in which you and your colleagues have engaged with teams across Knowledge, Analysis and Intelligence (KAI) and other areas of HMRC.

As you recognise in your report, KAI produces around 65 official statistics, many of which are published on several occasions during the year, alongside a broad range of analytical work. HMRC welcomes the findings and recommendations outlined in the report. We accept the recommendations in full. They will help us to make significant steps to improve our processes and statistical outputs and reduce the risk of future errors.

Both your letter and the report note the importance of investment in HMRC's underlying IT and data systems to enable HMRC to deliver quality official statistics and other analysis. We will consider carefully how to take this forward, as part of our broader IT and data strategies.

We have developed a substantive work programme to address the recommendations. The work strands will cover:

- Working with data providers to increase understanding of input data, including mapping data pipelines;
- Improving quality assurance (QA), ensuring that robust QA processes are in place, that there is a QA culture and that it is properly resourced and managed;

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- A review of HMRC's official statistics' outputs and published material, to ensure resources are used most effectively and that users are provided with up-to-date and accurate material to support their use; and
- Programme management, governance and communications on the response.

HMRC will publish an update on the work programme in 2021 , and I look forward to further engagement with the OSR on HMRC's progress.

Yours sincerely

*Ruth Stanier.*

A blue ink horizontal line, likely a signature or a decorative underline.

**Ruth Stanier**

Director General, Customer Strategy and Tax Design