

## Standard 2: lead responsibly

Standard 2 of the [Standards for Official Statistics](#) in the Code of Practice for Statistics sets out essential requirements to ensure impartial and independent statistical decision making.

It is allied to the [Standards for the Public Use of Statistics, Data and Wider Analysis](#) which emphasise the need for organisational leaders to support the decisions made by statistical leaders about the publication of statistics and data.

Standard 2 emphasises the responsibility of all analysts to be leaders advocating adherence with the Code within their organisation, providing impartial professional advice, and ensuring the effective use of resources. There are responsibilities for ensuring staff are suitably skilled, trained and resourced, to meet the needs of the production of official statistics.

Standard 2 also flags the role of the National Statistician and Chief Statisticians in devolved administrations as key advisors on professional matters, as well as the need to raise concerns about meeting the Code with the Office for Statistics Regulation.

### The Standard:

**2. Producers must lead responsibly and make impartial decisions about statistics, under the direction and authority of the Chief Statistician/Head of Profession for Statistics**

*so that the public can have confidence in the independent and objective nature of statistics*

- 2.1. Promote the requirements of the Code of Practice across the organisation, including at the most senior levels of leadership
- 2.2. Provide impartial advice on the use of statistics, and foster an evidence-based approach to decision making
- 2.3. Apply impartial, professional judgement to decide methods, standards and procedures, as well as the content, timing, frequency and mode of release for regular and ad hoc statistics with the approval of the Chief Statistician/Head of Profession for Statistics
- 2.4. Seek the approval of the Chief Statistician/Head of Profession for Statistics for major revisions to statistics; new official statistics and official statistics in development; to cease the production of official statistics that are no longer viable or required; and when seeking a change to the accreditation of official statistics
- 2.5. Publish a statement of compliance outlining how the statistics are produced in line with the core principles of Trustworthiness, Quality and Value

- 2.6. Apply good business practices in managing resources. Raise any concerns with senior leaders about inadequate funds to deliver key statistical priorities that are in line with the standards of the Code
- 2.7. Recruit suitably skilled staff and apply an appropriate competency framework. Have clear roles and responsibilities for these staff
- 2.8. Provide sufficient resources and time to enable staff to develop skills, knowledge and competencies, including training on applying the Code, secure data handling and quality management
- 2.9. Where needed, seek the advice of the National Statistician or the relevant Chief Statistician on professional matters, including any concerns about statistical independence
- 2.10. Periodically review adherence to the Code with the advice of the Chief Statistician/Head of Profession for Statistics. Promptly report serious concerns about meeting the Code to the Director General for Regulation

## Questions to consider:

1. **Code promotion:** In what ways can you promote the Code standards within your area or with non-analysts (including senior leaders and communications staff) in your organisation? What opportunities are there for collaboration with other parts of the organisation in which you can contribute your professional expertise? How can you promote the [Standards for the Public Use of Statistics, Data and Wider Analysis](#)?
2. **Portfolio management:** What steps are you taking to consider what new statistics are needed or what statistics should be stopped? What plans have you in place for the development of statistics? Have you published a statement of compliance outlining how the statistics are produced in line with the core principles of Trustworthiness, Quality and Value?
3. **Impartial decision making:** How do you ensure impartial and informed decision making when deciding on methods and about the nature of the statistics release and the timing of release? What would you do if this ability were challenged by others in the department?
4. **Resource management:** Are you applying good business practices in managing resources? Do you have sufficient resource to deliver key priorities?
5. **Staff capability:** How do you ensure everyone in your area is able to access the training necessary to develop their statistical skills and knowledge and has the right skills for their role? What is your strategy for ensuring adherence to the Code within your area?

## Related guidance:

### Office for Statistics Regulation:

- [Accredited Official Statistics Policy](#) (including cancelling/suspending accreditation)
- [Official Statistics Policy](#)
- [Official Statistics in Development policy](#)
- [Guidance on producing official statistics in development](#)
- [Guidance on Ensuring Public Accountability](#)
- [Regulatory guidance on Intelligent Transparency](#)
- [Statistical Practice Capability Framework](#)
- [Assessment process](#)
- [Understanding the difference between official statistics and published management information](#)

### Government Statistical Service (GSS):

- [Roles and responsibilities for the statistical Heads of Profession](#)
- [Recruiting a statistical Head of Profession](#)
- [Reporting concerns under the Code of Practice for Statistics](#)
- [Changing or ceasing to publish official statistics](#)
- [Career Academy: GSS and GSG](#)
- [GSG Learning](#)
- [GSG Competency Framework](#)

### Analysis Function:

- [Leadership and analysis](#)

### Government Skills:

- [Leading and managing](#)

### Government Project Delivery:

- [Chapter 28. Resource management - Government Project Delivery](#)

### Operational Delivery Profession:

- [Operational leadership and management](#)

### Royal Statistical Society:

- [RSS - Principles to support statisticians making trade-offs in pressurised situations](#)

## Good practice examples:

### Leadership

- Case study – MHCLG and Welsh Government: [The head of profession's role in assessing continued compliance with the Code](#)
- Blog – Cabinet Office: [Fostering a robust government evaluation culture](#)
- Blog – Ed Humpherson and Simon Baugh: [Growing public trust in statistics through collaborative communication and intelligent transparency](#)
- Blog – Office for National Statistics: [Lessons I've learned managing change](#)
- Blog – Scottish Government: [Ensuring that analytical leadership is fit for the future](#)
- Blog – Scottish Government: [Statistics - serving the needs of users of statistics](#)
- Blog – Public Health Scotland: [Collaborative leadership: Drawing on our different strengths to answer important questions](#)
- Blog – Department for Transport: [Me, myself and D&I](#)

### Managing staff and resources

- Analysis Function Blog: [Transforming careers through apprenticeships](#)
- Case study – Department for Transport: [Developing statisticians' coding skills to meet future organisational needs](#)
- Case study – Ofsted: [Sharing resources and collaborating](#)
- Blog – Scottish Fiscal Commission: [Transparency, integrity, and independence: the keys to improving Budget scrutiny and public understanding of risks to public finances](#)
- Case study – Welsh Government: [Innovating outputs to balance meeting needs with resources](#)
- Blog – Scottish Government: [The power of purpose and positivity in prioritisation](#)

## Code of Practice for Statistics:

- [Understanding TQV](#)
- [The Code Principles](#)
- [Standards for Official Statistics](#)
- [Standards for the Public Use of Statistics, Data and Wider Analysis](#)
- [Code Guidance](#) – other short guides supporting use of the Code
- [Required policies and statements relating to official statistics production](#)