



HM Revenue
& Customs

Ed Humpherson
Director General for OSR
(by email)

Alison Woodhouse
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Date 15 September 2026

Dear Ed

Review of HMRC Statistics

I would like to begin by apologising for the 2025 errors in HMRC's official statistics and the impact they have had on users of our data. We recognise the importance of maintaining trust in official statistics, the impact these errors have had on users, and our responsibility to address the causes of these issues.

Following receipt of your letter on 13 November 2025, I have overseen a review of HMRC's statistics and we have published a report today, 15 September 2026, titled "[HMRC Statistics: raising our performance](#)".

The review focuses on two of HMRC's official statistics where errors affected market-sensitive statistics published by ONS and HM Treasury. While the immediate consequences were felt within government, we also recognise the broader impact on external users who rely on HMRC's statistics. The overarching aim of the review is to strengthen trust, quality and confidence in HMRC's statistical outputs by improving the processes that underpin their production.

The review was led by HMRC's Chief Statistician, Sean Whellams, and has been conducted through an open and consultative process with key stakeholders across government. We have identified key root causes and cross-cutting issues for these errors, and developed recommendations to reduce the likelihood of future issues. As part of our response, we have already made methodological improvements to further enhance the robustness of our statistics.

We are fully committed to implementing the recommendations arising from the review. The report recognises that sustainable improvements will require visible leadership and a sustained focus on reinforcing a culture of quality, transparency and constructive challenge throughout the statistical production process.

HMRC's analytical senior leadership team will actively lead and oversee this programme of change. We will also continue the cross-government steering group arrangements established during the review to provide continued support and scrutiny throughout the implementation of the recommendations.

The most immediate risks identified by the review have already been addressed, and we are developing a detailed implementation plan setting out the remaining actions required to strengthen our statistical processes. We will provide regular progress updates to you, which we expect to issue 2 or 3 times a year.

I would like to thank you and your colleagues for your engagement throughout this process. We look forward to continuing to work closely with the Office for Statistics Regulation as we deliver these important improvements.

— Yours sincerely

A handwritten signature in black ink, appearing to read 'A Woodhouse', with a stylized, flowing script.

Alison Woodhouse

Chief Analyst for HMRC