



House of Commons
Public Administration Select
Committee

Selection of a new Chair of the Advisory Committee on Business Appointments

Third Report of Session 2009–10

Report, together with formal minutes

*Ordered by the House of Commons
to be printed 26 November 2009*

The Public Administration Select Committee

The Public Administration Select Committee is appointed by the House of Commons to examine the reports of the Parliamentary Commissioner for Administration and the Health Service Commissioner for England, which are laid before this House, and matters in connection therewith, and to consider matters relating to the quality and standards of administration provided by civil service departments, and other matters relating to the civil service.

Current membership

Dr Tony Wright MP (*Labour, Cannock Chase*) (*Chairman*)
Mr David Burrowes MP (*Conservative, Enfield Southgate*)
Paul Flynn MP (*Labour, Newport West*)
David Heyes MP (*Labour, Ashton under Lyne*)
Kelvin Hopkins MP (*Labour, Luton North*)
Mr Ian Liddell-Grainger MP (*Conservative, Bridgwater*)
Julie Morgan MP (*Labour, Cardiff North*)
Mr Gordon Prentice MP (*Labour, Pendle*)
Paul Rowen MP (*Liberal Democrats, Rochdale*)
Mr Charles Walker MP (*Conservative, Broxbourne*)
Jenny Willott MP (*Liberal Democrats, Cardiff Central*)

Powers

The powers of the Committee are set out in House of Commons Standing Orders, principally in SO No 146. These are available on the Internet via www.parliament.uk

Publications

The Reports and evidence of the Committee are published by The Stationery Office by Order of the House. All publications of the Committee (including press notices) are on the Internet at <http://www.parliament.uk/pasc>

Committee staff

The current staff of the Committee are Steven Mark (Clerk), David Slater (Second Clerk), Pauline Ngan (Committee Specialist), Louise Glen (Senior Committee Assistant), Lori Verwaerde (Committee Assistant)

Contacts

All correspondence should be addressed to the Clerk of the Public Administration Select Committee, Committee Office, First Floor, 7 Millbank, House of Commons, London SW1P 3JA. The telephone number for general enquiries is 020 7219 5730; the Committee's email address is pasc@parliament.uk

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Report

1. On 26 November 2009 we held a pre-appointment hearing with Rt Hon Lord (Ian) Lang of Monkton, the Prime Minister's preferred candidate for the post of Chair of the Advisory Committee on Business Appointments (ACoBA).¹

2. We have expressed elsewhere our views on the Business Appointment Rules and the need for reform and renewal of ACoBA.² This short report gives our view of Lord Lang's suitability for the post as it is currently constituted.

The Role

3. The Chair of ACoBA is one of the posts agreed to be suitable for pre-appointment hearings because of its "important role in ensuring public trust in government by regulating exit from government".³

4. ACoBA advises the Prime Minister and Foreign Secretary on the application of the Rules on the Acceptance of Outside Appointments by Crown Servants (also known as the 'Business Appointment Rules') to very senior Crown servants. The Rules set out the circumstances in which civil servants, diplomats, members of the armed forces and others need to obtain Government permission to take up outside appointments within two years of leaving the service of the Crown.

5. The Advisory Committee also provides advice to Ministers and former Ministers looking to take up outside appointments within two years of leaving office. Ministers are required to seek the Committee's advice for appointments, other than unpaid posts in non-commercial organisations, under the Ministerial Code. The Ministerial Code states that Ministers are "expected" to follow the Committee's advice.⁴

6. The Chair of ACoBA has responsibility for ensuring that:

- there is "effective leadership" of the Committee;
- the Committee provides "timely and fully considered advice" to the Prime Minister and Foreign Secretary;
- the views of the Committee are represented to the general public; and
- the Committee complies with Freedom of Information law, in particular by acting as its "qualified person" for such purposes.⁵

1 The transcript of the meeting will be published separately as HC 42-II

2 Public Administration Select Committee Sixth Report of Session 2006-07, *The Business Appointment Rules*, HC 651 and First Report of Session 2008-09, *Lobbying: Access and influence in Whitehall*, HC 36-i

3 Liaison Committee, First Report of Session 2007-08, *Pre-appointment hearings by Select Committees*, HC 384, Annex B and First Special Report of Session 2007-08, *Pre-appointment hearings by Select Committees: Government response to the Committee's First Report of Session 2007-08* HC 594

4 Cabinet Office, *Ministerial Code*, www.cabinetoffice.gov.uk, accessed 13 November 2009

5 Appendix 2

7. The Chair, as with all members of ACoBA, will serve a single, non-renewable term of five years. The Chair will be paid an honorarium of £8,000 a year.

Appointment process

8. The Advisory Committee consists of seven members, appointed by the Prime Minister. It comprises three political representatives, nominated by the political parties, members with experience of each of the Civil Service, Diplomatic Service and military service and a member with a business background.

9. Appointments to ACoBA, as with many public bodies, are regulated by the Office of the Commissioner for Public Appointments (OCPA). OCPA exists to ensure public appointments comply with the principles of ministerial responsibility, merit, independent scrutiny, equal opportunities, probity, openness and transparency, and proportionality. The Commissioner has the power to exempt certain appointments from her principles. In December 2007 the Commissioner approved a process for the appointment of members of ACoBA. She requested further information from the Cabinet Office about the process for selecting a Chair from among the membership of the Committee. This information was not provided until July 2009, by which time the Prime Minister's preferred candidate had already been identified.⁶ **It is unfortunate that the Government did not seek the formal approval of the Commissioner for Public Appointments for the process to select the Chair of the Advisory Committee from amongst its membership, as required by the Code of Practice in force at the time. It is for the Commissioner for Public Appointments to determine the significance of this procedural irregularity. We recommend that the appointment should only be confirmed if she is content to approve the appointment process retrospectively.**

10. The same process of appointment to ACoBA seems to have been used since the Advisory Committee's establishment in 1975. Essentially, the Chairman is drawn by the Prime Minister of the day from among the existing members of the Advisory Committee; these are also appointed by the Prime Minister, but in the case of the political representatives, nominated by their own parties. ACoBA has had only four chairmen since its inception, all of them former Cabinet Ministers, except Lord Gillmore of Thamesfield, who died within weeks of taking up post in February 1999.⁷

11. While this system of appointment has produced good chairmen, we find it hard to imagine a system less designed to promote public trust in ACoBA's work. Other public bodies that fall within our remit, notably the Committee on Standards in Public Life and the House of Lords Appointments Commission, include individuals nominated by political parties, but have chairmen who are appointed on merit following a fair and open competition regulated by OCPA. To achieve such an outcome for the Advisory Committee would require a change in its membership, as all of its current members are drawn from those with a direct interest in the business appointments process.

6 Appendix 4, paras 6-7

7 The other chairmen were Lord Diamond (1975–88), Lord Carlisle of Bucklow (1988–99), and Lord Mayhew of Twysden (1999–2008). Other members have acted as interim chairmen.

12. **Whether or not it has produced the right outcome in this case, the opaque and uncompetitive process used for appointing its chairman is a potential impediment to the Advisory Committee in its role of promoting public trust. We therefore welcome the fact that the Cabinet Office and Commissioner for Public Appointments intend to review the appointment process. We also have concerns that the membership of the Advisory Committee is drawn only from representatives of various client groups and does not include an independent element and believe that this should be remedied as part of the review of the process.**

13. The Prime Minister's preferred candidate has been in post on an interim basis since August 2009, several months before a hearing could take place. This has brought its advantages, in that we could question him on the work that he had already begun to carry out. It does, however, suggest poor planning on the Government's part.

The Prime Minister's Preferred Candidate

14. Lord Lang is a Conservative Member of the House of Lords and former Cabinet Minister. As Rt Hon Ian Lang MP he was Secretary of State for Scotland from 1990 until 1995 and President of the Board of Trade from 1995 until 1997. His *curriculum vitae* is appended to this Report.⁸

The Hearing

15. Our aim during the hearing was to test Lord Lang's suitability for the post and his ability to demonstrate robust independence. We asked questions about his professional competence and personal independence. We also sought to elicit background information about his past career and about the selection process for the post. As Lord Lang has been acting as interim Chair we explored his work so far, including the changes to ACoBA's working methods which he has already instituted, his thoughts on the future of ACoBA and the review of the Business Appointment Rules.

Conclusion

16. **We are satisfied that Lord Lang has the professional competence and personal independence required for the post of Chair of the Advisory Committee on Business Appointments as it is currently constituted. However, we have serious concerns about the appointment of a former Cabinet Minister with business appointments of his own to a role that needs the perception of independence if it is to attract public confidence. We ask the Commissioner for Public Appointments to take account of our concerns when reviewing the appointment process.**

Appendix 1: Curriculum vitae

Summary:

Lord Lang has served as a Conservative Member of the House of Lords since 1997. He served as a Member of Parliament from 1979-1997, and held a number of Ministerial positions from 1981-1997.

Detail

Current Activities

Public Sector:

- 1974- Officer of the Order of St John
- 1974- HM The Queen's Body Guard for Scotland (Royal Company of Archers)
- 1990- Member of the Privy Council
- 1997- Member of the House of Lords
- 1997- Deputy Lieutenant, Ayrshire & Arran
- 2008- Member of House of Lords Special Committee on the Barnett Formula
- 2009- Member of the Prime Minister's Advisory Committee on Business Appointments

Business Appointments: Current Directorships

- 1997- Marsh & McLennan Companies Inc. (US)
- 2005- SI Associates Limited +* (management consultants)
 - * indicates Chairman
 - + indicates private company
- 2006- Charlemagne Capital Limited

Past Career

Political Career:

- 1979-1983 Member of Parliament for Galloway
- 1983-1997 Member of Parliament for Galloway and Upper Nithsdale
- 1979-1981 Member of the Select Committee on Scottish Affairs
- 1981-1983 Assistant Government Whip
- 1983-1986 Government Whip
- 1986 Parliamentary Under Secretary of State, Department of Employment
- 1986 -87 Parliamentary Under Secretary of State, Scottish Office
- 1987-90 Minister of State, Scottish Office
- 1990-95 Secretary of State for Scotland
- 1995-97 President of the Board of Trade and Secretary of State for Trade & Industry

Public Appointments:

1969-1983	Trustee, Savings Bank of Glasgow, later West of Scotland Trustee Savings Bank
1998-2007	Governor of Rugby School
1999-2008	Hon. President, St Columba's School, Kilmalcolm Renfrewshire
1999-2006	Chairman of the Patrons of the National Galleries of Scotland
2001-2005	Member of Constitution Committee, House of Lords

Education:

1954-1958	Rugby School (Warwickshire)
1959-1962	Sidney Sussex College, Cambridge (BA Hons. History)

Appendix 2: Position Specification

Remit of the Advisory Committee on Business Appointments

The Advisory Committee on Business Appointments is the independent Committee which advises the Prime Minister (and where appropriate, the Foreign Secretary) on business appointment applications from senior Crown servants, and also advises Ministers directly, on any appointments they wish to take up within two years of leaving office. The Committee is an Advisory Non-Departmental Public Body sponsored by the Cabinet Office. It has a membership of seven who are appointed by the Prime Minister. They have experience at the most senior levels of Parliament, the Home Civil Service, the Diplomatic Service, the Armed Services or business.

The Committee gives its advice within the rules governing the acceptance of outside business appointments by Crown servants. The Committee's work is vital in safeguarding against criticism of the public service and individual officers who leave to take up business appointments, but also in maintaining the confidence of the business community and wider public in the probity of the public services. The Committee aims to avoid any cause for suspicion that a serving officer might be ready to bestow favours on a particular firm in the hope of benefits to come. It also seeks to guard against the risk that a company might be thought to be gaining an unfair advantage over its competitors by employing an officer, who, during his or her service, had access to technical or other information which those competitors could legitimately regard as their own trade secrets. Or that they had access to information on developments in government policy that could be useful to the new employer.

The rules which apply to Crown servants do not apply to Ministers. In the case of Ministers it is the Ministerial Code which requires that they seek the Advisory Committee's advice about any appointments they wish to take up within two years of leaving the Government.

Current membership

The current members of the Advisory Committee are:

- The Rt Hon Lord Lang of Monkton DL (Interim Chairman, pre-appointment hearing)
- The Rt Hon Lord Macdonald of Tradeston CBE
- The Lord Dholakia OBE DL
- Dame Juliet Wheldon DCB QC
- General The Lord Walker of Aldringham GCB CMG CBE DL
- Sir Colin Budd KCMG
- Sir Bryan Nicholson GBE

Responsibilities of the Members of the Advisory Committee

The principal responsibilities of the Members are to:

- engage fully in collective consideration of applications, taking account of the full range of relevant factors and information;
- take collective decisions on recommendations in order to give advice;
- ensure that the provisions of the Freedom of Information Act 2000 (including prompt responses to public requests for information) are adhered to; publish relevant information on all appointments taken up; and agree an Annual Report;
- respond appropriately to complaints;
- ensure that the Committee does not exceed its powers or functions.

Role of the Chairman of the Advisory Committee

The Chairman has particular responsibility for providing effective leadership and is responsible for:

- ensuring that the Advisory Committee provides timely and fully considered advice to the Prime Minister, Foreign Secretary and Head of the Home Civil Service (for Special Advisors) on the application of the Rules on the acceptance of outside appointments or employments for those very senior members of the Civil Service, Diplomatic Service, Armed Forces and Intelligence Services for two years after leaving Crown service;
- ensuring that the Advisory Committee provide advice to former ministers who wish to take up appointments or employments within two years of leaving the Government;
- representing the views of the Advisory Committee to the general public and others; and
- acting as the Advisory Committee's Section 36 Qualified Person as set out in the Section 36(2) and 36(3) of the Freedom of Information Act 2000.

Appendix 3: Note from the Cabinet Office

NOTE FOR THE PUBLIC ADMINISTRATION SELECT COMMITTEE ON APPOINTMENTS TO THE ADVISORY COMMITTEE ON BUSINESS APPOINTMENTS

1. Members of the Public Administration Select Committee will hold a pre-appointment hearing with The Rt Hon Lord (Ian) Lang of Monkton DL on Thursday 26 November. The Prime Minister appointed Lord Lang as Chairman of the Advisory Committee on Business Appointments from 1 August this year, on an interim basis, on the understanding that the appointment would be subject to pre-appointment scrutiny by the PASC in the Autumn.

Background

2. The independent Advisory Committee on Business Appointments was set up by the then Prime Minister in 1975 to advise him on applications under the business appointment rules from the most senior Crown servants. The Advisory Committee advises the Foreign Secretary on applications from senior diplomats. For two years after leaving their respective service, Crown servants must apply for permission to take up any outside appointment which meets the criteria set out in the business appointment rules.

3. A similar system to that for Crown servants was introduced for former Ministers in 1995. Under the guidelines for former Ministers, the Advisory Committee gives its advice directly to the former Minister concerned.

4. In addition to Lord Lang, the other members of Advisory Committee are currently: The Rt Hon Lord Macdonald of Tradeston CBE; The Lord Dholakia OBE DL; Dame Juliet Wheldon DCB QC; General The Lord Walker of Aldringham GCB CMG CBE DL; Sir Colin Budd KCMG; and Sir Bryan Nicholson GBE.

5. The membership of the Advisory Committee is structured to comprise individuals with wide expertise and experience of the sectors covered by the business appointment rules in order to maintain the credibility of the process. In addition to three political representatives on the Committee, nominated by the Leaders of each of the three main political parties, there are members with experience of the Civil Service, Diplomatic Service and Military Services, and a member with experience of the business sector. Potential appointees are therefore drawn from limited fields of possible candidates.

Refreshment of the Committee's Membership

6. With the exception of Sir Bryan Nicholson, the business representative on the Committee, the full membership has been refreshed over the past eight months as the previous members had all served beyond the end of their terms of appointment pending the outcome of a number of external reviews and reports on the subject of business appointments. Lords Macdonald, Lang and Dholakia were each nominated by their respective Party leaders. Dame Juliet Wheldon, Sir Colin Budd and Lord Walker were appointed to represent the Civil Service, Diplomatic Service and Military Services respectively. Nominations for suitable candidates to represent the Diplomatic and Military Services were sought from the Permanent Secretaries in the Foreign and Commonwealth

Office and the Ministry of Defence. An assessment of the suitability of the candidates was made against a role specification for each appointment, and a recommendation was made to the Prime Minister.

The Role of Chairman

7. The Chairman of the Advisory Committee has traditionally been appointed from amongst the membership. The Prime Minister asked Lord Lang to take on the role of Interim Chairman on the basis of his experience, gravitas and credibility. Lord Lang also has the full support and confidence of the other members of the Committee.

Future Appointments to the Committee

8. As an Advisory non-departmental public body, the Advisory Committee falls within the remit of the Commissioner for Public Appointments. The Commissioner recognises the unique nature of the Advisory Committee's role, and the need for appointments to be representative. The Cabinet Office has undertaken to review the outcomes of the refreshment process described above with the Commissioner in order to establish an agreed approach to making future appointments to the Advisory Committee, including the process used for appointing the Chairman.

9. Separately, the Cabinet Office is in the process of identifying a member from the business community to succeed Sir Bryan Nicholson when he steps down from the Advisory Committee at the end of the year. The appointment will be made in accordance with the Commissioner's Code of Practice. A field of suitable candidates for the position is being established by inviting a range of business organisations, including the Confederation of British Industry and the Institute of Directors, to make suitable nominations based on the role specification, and seeking applicants through advertisement on the public appointments vacancies website. An Independent Public Appointments Assessor has been appointed to take part in the selection process.

Terms of Appointment

10. New members of the Advisory Committee have been appointed for single non-renewable five year appointments, and this will be the norm for all future appointments to the Committee. All members now receive an honorarium of £3,000 per annum, and the Chairman receives an honorarium of £8,000 per annum.

Appendix 4: Note from the Office of the Commissioner for Public Appointments

PUBLIC APPOINTMENTS TO THE ADVISORY COMMITTEE ON BUSINESS APPOINTMENTS

1. You [Select Committee staff] emailed me on Friday 20 November 2009 seeking information on the Commissioner for Public Appointments' involvement in and comments on appointments to the Advisory Committee on Business Appointments (ACoBA).

2. In November 2007, the then Secretary to the Committee contacted the Commissioner for Public Appointments seeking advice on how the Committee membership could be refreshed within the public appointments framework given ACoBA's unique role - in relation to the outside appointments for former senior crown servants and Ministers - reflected in its membership, namely: three senior Parliamentarians nominated by the leader of each of the three main political parties; and the remaining four representing the four main areas of responsibility and expertise covered by ACoBA, the Civil Service, Diplomatic Service, Armed Forces and the business sector. ACoBA has no statutory foundation or formal terms of reference prescribing a particular appointments process. It is technically an Independent Advisory Non-Departmental Public Body.

3. In December 2007 the Commissioner replied to the Secretary of the Committee, copied to Cabinet Office officials, agreeing that, in light of the highly individual nature of ACoBA, future appointments of Committee members could be made through a process which would balance the nature and operational needs of ACoBA with the principles of the Commissioner's Code of Practice. The process would combine the Commissioner's 'expert post' and 'nominating body' approach, as set out in her Code of Practice.

4. Expert posts are those that require such a rare combination of skills and experience as to take them out of the standard regulated competitive processes, and are so designated by agreement with the Commissioner on a case by case basis. Nominating body posts are those where organisations have a statutory right to have their interests represented on a particular body. It was agreed that this process and its outcomes would be reviewed with the Commissioner after the refreshment of the Committee had been completed.

5. We understand that (and as detailed in the note from Cabinet Office which you forwarded to me on 23 November 2009) the most recent refreshment of the Committee members has adopted this agreed combined expert post/nominating body approach. I should also note that the appointments to the Committee falling within the period August 2008 – August 2009 are currently being audited by Ernst & Young as part of the Commissioner's annual audit round. The auditors will examine the details of process and their report will inform the aforementioned review of the process and outcomes from this appointments process.

6. In her December 2007 correspondence, the Commissioner also noted that she remained unclear as to the basis upon which one of the members of the Committee becomes Chair and sought clarification on this matter. The Commissioner was next formally contacted by

officials in Cabinet Office in July of 2009, notifying her of the processes used in the most recent appointments to the Committee and to the position of Chair and confirming their commitment to review the processes in discussion with the Commissioner once the current refreshment process is completed.

7. In her response, the Commissioner made clear she was looking forward to reviewing the outcomes of the current process to refresh ACoBA's membership with a view to learning any lessons and refining the process for future appointments, as necessary. She did note, however, that unlike the processes for refreshing the membership, the process for appointing the Chair had not been formally approved by her. This is a matter she intends to address in the forthcoming review of ACoBA's appointments processes.

Office of the Commissioner for Public Appointments
November 2009

Formal Minutes

Thursday 26 November 2009

Members present:

Dr Tony Wright, in the Chair

Paul Flynn

David Heyes

Kelvin Hopkins

Mr Ian Liddell-Grainger

Julie Morgan

Mr Gordon Prentice

Mr Charles Walker

Draft Report (*Selection of a new Chair of the Advisory Committee on Business Appointments*), proposed by the Chairman, brought up and read.

Ordered, That the Chairman's draft Report be read a second time, paragraph by paragraph.

Paragraphs 1 to 16 read and agreed to.

Paragraph 17 read.

Amendment proposed, leave out from the beginning to "we" in line 3 and insert "We are unable to endorse Lord Lang's appointment to this role because". —(*Paul Flynn*)

Question, That the Amendment be made, put and negatived.

Paragraph 17 agreed to.

Papers were appended to the Report as Appendices 1, 2, 3 and 4.

Resolved, That the Report be the Third Report of the Committee to the House.

Ordered, That the Chairman make the Report to the House.

Ordered, That embargoed copies of the Report be made available, in accordance with the provisions of Standing Order No. 134.

[Adjourned till Thursday 3 December at 9.45 am

List of Reports from the Committee during the current Parliament

The reference number of the Government's response to each Report is printed in brackets after the HC printing number.

Session 2008-09

First Report	Lobbying: Access and Influence in Whitehall	HC 36 (<i>HC 1058</i>)
Second Report	Justice Delayed: The Ombudsman's Report on Equitable Life	HC 41 (<i>HC 953</i>)
Third Report	Ethics and Standards: Further Report	HC 43 (<i>HC 332</i>)
Fourth Report	Work of the Committee in 2007-08	HC 42
Fifth Report	Response to White Paper: "An Elected Second Chamber"	HC 137
Sixth Report	Justice denied? The Government response to the Ombudsman's report on Equitable Life	HC 219 (<i>HC 569</i>)
Seventh Report	Further Report on Machinery of Government Changes	HC 540
Eight Report	Good Government	HC 97 (<i>HC 1045</i>)
Ninth Report	The Iraq Inquiry	HC 721 (<i>HC 992</i>)
Tenth Report	Leaks and Whistleblowing in Whitehall	HC 83

Session 2007-08

First Report	Machinery of Government Changes: A follow-up Report	HC 160 (<i>HC 514</i>)
Second Report	Propriety and Peerages	HC 153 (<i>Cm 7374</i>)
Third Report	Parliament and public appointments: Pre-appointment hearings by select committees	HC 152 (<i>HC 515</i>)
Fourth Report	Work of the Committee in 2007	HC 236 (<i>HC 458</i>)
Fifth Report	When Citizens Complain	HC 409 (<i>HC 997</i>)
Sixth Report	User Involvement in Public Services	HC 410 (<i>HC 998</i>)
Seventh Report	Investigating the Conduct of Ministers	HC 381 (<i>HC 1056</i>)
Eighth Report	Machinery of Government Changes: Further Report	HC 514 (<i>HC 540, Session 2008-09</i>)
Ninth Report	Parliamentary Commissions of Inquiry	HC 473 (<i>HC 1060</i>)
Tenth Report	Constitutional Renewal: Draft Bill and White Paper	HC 499 (<i>Cm 7688</i>)
Eleventh Report	Public Services and the Third Sector: Rhetoric and Reality	HC 112 (<i>HC 1209</i>)
Twelfth Report	From Citizen's Charter to Public Service Guarantees: Entitlement to Public Services	HC 411 (<i>HC 1147</i>)
Thirteenth Report	Selection of a new Chair of the House of Lords Appointments Commission	HC 985
Fourteenth Report	Mandarins Unpeeled: Memoirs and Commentary by Former Ministers and Civil Servants	HC 664 (<i>HC 428, Session 2008-09</i>)

Session 2006-07

First Report	The Work of the Committee in 2005-06	HC 258
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Second Report	Governing the Future	HC 123 (<i>Cm 7154</i>)
Third Report	Politics and Administration: Ministers and Civil Servants	HC 122 (<i>HC 1057, Session 2007–08</i>)
Fourth Report	Ethics and Standards: The Regulation of Conduct in Public Life	HC 121 (<i>HC 88, Session 2007–08</i>)
Fifth Report	Pensions Bill: Government Undertakings relating to the Financial Assistance Scheme	HC 523 (<i>HC 922</i>)
Sixth Report	The Business Appointment Rules	HC 651 (<i>HC 1087</i>)
Seventh Report	Machinery of Government Changes	HC 672 (<i>HC 90, Session 2007–08</i>)
Eighth Report	The Pensions Bill and the FAS: An Update, Including the Government Response to the Fifth Report of Session 2006–07	HC 922 (<i>HC 1048</i>)
Ninth Report	Skills for Government	HC 93 (<i>HC 89</i>)
First Special Report	The Governance of Britain	HC 901
Session 2005–06		
First Report	A Debt of Honour	HC 735 (<i>Cm 1020</i>)
Second Report	Tax Credits: putting things right	HC 577 (<i>HC 1076</i>)
Third Report	Legislative and Regulatory Reform Bill	HC 1033 (<i>HC 1205</i>)
Fourth Report	Propriety and Honours: Interim Findings	HC 1119 (<i>Cm 7374</i>)
Fifth Report	Whitehall Confidential? The Publication of Political Memoirs	HC 689 (<i>HC 91, Session 2007–08</i>)