



House of Commons
Public Administration Select
Committee

**End of term report:
2011–12**

Fifth Report of Session 2012–13



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*Volume I: Report, together with formal
minutes*

*Written evidence is contained in Volume II,
available on the Committee website at
www.parliament.uk/pasc*

*Ordered by the House of Commons
to be printed 18 September 2012*

The Public Administration Select Committee (PASC)

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

Mr Bernard Jenkin MP (*Conservative, Harwich and North Essex*) (*Chair*)
Alun Cairns MP (*Conservative, Vale of Glamorgan*)
Michael Dugher MP (*Labour, Barnsley East*)
Charlie Elphicke MP (*Conservative, Dover*)
Paul Flynn MP (*Labour, Newport West*)
Robert Halfon MP (*Conservative, Harlow*)
David Heyes MP (*Labour, Ashton under Lyne*)
Kelvin Hopkins MP (*Labour, Luton North*)
Greg Mulholland MP (*Liberal Democrat, Leeds North West*)
Priti Patel MP (*Conservative, Witham*)
Lindsay Roy MP (*Labour, Glenrothes*)

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 Emily Commander (Clerk), Charlotte Pochin (Second Clerk), Alexandra Meakin (Committee Specialist), Paul Simpkin (Senior Committee Assistant) and Su Panchanathan (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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1 Report

1. In July 2011 the Public Administration Select Committee (PASC) published a Report (*Good Governance and Civil Service Reform: 'End of Term' report on Whitehall plans for structural reform*) which examined the reform and corporate change programmes of individual Government departments.¹ The Committee collated and considered evidence from each department and published this evidence to aid Government evaluation of Civil Service reform programmes. Based on this evidence, PASC warned that the centre of Government was not providing the necessary strategic leadership to ensure that reforms were successfully implemented.²

2. As part of our work on strategic thinking in Government and on Civil Service reform, we have undertaken a similar exercise this year. We wrote to each Departmental Permanent Secretary, and the Chief Executive of the NHS, asking for evidence on how their department is building capability in support of both their strategic aims, and the Government's overall strategic aims. We received responses from each Permanent Secretary, and the Chief Executive of the NHS.

3. We commissioned our two Specialist Advisers, Professor Andrew Kakabadse, Professor of International Management Development at Cranfield University School of Management, and Dr Gillian Stamp, Director of the Bioss Foundation, to analyse the responses we received. Professor Kakabadse is a consultant and adviser to both the private and the public sector, and is currently embarked on a major £2 million global study of boardroom effectiveness and governance practice. Dr Stamp has worked with the First Civil Service Commission in the development of high-potential civil servants and permanent secretaries, and works with private sector companies both in the UK and internationally. Their analyses are published on the Committee's website. We would like to thank our advisers for their expert input into this Report.

4. We considered this subject in depth in our Report *Strategic Thinking in Government: Without national strategy, can viable Government strategy* earlier this year. We expressed our concern at the absence of national strategy at the centre of Government, and concluded that the Government required a strategic approach that emphasised the development of capability, both to set achievable and meaningful long term aims, and to respond rapidly and effectively to unforeseen challenges and opportunities.³

¹ Public Administration Select Committee, Eleventh Report of Session 2010-12, *Good Governance and Civil Service Reform: 'End of Term' report on Whitehall plans for structural reform*, HC 901

² *Ibid.*

³ Public Administration Select Committee, Twenty Fourth Report of Session 2010-12, *Strategic thinking in Government: without National Strategy, can viable Government strategy emerge?*, HC 1625

5. The Government dismissed these concerns in its Response, which stated that “the Government has in place and has expressed publically its strategic aims and policy direction through the Programme for Government”.⁴ In response to our concerns about cross-departmental working, the Government argued that

the centre of Government acts as an ‘effective headquarters’, promoting cross departmental working and driving forward the priorities of the PM, DPM and Cabinet.⁵

6. We would like to thank the Permanent Secretaries, and the Chief Executive of the NHS, for their evidence in this inquiry. The departmental responses have been published on the Committee’s website alongside the analysis of our specialist advisers, Professor Andrew Kakabadse and Dr Gillian Stamp. We have not had the opportunity to test, in oral hearings, the evidence which departments have submitted to this inquiry. Nevertheless, we believe it has been a valuable exercise to collate information from within Whitehall about how departments present their strategic aims and capability. We hope the Government will find the evaluation of our expert advisers of use in considering strategic capacity across the Civil Service.

⁴ Public Administration Select Committee, Third Special Report of Session 2012-13, *Strategic thinking in Government: without National Strategy, can viable Government strategy emerge? Government Response to the Committee’s Twenty Fourth Report of Session 2010–12*, HC 573

⁵ *Ibid.*

Formal Minutes

Tuesday 18 September 2012

Members present:

Mr Bernard Jenkin, in the Chair

Alun Cairns
Charlie Elphicke
Paul Flynn
David Heyes

Kelvin Hopkins
Greg Mulholland
Priti Patel
Lindsay Roy

Draft Report (*End of term report: 2011-12*), proposed by the Chair, brought up and read.

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

Paragraphs 1 to 6 read and agreed to.

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

Ordered, That the Chair 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.

Written evidence was ordered to be reported to the House for publishing on the internet.

[Adjourned till Tuesday 16 October at 9.00 am

List of written evidence

(published in Volume II on the Committee's website www.parliament.uk/pasc)

- 1 Letter from Mr Bernard Jenkin MP to all Permanent Secretaries
- 2 Letter from Mr Bernard Jenkin MP to Sir David Nicholson, Chief Executive, NHS
- 3 Department for Business, Innovation and Skills
- 4 Cabinet Office
- 5 Department for Communities and Local Government
- 6 Department for Culture, Media and Sport
- 7 Ministry of Defence
- 8 Department for Education
- 9 Department for Energy and Climate Change
- 10 Department for Environment, Food and Rural Affairs
- 11 Foreign and Commonwealth Office
- 12 Department of Health
- 13 Home Office
- 14 Department for International Development
- 15 Ministry of Justice
- 16 Department for Transport
- 17 HM Treasury
- 18 Department for Work and Pensions
- 19 Sir David Nicholson, Chief Executive, NHS
- 20 Analysis by Professor Andrew Kakabadse
- 21 Analysis by Doctor Gillian Stamp

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 2012-13

First Special Report	Public Appointments: regulation, recruitment and pay: Government Response to the Committee's Fourteenth Report of Session 2010-12	HC 18
Second Special Report	Leadership of change: new arrangements for the roles of the Head of the Civil Service and the Cabinet Secretary: Further Report: Government Response to the Committee's Twenty Third Report of Session 2010-12	HC 313
Third Special Report	Strategic thinking in Government: without National Strategy, can viable Government strategy emerge? Government Response to the Committee's Twenty Fourth Report of Session 2010-12	HC 573
First Report	The Big Society: Further Report with the Government Response to the Committee's Seventeenth Report of Session 2010-12	HC 98
Second Report	The Honours System	HC 19
Third Report	Business Appointment Rules	HC 404
Fourth Report	Appointment of the Chair of the Charity Commission	HC 315-I

Session 2010-12

First Report	Who does UK National Strategy?	HC 435 (HC 713)
Second Report	Government Responses to the Committee's Eighth and Ninth reports of Session 2009-10	HC 150
Third Report	Equitable Life	HC 485 (Cm 7960)
Fourth Report	Pre-appointment hearing for the dual post of First Civil Service Commissioner and Commissioner for Public Appointments	HC 601
Fifth Report	Smaller Government: Shrinking the Quango State	HC 537 (Cm 8044)
Sixth Report	Who Does UK National Strategy? Further Report with the Government Response to the Committee's First Report of Session 2010-11	HC 713
Seventh Report	Smaller Government: What do Ministers do?	HC 530 (HC 1540)
Eighth Report	Cabinet Manual	HC 900 (HC 1127, Cm 8213)
First Special Report	Cabinet Manual: Government Interim Response to the Committee's Eighth Report of Session 2010-12	HC 1127
Ninth Report	Pre-appointment hearing for the post of Parliamentary and Health Service Ombudsman	HC 1220-I
Tenth Report	Remuneration of the Parliamentary and Health	HC 1350

	Service Ombudsman	
Eleventh Report	Good Governance and Civil Service Reform: 'End of Term' report on Whitehall plans for structural reform	HC 901 (HC 1746)
Twelfth Report	Government and IT — "a recipe for rip-offs": time for a new approach	HC 715-I (HC 1724)
Thirteenth Report	Change in Government: the agenda for leadership	HC 714 (HC 1746)
Fourteenth Report	Public Appointments: regulation, recruitment and pay	HC 1389
Fifteenth Report	Smaller Government: What do Ministers do? Further Report	HC 1540 (HC 1746)
Sixteenth Report	Appointment of the Chair of the UK Statistics Authority	HC 910
Seventeenth Report	The Big Society	HC 902
Eighteenth Report	Change in Government: the agenda for leadership: Further Report, with the Government Responses to the Committee's Eleventh, Thirteenth and Fifteenth Reports of Session 2010-12	HC 1746
Nineteenth Report	Leadership of change: new arrangements for the roles of the Head of the Civil Service and the Cabinet Secretary	HC 1582
Twentieth Report	Government and IT—"a recipe for rip-offs": time for a new approach: Further Report, with the Government response to the Committee's Twelfth Report of Session 2010-12	HC 1724
Twenty First Report	Future oversight of administrative justice: the proposed abolition of the Administrative Justice and Tribunals Council	HC 1621
Twenty Second Report	The Prime Minister's adviser on Ministers' interests: independent or not?	HC 1761
Twenty Third Report	Leadership of change: new arrangements for the roles of the Head of the Civil Service and the Cabinet Secretary	HC 1914
Twenty Fourth Report	Strategic thinking in Government	HC 1625