HM Treasury

# Treasury Minutes

## Government response to the Committee of Public Accounts on the Thirty Eighth to the Forty Second reports from Session 2017-19

Cm 9667 July 2018

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Presented to Parliament by the Exchequer Secretary to the Treasury by Command of Her Majesty

Cm 9667 July 2018

TREASURY MINUTES DATED 23 JULY 2018 TO THE COMMITTEE OF PUBLIC ACCOUNTS ON THE THIRTY EIGHTH TO THE FORTY SECOND REPORTS FROM SESSION 2017-19.



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## Government responses to the Committee of Public Accounts Session 2017-19

# Thirty Eighth Report of Session 2017-19

## Department of Health and Social Care / Ministry of Housing, Communities and Local Government

### Adult Social Care Workforce in England

### Introduction from the Committee

The adult social care workforce in England comprises around 1.5 million workers across more than 20,000 organisations. In 2016–17, local authorities spent around £15 billion commissioning care, mostly from independent providers. Between 2010–11 and 2016–17, spending on care by local authorities reduced by 5.3% in real terms. Turnover and vacancy rates across the care workforce are high. Care providers have difficulty recruiting and retaining workers, particularly to the roles of care worker, registered manager and nurse. In December 2017, the Department of Health and Social Care began consulting on a new strategy for the care and health workforce. Its previous strategy for the care workforce has not been updated since 2009. The Government has promised a Green Paper by July 2018 on the future funding of adult social care for older adults.

Based on a report by the National Audit Office, the Committee took evidence, on 28 February 2018 from the Department of Health and Social Care, Ministry of Housing, Communities and Local Government, Skills for Care, and the Association for the Directors of Adult Social Services. The Committee published its report on 30 April 2018. This is the Government response to the Committee's report.

### NAO and PAC Reports

- NAO report: *Adult Social Care Workforce in England* – Session 2017-19 (HC 714)
- PAC report: *Adult Social Care Workforce in England* – Session 2017-19 (HC 690)

### Government responses to the Committee

**1: PAC conclusion:** ***Although the Department of Health and Social Care recognises that the adult social care sector is under financial pressure and has been for some years, it currently has no credible plans for how care could be sustainably funded.***

**1: PAC recommendation:** ***The forthcoming Green Paper must not be the start of yet another protracted debate about the future funding of care. The Department should establish quickly the funding local authorities need to commission care at fair prices, to support a workforce of the right size and shape to deliver a sustainable care sector in the long-term. It should publish a credible plan, by the end of 2018, and implement it swiftly.***

1.1 The Government agrees with the Committee's recommendation.

1.2 However, the right time for agreeing adult social care-funding is through the Spending Review process in 2019. The Green Paper, published in Autumn 2018, will set out the Departments proposals for reform of the sector to put it on a more sustainable future footing.

1.3 The Government has already given significant support to local authorities to fulfil their duties. The 2015 Spending Review made funding available to support councils to continue to focus on core services and to increase the prices they pay for care, including to cover the costs of the National Living Wage. Recognising the challenges of an ageing and growing population, the Spring Budget in March 2017 also announced £2 billion of new funding for social care between 2017-18 and 2019-20, ensuring councils can take immediate action to fund care packages for more people, support social care providers, and relieve pressure on the NHS locally.

1.4 The Local Government Finance Settlement offered local authorities access to a four-year financial settlement, to give greater certainty for financial planning over the current Spending Review

Period, as well as a further £150 million in 2018-19 through the Adult Social Care Support Grant to support the care market. This, alongside the freedom to raise additional money through the use of the adult social care precept, means councils have been given access to £9.4 billion in dedicated social care funding from 2017-18 to 2019-20.

1.5 It is right that in developing the Green Paper, the Department considers the many complex issues and listen to the perspectives of experts and care users, building consensus around reforms which can succeed. The Department has undertaken a process of initial engagement through which the Government has worked with experts, stakeholders and users to shape the reforms of care and support for older people, including considering the issues facing the care system and the future sustainability of the market, that will be proposed in the Green Paper.

1.6 The Government has announced that it will publish the Green Paper in the Autumn. The Spending Review process will agree social care funding for the Spending Review period, alongside the rest of the local government settlement. As the Government wants to integrate plans for social care with the new NHS plan, it does not make sense to publish it before the NHS plan has been drafted. The intention now is to publish the social care Green Paper in the autumn around the same time as the NHS plan.

**2: PAC conclusion:** ***The Department is not delivering on its overarching responsibility for the care market, despite most providers being dependent on public funds.***

**2: PAC recommendation:** ***Within two months, the Department should write to the Committee to explain how it intends to respond to the findings of the CQC local system reviews; understand how well all local authorities are commissioning care; and develop and improve its role overseeing and engaging with the social care market, with the CQC adequately resourced to carry out any further work.***

2.1 The Government agrees with the Committee's recommendation

**Target implementation date:** Autumn 2018.

2.2 The Department, along with the Ministry for Housing, Communities and Local Government will be working closely with the Care Quality Commission (CQC) during early summer 2018 to review their independent findings of the local health and care system reviews, assess the strengths of the methodology used, and develop proposals for further reviews to take place in 2018-19. The findings from the review are due to be published in July 2018.

2.3 The Department has developed statutory guidance to support local authorities to meet their duties for market shaping set out in the Care Act which includes the commissioning of care.

2.4 The Government is clear that local authorities should have regard to the cost of care when setting fee rates. The Care Act sets out a duty on local authorities to promote an efficient and effective market in the provision of care and support services for people in their area. The Department has developed statutory guidance which makes clear when commissioning care and support service local authorities should assure themselves of the impact of fee levels on the quality of the care and the effectiveness of the workforce.

2.5 The Government is able to act on its regulatory powers so that Secretary of State through Section 48 of the Health and Social Care Act (2008) can request the CQC to undertake a special review/investigation of a council's delivery and commissioning of its adult social care services functions. CQC is then responsible for reporting its findings to the Secretary of State.

2.6 The Department will use the information provided by the CQC as part of their local system reviews to help identify issues and drive improvements to ensure reliable high quality care and spread best practice, taking account of these as it develops its proposals for long-term reform as part of the Green Paper.

2.7 The Government has now responded to the report by the Competition and Markets Authority, which provides an important evidence base and recommendations for improvement that will feed in to the Green Paper.

**3: PAC conclusion:** ***Future immigration policy after leaving the EU will potentially affect the care sector.***

**3: PAC recommendation:** ***The Department needs to understand fully the impact that the UK's departure from the EU and future immigration policy, could have on the care workforce at both the national and local levels. It should put plans in place to address any shortfalls that might arise, to ensure that there is a sustainable workforce to meet the populations' future care needs.***

3.1 The Government agrees with the Committee's recommendation.

**Target implementation date:** March 2019.

3.2 The Government has commissioned the Migration Advisory Committee to gather evidence on patterns of EU migration and the role of migration in the wider economy, ahead the UK's exit from the EU. The Migration Advisory Committee advice will inform decisions on future immigration arrangements.

3.3 The Department recognises that the current shortage of social care workers is likely to be exacerbated by EU exit and has submitted evidence to the Migration Advisory Committee with the aim of ensuring the future migration system is flexible enough to meet the needs of the health and care workforce and the valuable contribution of EEA staff was fully understood.

3.4 The Department is modelling supply and demand and will continue to monitor and analyse overall staffing levels across the NHS and adult social care workforce, working across Government to ensure there will be sufficient staff to deliver the high-quality services on which patients rely following the UK's exit from the EU.

3.5 The forthcoming Health and Care Workforce Strategy will consider longer term system reform. However, these reforms will take time to implement. As part of the delivery of a proposed national recruitment campaign, the Department will look to take immediate action to raise the awareness and reputation of the sector and boost domestic recruitment, developing a workforce to ensure the supply of adult social care staff to provide the services needed now and in the future following the UK's exit from the EU.

3.6 The Department will update the Committee, following the publication of the Migration Advisory Committee report, in September 2018.

**4: PAC conclusion:** ***Most people working in care are unregulated, which limits the development of a well-trained and professionalised workforce.***

**4: PAC recommendation:** ***The Department should set out in the forthcoming workforce strategy how it intends to professionalise the care workforce further and consider a mandatory minimum standard for training as part of this.***

4.1 The Government agrees with the Committee's recommendation.

**Target implementation date:** Autumn 2018.

4.2 The primary purpose of regulation is to protect service users and the public from harm. Regulating a profession can help ensure that practitioners on a register have the skills, competence, health and attitudes that command public trust and service user confidence. However, professional regulation may not always be the most proportionate response and for some professions a different approach may be more appropriate.

4.3 Several professions working in adult social care in England (including social workers, occupational therapists and registered nurses) are professionally regulated but the wider social care workforce in England (including care home workers and domiciliary care) is not.

4.4 The Department have sought views through our consultation on the adult social care workforce on whether the regulatory framework we have in place is proportionate, and will consider the issue as part of the workforce strategy.

4.5 The fact that social care workers in England are not statutorily regulated in the UK does not mean that the safeguards in place are disproportionate. All professions remain subject to employer checks and controls, social care managers must register with the CQC and all social care workers are expected to achieve a Care Certificate before they can practice without direct supervision.

4.6 The Department is currently undertaking a review of the Care Certificate as part of their work on the health and social care workforce strategy, through this work the Department will look to understand how the care certificate is being implemented and where its use in the sector can be strengthened.

**5: PAC conclusion:** ***The low amount of funding given to Skills for Care limits the scope and reach of the workforce development initiatives it runs and the extent of its strategic support to the care sector.***

**5: PAC recommendation:** ***The Department should establish and secure the funding Skills for Care needs both to support the training and development of the care workforce fully and to implement the forthcoming workforce strategy.***

5.1 The Government agrees with the Committee's recommendation.

**Target implementation date:** April 2019.

5.2 Improving the capability of the workforce through continued skills development is a vital investment in the future, and helps other people to recognise social care as a skilled career option. The characteristics of the workforce, including opportunities for learning and skill development, have a direct relationship with the quality of the care that services users receive.

5.3 To enable the adult social care workforce with the tools and techniques for employers to support effective recruitment practices and improved retention of the care workforce including continued professional development, the Department continues to fund Skills for Care, to deliver initiatives to build sector capability and skills in these areas building on their established track record of effective and efficient delivery.

5.4 Skills for Care has a major contribution to make to address and overcome the challenges the Department faces in delivering its adult social care workforce priorities over the next five years due to their unique position within the adult social care sector and they will be a key stakeholder as the Department looks to develop its support for training and development through the health and social care workforce strategy.

5.5 The Department will review what benefit and impacts increased funding would have on the sector, in the context of a spending review.

**6: Committee of Public Accounts conclusion:** ***The care workforce suffers from low pay and low esteem, which leads to recruitment difficulties for providers.***

**6: Committee of Public Accounts recommendation:** ***The Department and Skills for Care should confirm when they will run the national campaign to promote care. They should ensure it is ambitious in scale and scope, seek to change the public narrative around care from overwhelmingly negative to positive, and have senior involvement from the Department.***

6.1 The Government agrees with the Committee’s recommendation.

**Target implementation date:** Autumn 2018.

6.2 In 2017-18 the Department funded Skills for Care to commission an evidence review and consultation to determine the appetite and proposed scope and approach of a national adult social care recruitment campaign. The sector responded enthusiastically and stressed the importance and urgency of a national campaign, delivered at a local level.

6.3 This sector-wide scoping exercise found that there is the need for a campaign to improve the image of adult social care, promote career progression within the sector, and to showcase the variety of roles available.

6.4 The Department is now working with key stakeholders to strategically develop its approach so that the needs of the sector are reflected and targeted and that working in social care is shown as a valued and positive career of choice with opportunities for development and progression.

6.5 The Department will ensure that any campaign will align with the objectives of both the Green Paper and the health and social care workforce strategy, recognising the requirement of how Government can support providers of adult social care in effective recruitment practices and improved retention of their care workforce.

# Thirty Ninth Report of Session 2017-19

## Ministry of Defence

### The Defence Equipment Plan 2017-2027

#### Introduction from the Committee

Since 2012, the Department has published an annual Statement on the affordability of its 10-year Equipment Plan (the Plan). It began to report this after a period of poor financial management, during which a significant gap had developed between its forecast funding and the cost of the defence programme as a whole. The Department's Plan forecasts spend for 10 years and is updated annually. For the 10-year period 1 April 2017 to 31 March 2027, the Department has set an equipment budget of £179.7 billion made up of equipment procurement (£84.8 billion), and support (£88.9 billion) budgets, and a central contingency provision (£6 billion). Managing the equipment and support budget effectively is critical to maintaining the stability of the wider defence budget and ensuring that the Armed Forces have the equipment they need to meet their objectives. The Plan accounts for over 40% of the entire Defence budget.

Based on a report by the National Audit Office, the Committee took evidence, on 14 March 2018, from the Ministry of Defence. The Committee published its report on 11 May 2018. This is the Government response to the Committee's report.

#### NAO and PAC Reports

- NAO report: *The Equipment Plan 2017-2027* - Session 2017-19 (HC 717)
- PAC report: *The Defence Equipment Plan 2017 - 2027* - Session 2017-19 (HC 880)

#### Government responses to the Committee

**1: PAC conclusion:** ***The Department faces a significant affordability gap in its Equipment Plan for the next 10 years, but is unable to determine the size of the gap, thereby reducing its ability to make informed decisions about our national defence.***

**1: PAC recommendation:** ***The Department has committed to emerging conclusions from the Modernising Defence Programme (MDP) by early summer. The Department must report those conclusions within three months, including its assessment on timescale for concluding the MDP. At the conclusion of the Programme the Department must be able to show that it has established an affordable programme and a balanced equipment budget, and commit to reporting those results to Parliament at the earliest opportunity.***

1.1 The Government agrees with the Committee's recommendation.

**Target implementation date:** Summer 2018.

1.2 The Department is on track to share headline conclusions from the Modernising Defence Programme (MDP) around the time of the NATO Summit in July 2018. The Department will set out its approach to realising the goals of the MDP: to strengthen and modernise defence and the Armed Forces, and achieve strategic affordability and financial sustainability. The Department will also give an indication of the timescale for concluding the MDP.

1.3 The Department will report on the implications of the MDP for equipment in the annual Equipment Plan Summary following agreement of any equipment changes.

1.4 The Department remains committed to reporting to Parliament on the established affordable programme and equipment budget.

**2: PAC conclusion:** ***The Department's current approach to planning for equipment does not reflect the continually changing nature of the defence landscape, reducing its ability to be well placed to deliver the future defence capability needed.***

**2: PAC recommendation:** ***The Department's Modernising Defence Programme and its future Equipment Plans should set out how it will balance the need to develop long term capability with the challenges of maintaining sufficient flexibility to respond to changes in the defence landscape.***

2.1 The Government agrees with the Committee's recommendation.

**Target implementation date:** Autumn 2018.

2.2 The 2015 SDSR recognised the changing threat landscape and invested in a range of capabilities that will address those threats. Many of the Departments capabilities have broad utility and will be able to adapt to evolving threats. However, the Department recognises that the pace at which the global strategic context is changing requires a greater degree agility in Defence planning. The MDP is being conducted due – in part – to recognition of this fact. It will set out how the Department will achieve the necessary degree of agility by modernising how Defence works.

2.3 The Department can to adapt its Plan annually to meet changing priorities between strategic reviews through the annual budget cycle process. This provides a mechanism for budget holders to review their programmes and ensure that their spending is prioritised to deliver their outputs within their delegated budget. Proposals with cross-cutting or high-impact consequences are scrutinised by Head Office before a decision is taken on the best approach for Defence.

**3: PAC conclusion:** ***The Department's Equipment Plan is characterised by significant cost optimism bias arising from weaknesses in the Department's cost management.***

**3: PAC recommendation:** ***The Department needs to improve its management of the Plan to ensure that the next Plan is comprehensive, has much greater clarity around costs and spending, and all elements are realistically and fully costed.***

3.1 The Government agrees with the Committee's recommendation

**Target implementation date:** Autumn 2018.

3.2 The Department is taking steps to ensure that the annual Equipment Plan Summary is comprehensive and clear, and is reviewing the structure and content for the 2018 publication in the Autumn.

3.3 The Department has made significant improvements in the quality of its equipment costings over the past seven years. This is demonstrated by the reduction over this period in the difference between the independent Cost Assurance and Analysis Service (CAAS) estimates and the costings produced by project teams in the Department's Equipment Plan delivery agencies from c£13 billion (9% of the total) to c£3 billion (1.8% of the total).

3.4 The Department is confident that over time there will be further improvements in the quality of its costing, scheduling and risk management, as CAAS continues to provide independent scrutiny of project teams to ensure good practice, and the benefits of processes and tools introduced through DE&S Transformation programme continue to be realised. A review of Defence acquisition will also be a key component of the Modernising Defence Programme.

**4: PAC conclusion:** ***The biggest risk to the Equipment Plan is the cost of the nuclear programme.***

**4: PAC recommendation:** ***The Department needs to improve its control of the costs of its nuclear projects and to report more transparently, including reporting the impact of cost increases and the interdependencies of projects.***

4.1 The Government agrees with the Committee's recommendation

**Target implementation date:** January 2019.

4.2 Since the 2015 SDSR, the Defence Nuclear Organisation (DNO) has been set-up and a Director General Nuclear appointed as the single point of accountability for the nuclear enterprise. The Submarine Delivery Agency (SDA) stood up in April 2018 to focus solely on the procurement, in-service support and decommissioning of nuclear submarines. The Agency will embed best practice and recognised industry standards in project and programme management.

4.3 The DNO and SDA have increased the robustness of enterprise costings since 2017, and confirmed the Dreadnought programme remains on schedule and within the 2015 £31 billion cost estimate. However, an increased understanding of the programme identified the need to increase early years funding to reduce costs and risk in later years. The Department brought forward £300 million into 2017/18 and the Treasury granted access to up to £600 million in 2018/19 from the Dreadnought contingency, ensuring it remains on schedule and within budget. The Dreadnought Alliance, will improve project controls and increase joint working between the Department, BAE Systems and Rolls-Royce.

4.4 The Department remains committed to transparency on the nuclear enterprise. The Department updates Parliament annually on the future nuclear deterrent and will continue to report progress on enterprise programmes through the Infrastructure and Projects Authority publication.

**5: PAC conclusion:** ***The Department is not sufficiently open with Parliament to allow us and the taxpayer to have a clear view of its finances.***

***5. PAC recommendation:*** ***The Department should write back in three months committing to the specific improvements it will make in providing information to Parliament, including how it will provide regular and informative updates on the cost and progress of the F-35s. The Department should consider an annual summary to Parliament.***

5.1 The Government agrees with the Committee's recommendation

**Target implementation date:** Autumn 2018.

5.2 The Department is committed to comprehensive and transparent reporting and is taking steps to demonstrate this in the next Equipment Plan Summary report. The Department will publish Equipment Plan Summary 2018 in the autumn to align better with the reported financial period. It will include an assessment of the affordability of the Plan, based on a clear account of the forecast costs, the budget allocated (including all contingency), and risks to affordability. The Department will also report progress against savings targets assumed in the Equipment Plan, building on the good progress on efficiencies in Equipment Plan 2017.

5.3 The Department will report on MDP initial conclusions relevant to management of the Equipment Plan in the Equipment Plan Summary in the autumn, but will not by that time be able to report on the detailed cost implications.

5.4 The Department will provide regular updates on F-35 costs, including sustainment costs, using the established reporting mechanism of the annual Equipment Plan financial summary publication, where possible, and offer supplementary confidential evidence if required.

**6: PAC conclusion:** ***The Department continues to be reliant on ever increasing and optimistic savings targets.***

**6: PAC recommendation:** ***The Department should ensure that its savings targets are realistic, and introduce transparent reporting of progress against all targets in future Equipment Plans. This should include reporting of progress against cost reductions for F-35B aircraft, including sustainment costs.***

6.1 The Government agrees with the Committee's recommendation

**Recommendation implemented.**

6.2 The Department recognises the need for realistic savings targets, and the need to have credible programmes to meet them. Through the Modernising Defence Programme, the Department is developing a transformative approach to the business of Defence, including adopting a more dynamic approach to change and efficiency.

6.3 The Department remains committed to transparency in reporting against all targets of the future Equipment Plans via the annual financial summary report to Parliament. The Department will ensure that this reporting includes updates on F-35 costs, including sustainment costs, where possible, and offer supplementary confidential evidence if required.

# Fortieth Report of Session 2017-19

## Department for Business, Energy and Industrial Strategy

### Renewable Heat Incentive in Great Britain

#### Introduction from the Committee

The Department for Business, Energy and Industrial Strategy launched the Non-domestic and Domestic Renewable Heat Incentive (RHI) schemes in Great Britain in 2011 and 2014 respectively. Their objectives are to increase the production of renewable heat and reduce carbon emissions in Great Britain, and to develop domestic supply-chains of renewable and low-carbon heat. These objectives are designed to help the UK meet its ambitious targets for producing renewable energy (sourcing 15% of energy demand from renewables by 2020) and reducing carbon emissions (reduce greenhouse gas emissions by at least 80% by 2050 compared to levels in 1990). The independent Committee on Climate Change advise that meeting long-term carbon targets may be impossible without a near complete elimination of carbon emissions produced by heating homes and businesses, the majority of which currently use fossil fuels.

The Renewable Heat Incentive is designed to encourage households and businesses to switch from fossil fuel heating systems to renewable and low-carbon alternatives. It provides funding to participants to invest in a range of technologies including biomass boilers, heat pumps and anaerobic digestion plants, which produce biomethane injected into the natural gas grid. The costs of the RHI are met by the UK taxpayer from general taxation, unlike most other schemes to support low carbon sources of energy which are funded through people's energy bills.

The RHI is a demand-led scheme which, although it can be accessed by anyone, is targeted at those households and businesses which are not connected to the gas grid. Of the 26 million homes and 5.6 million businesses in Great Britain, the majority are on the gas grid. Around 1.1 million homes and 62,000 business premises are off the gas grid and use oil and liquefied petroleum gas for heating. The RHI is open to new applications until March 2021. Final payments to participants in the current scheme will run to at least 2040–41, by which time the scheme is expected to have cost the taxpayer £23 billion.

Based on a report by the National Audit Office, the Committee took evidence, on 21 March 2018, from the Department for Business, Energy and Industrial Strategy, and the Office of Gas and Electricity Markets (Ofgem). The Committee published its report on 16 May 2018. This is the Government response to the Committee's report.

#### NAO and PAC Reports

- NAO report: *Low carbon heating of homes and businesses and the Renewable Heat Incentive* - Session 2017-19 (HC 779)
- PAC report: *Renewable Heat Incentive in Great Britain* – Session 2017-19 (HC 696)

#### Government responses to the Committee

**1: PAC conclusion:** ***As the Committee found with the Green Deal, the Department for Business, Energy and Industrial Strategy's forecasts of take-up of the Renewable Heat Incentive (RHI) were wildly optimistic, but it has not made efforts to understand why.***

**1a: PAC recommendation:** ***The Department should write to the Committee demonstrating how a future heat strategy will be underpinned by joined up policy making across Government informed by robust consumer market research.***

1.1 The Government agrees with the Committee's recommendation.

**Target implementation date:** December 2018.

1.2 The Government is fully committed to underpinning its future heat strategy with joined-up policy-making and robust consumer research. This work is underway, with the Department engaging with other Government Departments. The work complements an ongoing evaluation of the Renewable Heat Incentive scheme, which is looking at the impact of the reforms announced in 2016. Lessons from this evaluation will be applied to future heat policy development.

1.3 The Department continues to develop a programme of social / consumer research that will help inform a future heat strategy. For example, the Department has undertaken social research and customer insight to understand consumers' views about adopting renewable heating, the use of heating controls in the home, and off-gas grid consumer perceptions of possible policies to support low carbon heating. Part of this research has focused on learning from the progress other countries have made in promoting low carbon heating.

1.4 Future work is likely to include ongoing assessment of the current situation and trends in the UK heating market; understanding how best to engage consumers with low carbon heating and our policies; furthering our understanding of the implications of moving towards low carbon heating for different groups of consumers; and establishing the likely effectiveness of possible supporting policies. Alongside this, the Department is also improving its understanding of public engagement and participation with heat decarbonisation by gathering further evidence from academic research and direct engagement with heating installers, manufacturers and consumer advice groups such as Citizens Advice and Which?.

1.5 In addition, the Government called for evidence on the Future Framework for Heat in Buildings. This evidence will be considered alongside the evidence gathered on how best to engage consumers, recognising that different consumer groups have different characteristics and may benefit from diverse methods of engagement. Future steps taken by the Government to engage consumers will be consistent with what has been learned in this process of engagement and evidence review.

**1b: PAC recommendation:** ***The Department should write to the Committee by September 2018 to explain what it will do differently in the future across all of its major projects and programmes to address its track-record of optimism bias.***

1.6 The Government agrees with the Committee's recommendation.

**Target implementation date:** September 2018.

1.7 The Department accepts that targets for the Green Deal and initial projections for the RHI were over-optimistic. Lessons have been learnt from the Green Deal and the early years of the RHI, resulting in steps within the Department to strengthen the way projects are managed, including through the use of the Government-wide Project Delivery Profession. For example, the Department has since carried out an internal exercise to look at the planning and implementation of major energy projects since 2010, to identify lessons for the future.

1.8 The Department is currently rolling out a Keyholder Assurance Process modelled on other Government Departments that requires the explicit consent of the relevant independent expert in the Department before the case can be seen by the Department's Project Investment Committee. This reinforces all aspects of business case production but, in particular, those aspects susceptible to optimism bias such as timescales, cost and benefits. Business cases that fail to meet the standard will be rejected. In addition, the Department's Analysis team is exploring what can be done to integrate learning from past projects into an adjustment of expected benefits for current and planned projects, to avoid optimism bias regarding perceived benefits.

1.9 The Department will write to the Committee setting out the steps the Department has taken to ensure it is clear about the aims of future policy when designing it, including being clear about what success looks like and what benefits the Department expects to accrue, as well as the barriers to achieving those aims and whether they are within Government control.

**2: PAC conclusion:** ***Take-up of the RHI was woefully low in large part because the Department failed to understand what consumers want and the barriers to participation in the***

**2a: PAC recommendation:** ***As part of its new framework to support heat policy, the Department should address the issues of affordability for people less able to pay upfront costs, and how best to inform and influence the homeowners being targeted.***

2.1 The Government agrees with the Committee's recommendation.

**Target implementation date:** Spring 2019.

2.2 The Department has addressed the upfront affordability issue in the existing RHI through the introduction of Assignment of Rights in the reforms that came into force on 22 May 2018. Looking ahead, the Future Framework for Heat in Buildings Call for Evidence recognises that a key barrier to the uptake of clean heating technologies, for both domestic and non-domestic consumers, is the difference in cost between incumbent technologies and clean alternatives. To ensure future regulations for ending high carbon installations are achievable, the Department will need to work closely with stakeholders to address these barriers, before and alongside that regulation. The call for evidence asks for views on a number of outline scenarios relating to finance for clean heating and new market approaches which may overcome the barrier of access to finance.

2.3 The call for evidence closed on 11 June 2018, and the Department is currently reviewing the responses. The Government response to this call for evidence will follow later in 2018 and, subject to Ministerial approval, the Department plans to consult on further policy options in 2019. The Committee will receive further information when this is published.

**2b: PAC recommendation:** ***The Department should write to the Committee prior to the launch of assignment of rights, to explain how it has been tested, the lessons learned from any testing, the risks of implementation and how the Department and Ofgem plan to manage***

2.4 The Government agrees with the Committee's recommendation.

**Recommendation implemented.**

2.5 Assignment of Rights (AoR) is designed to help consumers overcome the barrier of high upfront costs of renewable heating systems. The Government has been developing policy on AoR for the domestic RHI for a number of years, first calling for evidence on the policy in 2015. Implementation of AoR was delayed in order to address concerns raised by consumer protection groups about how to deliver the benefits of the policy without putting consumers at risk. The Government established a Joint Consumer Protection Working Group, attended by Citizens Advice and Which?, and worked with these stakeholders to refine the policy, publicly consulting on proposals again in 2016 to deliver a robust, workable solution to the problem of access to finance for homeowners.

2.6 The Department has addressed concerns raised, refining the model to better protect consumers. In addition, the Department has developed a good working relationship with consumer protection groups and will continue to seek their feedback on the delivery of AoR.

2.7 Following feedback from the Group, further regulations were laid on 29 May 2018 to remove alternative third party funding arrangements that had developed in the absence of a formal AoR process. The Department wrote to the committee ahead of the Assignment of Rights going live on 27 June, and the Department will continue to monitor progress.

**3: PAC conclusion:** ***The Department has failed to meet its objectives for the Renewable Heat Incentive or to provide value for money for the £23 billion cost to taxpayers.***

**3: PAC recommendation:** ***The Department should ensure energy efficiency policy is integral to future plans for heat in buildings and show how they will work alongside each other and be cost effective. The Department should write to the Committee by the end of 2018, or as part of its published response to its call for evidence on a Future Framework for Heat in Buildings (whichever is earlier), explaining what lessons it has learned from the RHI, how it is applying those lessons in its future plans for heat in buildings and how it will ensure there is a smooth transition from the current RHI to the successor policy.***

3.1 The Government agrees with the Committee's recommendation.

**Target implementation date:** December 2018**.**

3.2 The Government agrees that energy efficiency measures will be integral to the Future Framework for heat in buildings, building on the domestic RHI scheme which requires homes to have loft and cavity insulation as a condition of eligibility. Energy efficiency measures reduce the amount of heat used and therefore reduce the scale of the heat decarbonisation challenge. They also drive bill reductions so are beneficial for consumers. The Department has established a Low-Carbon Buildings Board, attended by the Department's heat and energy efficiency teams and the Ministry of Housing, Communities and Local Government (MHCLG) team responsible for Building Regulations to embed a holistic view of energy efficiency and heat.

3.3 Wider work already begun by Government includes a call for evidence on *Building a Market for Energy Efficiency*[1] and updates to the Private Rented Sector Regulations, which came into force on 1 April 2018.[2] These changes empower private domestic tenants to request consent for energy efficiency measures that may not unreasonably be refused by their landlord and put in place minimum energy efficiency standard regulations that will require eligible properties in the sector to be improved to a specified minimum standard.

3.4 The Department expects to publish the Government Response to the Call for Evidence in Autumn 2018.

**4: PAC conclusion:** ***Despite the scheme having a clear objective to develop Great Britain's supply-chain for renewable and low-carbon heat, the Department has no specific goals, measures or milestones to assess progress.***

**4: PAC recommendation:** ***The Department should, by the end of 2018, or as part of its published response to its call for evidence on a Future Framework for Heat in Buildings (whichever is earlier), set and publish clear and specific goals, measures and milestones for developing the low-carbon heating supply-chain within the RHI, any successor policies and its parallel project on heat networks.***

4.1 The Government agrees with the Committee's recommendation.

**Target implementation date:** December 2018.

4.2 The Government accepts that supply chain development will be essential for the successful delivery of a future heat strategy and accepts recommendations to improve its measurement of supply chain benefits for the RHI and other projects.

4.3 Recognising that there are a range of factors that influence renewable heat supply chains, for instance oil prices, Government policy and consumer demand, the Department uses a basket of measures to assess supply chain heath. The Department uses a range of qualitative information to draw conclusions, such as MCS installer data, numbers and size of installations and capital costs for technologies, as well as market intelligence from engagement with stakeholders within the renewable heating industry.

4.4 In particular, the Heat Networks project is developing indicators, relevant measurement methodologies and consistent data sources to provide the correct picture of the supply chain over the course of the project. Although it is not possible to measure the project's direct effect on the overall supply chain, the provision of more heat by more networks would demonstrate growth. In addition, there are four other indirect indicators listed below that we will monitor. Whilst there may be some initial supply side constraints, it is expected that measurement against baselined numbers will show improvements by 2025 or possibly earlier.

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[1] https://www.gov.uk/government/consultations/building-a-market-for-energy-efficiency-call-for-evidence

[2] https://www.gov.uk/government/consultations/private-rented-sector-energy-efficiency-regulations-domestic

- The capacity and capability of key industry groups in terms of membership growth and training provision will indicate the specialist resource available for the supply chain.
- The percentage of Code of Practice compliant networks will indicate improvement in supply chain competency.
- Overall commercialisation, construction and operation costs for Heat Network Projects will indicate the relative capacity.
- An additional basket of market metrics including costs of Heat Interface Units, Pipe prices per metre and trench costs per metre will also be measured.

4.5 The Department is discussing what more can be done, across all heat policy projects, to pull that basket of indicators together to provide an overall sense of progress. The Department will provide a further update in the Treasury Minutes Progress Report in January 2019.

**5: PAC conclusion:** ***The Department and Ofgem do not understand the impact on air quality of installations funded by the RHI.***

**5a: PAC recommendation:** ***The Department should write to the Committee by September 2018 to explain how it is improving its understanding of the impact on air quality of installations funded by the RHI.***

5.1 The Government agrees with the Committee's recommendation.

**Target implementation date:** September 2018.

5.2 The Department recognises the importance of air quality and protecting people from pollution caused by RHI installations. All RHI plant must meet strict standards for emissions to air, and as a condition of eligibility and regulations laid on 29 May 2018 clarify that installation must have the necessary environmental permit to be paid. The Department has set up a cross-Government Working Group on Air Quality, attended by the Department, Ofgem, DEFRA, the Environment Agency and representative Local Authorities, to strengthen enforcement of standards within the RHI for existing installations and identify action that can be taken to improve.

5.3 In addition, the Government committed in the recent Clean Air Strategy to restrict the deployment of biomass in urban areas, and will be consulting on how this should be implemented.

5.4 The Department will write to the Committee, by September 2018, to set out the actions it has identified as part of this working group, and the plan for implementation.

**5b: PAC recommendation:** ***Ofgem should write to the Committee by September 2018 to explain how it is actively helping Local Authorities and other relevant public bodies tackle air pollution due to RHI installations.***

5.5 The Government agrees with the Committee's recommendation.

**Target implementation date:** September 2018.

5.6 Ofgem accepts the recommendation to improve the way data is shared with Local Authorities. Currently, it shares data with other bodies, using appropriate gateways in relation to s105 of the Utilities Act and/or Data Protection Act, either proactively (usually via data sharing agreements such as are in place between Ofgem and Gemserv, and the UK Power Networks) or in relation to specific requests, e.g. for crime prevention purposes (including, for example with the police). All such requests are given careful consideration, after seeking the relevant legal advice.

5.7 As a data controller, Ofgem has to treat data in a responsible way, and the recent coming into force of General Data Protection Regulations puts even greater emphasis on the processing and storing of personal data. Ofgem are currently exploring the practicalities of this in relation to sharing data with

Local Authorities. Recognising the challenge of setting up a separate data sharing agreement with every Local Authority, Ofgem are exploring whether they can set up an overarching agreement, for them to then be able to share information relating to air quality and emissions with the relevant organisations. Ofgem are currently putting in place a data sharing agreement with the Environment Agency.

5.8 Ofgem will write to the Committee, by September 2018, setting out more fully the steps it has taken to improve data sharing with Local Authorities and the Environment Agency.

**6: PAC conclusion:** ***Rates of non-compliance are too high and the Department has no estimate of the potential cost of participants gaming the RHI.***

**6a: PAC recommendation:** ***The Department should publish its estimates of the impact of fraud and non-compliance across the whole RHI population in 2017–18 no later than by the end of 2018, and continue to do so annually over the remaining life of the RHI.***

6.1 The Government agrees with the Committee's recommendation.

**Target implementation date:** December 2018**.**

6.2 The Department will publish the estimates of fraud and non-compliance on the RHI from 2018 and each year thereafter.

6.3 The Department and Ofgem have also put in place additional measures to ensure scrutiny of non-compliance processes. This has included a review of the 2017-18 non-compliance figures by the Department's statistics team and independent advice obtained by Ofgem. The Department has scheduled a review of Ofgem's non-compliance processes by the Government Internal Audit Agency, which is due to take place in Summer 2018.

**6b: PAC recommendation:** ***The Department and Ofgem should write to the Committee by September 2018 to explain how they plan to measure the impact of gaming, and how this will enhance the effectiveness of compliance activity.***

6.4 The Government agrees with the Committee's recommendation.

**Target implementation date:** September 2018.

6.5 The Department and Ofgem agree that more can be done to measure the impact of gaming on the RHI. Ofgem and the Department are committed to preventing gaming on the scheme and will continue to record instances of potential gaming behaviour on its 'gaming register', taking action against these through improved scheme guidance and regulatory changes. The RHI reforms that came into force on 22 May 2018, and the planned regulatory changes announced on 29 May 2018[3], tackle known gaming issues on the scheme.

6.6 Ofgem and the Department are also working together to develop a more systematic approach to identifying and addressing gaming based on regular and documented analysis of the data collected on site audits and information received through both organisations' interactions with industry. Discussions continue regarding how best to identify and prioritise 'gaming opportunities'. This may involve greater use of observations from Ofgem's programme of site audits to come up with a better estimate of the extent to which gaming exists within the scheme.

6.7 Ofgem is further developing their existing statistical sampling methodologies in line with NAO recommendations, to help validate their audit observations and highlight any new gaming practices to the Department.

6.8 The Department and Ofgem will write to the Committee in September 2018 setting out more fully the actions taken to improve the assessment of the impact of gaming on the RHI, and how this will enhance the effectiveness of compliance activity.

[3] https://www.gov.uk/government/consultations/the-non-domestic-renewable-heat-incentive-further-proposed-amendments

# Forty First Report of Session 2017-19

## Public Accounts Committee

### Government risk assessments relating to Carillion

#### Introduction from the Committee

The collapse of Carillion plc in January 2018 raised significant concerns about the Government's relationship with, and management of, its major suppliers, and the potential impact on the delivery of important public services. On 24 January 2018, the House of Commons debated and agreed that the Government's risks assessments of its Strategic Suppliers should be released to the Public Accounts Committee. The Government designates a company as a Strategic Supplier if it has contracts across several Departments that generate more than £100 million per year, or it is deemed significant to a particular sector. In January 2018, there were 28 Strategic Suppliers, including Carillion plc.

Cabinet Office provided the Committee with the papers relating to Strategic Suppliers, as defined in the Motion agreed by the House (the Papers). The Papers relate to Strategic Suppliers assessed with a risk rating of Amber, Red or Black for the period March 2014 to January 2018.

The risk assessments are compiled by Crown Representatives in line with the Government's Strategic Supplier Risk Management Policy. Crown Representatives are officials that sit on the Commercial Relationships Board in the Cabinet Office. Each Strategic Supplier is allocated a Crown Representative, who monitors and assesses the supplier's performance and relevant risk factors against contracts. The Crown Representatives produce summary risk assessments every six weeks for submission to the Commercial Relationships Board.

The Papers show that, although Carillion had been rated Amber for a number of months owing to performance against contracts with the Ministry of Defence and Ministry of Justice, it was not until after Carillion issued a profit warning on 10 July 2017 that Government downgraded Carillion to Red. It appears that Government was not aware of Carillion's financial distress until this point, despite the close relationship between Carillion and Government as facilitated by the Crown Representative.

The House resolved that the Committee receive the risk assessments relating to all the Strategic Suppliers whose risk rating fell below 'Green' between 2014 and January 2018. A number of those suppliers have already been subject to scrutiny by the Committee and National Audit Office.

The Committee will take evidence to explore these issues and pursue concerns about Suppliers raised previously in the Committee's reports.

#### PAC Report

- PAC report: *Government risk assessments relating to Carillion* - Session 2017-19 (HC 1045)

#### Government response to the Committee

The Government notes the Committee's report.

# Forty Second Report of Session 2017-19

## Home Office

### Modernising the Disclosure Barring Service

#### Introduction from the Committee

The Home Office helps safeguard children and vulnerable adults by providing employers with a service that lets them see safeguarding information, such as details of criminal records, about people who want to work with children or vulnerable adults. Employers use this service to help them decide who to employ. The safeguarding service is run by the Disclosure and Barring Service (DBS), an arm's length body set up by the Home Office in 2012. When DBS was created, the Home Office wanted to modernise what was previously a paper-based service and launch a new product, the update service, that it assumed people would choose to use in large numbers. Together, these were intended to make DBS cheaper to run for both government and DBS's customers and to provide a better service for employers and the individuals whose records are checked.

Based on a report by the National Audit Office, the Committee took evidence, on 19 March 2018, from the Home Office, Disclosure and Barring Service and Tata Consultancy Services. The Committee published its report on 25 May 2018. This is the Government response to the Committee's report.

#### NAO and PAC Reports

- NAO report: *Investigation in to the Disclosure and Barring Service* - Session 2017-19 (HC 715)
- PAC report: *Modernising the Disclosure and Barring Service* - Session 2017-19 (HC 695)

#### Government responses to the Committee

**1: PAC conclusion:** ***The modernisation of DBS is currently over four years late and £229 million over its original budget, with no agreed date for completion.***

**1a: PAC recommendation:** ***The Home Office should write to the Committee before Parliament's summer recess, setting out the outcome of the negotiations with TCS, a clear and realistic timetable for when modernisation will be completed, and details of the cost implications for DBS and the Home Office.***

1.1 The Government agrees with the Committee's recommendation.

**Target implementation date:** Autumn 2018.

1.2 The Department will write to the Committee with an interim update by 24 July 2018.

1.3 The Department will provide the Committee with the details of the outcome of the negotiations as soon as this can be provided. Negotiations remain ongoing at this time and work is actively underway to determine the best way forward to progress modernisation for DBS. Until these negotiations conclude, it is not possible to fully and accurately quantify the cost implications for DBS and the Department.

**2: PAC conclusion:** ***This is another example where the Home Office has failed to deliver a major project.***

**2: PAC recommendation:** ***The Home Office urgently needs to conduct a full lessons learnt exercise, setting out what it has learnt from the issues arising from its two biggest projects and how these lessons will be applied to its other major projects.***

2.1 The Government agrees with the Committee's recommendation.

**Target implementation date:** Spring 2019.

2.2 Conducting lessons learned exercises is a standard practice for the Department's approach to programme and project delivery, to which the Department attaches great importance.

2.3 In relation to the DBS modernisation programme, the Department cannot give a timing commitment as to when a lessons learnt exercise will be completed, as this will be dependent on ongoing commercial negotiations. However, as soon as the current negotiations have completed, the Department will conduct a lessons learned exercise on the findings to date, which will be completed by April 2019. The findings will be shared across the Department's change portfolio and with the Infrastructure and Projects Authority (IPA).

**3: PAC conclusion:** ***A flawed contractual approach has contributed to the difficulties in delivering the modernisation programme.***

**3: PAC recommendation:** ***DBS should ensure that its negotiations with TCS result in an improved contract that ensures TCS deliver the rest of modernisation before March 2019, minimising cost and risk for the taxpayer.***

3.1 The Government disagrees with the Committee's recommendation.

3.2 As stated during the Committee's evidence session on 19 March 2018, it is not possible to commit to delivering the rest of modernisation by March 2019.

3.3 Negotiations with TCS are ongoing and DBS is committed to modernisation. However, the DBS is alert to the opportunity for achieving greater value for money and reducing risk in modernising the DBS' services. The current negotiations are therefore focused on options for achieving a more controlled, staged approach to modernisation.

3.4 The priority for DBS is to safeguard its live services for its customers and to continue to deliver high quality products that meet its KPIs. The contractual negotiations with TCS concerning the remaining areas of modernisation are complex, but DBS is engaging in a robust manner to obtain an outcome which provides value for money, whilst minimising the risk for the taxpayer.

**4: PAC conclusion:** ***The programme has not delivered the safeguarding and financial benefits promised in 2012.***

**4: PAC recommendation:** ***DBS should write to the Committee before Parliament's summer recess setting out precisely what, if any, benefits the programme will achieve by March 2019, how these will be tracked and measured, and how much of what was promised in the original***

4.1 The Government agrees with the Committee's recommendation.

**Target implementation date:** Summer 2018.

4.2 Once commercial discussions are complete, a full assessment of the benefits expected by the end of the contract will be undertaken and DBS will write to the Committee immediately thereafter. Contractual financial savings of c£91 million have already been identified over the life of the contract through reducing transactions charges over the life of the contract. These savings principally arise in 2017/18 in line with the contractual ticket price mechanism with £35 million of supplier cost savings realised by March 2018, with further financial benefits of £56 million anticipated in 2018/19. The DBS will write to the Committee before Summer recess setting out what benefits have been achieved to date and again once negotiations have concluded.

4.3 In addition, further non-financial benefits have been realised from the deployment of R1 to basics and barring which include improved management information and further enhanced provision of digital services.

**5: PAC conclusion:** ***The Home Office introduced the update service without a sound idea of demand or whether customers would use it, and the DBS is only now starting to look at why it is not popular.***

**5: PAC recommendation:** ***Before making changes to future public services, the Home Office should undertake a proper and robust forecast of user needs and demand. The Home Office should also confirm that it does have a role in assessing how organisations use the information it provides to ensure the most efficient and effective use of public resource. For the update service, DBS should now conduct such an assessment and write to the Committee setting out how the update service will be improved as a result.***

5.1 The Government agrees with the Committee's recommendation

**Target implementation date:** Spring 2019.

5.2 The lessons learned exercise in April 2019 will include consideration of how the Department can strengthen forecasting of user needs and demand in future, and assess the use of information it provides to ensure efficient and effective use of public resources. Lessons will be incorporated into guidance on impact assessment and benefits realisation as necessary.

5.3 Research and analysis is underway for DBS to consider how the Update Service can be enhanced. DBS undertook a Customer Satisfaction Survey in 2017 and based on those findings, it has conducted a survey of update service customers and those who have chosen not to use the update service. The findings from the survey have formed the basis for a series of focus groups and a stakeholder engagement exercise. Proposals on the future of the update service will be considered by the DBS Board and the Department once these exercises have been completed.

5.4 The Department notes that the take up of the Update Service is in line with the projections set out in the revised 2014 business case and currently stands at 1.3 million users.

**6: PAC conclusion:** ***DBS has failed to deliver promised savings to customers while building up a £114 million surplus at their expense.***

**6: PAC recommendation:** ***As a matter of urgency, DBS should review the fee structure for all its products to consider how it can provide the same level of service at a lower cost for customers.***

6.1 The Government agrees with the Committee's recommendation.

**Target implementation date:** Autumn 2018.

6.2 DBS conducts an annual fee review and has already started work on its pricing strategy for the financial year 2019/20 and onwards. This will consider how DBS will provide best value for customers, whilst retaining or improving the level of service. This will be shared with the Department for consideration.

6.3 Where any changes to fees are proposed, DBS will work with the Department to ensure any changes can be made as quickly as possible. However, this will be contingent upon various factors including the completion of the current commercial negotiations.

## Treasury Minutes Archive[4]

Treasury Minutes are the Government's response to reports from the Committee of Public Accounts. Treasury Minutes are Command Papers laid in Parliament.

### Session 2017-19

Committee Recommendations: 261
Recommendations agreed: 239 (92%)
Recommendations disagreed: 22 (8%)

| Publication Date | PAC Reports | Ref Number |
|---|---|---|
| December 2017 | Government response to PAC report 1 | Cm 9549 |
| January 2018 | Government responses to PAC reports 2 and 3 | Cm 9565 |
| March 2018 | Government responses to PAC reports 4-11 | Cm 9575 |
| March 2018 | Government responses to PAC reports 12-19 | Cm 9596 |
| May 2018 | Government responses to PAC reports 20-30 | Cm 9618 |
| June 2018 | Government responses to PAC reports 31-37 | Cm 9643 |
| July 2018 | Government responses to PAC reports 38-42 | Cm 9667 |
| September 2018 | Government responses to PAC reports 43-45 | |
| October 2018 | Government responses to PAC reports 46-58 | |

### Session 2016-17

Committee Recommendations: 393
Recommendations agreed: 356 (91%)
Recommendations disagreed: 37 (9%)

| Publication Date | PAC Reports | Ref Number |
|---|---|---|
| November 2016 | Government responses to PAC reports 1-13 | Cm 9351 |
| December 2016 | Government responses to PAC reports 14-21 | Cm 9389 |
| February 2017 | Government responses to PAC reports 22-25 and 28 | Cm 9413 |
| March 2017 | Government responses to PAC reports 26-27 and 29-34[5] | Cm 9429 |
| March 2017 | Government responses to PAC reports 35-41 | Cm 9433 |
| October 2017 | Government responses to PAC reports 42-44 and 46-64 | Cm 9505 |

[4] List of Treasury Minutes responses for Sessions 2010-15 are annexed in the Government's response to PAC Report 52
[5] Report 32 contains 6 conclusions only.

### Session 2015-16

Committee Recommendations: 262
Recommendations agreed: 225 (86%)
Recommendations disagreed: 37 (14%)

| Publication Date | PAC Reports | Ref Number |
|---|---|---|
| December 2015 | Government responses to PAC reports 1 to 3 | Cm 9170 |
| January 2016 | Government responses to PAC reports 4 to 8 | Cm 9190 |
| March 2016 | Government responses to PAC reports 9 to 14 | Cm 9220 |
| March 2016 | Government responses to PAC reports 15-20 | Cm 9237 |
| April 2016 | Government responses to PAC reports 21-26 | Cm 9260 |
| May 2016 | Government responses to PAC reports 27-33 | Cm 9270 |
| July 2016 | Government responses to PAC reports 34-36; 38; and 40-42 | Cm 9323 |
| November 2016 | Government responses to PAC reports 37 and 39 (part 1) | Cm 9351 |
| December 2016 | Government response to PAC report 39 (part 2) | Cm 9389 |

## Treasury Minutes Progress Reports Archive

Treasury Minutes Progress Reports are the Government's response on the implementation of recommendations from the Committee of Public Accounts. Treasury Minutes Progress Reports are Command Papers laid in Parliament.

| Publication Date | PAC Reports | Ref Number |
|---|---|---|
| January 2012 | Session 2010-12: updates on 13 PAC reports | Cm 8271 |
| July 2012 | Session 2010-12: updates on 28 PAC reports | Cm 8387 |
| February 2013 | Session 2010-12: updates on 31 PAC reports | Cm 8539 |
| July 2014 | Session 2010-12: updates on 60 PAC reports<br>Session 2012-13: updates on 37 PAC reports | Cm 8899 |
| March 2015 | Session 2010-12: updates on 26 PAC reports<br>Session 2012-13: updates on 17 PAC reports<br>Session 2013-14: updates on 43 PAC reports | Cm 9034 |
| February 2016 | Session 2010-12: updates on 8 PAC reports<br>Session 2012-13: updates on 7 PAC reports<br>Session 2013-14: updates on 22 PAC reports<br>Session 2014-15: updates on 27 PAC reports | Cm 9202 |
| July 2016 | Session 2010-12: updates on 6 PAC reports<br>Session 2012-13: updates on 2 PAC reports<br>Session 2013-14: updates on 15 PAC reports<br>Session 2014-15: updates on 22 PAC reports<br>Session 2015-16: updates on 6 PAC reports | Cm 9320 |
| January 2017 | Session 2010-12: updates on 1 PAC report<br>Session 2013-14: updates on 5 PAC reports<br>Session 2014-15: updates on 7 PAC reports<br>Session 2015-16: updates on 18 PAC reports | Cm 9407 |
| October 2017 | Session 2010-12: updates on 3 PAC reports<br>Session 2013-14: updates on 7 PAC reports<br>Session 2014-15: updates on 12 PAC reports<br>Session 2015-16: updates on 26 PAC reports<br>Session 2016-17: updates on 39 PAC reports | Cm 9506 |
| January 2018 | Session 2010-12: updates on 2 PAC reports<br>Session 2013-14: updates on 5 PAC reports<br>Session 2014-15: updates on 4 PAC reports<br>Session 2015-16: updates on 14 PAC reports<br>Session 2016-17: updates on 52 PAC reports | Cm 9566 |
| July 2018 | Session 2010-12: updates on 2 PAC reports<br>Session 2013-14: updates on 4 PAC reports<br>Session 2014-15: updates on 2 PAC reports<br>Session 2015-16: updates on 9 PAC reports<br>Session 2016-17: updates on 38 PAC reports<br>Session 2017-19: updates on 17 PAC reports[6] | Cm 9668 |

[6] Contains updates on Treasury Minutes - Session 2017-19 - up to March 2018.

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