HM Treasury

Treasury Minutes

Government response to the Committee of Public Accounts on the Seventh and Thirteenth to the Sixteenth reports from Session 2021-22 including a copy of the BBC's separate and independent response on the Second report from Session 2021-22

CP 550 November 2021

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

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Government response to the Committee of Public Accounts Session 2021-22

Report Title	Page
Seventh Report: Adult Social Care Markets Department of Health and Social Care	2
Thirteenth Report: Initial lessons from the government response to the COVID-19 pandemic Cabinet Office and HM Treasury	7
Fourteenth Report: Windrush compensation scheme Home Office	13
Fifteenth Report: DWP Employment support Department for Work and Pensions	17
Sixteenth Report: Principles of effective regulation Department for Business, Energy & Industrial Strategy	23
Second Report: BBC strategic financial management BBC response	27

Seventh Report of Session 2021-22

Department of Health and Social Care and Department for Levelling Up, Housing and Communities

Adult Social Care Markets

Introduction from the Committee

Adult social care includes social work, personal care and practical support for adults with a physical disability, a learning disability, or physical or mental illness, as well as support for their carers. Family or friends provide most care unpaid. The Department of Health and Social Care (the Department) is responsible for setting national policy and the legal framework. The Ministry of Housing, Communities and Local Government (the Ministry [and now the Department for Levelling Up, Housing and Communities]) oversees the distribution of funding to local government and the financial framework within which local authorities operate. In 2019–20, local authorities commissioned care for 839,000 adults; spending a net £16.5 billion on care, 4% less in real terms than in 2010–11. They commission most care from independent providers. The Care Quality Commission (CQC) regulates providers for quality and also oversees the financial resilience of large providers. Many people arrange and pay for their care privately. If current (pre-COVID-19) patterns of care and current funding systems continue, the Department projects there will be a 29% increase in the number of adults aged 18 to 64 and a 57% increase in the number of adults aged 65 and over requiring care by 2038 compared with 2018.

Based on a report by the National Audit Office, the Committee took evidence on 19 April 2021 from the Department of Health and Social Care; Ministry of Housing, Communities and Local Government (now the Department for Levelling Up, Housing and Communities); and Care Quality Commission. The Committee published its report on 16 June 2021. This is the government's response to the Committee's report.

Relevant reports

- NAO report: The Adult social care market in England – Session 2019-21 (HC 1244)
- PAC report: Adult Social Care Markets – Session 2021-22 (HC 252)

Government responses to the Committee

1: PAC conclusion: The Government has provided significant short-term support to help providers through COVID-19, it is vital that the Department of Health and Social Care now sets out how it will help providers move beyond it.

1: PAC recommendation: The Department of Health and Social Care, working with the Ministry of Housing, Communities and Local Government, should assess and outline by July 2021 how much support providers need in the short to medium term to deal with COVID-19 and lower occupancy in care homes.

1.1 The government agrees with the Committee's recommendation.

Recommendation implemented

1.2 On 30 September 2021, the government announced a further £388.3 million of adult social care COVID-19 support, which will be delivered through the third Infection Control and Testing Fund. The £388.3 million will help fund infection prevention and control and testing for adult social care for a further six months. This will enable care providers to take measures to reduce transmission and enable close contact visiting. The Department of Health and Social Care (the department) expects this to be the last funding of this kind, and as such, the length of the extension will help the sector to transition as it emerges from the pandemic and returns to a normal practice of commissioning and paying for care.

1.3 On 21 October 2021, the government announced that it would be making available an additional £162.5 million of additional funding social care through a workforce retention and recruitment fund to help local authorities to work with providers to boost staffing and support existing care workers through the winter. This brings the total specific funding for adult social care during the COVID-19 pandemic to over £2.5 billion.

1.4 Since the start of the COVID-19 pandemic, the government has committed over £6 billion to councils through un-ringfenced grants to tackle the impact of COVID-19 on their services, including adult social care. The total support committed to local authorities throughout the pandemic is over £12 billion.

1.5 The department has made clear to local authorities that the un-ringfenced funding can be used to compensate providers for the income they have lost as a result of temporary reductions in demand. The department is carefully monitoring the recovery of occupancy using several different metrics. As of mid-October 2021, local government funding for 2022-23 onwards will be decided at the 2021 Spending Review.

1.6 The government has announced that it will be investing an additional £5.4 billion across three years in social care. Further details will be agreed later this year.

2: PAC conclusion: Despite years of promising social care reforms to address longstanding issues, the Department of Health and Social Care has still not put in place a reform plan.

2: PAC recommendation: The Department of Health and Social Care must set out by the end of 2021 a comprehensive, cross-government reform plan for care; with as much focus on support for carers and supporting people at home as on older adults and care homes.

2.1 The government agrees with the Committee's recommendation.

Target implementation date: December 2021

2.2 The adult social care sector has never been under as much pressure as in the last year (2020-21). Throughout the pandemic the government has been working with the sector to ensure all recipients of care receive the support they need.

2.3 There are lessons to be learnt from that experience and the government is aware of the long-term challenges facing the social care system. This is why, on 07 September 2021, the government committed to investing an additional £5.4 billion over three years, which will allow it to begin a comprehensive programme of reform for adult social care. This includes charging reforms that protect individuals of all ages from unpredictable and unlimited costs.

2.4 The government also announced major improvements to the wider social care system in England, including an unprecedented investment of at least £500 million to support the development and wellbeing of the care workforce. It will enable a five-fold increase in public spending on the skills and training of care workers and registered managers. This package of reforms will enable investment in the Disabled Facilities Grant and supported housing, allowing people to live independently for longer.

2.5 The department will work with care users, providers, and other partners to develop these plans and will publish further detail in a White Paper for reform later this year.

3: PAC conclusion: Care provision has suffered from a lack of long-term funding.

3: PAC recommendation: Alongside care reforms the Department of Health and Social Care should publish a multi-year funding settlement by the end of 2021.

3.1 The government agrees with the Committee's recommendation.

Target implementation date: December 2021

3.2 The government is providing councils with access to over £1 billion of additional funding for social care in 2021-22. This will support councils to maintain care services while keeping up with rising demand and recovering from the impact of the COVID-19 pandemic. As well as this additional funding, the government is maintaining all existing grants for social care services which are worth £3.5 billion in 2021-22.

3.3 The government is committing to investing an additional £5.4 billion over three years. It will work with care users, providers, and other partners to develop more detail on the plans for reform of adult social care, announced on 07 September 2021, and will publish further detail in a White Paper for reform later this year.

3.4 As of mid-October 2021, the government will ensure local authorities have access to sustainable funding for core budgets at the Spending Review. The department will work closely with the Department for Levelling Up, Housing, and Communities (formerly MHCLG), and the overall level of local government funding will be determined at the Spending Review 2021.

4: PAC conclusion: Three years after promising to produce one, the Department of Health and Social Care still has no workforce strategy or plans to align the care and NHS workforces.

4: PAC recommendation: Alongside care reforms, the Department of Health and Social Care should set out by end 2021 a national strategy for the care workforce which sits alongside the NHS People Plan; identifying skills, training and development across health and care.

4.1 The government agrees with the Committee's recommendation.

Target implementation date: December 2021

4.2 The government has listened to the sector and prioritised the adult social care workforce, recognising their tireless commitment and dedication during the pandemic. The investment of at least £500 million across three years will deliver new qualifications, progression pathways and new wellbeing and mental health support. This workforce package will support the development and wellbeing of the care workforce. It will enable a five-fold increase in public spending on the skills and training of care workers and registered managers.

4.3 The government recognises that ensuring the country has a workforce with the right values, skills and knowledge, and with real prospects for career progression, is essential if a high-quality service is to be provided for all those who have need of care services.

4.4 The department will continue to work with a range of partners to ensure its approach is informed by diverse perspectives. This will include care users, providers, and other partners to develop more detail on the plans for reform of adult social care and publish further detail in a White Paper for reform later this year, which will include our strategy for the social care workforce.

4.5 The department has also recently commissioned Health Education England to work with partners to produce an updated version of its existing 15-year strategic framework for health workforce planning. For the first time, the framework will also include regulated professionals working in social care, reflecting the interlinked nature of health and social care, as well as the introduction of Integrated Care Systems.

5: PAC conclusion: The Department of Health and Social Care has had poor oversight over local authorities' provision of care and appears complacent about the risks of local market failure.

5: PAC recommendation: Alongside the proposed Health and Care Bill, the Department of Health and Social Care should set out how it will support Care Quality Commission and local government to carry out their new duties; and ensure there is better readiness for local market failure.

5.1 The government agrees with the Committee's recommendation.

Target implementation date: March 2024

5.2 The department has supported the market by providing £6 billion funding to local authorities for COVID-19 pressures including for adult social care, undertaking a Service Continuity Review to understand risk in local care markets, contingency planning with partners, and setting up a regional team of sector experts to provide intelligence.

5.3 The Health and Care Bill 2021-22 places a duty on Care Quality Commission (CQC) to assess local authorities' delivery of their adult social care duties as set out in the Care Act 2014. CQC is well-placed to undertake this role due to its experience as an independent regulator of health and social care.

5.4 The department is working closely with CQC and other government departments to develop the detailed approach for the new assessment function, with funding provided to CQC for the 2021-22 financial year for this purpose. As of mid-October 2021, the department will continue to assess the support required by CQC and local authorities as part of the next spending review process in advance of the CQC assessment framework's future launch.

5.5 The department has commissioned the Local Government Association (LGA) and the Association of Directors of Adult Social Services (ADASS) to provide support to local authorities in 2021-22 in respect of their market-shaping and contingency-planning responsibilities. The department's Adult Social Care Regional Assurance Team will complement this by strengthening communications, intelligence, and understanding of risk between the department and local authorities.

5.6 The department funds support and improvement work in the sector, including funding the LGA and ADASS to deliver the Care and Health Improvement Programme (CHIP). This includes the Market Development Support Programme which delivers market development and market management support to councils.

5.7 In addition to the CQC Market Oversight scheme, the department continues to actively pursue additional means of improving and strengthening contingency planning to cover a wide range of eventualities, including local market failure.

6: PAC conclusion: Neither local authorities nor people paying for care have access to clear information on what they get for their money.

6a: PAC recommendation: From April 2022, all providers should give clear and comparable information over fee levels.

6.1 The government agrees with the Committee's recommendation.

Target implementation date: October 2023

6.2 Although the government agrees with the Committee's recommendation, it disagrees with the proposed implementation date. The department is committed to improving transparency of information and is currently considering options for doing so. Some options under consideration would take longer than April 2022 to deliver.

6.3 In response to the Competition and Markets Authority's 'Care homes Market study, final report', the government agreed that there is a need to support those entering care to make informed decisions, ensure that those in care are sufficiently empowered, and to protect care home residents and families from unfair practices.

6.4 The government's landmark announcement on 07 September 2021 marks the next step in its transformational plans for the sector.

6.5 The government is committed to providing care users with better information to help them navigate the care system and understand their options. It knows that informed care users choose high quality care providers, which will help to drive up adult social care standards everywhere.

6.6 The department will work with care users, providers, and other partners to develop more detail on its plans for reform of adult social care, announced on 07 September 2021, and will publish further information later this year.

6b: PAC recommendation: From April 2022, all providers should give a breakdown of how this [fee] money is spent, for example by accommodation, workforce, debt interest and profit.

6.7 The government disagrees with the Committee's recommendation.

6.8 Under the Care Act 2014, it is for local authorities to put in place the best ways of improving their market intelligence, including their ability to be able to assess value for money, so they are able to effectively discharge their duties.

6.9 The government will continue to discuss with local authorities and providers how it can best support this objective.

Thirteenth Report of Session 2021-22

Cabinet Office, HM Treasury and Department of Health and Social Care

Initial lessons from the government's response to the COVID-19 pandemic

Introduction from the Committee

The scale and nature of the COVID-19 pandemic and the government's response are unprecedented in recent history. By the end of March 2021, the estimated lifetime cost of measures announced as part of the government's response was £372 billion. By 10 June 2021, we had held 20 evidence sessions on various aspects of the government's response to the COVID-19 pandemic. These have included the employment support schemes, the Bounce Back Loan Scheme, NHS Test and Trace, supporting the vulnerable during lockdown, and government procurement and the supply of personal protective equipment.

This report sets out our views on what government can learn from its response to the pandemic and what it should do to ensure that those lessons are applied and improve both its ability to respond to emergencies and its business-as-usual service delivery. This report is the first in a body of evidence that we are developing and which will inform the future independent public inquiry into the government's handling of the COVID-19 pandemic. The public inquiry is expected to start in spring 2022 and may take come years to complete. We are clear that government cannot wait for the review before learning important lessons.

Based on a report by the National Audit Office, the Committee took evidence on Thursday 10 June from the Cabinet Office, Department of Health and Social Care and HM Treasury. The Committee published its report on Published on 25 July 2021. This is the government's response to the Committee's report.

Relevant reports

- NAO report: Initial learning from the government's response to the COVID-19 pandemic – Session 2021-22 (HC 66)
- PAC report: Initial lessons from the government's response to the COVID-19 pandemic – Session 2021-22 (HC 175)

Government response to the Committee

1: PAC conclusion: We remain seriously concerned by the extent of PPE supply that is not fit for purpose.

1: PAC recommendation: The Department should update us with the following data on a quarterly basis:

- ***the number and cost of PPE items which, during the quarter: have been received; have been cancelled, with all relevant prepayments recovered; have been (received and) quality assured; have been distributed; have failed the initial quality assurance and are not fit for use in medical settings (i.e. 'not fit for intended purpose'); have failed the initial quality assurance and are not fit for any purpose ('exit stock');***
- ***the percentage of the total items of PPE ordered in the last complete quarter which were manufactured in the UK;***
- ***the number and cost of items of PPE currently held in central/pandemic stocks;***
- ***whether there are any types of PPE for which the central stocks do not contain at least 4-months' supply under the Department's current planning assumptions (if yes, describe); and***
- ***the weekly cost of storage of the central stocks of PPE (or, if preferred, the total running cost to date of PPE storage).***

1.1 The government agrees with the Committee's recommendation.

Target implementation date: August 2022

1.2 The Department of Health and Social Care (DHSC) takes its responsibilities around providing value for money seriously. In this unique situation, the department's focus was on securing a strong and continuous supply of Personal Protective Equipment (PPE) to the frontline. Given the dynamic market, DHSC had to place orders with some degree of risk as it was not possible to determine the quality and reliability until products had been received in the UK. As a result, some of the PPE that was supplied in the early months of the pandemic had not met the exacting standards in place to protect frontline health and social care workers.

1.3 DHSC now has a very strong supply of PPE; this includes robust safety stockpiles and contracts with over thirty UK PPE manufacturers. DHSC is working to minimise the costs associated with storage and wrote to the Committee on 09 June 2021 outlining the progress made. Work remains underway to minimise these further.

1.4 The Department is considering its approach to procurement activity through the work to implement the recommendation from the Boardman Review.

1.5 In the letter sent to the Committee on 22 June 2021, DHSC committed to providing quarterly data on the amount of such stock that has been classified as 'Do Not Supply'. The additional information requested by the Committee will be provided in parallel and the first return will be sent to the Committee directly in November.

2: PAC conclusion: Government's ability to make well-informed decisions and address issues as they arise during the pandemic has been hampered by slow progress in addressing longstanding issues with data and legacy IT.

2a: PAC recommendation: HM Treasury and the Cabinet Office should write to us by 31 October 2021 setting out how they plan to reflect the need to address data and IT issues when prioritising bids for the next spending review.

2.1 The government agrees with the Committee's recommendation.

Recommendation implemented

2.2 During this Spending Review, experts within the Central Digital and Data Office (part of the Cabinet Office) have worked with HM Treasury on a Digital, Data and Technology (DDaT) bid assurance process. As part of this process, the Cabinet Office provided expert advice to HM Treasury on departmental bids with significant DDaT elements. Advice encompassed factors such as alignment to strategic priorities across the DDaT function as well as the feasibility of the bids.

2.3 This advice was provided in accordance with a standardised and agreed assessment framework shaped around critical digital and data priorities and took into consideration requirements around topics such as legacy IT, cyber security and automation. This specialist advice has helped to ensure critical priorities are funded.

2.4 This advice went into the Spending Round outcomes which made substantial provision for Digital Data & Technology, as set out in the Chancellor's statement on 27 October and accompanying documentation, and with the additional detail being provided to the Treasury Select Committee this week. HMT departmental settlement conditions will reinforce priorities, and departmental performance will continue to be monitored through CDDO's Quarterly Business Reviews.

2b: PAC recommendation: The Cabinet Office should also provide us with a list of its ongoing projects aimed at improving the quality and interoperability of the data available to government by 31 October 2021, detailing goals, target dates and progress for each project.

2.5 The government agrees with the Committee's recommendation.

Recommendation implemented

2.6 The Data Standards Authority (DSA) is a part of the Central Digital & Data Office (CDDO), and is responsible for cross-government work to improve the quality and interoperability of data across government. The DSA is currently driving four key initiatives to achieve this:

- Setting common data standards: Metadata standards were published in August 2020. The DSA is now working on data-enabled programmes across government, on potential common standards such as Beneficial Ownership, a single Legal Entity Identifier and Digital Identity work.
- *Application Programming Interfaces (APIs)*: initial milestones to establish an API catalogue and community of expert practitioners have been achieved. The DSA has recently expanded the API catalogue to include 230 APIs from 27 departments and is developing an API assessment process.
- *Data Sharing Governance:* implementing a shared framework to centralise and standardise data sharing documentation, create a shared understanding of resource implications and agree a shared language of terms for creating agreements.
- *Adoption of data standards*: The first iteration of changes to Point 10 of the Technology Code of Practice (TCoP) were made in December 2020 and further changes are planned as well as potential updates to the Service Standards.

There are also a number of other key projects being implemented across the wider Cabinet Office; a full list has been sent to the Committee by letter.

3: PAC conclusion: Government risks undermining public trust and accountability for the pandemic response because of departments' repeated failure to provide a full rationale for key decisions.

3: PAC recommendation: The Department should update us by 31 October 2021 on the number of contracts awarded during the pandemic that are yet to be published.

- ***In the longer term the Cabinet Office should ensure that lead departments for each of the main pandemic response programmes publish post-project evaluations in a timely manner. These should provide an evidence-based assessment of each project's impact and the extent to which it met its objectives***

3.1 The government agrees with the Committee's recommendation.

Target implementation date: November 2021

3.2 DHSC will write to the Committee, as directed, on the number of contracts awarded during the COVID-19 pandemic that are yet to be published.

3.3 The Cabinet Office will write to departmental SROs who lead on each of the main pandemic response programmes, setting out the expectation that each department should publish post-project evaluations within a reasonable timeframe after each project's conclusion and they should include an assessment of the extent to which the projects have met their objectives. Cabinet Office will request updates from lead departments on when they expect to be in a position to finalise the post-project evaluations.

4: PAC conclusion: A lack of clarity, timeliness and the volume of government communications has, at times, hindered the public's understanding of guidelines and ability to comply with them.

4: PAC recommendation: The Cabinet Office should write to us by 31 October 2021, setting out what lessons it has learnt regarding communicating with the public and stakeholders and what guidelines or procedures it has implemented to minimise issues concerning the volume, clarity and timeliness of communications

4.1 The government agrees with the Committee's recommendation.

Target implementation date: October 2021

4.2 The Cabinet Office wrote to the committee on 29th October 2021.

4.3 Communications has been a critical lever for the government to deploy during this crisis. Government Communication Service professionals have used best practice from across the industry, public, private and third sectors to deliver COVID-19 Communications.

4.4 During the pandemic, evolving scientific understanding of the virus and the unpredictable nature of the spread and its impact has required agile policy and communications (fast, flexible and proportionate to risk level).

4.5 Key lessons learnt include:

- Communications are significantly more effective on behaviour compliance when mutually supported by policy advice and regulation. Collaboration across policy and communications is essential, with a strong strategic communications and centralised insight programme delivering regular reporting. This avoids duplication, provides a single source of the truth, and valuable insight for policy making and stakeholder engagement.

- Volume, clarity and timeliness of communications are essential considerations in any communication programme. Standard effectiveness procedures and majority of lessons learnt from pre-pandemic times are equally applicable. Clear, simple and actionable messaging backed with evidence aids public understanding and should be communicated across channels, including accessible formats.

- Communicating through partners provides credibility, authenticity and relevance to audiences. This includes partnering with stakeholders and charities locally, regionally and nationally. They also provide insightful two-way dialogue with key stakeholders around the country.

- Paid-for media can give an issue prominence and prime audiences en-mass or in a more targeted way. Creativity is crucial in achieving cut-through, particularly when there is audience fatigue. This includes using appropriate messengers as well as media planning to specific reach and frequency levels.

5: PAC conclusion: Government has yet to improve its approach to managing risk or set out which trade-offs it intends to make in future emergencies.

5: PAC recommendation: The Cabinet Office should, by 31 October 2021, write to us detailing how, and when, it will implement the Boardman review's recommendation to establish a risk management profession and training programme and provide us with a quarterly progress update until this has been fully implemented.

5.1 The government agrees with the Committee's recommendation.

Recommendation implemented

5.2 The Civil Service Chief Operating Officer and the Director General, Public Spending, HM Treasury wrote to the Committee on 23 June 2021. Developments will be progressed by the Government Finance Function, working with Civil Service Human Resources, over the next 12-18 months.

6: PAC conclusion: Government needs to do more to support the health and social care workforce, who have been under constant pressure during the pandemic, to ensure its resilience going forward.

6: PAC recommendation: The Department should write to us by 31 October 2021 setting out what it is doing to provide mental health and emotional support to NHS staff, what metrics it is using to track the effectiveness of the measures adopted, and how it is performing against those metrics. It should also write to us by 31 December 2021 to provide an update on the substantive long-term NHS workforce plan to ensure the resilience of the health and social care workforce.

6.1 The government agrees with the Committee's recommendation.

Target implementation date: December 2021

6.2 The government recognises that pressures on the workforce throughout the pandemic have been extremely high and is committed to providing the workforce with the support it needs now and in the longer term to ensure its resilience.

6.3 At an early stage of the pandemic, the government prioritised the need for enhanced mental health and wellbeing support. NHS England and NHS Improvement (NHSEI) has invested £43 million in mental health hubs in 2021-22, building on the £15 million which was invested to establish these last year. The hubs provide outreach and assessments services to ensure staff receive rapid access to evidenced based mental health services. The 40-system wide mental health hubs are being rolled out nationally, operating at ICS level, meaning any health and care staff within the ICS area can access the hub for support.

6.4 DHSC has recently commissioned Health Education England (HEE) to undertake 'Framework 15'. This will set out the strategic drivers of future workforce demand and supply including, but not limited to, demographics, science, the nature of work and public expectations.

6.5 While previous iterations of Framework 15 have focused on healthcare, this version will also include registered professionals working in social care, such as nurses and occupational therapists. This reflects the interlinked nature of health and social care as well as the introduction of integrated care systems.

6.6 HEE will lead the work working closely with DHSC, NHSEI and Skills for Care. They will engage widely over autumn and winter 2021 bringing in views from staff, patients / service users, carers and their representatives with a final publication planned for Spring 2022.

6.7 DHSC will write to the Committee as directed in the recommendation.

Fourteenth Report of Session 2021-22

The Home Office

Windrush Compensation Scheme

Introduction from the Committee

In the spring of 2018, the department acknowledged serious shortcomings in its treatment of the Windrush generation, who had suffered harm due to the Department's 'hostile environment' policies. These policies required members of the Windrush generation to demonstrate their lawful immigration status to access key public services, housing and jobs. Some struggled to do this even though they were living in the UK legally. The department acknowledged it had treated the Windrush generation unfairly and announced a set of measures to "right the wrongs" experienced by those affected. One of those measures was the Windrush Compensation Scheme. The department launched the scheme in April 2019 with the aim of compensating members of the Windrush generation and their families for the losses and impacts they have suffered as a result of not being able to demonstrate their lawful immigration status.

Based on a report by the Public Accounts Committee, the Committee took evidence on Monday, 7 June 2021 from the Home Office's Windrush Compensation Scheme. The Committee published its report on Tuesday, 27 July 2021. This is the government's response to the Committee's report.

Relevant reports

- NAO Report: Investigation into the Windrush Compensation Scheme Session 2021-22 (HC 65)
- PAC report: Windrush Compensation Scheme – Session 2021-22 (HC 174)

Government response to the Committee

1: PAC conclusion: People are still waiting far too long to receive compensation from the scheme.

1: PAC recommendation: The Department must, as a matter of urgency, speed up its processing of payments. It should update us immediately after August on its performance to date and its progress against its internal targets.

1.1 The department agrees with the Committee's recommendation.

Target implementation date: March 2022

1.2 The Home Office (the department) remains focused on speeding up the processing of claims. On 21 July 2021, the department published a redesigned primary claim form which is easier to complete, and refreshed caseworker guidance which sets out clearly how caseworkers should apply the balance of probabilities and gather evidence to ensure claimants are only asked for the minimum information necessary. Together, these should reduce the time taken to process claims and improve peoples' experiences of the scheme.

1.3 The department is also recruiting more case workers (thirty-four between November 2021 to January 2022), directing resources to maximise final decision output and improving the evidence-gathering process, including by revising the data-sharing agreements with other government departments and making third party referrals earlier.

1.4 That said, it remains right that we ensure peoples' individual experiences and circumstances are understood, so they are offered the maximum compensation to which they are entitled. This holistic approach takes time but is ultimately beneficial to individuals.

1.5 This was an internal stretch target and, as such, is not something on which the department intends to report.

2: PAC conclusion: The scheme design was too complex and made it difficult for victims to engage with.

2: PAC recommendation: The Department should identify aspects of the claims process which are not working as effectively as they should, for example helping to remove logistical barriers from estate claims, and set out in the Treasury Minute response:

- ***what training and other practical steps it will take to equip caseworkers to act effectively and compassionately***
- ***the changes it plans to make to simplify, improve and made the scheme demonstrably more efficient***
- ***how it will measure if it is achieving its intended outcomes.***

2.1 The department agrees with the Committee's recommendation.

Target implementation date: March 2022

2.2 Prior to the publication of the Committee's report and in response to feedback from stakeholders and affected individuals, the department had launched a package of support to help those making, or who have already made, claims on behalf of a relative who has passed away to obtain the legal documentation required to process their claims. The department is writing to all those who have already made claims on behalf of a relative without a Grant of Representation and has published information about the support available on GOV.UK: Support available to make a claim as a representative of an estate. A redesigned primary claim form was published on 21 July 2021 (Windrush Compensation Scheme Primary Claimant Claim Form (publishing.service.gov.uk)), which is easier for claimants to complete, and refreshed casework guidance which sets out how caseworkers should apply the balance of probabilities and gather evidence to ensure claimants are only asked to provide the minimum evidence necessary. These measures should reduce the time taken to process claims and improve claimants' experiences of applying to the Scheme.

2.3 The department is committed to ensuring that caseworkers are equipped to act effectively and compassionately. All staff complete training courses such as 'The Face Behind the Case'. The department is helping staff with its commitment to bring the Home Office values 'Compassion, Collaboration, Courteous and Respectful' to life.

2.4 In addition, the department is working towards Operational Excellence Accreditation.

2.5 To measure improvements and efficiency, the department has implemented a suite of performance data resources. These assist with the management of the teams and allow the department to focus on what is needed to deliver a high quality service to claimants.

3: PAC conclusion: The Department's planning estimates for the scheme have been completely wrong.

3: PAC recommendation: The Department should use its experience to date and knowledge gained from its community engagement work to formulate, as soon as possible, a new assessment of how many people it now thinks are eligible, which will in turn improve its estimate of the overall amount of compensation required and help structure realistic caseworking requirements to meet. It should write to us once this work is completed to explain its new estimate, the basis of the assumptions it has used in formulating this estimate and how it will monitor how well this estimate matches reality.

3.1 The department agrees with the Committee's recommendation.

Recommendation implemented

3.2 The department had revised the scheme's planning assumption prior to the publication of the Committee's report.

3.3. Estimating the volume of eligible claims likely to be received remains challenging.

3.4 Despite extensive ongoing outreach efforts, a national communications campaign, and the overhaul to the scheme in December 2020, the department has received significantly fewer claims than initially expected and on 21 July 2021 announced that it was reducing the planning assumption to 4000-6000 claims to reflect this.

3.5 To determine the new planning assumption, the department used a scenario-based approach, drawing upon qualitative and quantitative information from the Windrush Scheme and the Windrush Compensation Scheme, and using judgement where information is limited. This was done in consultation with the Windrush Working Group.

3.6 The new planning assumption more accurately reflects the number of eligible claims that are expected, although a range has been adopted to reflect the inherent uncertainty.

3.7 The revision does not change the department's commitment to ensuring all affected members of the Windrush generation make a claim and receive the maximum compensation to which they are entitled.

3.8 There is no cap on the amount of compensation the department will pay out or the number of claims the department will accept.

3.9 To ensure no one is prevented from making a claim, if eligible, simply because a deadline passed or because the department has received more claims than it had planned for, the department has removed the formal end date of the scheme.

4: PAC conclusion: The Department launched the scheme without the caseworkers it required to deliver the complex scheme it designed and has never had the operational capacity it needs, leaving people waiting for decisions.

4: PAC recommendation: The Department should write to the Committee within one month setting out its plan to improve its caseworking operations, including: • whether it has successfully increased the number of caseworkers for the scheme as planned and whether it will need to recruit any more caseworkers; • what further support it will provide to individual caseworkers, including training mentoring and guidance; and • the plans in place to improve consistency and productivity in caseworking.

4.1 The department agrees with the Committee's recommendation

Recommendation implemented

4.2 As of 19 October 2021, the department has eighty caseworkers, and expect at least a further thirty-four to join over the next three months from November 2021 to January 2022.

4.3 The department has plans to hold a large reserve list of candidates so caseworker vacancies created through attrition can be filled more quickly.

4.4 On 21 July 2021, the department published refreshed caseworker guidance which set out clearly how caseworkers should apply the balance of probabilities and gather additional information and evidence.

4.5 Whilst the scheme has operated fully on the balance of probabilities since 2020, it is hoped that this refreshed guidance will help to reduce the time taken to process claims and improve customers' experiences of the Scheme, by ensuring caseworkers ask for the minimum amount of evidence to award the maximum compensation.

Fifteenth Report of Session 2021-22

Department for Work and Pensions

DWP Employment Support

Introduction from the Committee

The Department for Work and Pensions (the Department) has an important role supporting people to prepare for work, move into work, and earn more in work. The main way it does this is through its jobcentres, where work coaches assess individuals' needs and may refer them to a range of specialised employment support programmes.

The Department responded to the anticipated rise in unemployment from the COVID-19 pandemic by increasing support available through Universal Credit with a £20 a week uplift, recruiting an extra 13,500 work coaches, and expanding its range of employment support programmes. The Department plans to increase its spending on employment support programmes from £300 million in 2020–21 to £2.5 billion in 2021–22, and to spend around £5 billion on new or expanded schemes by 2025–26.

Two employment support schemes make up the vast majority of this funding. One is the £1.9 billion Kickstart scheme, which aims to create jobs and provide employability support for young people on Universal Credit who may be at risk of long-term unemployment. Kickstart is due to close for new job placements in December this year. The other is the three-year, £2.9 billion Restart scheme, which aims to help people who are already long-term unemployed into sustained employment.

Based on a report by the National Audit Office, the Committee took evidence on Thursday 17 June 2021 from the Department for Work and Pensions. The Committee published its report on 8 September 2021. This is the government's response to the Committee's report.

Relevant reports

- NAO report: Employment Support – Session 2021-22 (HC 291)
- PAC report: DWP Employment Support - Session 2021-22 (HC 177)

Government response to the Committee

1: PAC conclusion: The Department designed its employment support programme in response to the pandemic expecting a significantly different labour market to the one that emerged.

1: PAC recommendation: The Department should monitor the emerging impact of the pandemic on the labour market closely and adapt its programmes quickly as the full impact on different groups becomes clearer, to ensure that it provides employment support where and when it is most needed.

1.1 The government agrees with the Committee's recommendation.

Recommendation implemented

1.2 The Department for Work and Pensions (the department) monitors developments in the labour market closely, using a variety of sources, including Online job advert estimates - Office for National Statistics (ons.gov.uk), the Report on Jobs from auditors Klynveld Peat Marwick Goerdeler (KPMG) and the Recruitment and Employment Confederation (REC), and the potential redundancies reported to the Insolvency Service. The department does this for different groups, geographics and sectors of the economy.

1.3 Real Time Information on Universal Credit claims combined with timely information on employment from HM Revenue and Customs allows the department to look back at what has happened. Information on furlough numbers, the vacancy position and redundancy notifications enables the department to consider what might happen next. Together all this information allows the department to adapt plans quickly as events require and ensure there is flexibility in its response. The extensive support offered through Plan for Jobs enhances the department's employment support offer and is part of a cross-government response to prioritise, protect and support jobs.

2: PAC Conclusion: Any second surge in new benefit claims and unemployment as the furlough scheme comes to an end could disrupt the Department's ability to provide employment support.

2: PAC Recommendation: By October 2021, the Department should write to us with an explanation of how its contingency plans will ensure it can continue to provide its employment support alongside administering new claims in the event of a second surge in new claims, and avoid the scarring effect of unemployment and disruption to the recovery.

2.1 The government agrees with the Committee's recommendation.

Recommendation implemented

2.2 The department wrote to the committee on 29 September 2021.

2.3 During the pandemic the department saw an unprecedented increase in new claims. The department successfully managed this through the introduction of easements, recruitment and Jobcentre Plus estate expansion.

2.4 Furthermore, the department has designed and invested in a resilient, digital service that incorporates automation to allow for surges in claims. The department has made improvements to its caseload management system, enabling work coaches to filter their caseload and provide targeted support based on health conditions, age and employment status. This allows quick claimant referral to targeted support within the Plan for Jobs programmes, such as Kickstart, Restart, the Youth Offer, Sector-based Work Academy Programmes (SWAPs) and Job Entry Targeted Support (JETS).

2.5 Where face-to-face contact was unavailable, the department used alternative channels including telephone appointments, digital interventions and video calls. Work coaches are now conducting more appointments face-to-face in Jobcentres and in new Youth Hubs as capacity in buildings increases. In the event of another increase in claimants, the flexibility the department has built through using telephony and video, expanding its estate and hiring additional work coaches will ensure the department is able to continue to provide support to claimants. As well as encouraging claimants to undertake independent work search, through signposting to services such as JobHelp, the department is currently exploring further ways of using technology to help people switch sectors via a Job Matching pilot.

2.6 The department will continue to monitor the situation closely as furlough has come to an end and the department is satisfied with its level of preparedness.

3: PAC Conclusion: We are concerned that the Department does not know why the unemployment impact of the pandemic has hit groups such as young people from minority ethnic backgrounds harder.

3a: PAC Recommendation: The Department must obtain good-quality diversity data for all claimants and ensure that its evaluations of all of its employment support programmes include an assessment of the impact for different groups, whether employment support schemes are reaching and working for everyone, and ensuring that no groups are left behind.

3.1 The government agrees with the Committee's recommendation.

Recommendation implemented

3.2 The department has made a change to the way it collects diversity data as part of a Universal Credit claim, to encourage claimants to provide this information as stated at the Committee hearing on the 9 September 2021. The declaration rate is increasing and is now above 70% based on the department's internal management information. However, the department cannot and should not compel people to provide this information should they not wish to do so.

3.3 The department will ensure that its evaluation considers diversity characteristics. When the department carries out research with programme participants, and non-participants, it will collect information on ethnicity and disability.

3b: PAC Recommendation: The Department should work with the Office for National Statistics to provide more regular statistics on the claimant count and unemployment rates broken down by ethnicity and age. We expect an update on this work when the Department next appears before us in September.

3.4 The government agrees with the Committee's recommendation.

Recommendation implemented

3.5 The department is working with the Office for National Statistics to understand how it can best monitor unemployment trends amongst particular groups, however, this is an area where due to small sample sizes there can be large variations in figures, so care needs to be taken in how the department will use these figures.

4: PAC Conclusion: The Department's focus on getting people into any form of employment risks neglecting its wider ambitions around supporting disabled people to work and supporting people on low pay to progress.

4a: PAC Recommendation: The Department must now use the consultation and the Health and Disability Green Paper to clarify how it will support disabled people and people with health conditions, and publish the National Disability Strategy.

4.1 The government agrees with the Committee's recommendation.

Recommendation implemented

4.2 The National Disability Strategy was published on 28 July 2021. It includes wide-ranging measures to support disabled people in employment and to progress. A range of Department for Work and Pensions initiatives are supporting disabled people to stay in and enter work including the Work and Health Programme, the Intensive Personalised

Employment Support programme, Access to Work, Disability Confident and support in partnership with the health system, including Employment Advice in National Health Service Improving Access to Psychological Therapy services.

4.3 The department is committed to supporting individuals in low-paid work to increase their earnings or move into better paid work.

4b: PAC Recommendation: The Department must also respond to the recommendations made by the in-work progression Commission to support people in low-pay employment to progress. In doing this, the Department needs to set out how it will tackle the long-term effects of the pandemic on the jobs market, disabled people, and in particular those who suffer from long Covid.

4.4 The government agrees with the Committee's recommendation.

Target implementation date: March 2022

4.5 The department launched the In-Work Progression Commission in 2020 led by Baroness Ruby McGregor-Smith. The Commission published their report on 1 July 2021. It makes twenty-six recommendations to help people to progress at work and move out of low paid employment. These include promoting a culture of lifelong learning, steps employers and government can take to support workers to progress and improving local transport links. The government is carefully considering the recommendations and will respond shortly.

4.6 The department is continuing to build evidence of what works to support people who are in work to progress to gain insight into how a future Universal Credit 'in-work' offer could be introduced. As part of this it is trialling a voluntary in-work support offer to claimants in South Yorkshire.

4.7 For low-paid workers, from April 2022, the department will bolster its work coach support for people on Universal Credit to help them boost their earnings through a focus on career progression advice, with Jobcentre specialists working with local employers to identify opportunities for people to progress in work.

5: PAC Conclusion: The Department is not sufficiently transparent about the impact and take-up of its schemes at a local level.

5: PAC Recommendation: The Department should produce a quarterly statistical publication and regular data updates on measures such as the take-up, participation among different groups, and job outcomes of its schemes including at a granular, local level. We will be questioning the Department on what progress it has made when it next appears before us in September.

5.1 The government disagrees with the Committee's recommendation.

5.2 The department will not be introducing regular statistical publications at this stage given that many of the programmes are about to come to an end. Instead, the department is considering how best it can put information about these schemes into the public domain after their closure, and how information is best provided on schemes that will continue for longer.

5.3 The department has been working to improve data collection to support operational planning and policy decisions. As it does so, it has released more information into the public domain over time as the department's understanding of the data, and its confidence in it, increases. For example, the department has now published information through Parliamentary Questions on the regional breakdowns of Kickstart jobs and information on the number of starts on other employment programmes. The department recently published the [Plan for jobs: progress update].

6: PAC Conclusion: The Department does not make the most of local authorities' and employers' in depth knowledge of local needs and priorities.

6a: PAC Recommendation: The Department should seek regular structured feedback from local authorities and employers on its employment support and:

- ***Involve them in the design and commissioning of schemes;***
- ***Ensure its employment support meets the needs of the local economy.***

6.1 The government agrees with the Committee's recommendation.

Recommendation Implemented

6.2 The department has regular engagement with local leaders and stakeholders, Mayoral Combined Authorities and Local Authorities to understand place-based labour market issues and reflect feedback in the department's design and implementation of employment programmes. The department also works with employers in local areas to understand their recruitment and skills needs across sectors in order to tailor support.

6.3 Local engagement has played a key part in the appointment of providers for the Restart employment programme and the department works with local partners to encourage employers to create Kickstart placements.

6.4 The department has an extensive programme of contracted employment provision, including the Work and Health Programme, where commissioning and management of the contracted programme is delegated to Greater London and Greater Manchester authorities.

6.5 The department collaborates with Local Authorities across Great Britain to support delivery of services, which are in many cases co-located; departmental Work Coaches work alongside local partners in Youth Hubs to support young people in the area.

6b: PAC Recommendation: The Department should seek regular structured feedback from local authorities and employers on its employment support and:

- ***Publish its district provision tool so others can see and comment on and complement the range of local provision***

6.6 The government agrees with the Committee's recommendation.

Target implementation date: December 2022

6.7 The department agrees to regularly publishing a list of locally available provision, together with contact details at each Jobcentre. This would include the relevant information from the District Provision Tool.

6.8 Jobcentre Plus Partnership Managers, Employment Advisers and Disability Employment Advisers will continue to work closely with local authorities and other groups to ensure staff in Jobcentre Plus offices have up-to-date local and national information, such as the Local Authority support pack, to support customers.

7: PAC Conclusion: The quality of claimants' experience with the Department and whether they receive the right support will depend on the Department's ability to integrate the additional 13,500 new work coaches into its organisation and manage their performance effectively.

7a: PAC Recommendation: The Department should commit to undertaking and publishing a full evaluation by the end of 2022 of how well its work coaches provide employment support and how consistently they apply their judgement.

7b: PAC Recommendation: The Department should gather and use systematic feedback on claimant's satisfaction with their work coaches, the service at the jobcentre, and how the jobcentre could be improved.

7.1 The government agrees with the Committee's recommendations.

Target implementation date: December 2022

7.2 The department systematically gathers feedback on customer satisfaction through its Customer Experience Survey, which it carries out annually. This measures customers' satisfaction and experiences with the services of the department.

7.3 COVID-19 prevented the completion of fieldwork for the 2019-20 Customer Experience Survey, meaning there is no annual level data to report for that year. The 2020-21 Customer Experience Survey report is near completion, and the department is expecting the results to be published in Spring 2022.

7.4 Published results from previous Customer Experience Surveys have shown around seven in ten claimants who used Jobcentre Plus services reported that they were satisfied with the help to find employment.

7.5 As reported in the department's 2020-21 Annual Report and Accounts, 89% of benefit customers said they were satisfied with the department's services based on the first three quarters of the Customer Experience Survey.

7.6 The department has work underway, in terms of further evaluation of how effectively work coaches provide employment support. Part of the focus of this work is on developing the evidence base on how the core regime is and has been delivered during the COVID-19 pandemic. The department also has plans to explore the wider support offer through programmes introduced as part of the Plan for Jobs 'as a system' to inform the department's future delivery strategy.

7.7 As well as looking at the whole system, several pieces of research are being undertaken to support understanding of the effectiveness of individual policies, such as work search reviews and employment programmes offered through Jobcentre Plus. Timescales for these pieces of work are still to be finalised but findings are expected to start becoming available throughout 2022.

Sixteenth Report of Session 2021-22

Department for Business, Energy & Industrial Strategy

Principles of effective regulation

Introduction from the Committee

Regulation is used by government to set rules and expectations that people and organisations should follow to meet a wide variety of different policy aims. Often these objectives aim to keep us safe (for example, in the regulation of water quality and food safety), to ensure we are treated fairly (for example, in consumer protection regulation), or to ensure businesses can compete on a level playing field (for example, through competition regulation). Effective regulation can achieve these objectives, but when it fails, it can have serious consequences for people, the economy and the environment.

The UK's regulatory landscape is complex, with a wide range of regulators and other bodies responsible for the regulation of different sectors. The Department for Business, Energy & Industrial Strategy (the Department) has over-arching responsibility for regulatory policy across government and aims to ensure the UK has the right regulatory frameworks to help meet business and consumer needs; and to reform regulatory approaches to support innovation and productivity.

Based on a report by the National Audit Office, the Committee took evidence on 14 June 2021 from the Department for Business, Energy & Industrial Strategy. The Committee published its report on 15 September 2021. This is the government's response to the Committee's report.

Relevant reports

- NAO report: Good Practice Guidance – Principles of Effective Regulation – May 2021
- PAC report: Principles of Effective Regulation – Session 2021-22 (HC 176)

Government responses to the Committee

1: PAC conclusion: The response to the COVID-19 pandemic has shown what can be achieved when regulatory bodies work effectively together with a clear focus on outcomes.

1: PAC recommendation: The Department should identify what has facilitated effective regulatory cooperation during the COVID-19 pandemic and disseminate findings to the regulatory community to ensure good practice is embedded and learning is not lost. It should also consider the risks of the changes in process as a result of the pandemic and how these were appropriately balanced.

1.1 The government agrees with the Committee's recommendation.

Target implementation date: Winter 2021

1.2 Bodies such as the Medicines and Healthcare products Regulatory Agency, Health and Safety Executive and Office for Product Safety and Standards demonstrated the importance of an agile and cooperative approach to respond to the COVID-19 pandemic, and the Department for Business, Energy and Industrial Strategy (BEIS or the department) has already worked with them to learn about their experiences. This will be further built upon at a meeting of the Regulators' Forum to be arranged in early 2022.

1.3 Alongside ongoing engagement with regulators, Ministers have held a number of roundtables with regulators to share best practice from the COVID-19 pandemic response. This learning will also be embedded into the government's current reform of the regulatory framework: the current consultation considers the role of regulators and how agile regulation can best be supported.

2: PAC conclusion: The Department and regulators have been slow to follow best practice in facilitating innovation.

2: PAC recommendation: Government should require regulators to engage meaningfully with businesses to explore potential new ideas and innovations and adopt regulatory sandbox type approaches, in a way that does not hinder regulatory objectives or create undue risk.

2.1 The government agrees with the Committee's recommendation.

Target implementation date: Winter 2021

2.2 As noted in the Committee's report, the government already encourages innovation friendly regulation, including sandboxes, through work such as the Regulatory Horizons Council and the Regulators' Pioneer Fund.

2.3 The government also encourages regulators to adopt more innovative approaches in their delivery of regulation and are considering how this could be built upon. The department's current consultation is seeking views on the effectiveness of creating statutory duties for regulators to promote innovation and competition. The consultation ended on 1 October 2021 and the government will respond in due course.

3: PAC conclusion: Regulators may fail to protect citizens, businesses and the environment if they do not successfully adapt to major changes in their sectors.

3: PAC recommendation: Government and regulators should work together to ensure that regulatory frameworks are responsive, and that regulators themselves are well equipped, to be able to match the challenges and opportunities provided by the UK's departure from the EU.

3.1 The government agrees with the Committee's recommendation.

Target implementation date: Winter 2021

3.2 As outlined in the consultation on Better Regulation that closed on 1 October 2021, the government has set out five principles that will underpin the approach to regulation to ensure it benefits the British people and takes advantages of the new opportunities from leaving the EU:

- regulation will have a sovereign approach that tailors how rules are set to boost growth for the UK;
- the UK will lead from the front by acting flexibly and supporting the development of new technologies;
- the way regulation is developed will be proportional and responsive;
- by analysing regulations to ensure they work effectively in practice, the government will ensure regulation works; and
- high standards will be set at home and globally.

- the responses to the consultation are currently being considered and the government's response will be published in due course.

4: PAC conclusion: Regulatory bodies do not have a good enough understanding of the costs and benefits of regulation, risking value for money.

4: PAC recommendation: In its review of the Business Impact Target, the Department should consult with regulatory bodies and wider stakeholders on how to ensure robust analysis of regulatory costs and benefits is built into regulatory policy design and evaluation. Furthermore it should include proposals to better reflect the impact of regulation in promoting competition and innovation.

4.1 The government agrees with the Committee's recommendation.

Target implementation date: Winter 2021

4.2 This work is already underway and reforming the Business Impact Target to accurately capture the impacts of regulation is a fundamental part of the "Reforming the framework for better regulation" consultation, which was open to the public to provide responses from 22 July 2021 until 1 October 2021.

4.3 The current BIT framework allows for the financial impacts of regulation to be captured accurately. It does not lend itself, though, to capturing the wider impacts of regulation, such as its impact on innovation. The consultation therefore invites views on how to capture better the regulatory costs and benefits. The consultation provides four options with regard to the metric – adjust the current system, change it, replace it or remove it. The choice of metrics used (and which of the four options of adjust the current system, change it, replace it or remove it is chosen) will impact upon the ability to measure less clearly defined concepts such as innovation, competition, wellbeing, and security.

4.4 The government's proposals to improve the analysis of regulatory costs and benefits will be set out in the consultation response. The response will also consider regulators' role in the promotion of competition and innovation and whether to revise existing guidance and statutory objectives.

5: PAC conclusion: Outcomes-based regulation comes with benefits, but also presents challenges for regulators in measuring their influence and compliance by industry.

5: PAC recommendation: Government and regulators should work together to build in proper consideration of the right balance between outcomes-based and rules-based regulation in their sectors, to ensure regulatory objectives are not compromised and non-compliance by regulated entities does not go undetected.

5.1 The government agrees with the Committee's recommendation.

Target implementation date: Winter 2021

5.2 Key to ensuring a proportional approach is recognising what is necessary in each instance. There will be sectors and circumstances where market freedom and an outcomes-based regulatory approach is preferable, and others when a more prescriptive rules-based approach is required. The government will use non-regulatory options to deliver the desired outcomes where it can, while acting decisively to put in place strong rules where they are needed.

5.3 The consultation on “Reforming the framework for better regulation” considers a number of proposals to address achieving this balance, including moving to a common law approach to regulation and the adoption of a proportionality principle. The government will review all of the consultation responses received and use them to inform decisions about what actions will be taken next. A government response to the consultation will be published in late 2021 detailing which proposals the government has decided to take forward, and why.

Public Accounts Committee report on BBC strategic financial management
BBC response

The BBC is independent from Government. The BBC is accountable for its use of licence-fee payers' money through the Public Accounts Committee. The following response to the Committee's 2nd report of Session 2021-22 (BBC Strategic Financial Management) was provided to the Committee by the BBC on 10 September 2021 and is reprinted here for completeness.

Background

On 20th January 2021 the National Audit Office published its report examining the BBC's strategic financial management.

The BBC's Director-General, Tim Davie, gave evidence to the Public Accounts Committee at a session focused on the report on 22nd March 2021. Glyn Isherwood (Interim Chief Operating Officer) and Charlotte Moore (Chief Content Officer) also appeared as witnesses.

The PAC subsequently published its own report on 21st May 2021.

Overview

Following on from the Committee's recent report we would like to acknowledge the important themes covered and reassure the Committee we are focused on the challenges we face and committed to providing the best value for all audiences.

As the NAO report notes, the BBC is the UK's most used media brand – reaching over 90% of adults on average per week. The figure for 16-34 year-olds reach is 80%. This reach pays tribute to the new initiatives we have introduced to capitalise on the opportunities of the new marketplace, most recently with BBC Sounds and improvements to iPlayer.

During Covid the BBC saw record numbers of people come to the BBC – this was especially evident in news: BBC News online reached record numbers of users – over 19m adults a week on average, with peaks of over 24m; audiences for the News at Six are the largest in almost 20 years; and BBC One's 6.30 regional bulletin continues to be the UK's most watched news programme. At the same time, our Lockdown Learning initiative brought a record 5.8 million visitors to BBC Bitesize in a week when it launched in January.

As our Annual Report and Accounts 2020-21 show, almost 100% of adults use us every month and the public chooses the BBC around 250 million times every 24 hours, with over 28 million people coming to us each day on average for evening entertainment. We are the most trusted source of news in the country. Within a crowded news arena, 40% of people still name the BBC first for impartial news – way ahead of the nearest providers on 7%.

We believe the case for the BBC remains compelling, but we know we must earn the right to exist through the value we provide.

We would like to reassure the Committee again that our commitment to reform is beyond question. We are making tough choices. Our 'Across the UK' plan represents the boldest and most ambitious reshaping of the BBC in our history. Our latest efficiency programme is on track to deliver nearly £1 billion of annual recurring savings by March 2022. In one year to March 2021, we have reduced our headcount by 1,200 roles.

We understand the Committee's desire for further details of our plans. We have published a number of documents since our evidence session which provide answers to these questions, including the Annual Plan and our Annual Report & Accounts, which we have linked to above for the Committee's reference.

Response to the Committee's conclusions

Below follows a more detailed BBC response to the PAC report's main findings.

1. The BBC appears complacent about the threat it faces from declining audiences. Each year people spend less time watching BBC TV and 200,000 more households choose to opt out of paying for the licence fee. Yet when pressed, the BBC seem unconcerned by the decline, maintaining that overall the number of users it reaches is high compared to other broadcasters. Nor was the BBC able to demonstrate to us a clear understanding of why increasing numbers of households are forgoing the TV licence. The BBC recognises that the rapid shift to online media and changes in consumer habits during the pandemic has seen people discover more choice elsewhere. However, it does not appear to have a sufficiently detailed plan for how to address this; it was, for example, unable to articulate why bringing BBC Three back to terrestrial TV would help stop viewers moving away. Addressing audience decline and better understanding the value it can bring is critical to the BBC's financial health: as the BBC's own research has shown, people are less likely to pay the licence fee if they do not view licensable content.

We would like to reiterate to the Committee that there is no complacency at the BBC. We have taken great pains to stress that we recognise the jeopardy for the BBC is high. We have also explained very clearly how the challenges we face are directly driving our strategy to deliver more value to all audiences.

In relation to households choosing not to pay the licence fee, we would like to draw the Committee's attention to the Director-General's answers that highlight we are monitoring this closely[1], given the licence fee represents the majority of our income. While there can be reductions in numbers of households paying for a licence, there is also forecast growth in the overall number of households.

We would also like to highlight that the BBC has a coherent strategic plan on how to face the challenges posed by a shift to online media and the changes to consumer habits. We are acutely aware of the shifts in the market and ensuring that we serve all audiences in this more competitive landscape is central to the BBC's decision-making. We are grateful to have the opportunity to articulate this again to the Committee, and draw the Committee's attention again to the findings of the NAO report that for example credited how the BBC has *"introduced new initiatives to capitalise on the opportunities offered by this new marketplace, including BBC Sounds and improvements to the iPlayer service"*. This includes the expansion of online TV services, making content available on iPlayer for 12 months instead of 30 days, and the Britbox partnership with ITV.

We detailed the key planks of our strategy to the Committee, including focusing the power of our big brand content to reach underserved audiences, growing BBC Sounds and making iPlayer a destination in its own right. This approach is working. More than 900,000 16-34 year-olds used BBC Sounds for the first time in the last six months. iPlayer has set new records in the past year, with 6.1bn requests to stream programmes in 2020/21 - up 28% on the year before. Our evidence also highlighted how rapid growth in iPlayer consumption among younger audiences more than offset the year-on-year decline in broadcast TV for the first time this January.

Restoring BBC Three as a broadcast channel will help us reach and deliver more value to audiences – particularly a significant group of younger viewers who maintain a strong habit of watching linear TV but are lighter users of on-demand services. We have published detailed audience research and a comprehensive proposal, supported by modelling and responses to our consultation, which demonstrates how the new channel will be distinctive, increase viewing of BBC Three content in this age group, appeal to currently underserved groups, and improve the ability of audiences to find and watch BBC content – be that linear or on demand.

[1] Public Accounts Committee Oral evidence: BBC strategic financial management, HC 939, Q28, p 16

2. The BBC's plans for an increased presence in the nations and regions seem unclear and disjointed. In March 2021, the BBC announced that it would increase programming spending outside of London by £700 million by 2027–28. However, the BBC is also planning a number of efficiency measures around the UK, including making 600 redundancies in its Nations & Regions division and reducing its regional news output. As a result of this inconsistency, it remains to be seen whether this means that the number of people it employs outside of London will increase or decrease. We are also sceptical about the BBC's claim that viewers outside of London will have more of a voice as a result of relocating jobs to the regions, where these jobs are of national relevance, such as the production of national news. More generally, we are not clear how the BBC intends to find an additional £700 million for the nations and regions, given that it does not yet know the outcome of its licence fee negotiations, or how it will rationalise its estate in line with its new regional plans. We are also concerned that due to the apparent lack of clear, joined-up plans, there may be a risk that the BBC could end up making staff redundant in one area only then to rehire them in a separate area down the line, leading to unnecessary voluntary redundancy pay-outs.

Our Across the UK plan could not be clearer: it represents the biggest creative and journalistic rebalancing of the BBC's footprint in our history. It will bring us closer to audiences across the length and breadth of the country, shifting at least 1,000 jobs out of London and turning the BBC into a genuinely UK-wide organisation with a much stronger presence in the nations and regions, delivering an extra £850m in estimated economic benefits.

We were able to share our thorough plan for "Across the UK" with the Committee at our session and more detail about how this will be achieved is available in our Annual Plan.

The Director-General was clear in our oral evidence that our plans to invest an extra £700m outside London by 2027/28 was a separate process to the changes in our Nations & Regions division previously announced as part of our savings programme. Local services are part of the BBC's DNA but all departments have had to find efficiencies given the 30% reduction in our budget over the past decade. We can confirm the changes announced last year in Nations & Regions have all been completed. No services have closed and we have transformed our ways of working, rolling out a new standard operating model for how we run regional news rooms which ensures greater value for money. Now those savings have been made it is the right time to look to the future.

We do not see any inconsistency in investing more Across the UK, while at the same time making efficiencies in our operations. Our value to audiences is not measured by the number of people we employ doing something but instead by the content and its value to licence fee payers. Additionally our plans are designed to deliver more local output in places that we don't do as much in today. This will in fact require new investment in people with different skills in different parts of the country working on different output (including recruiting new community journalists based in towns and areas that have never benefitted from any regional TV presence). This will mitigate against any risk of unnecessary redundancies, as we set out in our evidence.

The BBC already does more than any other broadcaster to reflect the different nations and communities that make up the UK and these transformative plans will give our audiences outside London an even greater voice. Despite the cut in our funding we have already made substantial moves out of London. As the Director-General noted in his evidence in the Committee, the move to Salford ten years ago had a significant impact on the editorial nature of Radio 5 Live and other output. This is reflected both on-air and in the backgrounds of those who work on the programmes. And in terms of headcount, in 2009-10, 41% of the BBC's PSB staff were outside London in the nations and regions, compared to 52% in March 2020 (and in March 2021). We expect Across the UK to deliver similar benefits on an even greater scale, delivering new diverse voices and authentic storytelling.

The independent economic research recently produced by KPMG also illustrates how communities can be empowered by BBC investment. Our presence in Salford has played a role in cultivating a creative and digital cluster there over the past decade, with creative employment increasing 142% and a 70% growth in the number of creative and digital businesses. A similar cluster is emerging in Cardiff, where the BBC has opened Central Square and Roath Lock. Building on our development at, and impact of, Pacific Quay, we also have plans to expand our physical studios operations in Glasgow, and explore strategic partnerships in other UK cities, including Belfast, partnering with local communities, councils and education providers to develop technical skills locally to operate our studios. This experience and learning gives us confidence that our Across the UK plans can deliver further multiplier effects and a stronger voice for more communities.

3. There is considerable uncertainty over the BBC's financial future, which its financial plans do not appear to address adequately. The BBC Director-General has four new strategic priorities for the organisation—delivering high-quality content, developing the online presence further, growing commercial income, and a renewed commitment to impartiality. These will require increased investment, but the BBC was short on detail on how these will be paid for, other than through commercial returns and the BBC taking tough choices in areas such as content where it will probably have to make fewer programmes but ensure that their impact is high. The BBC is committed to making further savings in future, but appears unable to achieve its existing £1 billion savings target in full. In parallel, the BBC is currently negotiating with government on the future level of the licence fee. The BBC has not, however, modelled the impact on its finances of potential fundamental changes to the licence fee from 2022–23. We would expect to see clearer financial plans from the BBC, including how future investment will be paid for.

The BBC acknowledges the financial pressures that we face and has robust plans in place to address these, as set out in our recently published Annual Plan and Annual Report & Accounts 2020-21.

As we discussed with the Committee, our goal is to ensure that the organisation is run as efficiently and effectively as possible, and we have an impressive financial record of directing as much money as possible to content and our audiences whilst ensuring a sustainable and more creative BBC.

The National Audit Office's report set out how the BBC has achieved substantial savings over recent years and that we were on track to meet our efficiency targets. In 2020/21 we reported delivery of c£880m of annual recurring savings since 2016/17– beating our £800m target by 2021/22 a year earlier than planned. It is important to note that our original savings target was increased to £950m due to the impact of Covid and we now expect this to be delivered during 2021/22.

We have done a lot to make the BBC simpler, leaner, and more efficient. We have maintained our overheads at industry-leading levels – under 5% of our total costs – and will continue to improve our systems and processes to manage rising costs as best we can. The pandemic and our emergency response as a broadcaster have also radically changed ways of working across the BBC, which has allowed us to identify further operational efficiencies. Blended remote and office working and the use of technology should allow us to further reduce our property footprint, subject to lease commitments, creating more dynamic working environments and reducing travel between BBC sites.

There is a limit to how much further detail we can provide on our funding plans while Licence Fee negotiations are ongoing with the Department for Digital, Culture, Media & Sport, as the Committee's report acknowledges. However we draw the Committee's attention to our Annual Plan and the BBC's Annual Report & Accounts, which are audited annually by the NAO.

4. At times, the BBC has deferred difficult measures and ducked the hard choices necessary over cuts to frontline content. The BBC is candid about its view that, having driven down costs in back-office functions, it now sees no scenario in which it can avoid making tough choices about frontline services such as content. While we recognise that these choices are difficult, the BBC was unable to name any recent content cuts or future plans to cut content,

despite plans to only produce 80% of its current programming. At this stage, we would expect to see a clearer articulation of which programming the BBC views as a priority going forward. This seems to be part of a general pattern of avoiding hard choices. For example, the BBC delayed more than once planned redundancies in its News and Nations & Regions divisions and its reforms to staff terms and conditions resulted in savings of less than 0.1% of the total staff pay bill over seven years.

The BBC has had to make many difficult choices and changes, some of which were noted elsewhere in the Committee's report.

Examples include reducing our headcount by 1,200 in the space of a year, the restructure of our Nations & Regions teams and the revolutionary changes we are making in areas like News production through the introduction of story-led teams. As the Director-General noted in our evidence, this is a *'traumatic'* reform process similar to what many media organisations across the world are experiencing in adjusting to the new landscape. It will however allow the BBC to produce the same amount of news content distributed more efficiently across multiple platforms.

We also continue to make tough choices in our content investment strategy. We regularly rest or decommission much loved titles to be able to fund new programmes and invest in more young titles. This means we had to stop producing the likes of *Holby City*, *Watchdog, Crimewatch, All Together Now, Poldark* and many other long running programmes.

Competition in the market and price inflation also means that we could no longer afford many hit shows - such as *The Great British Bake Off, The Voice*, and *The Great Pottery Throw Down*, to name a few – and we often forgo many development projects before they make it to the screen.

Furthermore, we are not able to nurture and grow as many new formats and shows as we would want, and we're unable to return scripted titles as quickly and as often as we'd like in order to sustain the range and breadth in our programming.

We would again draw the Committee's attention to our editorial priorities as clearly outlined in the Annual Plan – including the priority to produce distinctive, high-impact British content which no-one else in the world can make.

As the NAO noted in their report on BBC Pay in 2019, the number and cost of senior managers at the BBC has been cut significantly since 2010/11 and many senior roles at the BBC attract pay packages below the market average. It's well known that the BBC pays less than commercial broadcasters, also acknowledged by the NAO. People want the best talent on the BBC, and while we can never compete with some of our commercial competitors when it comes to pay, we do operate in a competitive market. We do not guarantee talent at any cost however, and would point the Committee's attention to the significant reductions in the salaries of the highest on air earners. The cost of people on this year's disclosed list has decreased by almost 10%, since last year.

5. The BBC appears unambitious about setting targets for the financial returns generated by its commercial subsidiaries. The BBC's net returns from its commercial activities, at under 6% of licence fee income, are not at a level to make a significant contribution to its overall income position. The BBC has recently set its main commercial subsidiary, BBC Studios, a target to grow its financial returns by a further 30% over the next five years. However, the BBC concedes there is potential to go a lot further than this and acknowledges that it does not know where the ceiling is on its commercial returns. The BBC could be more ambitious in its commercial plans by, for example, setting targets for how it will make greater use of its archive. The BBC considers that greater access to investment capital would help it to compete better and generate further growth in its commercial returns. However, its commercial borrowing is subject to limits, imposed by DCMS, which date to 2003.

Building commercial income is one of the BBC's four main priorities, set out by Tim Davie in his first week as Director-General, and this work is well underway. We have announced a stretching target to increase BBC Studio's financial returns by 30% over the next five years. Based on available market insight we estimate that this target is above projected market growth.

BBC Studios has already confirmed that it's on track to reach its current target of £1.2bn returns to the BBC by 21/22. The largest parts of this return are content investment and cash dividends. Growth in content investment represents more money going into new and existing productions, while cash dividends are paid out of profits and represent the overall growth of BBC Studios across a number of markets and lines of business.

We noted in our evidence that this compares extremely favourably with public service broadcasters across the globe – most would be delighted to have a commercial subsidiary delivering returns of that size at EBITDA margins of 13%. We also explained that while commercial income represent 6% of the licence fee, it is highly material in certain genres like natural history, which are mostly funded by co-production income. Only 19.5% of the funding of natural history series *Seven Worlds, One Planet* came from the licence fee thereby bringing excellent value to the licence fee payer, who sees all the benefit of that investment on screen.

In a highly competitive global media market, where pressures include content inflation increasing costs for making content and major industry change impacting both BBC Studios and our customers, we believe the goal of achieving a 30% increase in commercial returns is suitably ambitious. It represents a significant uplift on the 18% increase delivered between 2017/18 to 2021/22 and expected outperformance of the market. As the Director-General told the Committee, we will endeavour to over-perform if we can. This will to a significant extent reflect our ability to invest for growth via debt funding, as outlined below.

Commercial returns are already delivering significant value for licence-fee payers. The National Audit Office noted in its report that for every £1 the BBC spent on commissioning network TV programmes from its own funding in 2019, £1.30 was available to producers to spend on TV content thanks to commercial contributions.

We recognise the call by the Committee to make use of the BBC's archive. As audiences across the world move from broadcast to online services, there is an increasing opportunity to bring British content directly to audiences, through direct-to-consumer online services, rather than solely through distribution deals of programmes to third parties. BBC Studios has already begun taking advantage of this opportunity, launching BritBox in the US in 2017 before rolling it out to wider markets including Australia in 2020 and South Africa in 2021. Most recently BBC Studios has launched BBC Select, a new ad-free subscription streaming video channel focused on UK factual programming, in the US and Canada earlier this year.

BBC Studios is also putting plans in place to realise new digital revenue streams for the medium to long term outside the UK by establishing complementary focused digital services built around British content. This includes exploring future commercial possibilities for both audio and news, areas where BBC content has a unique proposition.

We agree with the Committee that the BBC's current commercial borrowing cap of £350m is out of date and needs revisiting. More access to investment capital would allow the business to generate further growth and compete with other international content creators who do not have to operate with such limits. Discussions with the Government on the BBC's access to capital are ongoing as part of the Licence Fee negotiations. It is however, important to note that the Licence Fee income remains by far the most significant portion of the BBC's funding and the most desirable model to ensure a properly funded, universal BBC.

Summary responses to the Committee's recommendations

PAC Recommendation	BBC response
1) 'The BBC should identify what more it needs to do to fully understand why increasing numbers of households are watching the BBC less and legally choosing not to have a TV licence. It should update the Committee on its plan to reverse the decline in its audiences within three months.'	Our recently published Annual Report and Accounts 2020-21 shows the BBC's strong record on reach and relevance in the last year. The BBC is used by almost 100% of adults on average every month, making it one of the most-used UK public services. Going forward the BBC has a coherent plan to continue to enhance the offer to audiences through new initiatives such as BBC Sounds and iPlayer development. Furthermore, we draw the Committee's attention to our "Across the UK" plans which will bring us closer to audiences, create jobs and investment, and develop and nurture new talent. The BBC is of course monitoring closely the reductions in numbers of households paying for a licence alongside the overall growth in the number of households and will continue to maximise value for all Licence Fee payers.
2) 'The BBC must be clear and transparent about what it is trying to achieve with its plans to increase its presence in the nations and regions, in terms of, for example, the value that this is designed to generate, both locally and nationally. These plans appear to be contradictory and muddled; We recommend that the BBC write to the Committee with a new, clear, achievable plan, within 6 months.'	Our goals for getting closer to audiences wherever they live across the country have been articulated in our Across the UK plans and Annual Plan. We will continue to keep the Committee updated as they are implemented.
3) 'The BBC should set out how it will achieve its £1 billion savings target by March 2022, and produce a revised financial plan on completion of the licence fee negotiations, incorporating the outcome of these negotiations and detailing how it will pay for new investment while continuing to make savings'	Our financial plans are detailed in our recently published Annual Plan and Annual Report and Accounts 2020-21. We will update our plans when the licence fee negotiations have concluded and we have certainty about the level of investment available over the coming period.
4) 'The BBC needs to take decisions about those areas of content it plans to cut from its programming and the financial and audience consequences of these cuts as a matter of urgency, and should write to the Committee within six months with more details of its plans in this area.'	The BBC has set out proposals detailing the content and areas of programming we would like to focus on with sufficient investment, including in our Annual Plan. The Director-General was also clear in our evidence that we will identify how we can have more impact by making less. Specific decisions will ultimately be dictated by the licence fee settlement and it would be premature to make such decisions while talks with DCMS are ongoing. We expect more

PAC Recommendation	BBC response
	information to be available when negotiations have concluded.
5. ***(a) 'Recognising the new international commerciality of competition, the BBC should be much more ambitious in its targets for commercial returns and be more ambitious in marketing and exploiting its archives, both for old and new programming; and write to the Committee, outlining its plans, within six months.'*** ***(b) 'As part of the current licence fee negotiations, the BBC and DCMS should work together to review the current borrowing limits to identify whether they continue to meet the BBC's business needs and future investment plans.'***	Building commercial income is one of the BBC's top priorities. We have announced stretching commercial goals – the most ambitious in our history. We want to achieve and – if possible – outperform these targets before making new commitments. We agree our commercial borrowing limits should be reviewed. We are making a case to Government to increase the commercial borrowing limit in order to invest in commercial growth on behalf of the licence fee payer, as part of the licence fee discussions.

Treasury Minutes Archive[2]

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

Session 2021-22

Committee Recommendations:	103	
Recommendations agreed:	95	(92%)
Recommendations disagreed:	8	

Publication Date	PAC Reports	Ref Number
August 2021	Government response to PAC reports 1-6	CP 510
September 2021	Government response to PAC reports 8-11	CP 520
November 2021	Government response to PAC reports 7,13-16 (and TM2 BBC)	CP 550

Session 2019-21

Committee Recommendations:	233	
Recommendations agreed:	208	(89%)
Recommendations disagreed:	25	

Publication Date	PAC Reports	Ref Number
July 2020	Government responses to PAC reports 1-6	CP 270
September 2020	Government responses to PAC reports 7-13	CP 291
November 2020	Government responses to PAC reports 14-17 and 19	CP 316
January 2021	Government responses to PAC reports 18, 20-24	CP 363
February 2021	Government responses to PAC reports 25-29	CP 376
February 2021	Government responses to PAC reports 30-34	CP 389
March 2021	Government responses to PAC reports 35-39	CP 409
April 2021	Government responses to PAC reports 40- 44	CP 420
May 2021	Government responses to PAC reports 45-51	CP 434
June 2021	Government responses to PAC reports 52-56	CP 456

Session 2019

Committee Recommendations:	11	
Recommendations agreed:	11	(100%)
Recommendations disagreed:	0	

Publication Date	PAC Reports	Ref Number
January 2020	Government response to PAC report [112-119] 1 and 2	CP 210

Session 2017-19

Committee Recommendations:	747	
Recommendations agreed:	675	(90%)
Recommendations disagreed:	72	(10%)

[2] List of Treasury Minutes responses for Sessions 2010-15 are annexed in the government's response to PAC Report 52

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
October 2018	Government responses to PAC reports 43-58	Cm 9702
December 2018	Government responses to PAC reports 59-63	Cm 9740
January 2019	Government responses to PAC reports 64-68	CP 18
March 2019	Government responses to PAC reports 69-71	CP 56
April 2019	Government responses to PAC reports 72-77	CP 79
May 2019	Government responses to PAC reports 78-81 and 83-85	CP 97
June 2019	Government responses to PAC reports 82, 86-92	CP 113
July 2019	Government responses to PAC reports 93-94 and 96-98	CP 151
October 2019	Government responses to PAC reports 95, 99-111	CP 176
January 2020	Government response to PAC reports 112-119 [1 and 2]	CP 210

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	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

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 provide updates on the implementation of recommendations from the Committee of Public Accounts. These reports are Command Papers laid in Parliament.

Publication Date	PAC Reports	Ref Number
May 2021	Session 2010-12: updates on 1 PAC report Session 2013-14: updates on 1 PAC report Session 2015-16: updates on 0 PAC reports Session 2016-17: updates on 4 PAC reports Session 2017-19: updates on 47 PAC reports Session 2019: updates on 2 PAC reports Session 2019-21: updates on 28 PAC reports	CP 424
November 2020	Session 2010-12: updates on 1 PAC report Session 2013-14: updates on 1 PAC report Session 2015-16: updates on 0 PAC reports Session 2016-17: updates on 7 PAC reports Session 2017-19: updates on 73 PAC reports Session 2019: updates on 2 reports	CP 313
February 2020	Session 2010-12: updates on 2 PAC reports Session 2013-14: updates on 1 PAC report Session 2015-16: updates on 3 PAC reports Session 2016-17: updates on 14 PAC reports Session 2017-19: updates on 71 PAC reports	CP 221
March 2019	Session 2010-12: updates on 2 PAC reports Session 2013-14: updates on 4 PAC reports Session 2014-15: updates on 2 PAC reports Session 2015-16: updates on 7 PAC reports Session 2016-17: updates on 22 PAC reports Session 2017-19: updates on 46 PAC reports	CP 70
July 2018	Session 2010-12: updates on 2 PAC reports Session 2013-14: updates on 4 PAC reports Session 2014-15: updates on 2 PAC reports Session 2015-16: updates on 9 PAC reports Session 2016-17: updates on 38 PAC reports Session 2017-19: updates on 17 PAC reports	Cm 9668
January 2018	Session 2010-12: updates on 2 PAC reports Session 2013-14: updates on 5 PAC reports Session 2014-15: updates on 4 PAC reports Session 2015-16: updates on 14 PAC reports Session 2016-17: updates on 52 PAC reports	Cm 9566
October 2017	Session 2010-12: updates on 3 PAC reports Session 2013-14: updates on 7 PAC reports Session 2014-15: updates on 12 PAC reports Session 2015-16: updates on 26 PAC reports Session 2016-17: updates on 39 PAC reports	Cm 9506

January 2017	Session 2010-12: updates on 1 PAC report Session 2013-14: updates on 5 PAC reports Session 2014-15: updates on 7 PAC reports Session 2015-16: updates on 18 PAC reports	Cm 9407
July 2016	Session 2010-12: updates on 6 PAC reports Session 2012-13: updates on 2 PAC reports Session 2013-14: updates on 15 PAC reports Session 2014-15: updates on 22 PAC reports Session 2015-16: updates on 6 PAC reports	Cm 9320
February 2016	Session 2010-12: updates on 8 PAC reports Session 2012-13: updates on 7 PAC reports Session 2013-14: updates on 22 PAC reports Session 2014-15: updates on 27 PAC reports	Cm 9202
March 2015	Session 2010-12: updates on 26 PAC reports Session 2012-13: updates on 17 PAC reports Session 2013-14: updates on 43 PAC reports	Cm 9034
July 2014	Session 2010-12: updates on 60 PAC reports Session 2012-13: updates on 37 PAC reports	Cm 8899
February 2013	Session 2010-12: updates on 31 PAC reports	Cm 8539

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