



HM Government

William Wragg MP
Chair of the Public Administration and
Constitutional Affairs Committee
House of Commons
Westminster
SW1A 0AA

16 November 2020

Dear William,

On 22 October, we were happy to agree to the Committee's request to provide further clarity on several points raised during our session. Please find below the responses to the Committee's questions.

Permanent Secretary line management

It has been the custom for some time for the permanent secretaries to the Cabinet Office and HM Treasury to support the Cabinet Secretary with the management of the permanent secretary cadre. Since my appointment I have formalised this arrangement. I have asked Alex Chisholm and Tom Scholar to take line management responsibility for a number of permanent secretaries.

I have retained line management responsibility for Alex and Tom, as well as permanent secretaries in security and foreign policy roles, the permanent secretaries to the Devolved Administrations and those relating to the provision of legal and scientific advice. Tom Scholar manages permanent secretaries in economic and social policy roles, with the remainder being managed by Alex Chisholm. I do of course still meet regularly with all my permanent secretary colleagues.

This is a new arrangement and we will keep it under review in the coming

months. As I said on 22 October, we believe that sharing line management in the way I have described will enable us to bring the centre together more effectively in setting the direction for Government, but we will take a pragmatic approach and if we need to review the overall allocation or individual relationships, we will do so.

Permanent Secretary tenure

Since 2014, permanent secretaries have been appointed to their roles on a five year tenure basis. The first of these appointments, made in late 2014 and in greater numbers from 2015, have been coming to an end during the course of the past 12-18 months. There is no automatic presumption in favour of renewal, but renewals have been made in cases where performance has been strong, with the approval of the Prime Minister.

Since the tenure policy was introduced the tenure of six permanent secretaries has been extended as illustrated below.

Perm Sec	Extension from	Extension to
Sue Owen	Nov 2018	April 2019
Jonathan Jones	March 2019	Feb 2022
John Manzoni	Oct 2019	April 2020
Jonathan Stephens	June 2019	Dec 2019
Leslie Evans	June 2020	March 2022
Elizabeth Gardiner	Nov 2020	Nov 2025

Diversity of the workforce

Throughout my career I have championed diversity and sought to bring forward and support diverse talent. During my time as Principal Private Secretary in No 10 (2016-17), all SCS in No 10 were required to become mentors to participants on the Race to the Top programme for Grade 6/7 civil servants from a BAME background. Further to this, No 10 implemented mandated gender balanced recruitment panels, and drove a campaign to improve declaration rates. In February 2016, following my appointment to the role of PPS, the representation

of females in SCS roles in No 10 was 33%. This increased to 42% by June 2017, when I left this role.

Places for Growth clarification

During our appearance in front of the Committee on 22 October, Alex Chisholm referred to a "programme of trying to deliver the transfer of 65,000 roles currently in London to non-London locations, which is a ten year programme by 2030".

We would like to clarify for the record that 22,000 civil service roles will relocate from London to non-London locations by 2030. The figure of 65,000 refers to civil servant roles moving to the seventeen regional Government Hubs that have been announced. We regret any confusion that the wording used may have caused, and alerted the clerks of the Committee as soon as we became aware of it.

Alex and I look forward to working with the Committee in the months ahead and we look forward to the conclusions from their current inquiries.

A handwritten signature in black ink, appearing to read 'Simon Case', is centered on the page. The signature is fluid and cursive, with a large initial 'S' and a long, sweeping underline.

SIMON CASE