



House of Commons
Committee of Public Accounts

Cross-government working

Twelfth Report of Session 2023–24

*Report, together with formal minutes relating
to the report*

*Ordered by the House of Commons
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The Committee of Public Accounts

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Publication

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Contents

Summary	3
Introduction	4
Conclusions and recommendations	5
1 Setting-up and delivering cross-government working	7
Understanding what works best	8
Missing or inadequate data	9
2 Improving the delivery of cross-government working	10
Incentivising cross-government working	10
Evaluating cross-government working	10
Reporting on cross-cutting outcomes	11
Formal minutes	13
Witnesses	14
Published written evidence	15
List of Reports from the Committee during the current Parliament	16

Summary

Cross-government working is fundamental to the successful delivery of many government policies and programmes. There are a range of different models for how government departments work together, ranging from two departments working jointly on a specific policy, such as adult social care, to government priorities delivered by multiple departments, such as net zero. We have recently reported on another example, where the Joint Combatting Drugs Unit brings together several departments to try and tackle the complex problems caused by illegal drugs in a joined-up, holistic way.

We regularly see important programmes being hindered because of the difficulties such as data sharing and lack of cross-departmental buy-in. While departments take the lead in delivering their policies and programmes, both HM Treasury and the Cabinet Office have a role in supporting cross-government priorities, and they need a firm grip on facilitating and improving cross-government working so that it is not considered a 'nice to have' but instead becomes an integral part of how government works. HM Treasury and the Cabinet Office have worked to identify the barriers that prevent good working across government. They now need to learn from these so they can advise departments on the most effective approach, support this with appropriate funding arrangements, and do more to ensure that government consistently reports on its cross-cutting outcomes.

Introduction

Central government is organised into departments that plan and deliver their own objectives. In some cases, these objectives can be met by individual departments acting alone. But often, important government priorities, such as net zero, adult social care, rough sleeping and vulnerable families cut across departments, and require them to work together, through what is known as cross-government working. Successful cross-government working can allow government to deliver outcomes more effectively and deliver better value for money. But it requires concerted effort. There are many different types of cross-government working, from sharing best practice between departments to delivering complex programmes that cut across different departmental objectives.

Conclusions and recommendations

1. **Understanding what approach works best and in what circumstances is fundamentally important to optimise cross-government working.** A common purpose and shared vision across departments, supported by strong leadership and political support, is crucial to successful cross-government working. However, government departments can work together in different ways. HM Treasury has set out six delivery models for cross-government working in *Managing Public Money*, including details on responsibilities and accountabilities for each model. It has not yet analysed how these models are being used across government, or which approaches work best in different circumstances.

Recommendation 1: *HM Treasury should analyse how different models of cross-government working are being used, so it can provide more support to departments on which models work best for different projects. It should use this work to develop training for departments on how to approach cross-government working.*

2. **Many cross-government projects that come before this Committee are hindered by missing or inadequate data.** The government has historically had an issue with poor quality and inconsistent data and with ineffective data sharing arrangements. Whilst there have been some positive improvements, such as establishing data standards across government, difficulty with data sharing was the most commonly identified barrier in a recent HM Treasury survey about cross-government working. In addition, insufficient data capacity and capability across government means the skills needed to interpret data are not always available, which can hinder projects, and make it difficult to evaluate effectively what works.

Recommendation 2: *HM Treasury and the Cabinet Office should work with the Evaluation Taskforce and the Analysis function to:*

- *identify the key data needed to deliver, monitor and evaluate cross-government projects; and*
- *help departments to collect the data and have the analytical capability to interpret it.*

3. **Effective cross-government working is fundamental to delivering government's priorities but there is a lot of work to do to make it more than just a 'nice to have'.** Efforts have been made to incentivise cross-government working through reward and recognition but HM Treasury acknowledges there is a lot of work still to do. In 2019, the Shared Outcomes Fund was set up to fund pilot projects that test innovative ways of working across the public sector, with an emphasis on thorough plans for evaluation and whether these small-scale projects can be scaled-up. More recently, HM Treasury has developed guidance to encourage joint-bids at spending rounds. But HM Treasury concedes that it is disappointing there were only 28 joint bids at the last Spending Review. It recognises that it is going to have to do more in the next Spending Review to encourage joint bids from departments and to make more top-down requests for joint bids.

Recommendation 3: HM Treasury and the Cabinet Office should:

- *share lessons learned from the Shared Outcomes Fund;*
- *produce guidance for Departments setting expectations on cross-government working ahead of the next Spending Review.*

4. **HM Treasury has taken initial steps to evaluate what works but now needs to fully embed this to improve cross-government working.** In 2021, the Government set up a joint Evaluation Task Force to support evaluation of policies and programmes across government. HM Treasury made greater use of its powers, requiring departments to include plans for evaluations for it to approve funding at the 2020 Spending Review. More recently, the Task Force has set up an evaluation registry which shows what government has already done in a policy area and what others are planning so that examples of good practice can be better shared. Review of this will become mandatory prior to business case approval from next year. All business cases should include plans for monitoring and evaluation. However, departmental approvals processes vary in terms how much they take these plans into account as part of their approval decision.

Recommendation 4: HM Treasury should use its influence to improve cross-government working, for example by only approving business cases that clearly demonstrate a link to the relevant cross-cutting aim they support, appropriate plans for evaluation, and detail on what cross-government outcomes and outputs should be delivered.

5. **Government does not consistently report on cross-cutting outcomes.** The Cabinet Office and HM Treasury are responsible for supporting and monitoring the delivery of departmental objectives and 20 cross-cutting outcomes set-out in Outcome Delivery Plans (ODPs). Departments published their first ODPs in July 2021 but cross-cutting outcomes were not always consistently reported. For 2023–24 departments will only be required to produce internal ODPs. HM Treasury expects Departments to set out their performance against their ODPs in their 2023–24 annual reports and accounts.

Recommendation 5: Cabinet Office should publish departments' ODPs to improve transparency, along with plans to deliver them. The Cabinet Office should also more clearly publish cross-cutting outcomes and progress made against them.

1 Setting-up and delivering cross-government working

1. On the basis of a report by the Comptroller and Auditor General, we took evidence from Sir Alex Chisholm, Permanent Secretary at the Cabinet Office, and from Cat Little, Second Permanent Secretary at HM Treasury, about cross-government working.¹ We also took evidence from four practitioners to understand more about the key challenges and opportunities they have experienced from cross-government working. They were: Catherine Hutchinson, Head of the Evaluation Task Force; Will Garton, Director General for Levelling Up, Department for Levelling Up, Housing and Communities (DLUHC); Chris Thompson, Director for Net Zero Strategy, Department for Energy, Security and Net Zero; and, Nathan Moores, Director for Shared Services at the Cabinet Office.

2. Central government is organised into departments that plan and deliver their own objectives. In some cases, these objectives can be met by individual departments acting alone. But often, important government priorities can cut across departments, and require them to work together, through what is known as cross-government working. Successful cross-government working can allow government to deliver outcomes more effectively and deliver better value for money, but this it is not always easy.²

3. There are many types of cross-government working. It can range from two departments working together on a specific policy, such as adult social care, to government priorities delivered by multiple departments, such as net zero.³ Different approaches to cross government working are adopted across government. The Department for Energy Security and Net Zero (DESNZ), explained to us how that department undertook ‘systems modelling’ to understand where buy-in was needed from other parts of government to achieve a policy aim. The Department for Levelling Up, Housing and Communities (DLUHC) told us how they found it helpful to approach cross-government working in terms of place, working with local authorities, businesses, charities and community groups to bring about improvements.⁴

4. While departments are responsible for delivering their policies and programmes, both HM Treasury and the Cabinet Office also have a role to play in supporting cross-government priorities. Both departments have responsibility for identifying where cross-government working helps deliver government objectives and supporting and monitoring cross-government working.⁵

5. The Cabinet Office told us its role involves bringing departments together and achieving collective responsibility. It also facilitates cross-government working through developing and supporting common standards and services.⁶ HM Treasury is responsible for allocating and controlling public spending, including departmental spending, and for scrutinising and approving any project or programme spending which is outside of departments’ delegated limits or is novel and contentious. Its spending teams advise HM

1 C&AG’s Report, [Lessons learned: Cross-government working](#), Session 2022–23, HC 1659, 7 July 2023

2 Q 1; C&AG’s Report, para 1, 3

3 C&AG’s Report, paras 1, 9

4 Q 2

5 C&AG’s Report, paras 4, 5

6 Q 44

Treasury ministers on decisions at spending reviews; review and approve submissions for new spending on projects and programmes and on joint projects. It told us it also oversees cross-cutting strategy and the Shared Outcomes Fund.⁷

Understanding what works best

6. Both our reports and those undertaken by the National Audit Office (NAO) regularly demonstrate the importance of a shared vision and objectives, coordinated programme and risk management, and compatible data and technology to ensure successful cross-government working.⁸

7. In May 2023, HM Treasury set out six joint delivery models for cross-government working in *Managing Public Money*, including details on responsibilities and accountabilities for each model. At one end of the spectrum covered by these models, joint delivery can involve simple collaboration, where departments may collaborate in the development of policy they have an interest in. At the other end, a machinery of government change would be required, with responsibility and funding transfer from one department to another by order of the Prime Minister.⁹

8. It is important to understand how these models are being used across government and identify which model of joint working is most appropriate in different circumstances. HM Treasury explained that it had not yet analysed what proportion of cross-government working was undertaken through each of the different models but said this would certainly be something they could consider taking forward.¹⁰

9. Departmental witnesses told us how effective cross-government working begins with a shared vision.¹¹ Cabinet Office told us that a vision does not always arrive ready-made and it is important for the departments involved to understand and appreciate the ‘common goal’.¹² We also heard that getting buy-in from departments is key.¹³ This is often easier when the policy area has a high level of political support, for example climate change; and where there is senior political agreement on priorities.¹⁴

10. As well as a shared vision, clear outcomes need to be established and shared between departments to measure success.¹⁵ Clearly defined responsibilities and accountability structures are also important.¹⁶ Cabinet Office told us that alongside encouraging cross-government working by explaining the financial benefits to those involved, it is also important to ensure a culture exists which recognises and appreciates cross-government efforts.¹⁷

11. HM Treasury and Cabinet Office have identified a range of barriers to effective cross-government working. The most commonly identified barriers included: structures

7 Q 44; C&AG’s Report para 5

8 Q 1; C&AG’s Report para 6

9 C&AG’s Report para 1.4, Figure 2

10 Q 49; C&AG’s Report para 1.4

11 Qq 2, 38, 45 -46

12 Qq 45, 46

13 Q 2

14 Qq 46, 82

15 Q 38

16 Q 48; C&AG’s Report para 11

17 Q 47

and bureaucracy hindering planning and delivery; ministerial priorities not being well understood; inconsistent join-up in spending decisions and allocations; a lack of routine data sharing between Departments; and poor arrangements for sharing best practice and learning.¹⁸

12. Departmental witnesses told us that the extent of these problems can depend on the policy area, but highlighted that sharing lessons across government can be difficult because there is not a single place to find information.¹⁹ Cabinet Office told us that it tries to disseminate good practice through the work of the functions and the Evaluation Task Force.²⁰ However, HM Treasury accepted that more needs to be done to share best practice and tell people about the benefits of cross-government working to encourage departments to work together.²¹

Missing or inadequate data

13. Many of the projects and programmes brought before the Committee suffer from a lack of good quality data or are adversely affected by government IT systems not ‘talking’ to each other.²² Issues with data was identified as the main barrier to cross-government working in HM Treasury’s and the Cabinet Office’s survey of 229 departmental practitioners in 2022. 63% of respondents felt that technical issues made it difficult to share data effectively across government and 62% saw departmental unwillingness to share data across government as a major barrier to effective cross-government working.²³

14. We have reported time and time again on the impact of poor IT, and are aware of the extreme complexity and inconsistency of data systems across government, for example within the criminal justice system.²⁴ The Cabinet Office told us that across government there are around 205 core systems that run HR, finance and payroll and, to compound this problem, there are a further 655 systems that support these.²⁵ We heard how departments are beginning to improve data consistency by establishing standards, and enabling data-sharing across government, although issues remain, including accessing data from the private sector.²⁶

15. The Cabinet Office told us that one of the bigger challenges across government is extracting the value out of the data to drive insights and decisions in a timely way.²⁷ Without good data it is difficult to evaluate effectively what works.²⁸ In addition, insufficient data capacity and capability across government means skills needed to interpret data are not available. The Cabinet Office told us it launched the ‘One Big Thing’ initiative to deliver data training and claimed that 40% of civil servants have signed-up so far.²⁹

18 Q 12; C&AG’s Report, paras 15 and 1.14

19 Qq 12–14

20 Q 44

21 Q 67

22 Q 20

23 Q 29; C&AG’s Report, para 1.14 & Figure 4

24 Qq 20, 28

25 Q 22

26 Qq 72, 21, 28, 55

27 Q 22

28 C&AG’s Report, para 2.7

29 Q 55

2 Improving the delivery of cross-government working

Incentivising cross-government working

16. Additional funding is an incentive used to encourage cross-government working, with the Shared Outcomes Fund being the most recent initiative.³⁰ It was set up in 2019 by HM Treasury to fund pilot projects that test innovative ways of working across the public sector, with an emphasis on thorough plans for evaluation.³¹ Total funding made available through the scheme was £600 million, and HM Treasury claimed over 60 projects have now received this support. It told us the idea of the Shared Outcomes Fund is to test and scale up pilot projects where evaluation has shown they work.³²

17. However, there is little incentive for departments to invest in programmes that deliver benefits elsewhere in government.³³ We challenged HM Treasury on whether Permanent Secretaries received sufficient recognition for delivering outcomes across multiple departments. HM Treasury acknowledged the importance of rewarding and recognising those who invest time in cross-government delivery and that HM Treasury needed to use every lever available to try to increase the use of cross-government working. HM Treasury told us that politicians in government played an important role in incentivising senior officials to deliver cross-government working by setting cross-cutting priority outcomes.³⁴

18. HM Treasury told us that joint bids at Spending Reviews was another way it had tried to encourage departments to pool resources and work together to generate benefits. It told us that at Spending Review 2021 it had identified departments that were most involved in cross-cutting shared outcomes and made clear it was expecting a joint-bid from them. It was disappointed that only 28 joint-bids were submitted in the last Spending Review despite its issuing guidance and training over 1,000 finance and policy officials on developing joint-bids. The joint-bids included the beating crime plan and the illegal drug strategy. HM Treasury recognised that more needs to be done to support and encourage joint-bids in the next Spending Review. It told us that *Managing Public Money* now sets out the benefits of submitting joint-bids, but acknowledged it needed to do more to communicate these benefits and support departments in submitting joint-bids.³⁵

Evaluating cross-government working

19. In 2021, the Government set up a joint Evaluation Task Force to support evaluation of policies and programmes across government.³⁶ The Head of the Evaluation Task Force told us that only 8% of all government major projects and plans have a robust evaluation plan in place and as a result there is still limited evidence about what works. HM Treasury claimed it has assessed approximately 300 evaluation plans covering around £140 billion of

30 C&AG's Report, para 19

31 C&AG's Report, paras 19, 3.4

32 Q 67; C&AG's Report, para 3.4

33 C&AG's Report, para 19

34 Q 81

35 Qq 67, 68

36 C&AG's Report, paras 16 and 3.8

spend.³⁷ It told us how it made greater use of its powers, requiring departments to include plans for evaluations as part of the 2020 Spending Review. However, it recognises that more needs to be done to see fundamental change and successfully embed the importance of robust evaluation across government.³⁸ The Head of the Evaluation Task Force told us that plans are in place to “keep pushing” by developing more toolkits, and making things “more practical” by continuing to demonstrate what departments have already done.³⁹

20. The Head of the Evaluation Task Force told us it is working to encourage departments to share learning.⁴⁰ She also told us about the ‘evaluation registry’ which holds information on what evaluation government has already done in the sector and what departments are planning for the future.⁴¹ The Head of the Evaluation Task Force is hopeful that the transparency provided by the registry will help drive healthy competition between departments to achieve their best.⁴² We challenged the Head of the Evaluation Task Force on whether those delivering programmes know about the registry. The Head of the Evaluation Task Force said that it was currently rolling the registry out across departments and that it will become mandatory from next year. The Task Force aims to ensure that evaluations are planned, plans are put on the registry and when the evaluation is complete departments put the final report on the registry, which should be viewable by members of the public in March 2024.⁴³

21. HM Treasury’s Green Book guidance on business case appraisal makes clear that plans for monitoring and evaluation should be proportionately included in each spending proposal that is submitted.⁴⁴ Departments approaches vary in how much they choose to take these plans into account as part of their approval decision.⁴⁵ DLUHC updated its business case template to include a requirement to provide details of any ring-fenced costs for impact evaluation of all investments of more than £100 million, and for smaller investments which are innovative, contentious or untested.⁴⁶

Reporting on cross-cutting outcomes

22. It is not always clear which departments are involved in delivering policies which cut across departmental boundaries. Departments report on their priority outcomes in Outcome Delivery Plans (ODPs). Departments published their first ODPs in July 2021.⁴⁷ In October 2023, as part of Spending Review 2021, the government published a list of 76 priority outcomes, 20 of which are cross-cutting outcomes. These cover major policy areas including net zero, health and social care, and levelling up. The Cabinet Office and HM Treasury are responsible for supporting and monitoring the delivery of departmental

37 Q 31

38 Qq 60, 62

39 Q 31

40 Q 35

41 Qq 14,15, 16

42 Q 32

43 Qq 15, 16

44 HM Treasury and Government Finance Function, [The Green Book: appraisal and evaluation in central government](#), para 8.8

45 Q 34

46 C&AG’s Report, [Evaluating government spending](#), Session 2021–22, HC 860, 2 December 2021, para 3.22

47 C&AG’s Report, paras 4, 11, 1.9

objectives and cross-cutting outcomes set out in ODPs. Some departments used their ODPs to explain where more informal joint working was involved in delivering other outcomes but this was not reported consistently in the relevant ODPs.⁴⁸

23. In 2022, the Government said that it was focusing on producing ODPs for 2023–24 rather than the plans for 2022–23 which it would cover retrospectively in the 2022–23 Annual Reports and Accounts. For 2023–24 departments will not be required to publish their ODPs.⁴⁹ We challenged HM Treasury and the Cabinet Office on the difficulties for citizens of tracking cross-government outcomes, such as obesity or drugs policies, under these arrangements. The Cabinet Office told us that the decision on whether to publish ODPs was taken by Ministers but that it plans to continue using unpublished ODPs to assess performance internally.⁵⁰ HM Treasury told us that departments need to be transparent about their performance and it still required reporting in annual report and accounts about the performance of government departments for the current year.⁵¹

48 C&AG's Report, paras 5, 9, 1.9

49 Q80; [Letter from HM Treasury and the Cabinet Office to William Wragg MP, Chair of the Public Administration and Constitutional Affairs Committee, 6 July 2023](#)

50 Qq 79, 80

51 Q 75

Formal minutes

Monday 5 February 2024

Members present

Dame Meg Hillier, in the Chair

Paula Barker

Sir Geoffrey Clifton-Brown

Mr Jonathan Djanogly

Mrs Flick Drummond

Mr Mark Francois

Peter Grant

Ms Marie Rimmer

Cross-government working

Draft Report (*Cross-government working*), proposed by the Chair, brought up and read.

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

Paragraphs 1 to 23 read and agreed to.

Summary agreed to.

Introduction agreed to.

Conclusions and recommendations agreed to.

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

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

Ordered, That embargoed copies of the Report be made available (Standing Order No. 134).

Adjournment

Adjourned till Wednesday 7 February at 1.00 p.m.

Witnesses

The following witnesses gave evidence. Transcripts can be viewed on the [inquiry publications page](#) of the Committee's website.

Monday 11 December 2023

Catherine Hutchinson, Head of the Evaluation Task Force, HM Treasury and the Cabinet Office; **Will Garton**, Director-General for Levelling-up, Department for Levelling Up, Housing and Communities; **Chris Thompson**, Director for Net Zero Strategy, Department for Energy Security and Net Zero; **Nathan Moores**, Director for Shared Services Strategy for Government, Cabinet Office

[Q1–39](#)

Sir Alex Chisholm, Permanent Secretary, Cabinet Office; **Cat Little**, Second Permanent Secretary, HM Treasury

[Q40–87](#)

Published written evidence

The following written evidence was received and can be viewed on the [inquiry publications page](#) of the Committee's website.

CGW numbers are generated by the evidence processing system and so may not be complete.

- 1 Anonymised ([CGW0011](#))
- 2 Ayres, Professor Sarah (Professor of Public Policy and Governance, University of Bristol); Bates, Dr Geoff (Research Fellow, University of Bath); and Wallace, Mr Alex (Policy Advisor, Department for Levelling Up, Housing and Communities) ([CGW0004](#))
- 3 Chemical Industries Association ([CGW0006](#))
- 4 Environmental Horticulture Group ([CGW0002](#))
- 5 Food Foundation ([CGW0015](#))
- 6 Hibbert, Dylan ([CGW0001](#))
- 7 Horticultural Trades Association ([CGW0005](#))
- 8 Mencap; and The Challenging Behaviour Foundation ([CGW0014](#))
- 9 Mental Health Foundation ([CGW0008](#))
- 10 National Measurement Laboratory (NML) at LGC ([CGW0009](#))
- 11 phs Group; and Prostate Cancer UK ([CGW0013](#))
- 12 Planet Labs ([CGW0017](#))
- 13 Powe, Dr Nicolar; Betts, Ms Charlotte; Philpot, Dr Richard; Levine, Professor Mark (University of Liverpool) ([CGW0018](#))
- 14 Smith, Miss Amelia ([CGW0010](#))
- 15 StopTheArc Group ([CGW0007](#))
- 16 Sustainable Nitrogen Alliance ([CGW0012](#))
- 17 UN Global Compact Network UK ([CGW0016](#))
- 18 Warner, Dr Sam (Research Associate, University of Manchester); Newman, Dr Jack (Research Associate, University of Manchester); Richards, Professor Dave (Diamond Professor of Public Policy, University of Manchester); and Diamond, Professor Patrick (Professor of Public Policy, Queen Mary University of London) ([CGW0003](#))

List of Reports from the Committee during the current Parliament

All publications from the Committee are available on the [publications page](#) of the Committee's website.

Session 2023–24

Number	Title	Reference
1st	The New Hospital Programme	HC 77
2nd	The condition of school buildings	HC 78
3rd	Revising health assessments for disability benefits	HC 79
4th	The Department for Work & Pensions Annual Report and Accounts 2022–23	HC 290
5th	Government's programme of waste reforms	HC 333
6th	Competition in public procurement	HC 385
7th	Resilience to flooding	HC 71
8th	Improving Defence Inventory Management	HC 66
9th	Whole of Government Accounts 2020–21	HC 65
10th	HS2 and Euston	HC 67
11th	Reducing the harm from illegal drugs	HC 72

Session 2022–23

Number	Title	Reference
1st	Department for Business, Energy & Industrial Strategy Annual Report and Accounts 2020–21	HC 59
2nd	Lessons from implementing IR35 reforms	HC 60
3rd	The future of the Advanced Gas-cooled Reactors	HC 118
4th	Use of evaluation and modelling in government	HC 254
5th	Local economic growth	HC 252
6th	Department of Health and Social Care 2020–21 Annual Report and Accounts	HC 253
7th	Armoured Vehicles: the Ajax programme	HC 259
8th	Financial sustainability of the higher education sector in England	HC 257
9th	Child Maintenance	HC 255
10th	Restoration and Renewal of Parliament	HC 49
11th	The rollout of the COVID-19 vaccine programme in England	HC 258
12th	Management of PPE contracts	HC 260
13th	Secure training centres and secure schools	HC 30

Number	Title	Reference
14th	Investigation into the British Steel Pension Scheme	HC 251
15th	The Police Uplift Programme	HC 261
16th	Managing cross-border travel during the COVID-19 pandemic	HC 29
17th	Government's contracts with Randox Laboratories Ltd	HC 28
18th	Government actions to combat waste crime	HC 33
19th	Regulating after EU Exit	HC 32
20th	Whole of Government Accounts 2019–20	HC 31
21st	Transforming electronic monitoring services	HC 34
22nd	Tackling local air quality breaches	HC 37
23rd	Measuring and reporting public sector greenhouse gas emissions	HC 39
24th	Redevelopment of Defra's animal health infrastructure	HC 42
25th	Regulation of energy suppliers	HC 41
26th	The Department for Work and Pensions' Accounts 2021–22 – Fraud and error in the benefits system	HC 44
27th	Evaluating innovation projects in children's social care	HC 38
28th	Improving the Accounting Officer Assessment process	HC 43
29th	The Affordable Homes Programme since 2015	HC 684
30th	Developing workforce skills for a strong economy	HC 685
31st	Managing central government property	HC 48
32nd	Grassroots participation in sport and physical activity	HC 46
33rd	HMRC performance in 2021–22	HC 686
34th	The Creation of the UK Infrastructure Bank	HC 45
35th	Introducing Integrated Care Systems	HC 47
36th	The Defence digital strategy	HC 727
37th	Support for vulnerable adolescents	HC 730
38th	Managing NHS backlogs and waiting times in England	HC 729
39th	Excess Votes 2021–22	HC 1132
40th	COVID employment support schemes	HC 810
41st	Driving licence backlogs at the DVLA	HC 735
42nd	The Restart Scheme for long-term unemployed people	HC 733
43rd	Progress combatting fraud	HC 40
44th	The Digital Services Tax	HC 732
45th	Department for Business, Energy & Industrial Strategy Annual Report and Accounts 2021–22	HC 1254
46th	BBC Digital	HC 736
47th	Investigation into the UK Passport Office	HC 738

Number	Title	Reference
48th	MoD Equipment Plan 2022–2032	HC 731
49th	Managing tax compliance following the pandemic	HC 739
50th	Government Shared Services	HC 734
51st	Tackling Defra’s ageing digital services	HC 737
52nd	Restoration & Renewal of the Palace of Westminster – 2023 Recall	HC 1021
53rd	The performance of UK Security Vetting	HC 994
54th	Alcohol treatment services	HC 1001
55th	Education recovery in schools in England	HC 998
56th	Supporting investment into the UK	HC 996
57th	AEA Technology Pension Case	HC 1005
58th	Energy bills support	HC 1074
59th	Decarbonising the power sector	HC 1003
60th	Timeliness of local auditor reporting	HC 995
61st	Progress on the courts and tribunals reform programme	HC 1002
62nd	Department of Health and Social Care 2021–22 Annual Report and Accounts	HC 997
63rd	HS2 Euston	HC 1004
64th	The Emergency Services Network	HC 1006
65th	Progress in improving NHS mental health services	HC 1000
66th	PPE Medpro: awarding of contracts during the pandemic	HC 1590
67th	Child Trust Funds	HC 1231
68th	Local authority administered COVID support schemes in England	HC 1234
69th	Tackling fraud and corruption against government	HC 1230
70th	Digital transformation in government: addressing the barriers to efficiency	HC 1229
71st	Resetting government programmes	HC 1231
72nd	Update on the rollout of smart meters	HC 1332
73rd	Access to urgent and emergency care	HC 1336
74th	Bulb Energy	HC 1232
75th	Active travel in England	HC 1335
76th	The Asylum Transformation Programme	HC 1334
77th	Supported housing	HC 1330
78th	Resettlement support for prison leavers	HC 1329
79th	Support for innovation to deliver net zero	HC 1331
80th	Progress with Making Tax Digital	HC 1333

Number	Title	Reference
1st Special Report	Sixth Annual Report of the Chair of the Committee of Public Accounts	HC 50
2nd Special Report	Seventh Annual Report of the Chair of the Committee of Public Accounts	HC 1055

Session 2021–22

Number	Title	Reference
1st	Low emission cars	HC 186
2nd	BBC strategic financial management	HC 187
3rd	COVID-19: Support for children's education	HC 240
4th	COVID-19: Local government finance	HC 239
5th	COVID-19: Government Support for Charities	HC 250
6th	Public Sector Pensions	HC 289
7th	Adult Social Care Markets	HC 252
8th	COVID 19: Culture Recovery Fund	HC 340
9th	Fraud and Error	HC 253
10th	Overview of the English rail system	HC 170
11th	Local auditor reporting on local government in England	HC 171
12th	COVID 19: Cost Tracker Update	HC 173
13th	Initial lessons from the government's response to the COVID-19 pandemic	HC 175
14th	Windrush Compensation Scheme	HC 174
15th	DWP Employment support	HC 177
16th	Principles of effective regulation	HC 176
17th	High Speed 2: Progress at Summer 2021	HC 329
18th	Government's delivery through arm's-length bodies	HC 181
19th	Protecting consumers from unsafe products	HC 180
20th	Optimising the defence estate	HC 179
21st	School Funding	HC 183
22nd	Improving the performance of major defence equipment contracts	HC 185
23rd	Test and Trace update	HC 182
24th	Crossrail: A progress update	HC 184
25th	The Department for Work and Pensions' Accounts 2020–21 – Fraud and error in the benefits system	HC 633
26th	Lessons from Greensill Capital: accreditation to business support schemes	HC 169

Number	Title	Reference
27th	Green Homes Grant Voucher Scheme	HC 635
28th	Efficiency in government	HC 636
29th	The National Law Enforcement Data Programme	HC 638
30th	Challenges in implementing digital change	HC 637
31st	Environmental Land Management Scheme	HC 639
32nd	Delivering gigabitcapable broadband	HC 743
33rd	Underpayments of the State Pension	HC 654
34th	Local Government Finance System: Overview and Challenges	HC 646
35th	The pharmacy early payment and salary advance schemes in the NHS	HC 745
36th	EU Exit: UK Border post transition	HC 746
37th	HMRC Performance in 2020–21	HC 641
38th	COVID-19 cost tracker update	HC 640
39th	DWP Employment Support: Kickstart Scheme	HC 655
40th	Excess votes 2020–21: Serious Fraud Office	HC 1099
41st	Achieving Net Zero: Follow up	HC 642
42nd	Financial sustainability of schools in England	HC 650
43rd	Reducing the backlog in criminal courts	HC 643
44th	NHS backlogs and waiting times in England	HC 747
45th	Progress with trade negotiations	HC 993
46th	Government preparedness for the COVID-19 pandemic: lessons for government on risk	HC 952
47th	Academies Sector Annual Report and Accounts 2019/20	HC 994
48th	HMRC's management of tax debt	HC 953
49th	Regulation of private renting	HC 996
50th	Bounce Back Loans Scheme: Follow-up	HC 951
51st	Improving outcomes for women in the criminal justice system	HC 997
52nd	Ministry of Defence Equipment Plan 2021–31	HC 1164
1st Special Report	Fifth Annual Report of the Chair of the Committee of Public Accounts	HC 222

Session 2019–21

Number	Title	Reference
1st	Support for children with special educational needs and disabilities	HC 85
2nd	Defence Nuclear Infrastructure	HC 86

Number	Title	Reference
3rd	High Speed 2: Spring 2020 Update	HC 84
4th	EU Exit: Get ready for Brexit Campaign	HC 131
5th	University technical colleges	HC 87
6th	Excess votes 2018–19	HC 243
7th	Gambling regulation: problem gambling and protecting vulnerable people	HC 134
8th	NHS capital expenditure and financial management	HC 344
9th	Water supply and demand management	HC 378
10th	Defence capability and the Equipment Plan	HC 247
11th	Local authority investment in commercial property	HC 312
12th	Management of tax reliefs	HC 379
13th	Whole of Government Response to COVID-19	HC 404
14th	Readying the NHS and social care for the COVID-19 peak	HC 405
15th	Improving the prison estate	HC 244
16th	Progress in remediating dangerous cladding	HC 406
17th	Immigration enforcement	HC 407
18th	NHS nursing workforce	HC 408
19th	Restoration and renewal of the Palace of Westminster	HC 549
20th	Tackling the tax gap	HC 650
21st	Government support for UK exporters	HC 679
22nd	Digital transformation in the NHS	HC 680
23rd	Delivering carrier strike	HC 684
24th	Selecting towns for the Towns Fund	HC 651
25th	Asylum accommodation and support transformation programme	HC 683
26th	Department of Work and Pensions Accounts 2019–20	HC 681
27th	Covid-19: Supply of ventilators	HC 685
28th	The Nuclear Decommissioning Authority's management of the Magnox contract	HC 653
29th	Whitehall preparations for EU Exit	HC 682
30th	The production and distribution of cash	HC 654
31st	Starter Homes	HC 88
32nd	Specialist Skills in the civil service	HC 686
33rd	Covid-19: Bounce Back Loan Scheme	HC 687
34th	Covid-19: Support for jobs	HC 920
35th	Improving Broadband	HC 688
36th	HMRC performance 2019–20	HC 690

Number	Title	Reference
37th	Whole of Government Accounts 2018–19	HC 655
38th	Managing colleges' financial sustainability	HC 692
39th	Lessons from major projects and programmes	HC 694
40th	Achieving government's long-term environmental goals	HC 927
41st	COVID 19: the free school meals voucher scheme	HC 689
42nd	COVID-19: Government procurement and supply of Personal Protective Equipment	HC 928
43rd	COVID-19: Planning for a vaccine Part 1	HC 930
44th	Excess Votes 2019–20	HC 1205
45th	Managing flood risk	HC 931
46th	Achieving Net Zero	HC 935
47th	COVID-19: Test, track and trace (part 1)	HC 932
48th	Digital Services at the Border	HC 936
49th	COVID-19: housing people sleeping rough	HC 934
50th	Defence Equipment Plan 2020–2030	HC 693
51st	Managing the expiry of PFI contracts	HC 1114
52nd	Key challenges facing the Ministry of Justice	HC 1190
53rd	Covid 19: supporting the vulnerable during lockdown	HC 938
54th	Improving single living accommodation for service personnel	HC 940
55th	Environmental tax measures	HC 937
56th	Industrial Strategy Challenge Fund	HC 941