



House of Commons  
Select Committee on Public  
Administration

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# **Formal Minutes of the Committee**

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**Session 2010-12**

# Formal Minutes of the Select Committee on Public Administration, Session 2010-12

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THURSDAY 15 JULY 2010

## Members present:

Mr Bernard Jenkin, in the Chair<sup>1</sup>

Kevin Brennan

Paul Flynn

Nick de Bois

Robert Halfon

Michael Dugher

Mr Charles Walker

Charlie Elphicke

## 1. Declaration of interests

Members declared their interests, in accordance with the Resolution of the House of 13 July 1992 (see Appendix).

## 2. Committee working methods

The Committee considered this matter.

*Ordered*, That the public be admitted during the examination of witnesses unless the Committee orders otherwise.

*Resolved*, That witnesses who submit written evidence to the Committee are authorised to publish it on their own account in accordance with Standing Order No. 135, subject always to the discretion of the Chair or where the Committee orders otherwise.

*Resolved*, That the Committee approves the use of electronic equipment by Members during public and private meetings, provided that they are used in accordance with the rules and customs of the House.

*Resolved*, That the Committee shall not consider individual cases.

## 3. Future programme

The Committee considered this matter.

*Resolved*, That the Committee inquire into the compensation of civil servants.

[Adjourned till Tuesday 27 July at 10.00 a.m.]

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<sup>1</sup> Mr Jenkin was elected as the Chair of the Committee on 9 June 2010, in accordance with Standing Order No. 122B (see House of Commons Votes and Proceedings, 10 June 2010).

**TUESDAY 27 JULY 2010**

**Members present:**

Mr Bernard Jenkin, in the Chair

Kevin Brennan  
Nick de Bois  
Michael Dugher

Charlie Elphicke  
Robert Halfon  
Greg Mulholland

**1. Declaration of interests**

Greg Mulholland declared his interests, in accordance with the Resolution of the House of 13 July 1992 (see Appendix).

**2. Consideration of Public Petition**

The Committee considered the petition to the House from the people of Croydon regarding public sector jobs in Croydon (presented 30 March 2010).

**3. Estimates memoranda 2010-11**

*Ordered*, That the Estimates Memoranda 2010-11 for the Cabinet Office: Superannuation, the Charity Commission, and the UK Statistics Authority, be reported to the House for publication on the internet.

**4. Future programme**

The Committee considered this matter.

*Resolved*, That the Committee inquire into *Who does UK Grand Strategy?* and *What Do Ministers Do?*

**4. Specialist Advisers**

*Ordered*, That Mr Chris Donnelly be appointed a Specialist Adviser to assist the Committee in its inquiry into *Who does UK Grand Strategy?* (For details of declaration of interests, see Appendix.)

**6. Civil Service Compensation Scheme/Work of the Cabinet Office**

*Ordered*, That the following written evidence relating to *Civil Service Compensation Scheme/Work of the Cabinet Office* be reported to the House for publication on the internet:

CSCS 01 Unite

Jonathan Baume, FDA, Paul Noon, Prospect, and Hugh Lanning, PCS; The Rt Hon Francis Maude MP, Minister for the Cabinet Office, and The Rt Hon Oliver Letwin MP, Minister of State, Cabinet Office, gave oral evidence.

[Adjourned till Thursday 7 September at 10.00 a.m.]

**TUESDAY 7 SEPTEMBER 2010**

**Members present:**

Mr Bernard Jenkin, in the Chair

Nick de Bois  
Robert Halfon

Greg Mulholland  
Mr Charles Walker

**1. Future programme**

The Committee considered this matter.

**2. Who does UK Grand Strategy?**

*Ordered*, That the following written evidence relating to *Who does UK Grand Strategy?* be reported to the House for publication on the internet:

GS 01 Admiral Sir John Woodward GBE KCB  
GS 02 Rt Hon Oliver Letwin MP  
GS 03 Campaign Against Arms Trade  
GS 04 Jim Scopes  
GS 05 Cabinet Office  
GS 06 Institute for Government and Libra Advisory Group  
GS 07 Nick Birks  
GS 08 Dr Robin Niblett  
GS 09 Dr Paul Cornish  
GS 10 Professor G Prins  
GS 11 Catarina I M Tully

[Adjourned till Thursday 9 September at 10.00 a.m.]

## THURSDAY 9 SEPTEMBER 2010

### Members present:

Mr Bernard Jenkin, in the Chair

Kevin Brennan

Nick de Bois

Charlie Elphicke

Paul Flynn

Greg Mulholland

### 1. Future programme

The Committee considered this matter.

*Resolved*, That the Committee inquire into *Smaller Government: Shrinking the Quango State*

### 2. Who does UK Grand Strategy?

*Ordered*, That the following written evidence relating to Who does UK Grand Strategy? be reported to the House for publication on the internet:

GS 12 Professor Lindley-French

Professor Peter Hennessy, QMUL, Professor Hew Strachan, University of Oxford, and Professor Julian Lindley-French, University of Leiden, gave oral evidence.

[Adjourned till Tuesday 14 September at 11.30 a.m.]

## TUESDAY 14 SEPTEMBER 2010

### Members present:

Mr Bernard Jenkin, in the Chair

Kevin Brennan

Charlie Elphicke

Paul Flynn

Robert Halfon

Greg Mulholland

Mr Charles Walker

**1. Future programme**

The Committee considered this matter.

*Resolved*, That the Committee inquire into *Equitable Life*.

**2. Who does UK Grand Strategy?**

The Rt Hon William Hague MP, Foreign Secretary, and David Frost, Director of Strategy, Foreign and Commonwealth Office; Sir Peter Ricketts KCMG, National Security Adviser, Tom McKane, Director General of Strategy, MoD, and Robert Hannigan, Director General, Defence and Intelligence, FCO, gave oral evidence.

[Adjourned till Thursday 16 September at 9.15 a.m.]

**THURSDAY 16 SEPTEMBER 2010**

**Members present:**

Mr Bernard Jenkin, in the Chair

Kevin Brennan

Nick de Bois

Charlie Elphicke

Robert Halfon

Mr Charles Walker

**1. Future programme**

The Committee considered this matter.

**2. Who does UK Grand Strategy?**

Lieutenant General Sir Robert Fry KCB (rtd), and Commodore Steven Jermy RN (rtd); Air Chief Marshal Sir Jock Stirrup GCB AFC ADC RAF, Chief of Defence Staff; Baroness Neville-Jones DCMG, Minister of State for Security, Home Office, a Member of the House of Lords, and William Nye, Director, National Security Secretariat, Cabinet Office, gave oral evidence.

[Adjourned till Tuesday 12 October at 10.30 a.m.]

**TUESDAY 12 OCTOBER 2010**

**MORNING SITTING**

**Members present:**

Mr Bernard Jenkin, in the Chair

Nick de Bois

Robert Halfon

Charlie Elphicke

Mr Charles Walker

Paul Flynn

**1. Government Response to the Committee's Eighth and Ninth Reports of Session 2009-10: Goats and Tsars: Ministerial and other appointments from outside Parliament and Too Many Ministers?**

Draft Report (*Government Response to the Committee's Eighth and Ninth Reports of Session 2009-10: Goats and Tsars: Ministerial and other appointments from outside Parliament and Too Many Ministers?*), proposed by the Chairman, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Second Report of the Committee, HC 150.*

**2. Equitable Life**

*Ordered*, That the following written evidence relating to *Equitable Life* be reported to the House for publication on the internet:

EQL 01 Sir John Chadwick

EQL 02 Parliamentary and Health Service Ombudsman

EQL 03 Equitable Life Assurance Society

EQL 04 Equitable Members Action Group

EQL 05 Mark Hoban MP, Financial Secretary, HM Treasury

EQL 07 Equitable Life Trapped Annuitants

**3. Smaller Government: What do Ministers do?**

*Ordered*, That the following written evidence relating to *Smaller Government: What do Ministers do?* be reported to the House for publication on the internet:

MIN 01 Regulatory Policy Institute's Better Government Programme

MIN 02 Matthew Flinders and Anika Gauja

MIN 03 Campaign against the Arms Trade

MIN 04 Peter Riddell

MIN 05 Professor Kevin Theakston

[Adjourned till this day at 7.00 p.m.]

**TUESDAY 12 OCTOBER 2010**

**AFTERNOON SITTING**

**Members present:**

Mr Bernard Jenkin, in the Chair

Paul Flynn

Mr Charles Walker

Robert Halfon

**1. Who does UK National Strategy?**

Draft Report (*Who does UK National Strategy?*), proposed by the Chairman, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the First Report of the Committee, HC 435.*

*Ordered,* That the following written evidence relating to *Who does UK National Strategy?* be reported to the House for publication on the internet:

Clerk's note on National Strategy seminar, 7 September

[Adjourned till Thursday 14 October at 9.00 a.m.]



**THURSDAY 14 OCTOBER 2010**

**Members present:**

Mr Bernard Jenkin, in the Chair

Nick de Bois

Kevin Brennan

Charlie Elphicke

Paul Flynn

Robert Halfon

Greg Mulholland

Mr Charles Walker

**1. Equitable Life**

The Committee considered this matter.

Ann Abraham, Parliamentary and Health Service Ombudsman, and Iain Ogilvie, former Investigation Manager, Office of the Parliamentary and Health Service Ombudsman; Sir John Chadwick; and Mark Hoban MP, Financial Secretary, and Giles Thomson, Head of Equitable Life Team, HM Treasury, gave oral evidence.

Draft Report (*Equitable Life*), proposed by the Chairman, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Third Report of the Committee, HC 485.*

[Adjourned till Tuesday 19 October at 10.00 a.m.]

**TUESDAY 19 OCTOBER 2010**

**Members present:**

Mr Bernard Jenkin, in the Chair

Nick de Bois  
Robert Halfon

Greg Mulholland  
Mr Charles Walker

**1. Smaller Government: Shrinking the Quango State**

*Ordered*, That the following written evidence relating to *Smaller Government: Shrinking the Quango State* be reported to the House for publication on the internet:

QGO 01 Institute for Government

QGO 02 Professor Matthew Flinders, University of Sheffield

QGO 03 Christopher N. Banks CBE

QGO 04 Karamjit Singh CBE, the Social Fund Commissioner

QGO 05 Appointments Commission

QGO 06 BDO LLP

QGO 07 PCS

**2. Smaller Government: What do Ministers do?**

Tony Baldry MP, Chris Mullin, and Rt Hon the Lord Rooker, a Member of the House of Lords, gave oral evidence.

[Adjourned till Thursday 28 October at 9.00 a.m.]

## THURSDAY 28 OCTOBER 2010

### Members present:

Mr Bernard Jenkin, in the Chair

Nick de Bois  
Paul Flynn

Robert Halfon  
Greg Mulholland

### 1. Work of the Cabinet Office

Sir Gus O'Donnell KCB, Secretary to the Cabinet and Head of the Home Civil Service, and Ian Watmore, Chief Operating Officer, Efficiency and Reform Team, Cabinet Office, gave oral evidence.

[Adjourned till Wednesday 3 November at 9.15 a.m.]

## WEDNESDAY 3 NOVEMBER 2010

### Members present:

Mr Bernard Jenkin, in the Chair

Charlie Elphicke  
Robert Halfon

Greg Mulholland  
Lindsay Roy

### 1. Declaration of interests

Lindsay Roy declared his interests, in accordance with the Resolution of the House of 13 July 1992 (see Appendix).

Charlie Elphicke amended his declaration of interests of 15 July 2010 (see Appendix).

### 2. Smaller Government: Shrinking the Quango State

Frances Done, Chair, Youth Justice Board for England and Wales, Rona Chester, Chief Operating Officer, Sport England, and Nick Gargan, Acting CEO, National Policing Improvement Agency; and The Rt Hon Francis Maude MP, Minister for the Cabinet Office, gave oral evidence.

[Adjourned till Tuesday 9 November at 10.00 a.m.]

## TUESDAY 9 NOVEMBER 2010

### Members present:

Mr Bernard Jenkin, in the Chair

Nick de Bois	David Heyes
Charlie Elphicke	Lindsay Roy
Paul Flynn	Mr Charles Walker
Robert Halfon	

### 1. Declaration of interests

David Heyes declared his interests, in accordance with the Resolution of the House of 13 July 1992 (see Appendix).

### 2. Smaller Government: Shrinking the Quango State

*Ordered*, That the following written evidence relating to *Smaller Government: Shrinking the Quango State* be reported to the House for publication on the internet:

QGO 08 Campaign for Science and Engineering  
QGO 09 Prospect

Jonathan Baume, General Secretary, FDA, Dai Hudd, Deputy General Secretary, Prospect, Geoff Lewtas, Director of Bargaining, Equality and Policy Support, PCS, and Charles Cochrane, Secretary, Council of Civil Service Unions; and Sir Ian Magee CB, Institute for Government, Professor Matthew Flinders, University of Sheffield, and Professor Colin Talbot, Manchester Business School, gave oral evidence.

[Adjourned till Tuesday 16 November at 10.00 a.m.]

## TUESDAY 16 NOVEMBER 2010

### Members present:

Mr Bernard Jenkin, in the Chair

Nick de Bois	Greg Mulholland
Paul Flynn	Mr Charles Walker
Robert Halfon	

## **1. Future programme**

The Committee considered this matter.

## **2. Pre-appointment hearing for the dual post of First Civil Service Commissioner and Commissioner for Public Appointments**

Sir David Normington KCB, Permanent Secretary, Home Office, gave oral evidence.

Draft Report (*Pre-appointment hearing for the dual post of First Civil Service Commissioner and Commissioner for Public Appointments*), proposed by the Chairman, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Fourth Report of the Committee, HC 601.*

[Adjourned till Tuesday 23 November at 10.00 a.m.]

## **TUESDAY 23 NOVEMBER 2010**

### **Members present:**

Mr Bernard Jenkin, in the Chair

Charlie Elphicke  
Robert Halfon  
David Heyes

Greg Mulholland  
Lindsay Roy  
Mr Charles Walker

## **1. Appointment of Specialist Advisers**

*Ordered*, That Jerry Fishenden be appointed a Specialist Adviser to assist the Committee in its inquiry into Government IT. (For details of declaration of interests, see Appendix.)

*Ordered*, That Jon Davis and Catherine Haddon be appointed Specialist Advisers to assist the Committee in its inquiry into Good Governance and the Civil Service. (For details of declarations of interests, see Appendix.)

## **2. Future programme**

The Committee considered this matter.

### **3. Smaller Government: What do Ministers Do?**

*Ordered*, That the following written evidence relating to *Smaller Government: What do Ministers do?* be reported to the House for publication on the internet:

MIN 06 Professor the Lord Norton, University of Hull

Lord Norton of Louth, University of Hull, a Member of the House of Lords, Rt Hon Peter Riddell, Institute for Government, and Professor Robert Hazell, Constitution Unit, UCL, gave oral evidence.

### **4. Smaller Government: Shrinking the Quango State?**

*Ordered*, That the following written evidence relating to *Smaller Government: Shrinking the Quango State* be reported to the House for publication on the internet:

QGO 10 Tom Burkard, Centre for Policy Studies

Matthew Sinclair, Director, and John O'Connell, Research Director, Taxpayers' Alliance, and Tom Burkard, Centre for Policy Studies, gave oral evidence.

[Adjourned till Tuesday 7 December at 10.00 a.m.]

## **TUESDAY 7 DECEMBER 2010**

### **Members present:**

Mr Bernard Jenkin, in the Chair

Charlie Elphicke

Paul Flynn

Robert Halfon

David Heyes

Greg Mulholland

Mr Charles Walker

### **1. Smaller Government: Shrinking the Quango State**

*Ordered*, That the following written evidence relating to *Smaller Government: Shrinking the Quango state* be reported to the House for publication on the internet:

QGO 11 Cabinet Office

QGO 12 Professor Colin Talbot

QGO 13 Information Commissioners Office

QGO 14 Letter from the Cabinet Secretary

**2. Cabinet Office Winter Supplementary Estimate Memorandum**

*Ordered*, That the Cabinet Office Winter Supplementary Estimate Memorandum be reported to the House for publication on the internet.

**3. Visit to the Charity Commission**

The Committee considered this matter.

**4. Charity Sector Funding Arrangements**

*Resolved*, That the Committee take evidence from the National Council Voluntary Organisations and Mr Nick Hurd MP, Minister for Civil Society.

**5. Parliamentary Ombudsman**

The Committee considered this matter.

**6. Who does UK National Strategy?**

The Committee considered this matter.

**7. Smaller Government: What do Ministers Do?**

*Ordered*, That the following written evidence relating to *Smaller Government: What do Ministers do?* be reported to the House for publication on the internet:

MIN 07 Professor Hazell, Constitution Unit, UCL

Norman Baker MP, and Mike Penning MP, Parliamentary Under-Secretaries of State, Department for Transport; and William Rickett CB, former Director General, Department for Energy and Climate Change, and Dan Corry, former Special Adviser, gave oral evidence.

[Adjourned till Wednesday 15 December at 10.00 a.m.]

**WEDNESDAY 15 DECEMBER 2010**

**Members present:**

Mr Bernard Jenkin, in the Chair

Nick de Bois  
Paul Flynn  
Robert Halfon

David Heyes  
Lindsay Roy

**1. Good Governance and Civil Service Reform**

The Committee considered this matter.

**2. Good Governance: Effective Use of IT**

The Committee considered this matter.

**3. Parliamentary Ombudsman**

The Committee considered this matter.

**4. Information Commissioner**

The Committee considered this matter.

**5. Who does UK National Strategy?**

The Committee considered this matter.

**6. Work of the First Civil Service Commissioner and Commissioner for Public Appointments.**

Rt Hon Dame Janet Paraskeva DBE, and Dame Janet Gaymer QC, gave oral evidence.

[Adjourned till Monday 20 December at 2.30 p.m.]

**MONDAY 20 DECEMBER 2010**

**Members present:**

Mr Bernard Jenkin, in the Chair

Paul Flynn

Lindsay Roy

David Heyes

**1. Smaller Government: Shrinking the Quango State**

Draft Report (*Smaller Government: Shrinking the Quango State*), proposed by the Chairman, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Fifth Report of the Committee, HC 537.*



**2. Future programme**

The Committee considered this matter.

[Adjourned till Wednesday 12 January at 10.00 a.m.]

**WEDNESDAY 12 JANUARY 2011**

**Members present:**

Mr Bernard Jenkin, in the Chair

Nick de Bois

Greg Mulholland

Charlie Elphicke

Lindsay Roy

Paul Flynn

Mr Charles Walker

Robert Halfon

**1. Questions to Cabinet Office for oral answer**

The Committee considered this matter.

**2. Minister for the Cabinet Office**

The Committee considered this matter.

**3. Information Commissioner's Office**

The Committee considered this matter.

**4. Smaller Government: Shrinking the Quango State**

*Ordered*, that a corrigendum be issued to correct a typographical error in the Committee's Fifth Report of Session 2010-11 *Smaller Government: Shrinking the Quango State* to the effect that in paragraph 86 "Ofqual" should read "the QCA".

**5. Departmental Business Plans and Implementation of the Government's reform agenda.**

The Rt Hon Oliver Letwin MP, Minister for Government Policy, Cabinet Office, gave oral evidence.

[Adjourned till Tuesday 18 January at 10.00 a.m.]

## TUESDAY 18 JANUARY 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Charlie Elphicke  
Paul Flynn  
Robert Halfon

David Heyes  
Lindsay Roy  
Mr Charles Walker

### 1. Future programme

The Committee considered this matter.

### 2. Funding of the Voluntary Sector

The Committee considered this matter.

Thomas Hughes-Hallett, Chief Executive, Marie Curie Cancer Care, and Sir Stuart Etherington, Chief Executive, National Council for Voluntary Organisations, gave oral evidence.

[Adjourned till Tuesday 25 January at 10.00 a.m.]

## TUESDAY 25 JANUARY 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Nick de Bois  
Charlie Elphicke  
David Heyes  
Kelvin Hopkins

Greg Mulholland  
Lindsay Roy  
Mr Charles Walker

### 1. Declaration of Interests

Kelvin Hopkins declared his interests, in accordance with the Resolution of the House of 13 July 1992, (see Appendix).

### 2. Future programme

The Committee considered this matter.

### **3. Who does UK National Strategy?**

Draft Report (*Who does UK National Strategy? Further Report with the Government Response to the Committee's First Report of Session 2010-11*), proposed by the Chairman, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Sixth Report of the Committee, HC 713.*

### **4. Good Governance and Civil Service Reform**

The Committee considered this matter.

*Ordered*, That the following written evidence relating to *Good Governance and Civil Service Reform* be reported to the House for publication on the internet:

- GG 01 Matthew Cocks, Independent Adviser on Regulatory Reform
- GG 02 Regulatory Policy Institute
- GG 03 Chartered Institute of Personnel and Development
- GG 04 Professor Christopher Hood and Dr Martin Lodge
- GG 05 Martin Stanley
- GG 06 Institute for Government
- GG 07 Yougov
- GG 08 Chartered Institute of Public Finance and Accountancy
- GG 09 NewBridge Partners
- GG 10 Association of Chartered Certified Accountants
- GG 11 Professor Matthew Flinders
- GG 12 Project Management Institute
- GG 13 Reform
- GG 14 Professor David Richards and Professor Martin Smith

Professor Christopher Hood, Dr Martin Lodge, and Professor Martin Smith; Andrew Haldenby, Professor Andrew Kakabadse and Julian McCrae, gave oral evidence.

[Adjourned till Tuesday 1 February at 10.00 a.m.]

## **TUESDAY 1 FEBRUARY 2011**

### **Members present:**

Mr Bernard Jenkin, in the Chair

Nick de Bois

Charlie Elphicke

Paul Flynn

Robert Halfon

Kelvin Hopkins

Greg Mulholland

## **1. Future programme**

The Committee considered this matter.

## **2. Good Governance: Use of IT**

The Committee considered this matter.

*Ordered*, That the following written evidence relating to *Good Governance: Use of IT* be reported to the House for publication on the internet:

IT01 Wingham Rowan  
IT 02 Anonymous  
IT 03 Martin Caxton  
IT 04 Bolton MBC  
IT 05 Charles Symons  
IT 06 David Moss  
IT 07 Bracknall Forest  
IT 08 Alex Stobart, Enterprising Scotland Limited  
IT 09 David Chasseels  
IT 10 Institute of Creative Technologies, De Montfort University, Leicester  
IT 11 Centre for Effective Dispute Resolution  
IT 12 Jonathan Murray  
IT 13 Michael Phythian  
IT 14 Andrew Hardie  
IT 15 ThinkGov  
IT 16 Dr Leonard Anderson  
IT 17 Information Commissioner's Office  
IT 18 Tony Collins  
IT 19 Sirius  
IT 20 City of Westminster  
IT 21 Ministry of Defence  
IT 22 Logica  
IT 23 BSA  
IT 24 Cloud Industry Forum  
IT 25 Roger Marshall  
IT 26 BCS  
IT 27 Open Forum Europe  
IT 28 Socitm  
IT 29 Rupert Collins-White  
IT 30 Hampshire Fire and Rescue Service  
IT 31 Phillip Virgo  
IT 32 Software Industry Research Board  
IT 33 Royal Borough of Windsor and Maidenhead  
IT 34 EURIM  
IT 35 Hewlett Packard

IT 36 Williams Heath  
IT 37 Erudine  
IT 38 Open Source Consortium  
IT 39 Intellect  
IT 40 Gartner  
IT 41 Public and Commercial Services Union  
IT 42 The Dextrous Web  
IT 43 McAfee  
IT 44 Conservative Technology Forum  
IT 45 Communications Management Association  
IT46 Citrix  
IT 47 Commercial Litigation Association  
IT 48 Cisco  
IT 49 Canon UK Ltd  
IT 50 Institution of Engineering and Technology

**3. *Good Governance and Civil Service Reform***

*Ordered*, That the following written evidence relating to Good Governance and Civil Service Reform be reported to the House for publication on the internet:

GG15 Professor Andrew Kakabadse

**4. *Who does UK National Strategy?***

The Committee considered this matter.

**5. *Smaller Government: What do Ministers do?***

*Ordered*, That Professor the Lord Norton of Louth, a Member of the House of Lords, Rt Hon Peter Riddell and Professor Robert Hazell be appointed as Specialist Advisers to assist the Committee in its inquiry into *Smaller Government: What do Ministers do?* (For details of declarations of interests, see Appendix.)

**6. *Good Governance and Civil Service Reform***

Lord Armstrong of Ilminster GCB, CVO, Lord Wilson of Dinton, GCB, and Lord Turnbull of Enfield, KCB, CVO; Ian Watmore, Head, Efficiency and Reform Group, Cabinet Office, Sir Suma Chakrabarti KCB, Permanent Secretary, Ministry of Justice, and Dame Helen Ghosh DCB, Permanent Secretary, Home Office, gave oral evidence.

[Adjourned till Tuesday 8 February at 10.00 a.m.]

## TUESDAY 8 FEBRUARY 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Paul Flynn  
Robert Halfon

Greg Mulholland

#### 1. **Future programme**

The Committee considered this matter.

#### 2. **Good Governance: Use of IT**

The Committee considered this matter.

*Ordered*, That the following written evidence relating to *Good Governance: Use of IT* be reported to the House for publication on the internet:

IT 51 NLAWARP  
IT 52 LSE Identity Project

#### 3. **Smaller Government: Shrinking the Quango State**

The Committee considered this matter.

#### 4. **Business Appointment Rules**

Lord Lang of Monkton DL, Chair, Advisory Committee on Business Appointments, gave oral evidence.

[Adjourned till tomorrow at 9.30 a.m.]

## WEDNESDAY 9 FEBRUARY 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Robert Halfon

Greg Mulholland

### 1. Work of the Ombudsman

Ann Abraham, Parliamentary and Health Service Ombudsman, Kathryn Hudson, Deputy Ombudsman, and Bill Richardson, Deputy Chief Executive, Parliamentary and Health Service Ombudsman, gave oral evidence.

[Adjourned till Wednesday 16 February at 9.30 a.m.]

*Tuesday 15 February*

*The Chair, Paul Flynn and Robert Halfon visited Vocalink in Debden and Facebook in London in connection with the Committee's inquiry into Government use of IT.*

## WEDNESDAY 16 FEBRUARY 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Nick de Bois

David Heyes

Charlie Elphicke

Kelvin Hopkins

Paul Flynn

Greg Mulholland

Robert Halfon

Lindsay Roy

### 1. Future programme

*Resolved*, That the Committee inquire into the Big Society.

### 2. Business Appointment Rules

The Committee considered this matter.

### 3. Funding of the Voluntary Sector

Nick Hurd MP, Minister for Civil Society, and Justine Greening MP, Economic Secretary to the Treasury, gave oral evidence.

[Adjourned till Tuesday 1 March at 6.30 p.m.]

## TUESDAY 1 MARCH 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Nick de Bois

Charlie Elphicke

Paul Flynn

Robert Halfon

Kelvin Hopkins

Lindsay Roy

### 1. **Smaller Government: What do Ministers do?**

Draft Report (*Smaller Government: What do Ministers do*), proposed by the Chairman, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Seventh Report of the Committee, HC 530.*

### 2. **Future programme**

The Committee considered this matter.

[Adjourned till Tuesday 3 March at 9.30 a.m.]

## TUESDAY 3 MARCH 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Charlie Elphicke

Paul Flynn

Robert Halfon

Kelvin Hopkins

### 1. **Civil Service Reform and Principle of Good Governance**

The Rt Hon Francis Maude MP, Minister for Cabinet Office, Sir Gus O'Donnell KCB, Cabinet Secretary and Head of the Home Civil Service, and Ian Watmore, Permanent Secretary, Cabinet Office, gave oral evidence.

[Adjourned till Tuesday 8 March at 10.00 a.m.]



## TUESDAY 8 MARCH 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Charlie Elphicke

Paul Flynn

Robert Halfon

David Heyes

Kelvin Hopkins

Lindsay Roy

Greg Mulholland

### 1. Arrangement for Meetings

The Committee discussed this matter.

### 2. Government Use of IT

Professor Helen Margetts, Professor of Society and the Internet, and Dr Ian Brown, Senior Research Fellow, Oxford Internet Institute, and Dr Edgar Whitley, Reader in Information Systems, London School of Economics; Professor Nigel Shadbolt, Deputy Head (Research), School of Electronics and Computer Science, University of Southampton, and Sir Ian Magee CB, Senior Fellow, Institute for Government, gave oral evidence.

[Adjourned till Tuesday 15 March at 10.00 a.m.]

## TUESDAY 15 MARCH 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Paul Flynn

Robert Halfon

David Heyes

Kelvin Hopkins

Greg Mulholland

### 1. Government Use of IT

*Ordered*, That the following written evidence relating to *Good Governance: Use of IT* be reported to the House for publication on the internet:

IT 53 Open Rights Group

IT 54 Open Source Consortium (Supplementary)

Martin Rice, Chief Executive Officer, Erudine, David Clarke MBE, Chief Executive Officer, British Computer Society, Janet Grossman, Chair, Intellect Public Sector Council, and Sureyya Cansoy, Director of Public Sector, Intellect; Adam McGregor, Rewired State, Andy Burton, Chair, Cloud Computing Forum, and Jim Killock, Open Rights Group, gave oral evidence.

[Adjourned till Tuesday 22 March at 10.00 a.m.]

## **TUESDAY 22 MARCH 2011**

### **Members present:**

Mr Bernard Jenkin, in the Chair

Kelvin Hopkins

Greg Mulholland

### **1. Government Use of IT**

*Ordered*, That the following written evidence relating to *Good Governance: Use of IT* be reported to the House for publication on the internet:

IT 55 David Chassels (Additional)

Mark Adams-Wright, Chief Information Officer, Suffolk Council, David Wilde, Chief Information Officer, Westminster Council, and Martin Ferguson, Head of Policy, SOCITM; and Joe Harley, Director General and Chief Information Officer, and Malcolm Whitehouse, Group Applications Director, DWP, Phil Pavitt, Director General and Chief Information Officer, and Mark Holden, Director Projects and Programmes, HMRC, gave oral evidence.

The Chair's attention having been called to the fact that three Members were not present, he adjourned the Committee till tomorrow at 9.45 a.m.

[Adjourned till tomorrow at 9.45 a.m.]

## WEDNESDAY 23 MARCH 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Nick de Bois  
Robert Halfon  
David Heyes

Kelvin Hopkins  
Greg Mulholland  
Lindsay Roy

### 1. Government Use of IT

*Ordered*, That the following written evidence relating to *Good Governance: Use of IT* be reported to the House for publication on the internet:

IT 56 Cabinet Office

Craig Wilson, Managing Director, and Howard Hughes, Vice-President and General Manager for Department for Work and Pensions, Hewlett Packard, gave oral evidence.

[Adjourned till Wednesday 30 March at 9.30 a.m.]

## WEDNESDAY 30 MARCH 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Nick de Bois  
Paul Flynn  
David Heyes

Kelvin Hopkins  
Lindsay Roy

### 1. Cabinet Manual

Draft Report (*Cabinet Manual*), proposed by the Chairman, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Eighth Report of the Committee, HC 900.*

### 2. Appointment of the Chair of the UK Statistics Authority

*Resolved*, That the Committee inquire into the *Appointment of the Chair of the UK Statistics Authority*.

**3. Declaration of Interest**

The Chair declared a non-pecuniary interest in relation to the Committee's inquiry into Government Use of IT, namely: his friendship with the Chairman of Fujitsu Europe.

**4. Government Use of IT**

The Rt Hon Francis Maude MP, Minister for Cabinet Office, and Ian Watmore, Chief Operating Officer, Efficiency and Reform Group, Cabinet Office, gave oral evidence.

[Adjourned till Tuesday 5 April at 10.00 a.m.]

**TUESDAY 5 APRIL 2011**

**Members present:**

Mr Bernard Jenkin, in the Chair

Paul Flynn  
Robert Halfon

Kelvin Hopkins

**1. Good Governance: the Effective Use of IT**

*Ordered*, That the following written evidence relating to *Good Governance: the Effective Use of IT* be reported to the House for publication on the internet:

IT 57 Intellect (Supplementary)  
IT 58 Olswang  
IT 59 IBM

**2. Business Appointment Rules**

*Ordered*, That the following written evidence relating to *Business Appointment Rules* be reported to the House for publication on the internet:

BAR 01 Lord Lang of Monkton DL

**3. Appointment of Specialist Adviser**

*Ordered*, that James Wise be appointed a Specialist Adviser to assist the Committee in its inquiry into Big Society. (For details of declaration of interests, see Appendix.)

[Adjourned till Tuesday 3 May at 10.00 a.m.]

## **TUESDAY 3 MAY 2011**

### **Members present:**

Mr Bernard Jenkin, in the Chair

Nick de Bois

Charlie Elphicke

Paul Flynn

Robert Halfon

Kelvin Hopkins

### **1. Funding of the Voluntary Sector**

Mr Chris Blackhurst, City Editor, London Evening Standard, Mr Martin Brookes, Chief Executive, New Philanthropy Capital, Sir Sandy Crombie, Non-Executive Director, RBS Group, and Mr Robert Mirsky, Partner, KPMG, Founder, Hedge Funds Care UK, gave oral evidence.

[Adjourned till Tuesday 10 May at 10.00 a.m.]

## **TUESDAY 10 MAY 2011**

### **Members present:**

Mr Bernard Jenkin, in the Chair

Alun Cairns

Paul Flynn

Robert Halfon

Kelvin Hopkins

Greg Mulholland

### **1. Declaration of Interests**

Alun Cairns declared his interests, in accordance with the Resolution of the House of 13 July 1992 (see Appendix).

### **2. Future programme**

The Committee considered this matter.

### **3. Good Governance: the Effective Use of IT**

*Ordered*, That the following written evidence relating to *Good Governance: the Effective Use of IT* be reported to the House for publication on the internet:

IT 60 SOCITM (Supplementary)  
IT 61 DWP  
IT 62 HRMC  
IT 63 Open Source Consortium (Supplementary)  
IT 64 Hewlett Packard (Supplementary)  
IT 65 Cabinet Office (Supplementary)

### **4. Civil Service Reform and Principles of Good Governance**

*Ordered*, That the following written evidence relating to *Civil Service Reform and Principles of Good Governance* be reported to the House for publication on the internet:

GG 16 Cabinet Office

### **5. Estimates**

*Ordered*, That the Cabinet Office, UK Statistics Authority and Charity Commission Estimates be reported to the House for publication on the internet.

### **6. Smaller Government: Bigger Society?**

*Ordered*, That the following written evidence relating to *Smaller Government: Bigger Society?* be reported to the House for publication on the internet:

BS 01 Steven Leach  
BS 02 Nigel Pimlott  
BS 03 Heather Brown  
BS 04 UNISON  
BS 05 Mary Kenning  
BS 06 Hitchin Bridge Club  
BS 07 Eastfield Voice  
BS 08 Pathway Project  
BS 09 University of Gloucs.  
BS 10 Friends Families and Travellers  
BS 11 Philip Morgan  
BS 12 Chill4us  
BS 13 John Murphy  
BS 14 Wandsworth  
BS 15 George Jones and John Stewart  
BS 16 K Kelleher

BS 17 Children England  
BS 18 Surrey Heritage  
BS 19 P Griffiths  
BS 20 Ian Clark  
BS 21 Greater London Volunteering  
BS 22 Geoff Etherton  
BS 23 Claire Whestone  
BS 24 LASA  
BS 25 TUC  
BS 26 Gateshead Voluntary Organisations Council  
BS 27 One North West and Just W Yorkshire  
BS 28 Involve Foundation  
BS 29 Rural Kent  
BS 30 RSPCA  
BS 31 Institute of Fundraising  
BS 32 BHA  
BS 33 DACVS  
BS 34 Robert Ashton  
BS 35 Voice 4 change  
BS 36 Anonymous  
BS 37 Waterloo Action Centre  
BS 38 Charities Evaluation Services  
BS 39 Unitarian  
BS 40 EDF  
BS 41 NAAPS  
BS 42 Volunteer Cornwall  
BS 43 Foyer Federation  
BS 44 RNIB  
BS 45 Publitas Consulting  
BS 46 BTCV  
BS 47 Educational Centres Association  
BS 48 Headway  
BS 49 LACVS  
BS 50 TimeBank  
BS 51 Community Links  
BS 52 Mend  
BS 53 Locality  
BS 54 NAVCA  
BS 55 Cancer Research  
BS 56 NW Environment Link  
BS 57 Exeter CVS  
BS 58 BMA  
BS 59 LSEN  
BS 60 Basis Project  
BS 61 NESTA

BS 62 Ipsos Mori  
BS 63 Keep Britain Tidy  
BS 64 CFDG  
BS 65 NCVYS  
BS 66 Our Society  
BS 67 British Red Cross  
BS 68 The Intercom Trust  
BS 69 Altogether Better  
BS 70 Faith in Affordable Housing  
BS 71 Home-Start  
BS 72 Lifeline  
BS 73 UnLtd  
BS 74 VCS NK  
BS 75 Age UK  
BS 76 Simon Skidmore  
BS 77 LGF  
BS 78 Cilip  
BS 79 Barbara Weldon  
BS 80 SW Forum  
BS 81 LGiU  
BS 82 Open source Consortium  
BS 83 TIHR  
BS 86 Network for the Post Bureaucratic Age  
BS 87 Unite  
BS 88 PCS  
BS 89 Farming and wildlife Advisory Group  
BS 90 Dragon preparatory school  
BS 91 Land and Society Commission  
BS 92 Involve Yorkshire and Humber  
BS 93 Foundation Trust Network  
BS 94 Deakin/Taylor  
BS 95 Voluntary Action Broxtowe  
BS 96 Voluntary Action Leicester  
BS 97 Nappy Alliance  
BS 98 Volunteering England  
BS 99 VSNW  
BS 100 Andrew Pressland  
BS 101 Changemakers  
BS 102 Third Sector Research Centre  
BS 103 Community Resilience UK  
BS 104 NCVO  
BS 105 LGA  
BS 106 Sue Ryder  
BS 107 FSI  
BS 108 Nottinghamshire Consortium



BS 109 Places for People  
BS 110 Eileen Conn  
BS 111 Employee Ownership Association  
BS 112 Linda Ware  
BS 113 London Civic Forum  
BS 114 Cabinet Office

**7. Funding of the Voluntary Sector**

*Ordered*, That the following written evidence relating to *Funding of the Voluntary Sector* be reported to the House for publication on the internet:

FVS 06 Lloyds Banking Group  
FVS 07 Barclays

**8. UK Statistics Authority**

*Ordered*, That the following written evidence relating to *UK Statistics Authority* be reported to the House for publication on the internet:

UKSA 01 RSS  
UKSA 02 RSS SUF  
UKSA 03 Ian Maclean  
UKSA 05 Academy of Social Sciences  
UKSA 06 EHRC  
UKSA 07 Sir Michael Scholar, UKSA

Sir Michael Scholar, Chair, Jil Matheson, National Statistician, and Richard Alldritt, Director-General, Monitoring and Assessment, UK Statistics Authority, gave oral evidence.

[Adjourned till Tuesday 17 May at 10.00 a.m.]

**TUESDAY 17 MAY 2011**

**Members present:**

Mr Bernard Jenkin, in the Chair

Alun Cairns  
Nick de Bois  
Paul Flynn

Kelvin Hopkins  
Lindsay Roy

**1. Future programme**

The Committee considered this matter.

**2. Good Governance: the Effective Use of IT**

*Ordered*, That the following written evidence relating to *Good Governance: the Effective Use of IT* be reported to the House for publication on the internet:

IT 66 Microsoft

**3. Public Bodies Bill**

*Ordered*, That the following written evidence relating to the *Public Bodies Bill* be reported to the House for publication on the internet:

PBB 1 Daniel Greenberg

PBB 2 Cabinet Office

Baroness Thomas of Winchester, a Member of the House of Lords, Chair, House of Lords Delegated Powers and Regulatory Reform Committee, and Professor the Lord Norton of Louth, a Member of the House of Lords, Member, House of Lords Constitution Committee, gave oral evidence.

[Adjourned till Monday 23 May at 4.00 p.m.]

**MONDAY 23 MAY 2011**

**Members present:**

Mr Bernard Jenkin, in the Chair

Nick de Bois

Paul Flynn

Kelvin Hopkins

**1. Public Bodies Bill**

The Committee considered a draft Report on the Public Bodies Bill.

[Adjourned till Tuesday 24 May at 10.00 a.m.]

**TUESDAY 24 MAY 2011**

**Members present:**

Mr Bernard Jenkin, in the Chair

Nick de Bois

Kelvin Hopkins

Paul Flynn

Greg Mulholland

Robert Halfon

Lindsay Roy

**1. Government IT**

*Ordered*, That the following written evidence relating to *Good Governance: the Effective Use of IT* be reported to the House for publication on the internet:

IT 67 Alpine

**2 Future programme**

The Committee considered this matter.

**3 Public Bodies Bill**

The Committee considered a draft Report on the Public Bodies Bill.

**4 Parliamentary and Health Service Ombudsman**

The Committee considered this matter.

**5. Smaller Government: Bigger Society?**

Lord Glasman, a Member of the House of Lords, Adviser to the Leader of the Opposition, Polly Toynbee, Columnist, *The Guardian*, Shaun Bailey, Big Society Ambassador, and Danny Kruger, Chief Executive, Only Connect, gave evidence.

[Adjourned till Tuesday 7 June at 5.00 p.m.]

**TUESDAY 7 JUNE 2011**

**Members present:**

Mr Bernard Jenkin, in the Chair

Alun Cairns	Robert Halfon
Nick de Bois	Kelvin Hopkins
Charlie Elphicke	Lindsay Roy
Paul Flynn	

**1. Public Bodies Bill**

The Committee considered this matter

**2 Civil Service Reform and Principles of Good Governance**

*Ordered*, That Professor Andrew Kakabadse be appointed a Specialist Adviser to assist the Committee in its inquiry into *Civil Service Reform and Principles of Good Governance*. (For details of declaration of interests, see Appendix.)

[Adjourned till Thursday 9 June at 9.30 a.m.]

**THURSDAY 9 JUNE 2011**

**Members present:**

Mr Bernard Jenkin, in the Chair

Alun Cairns	Robert Halfon
Nick de Bois	Kelvin Hopkins
Paul Flynn	Lindsay Roy

**1 Pre-appointment hearing for the post of Chair of the UK Statistics Authority**

The Committee considered this matter.

## **2 Cabinet Manual**

Draft Special Report *The Cabinet Manual: Government Interim Response to the Committee's Eighth Report of the Session 2010-12* proposed by the Chair, brought up, read the first and second time, and agreed to.

The Government's interim response to the Eighth Report of the Committee was appended to the Report.

*Resolved*, That the Report be the First Special Report of the Committee to the House.

*Ordered*, That the Chairman make the Report to the House

## **3 Government IT**

*Ordered*, That the following written evidence relating to *Good Governance: the Effective Use of IT* be reported to the House for publication on the internet:

IT 68 ITF

## **4 Smaller Government: Bigger Society**

Gareth Davies, Head, Office of Civil Society, Cabinet Office, Matthew Taylor, Chief Executive, RSA, Andrew Haldenby, Director, Reform, and Adrian Brown, Associate Fellow, Institute for Government, gave oral evidence.

[Adjourned till Tuesday 14 June at 10.00 a.m.]

**TUESDAY 14 JUNE 2011**

### **Members present:**

Mr Bernard Jenkin, in the Chair

Alun Cairns

Greg Mulholland

Nick de Bois

Lindsay Roy

Charlie Elphicke

### **1. Pre-appointment hearings**

The Committee considered this matter.

### **2 Civil Service Reform and Principles of Good Governance**

The Committee considered this matter.

### **3 Smaller Government: Bigger Society?**

*Ordered*, That the following written evidence relating to *Smaller Government: Bigger Society?* be reported to the House for publication on the internet:

BS 115 Urban Forum

Sir Ronald Cohen, Independent advisor to the Cabinet Office on the Big Society Bank, Bernie Morgan, Chief Executive, Community Development Finance Association, Claire Dove, Chair, Social Enterprise Coalition, and Mark Lyonette, CEO, Association of British Credit Unions, gave oral evidence.

[Adjourned till Tuesday 28 June at 9.45 a.m.]

## **TUESDAY 28 JUNE 2011**

### **Members present:**

Mr Bernard Jenkin, in the Chair

Alun Cairns

Charlie Elphicke

Paul Flynn

David Heyes

Kelvin Hopkins

Lindsay Roy

### **1. Future programme**

The Committee considered this matter.

### **2. Pre-Appointment Hearing for the Post of Chair of the UK Statistics Authority**

Dame Janet Finch, the Government's preferred candidate, gave oral evidence.

[Adjourned till Tuesday 30 June at 9.30 a.m.]

## THURSDAY 30 JUNE 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Alun Cairns  
Paul Flynn

Robert Halfon

#### 1. UK Statistics Authority

The Committee considered this matter.

#### 2. Government IT

*Ordered*, That the following written evidence relating to *Good Governance: the Effective Use of IT* be reported to the House for publication on the internet:

IT 69 Agile Delivery Network

#### 3. Smaller Government: Bigger Society?

Lord Sacks, Chief Rabbi, a Member of the House of Lords, Bishop Tim Stevens, Bishop of Leicester, a Member of the House of Lords, Andrew Copson, British Humanist Association, and Charles Wookey, the Assistant General Secretary, Secretariat of the Catholic Bishops' Conference of England and Wales, gave oral evidence.

[Adjourned till Tuesday 5 July 10.00 a.m.]

## TUESDAY 5 JULY 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Charlie Elphicke  
Paul Flynn  
Robert Halfon  
Kelvin Hopkins

David Heyes  
Greg Mulholland  
Lindsay Roy

#### 1. UK Statistics Authority

The Committee considered this matter.

#### 2. Future programme

The Committee considered this matter.

### **3. Smaller Government: Bigger Society?**

Sir Stephen Bubb, CEO, ACEVO, Kevin Curley, CEO, NAVCA, and Paul Nowak, Head of Organisation and Services, TUC; Professor Julian Le Grand, Chairman, Cabinet Office Mutuels Taskforce, Ed Mayo, Secretary General, Co-operatives UK, and Shona Nichols, Group Marketing, Communications and Sustainability Director, Capita, gave oral evidence.

[Adjourned till Wednesday 6 July at 9.30 a.m.]

## **WEDNESDAY 6 JULY 2011**

### **Members present:**

Alun Cairns  
Charlie Elphicke  
Paul Flynn  
Robert Halfon

David Heyes  
Kelvin Hopkins  
Greg Mulholland  
Lindsay Roy

In the absence of the Chair, Kelvin Hopkins was called to the Chair.

### **1. Pre-appointment hearing for the post of Parliamentary and Health Service Ombudsman**

Dame Julie Mellor DBE, the Government's preferred candidate, gave oral evidence.

Draft Report (*Pre-appointment hearing for the post of Parliamentary and Health Service Ombudsman*), proposed by Mr Hopkins, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Ninth Report of the Committee, HC 1220.*

[Adjourned till Wednesday 6 July at 5.00 p.m.]

## **WEDNESDAY 6 JULY 2011**

### **Members present:**

Mr. Bernard Jenkin, in the Chair

Alun Cairns  
Nick de Bois

Robert Halfon  
Kelvin Hopkins



## **1. Remuneration of the Parliamentary and Health Service Ombudsman**

Draft Report (*Remuneration of the Parliamentary and Health Service Ombudsman*), proposed by the Chair, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Tenth Report of the Committee, HC 1350.*

[Adjourned till Tuesday 12 July at 10.00 a.m.]

## **TUESDAY 12 JULY 2011**

### **Members present:**

Mr. Bernard Jenkin, in the Chair

Charlie Elphicke  
Paul Flynn  
Robert Halfon

Kelvin Hopkins  
Greg Mulholland  
Lindsay Roy

## **1. Good Governance and Civil Service Reform: 'End of Term' report on Whitehall plans for structural reform**

Draft Report (*Good Governance and Civil Service Reform: 'End of Term' report on Whitehall plans for structural reform*), proposed by the Chair, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Eleventh Report of the Committee, HC 901.*

## **2. Effective Use of IT**

The Committee considered this matter.

## **3. Appointment of Specialist Adviser**

*Ordered*, That Catarina Tully be appointed a Specialist Adviser to assist the Committee in its inquiry into Strategy. (For details of declaration of interests, see Appendix.)

## **4. Future programme**

The Committee considered this matter.

[Adjourned till Wednesday 13 July at 9.30 a.m.]

## WEDNESDAY 13 JULY 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Paul Flynn  
Robert Halfon  
David Heyes

Kelvin Hopkins  
Greg Mulholland  
Lindsay Roy

### 1. Public appointments

Sir David Normington GCB, First Civil Service Commissioner and Commissioner for Public Appointments, and Richard Jarvis, Chief Executive, Civil Service Commission and Office of the Commissioner for Public Appointments, gave oral evidence.

[Adjourned till Monday 18 July at 11.30 a.m.]

## MONDAY 18 JULY 2011

### Members present:

Mr. Bernard Jenkin, in the Chair

Nick de Bois  
Charlie Elphicke  
Robert Halfon

Kelvin Hopkins  
Lindsay Roy

### 1. Good Governance : Effective Use of IT

Draft Report (*Government and IT – “a recipe for rip-offs”: time for a fresh approach*) proposed by the Chair, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Twelfth Report of the Committee, HC 715.*

### 2. Future programme

The Committee considered this matter.

[Adjourned till Tuesday 6 September at 10.00 a.m.]

## TUESDAY 6 SEPTEMBER 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Alun Cairns  
Nick de Bois  
Paul Flynn  
Robert Halfon

David Heyes  
Kelvin Hopkins  
Greg Mulholland  
Lindsay Roy

### 1. Correspondence with Cabinet Office re Chair of UK Statistics Authority

The Committee considered this matter.

### 2. Smaller Government: Bigger Society?

*Ordered*, That the following written evidence relating to Smaller Government: Bigger Society? be reported to the House for publication on the internet:

BS 116 NAVCA  
BS 117 JUST Lincolnshire

### 3. Public Appointments

Will Hutton, The Work Foundation; Deborah Loudon, Saxton Bampfylde, Peter Smith, Director of Public Sector Consulting, Hay Group, and Andrea Sutcliffe, Chief Executive, Appointments Commission; and Jonathan Stephens, Permanent Secretary, Department for Culture, Media and Sport, gave oral evidence.

[Adjourned till Wednesday 14 September at 9.30 a.m.]

## WEDNESDAY 14 SEPTEMBER 2011

### Members present:

Mr. Bernard Jenkin, in the Chair

Alun Cairns  
Nick de Bois  
Charlie Elphicke

Paul Flynn  
Kelvin Hopkins  
Lindsay Roy

### **1. Good Governance and Civil Service Reform**

Draft Report (*Change in Government: the agenda for leadership*) proposed by the Chair, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Thirteenth Report of the Committee, HC 714.*

### **2. Future programme**

The Committee considered this matter.

### **3. Strategic Thinking in Whitehall**

*Resolved,* That the Committee inquire into Strategic Thinking in Whitehall.

[Adjourned till Tuesday 11 October at 10.00 a.m.]

## **TUESDAY 11 OCTOBER 2011**

### **Members present:**

Mr. Bernard Jenkin, in the Chair

Paul Flynn  
Robert Halfon

Kelvin Hopkins  
Greg Mulholland

### **1. Public Appointments**

Draft Report (*Public Appointments: regulation, recruitment and pay*) proposed by the Chair, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Fourteenth Report of the Committee, HC 1389.*

### **2. Future programme**

The Committee considered this matter.

### **3. Oversight of administrative justice**

*Resolved,* That the Committee inquire into the oversight of administrative justice.

[Adjourned till Wednesday 12 October at 9.30 a.m.]

## WEDNESDAY 12 OCTOBER 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Alun Cairns  
Charlie Elphicke  
Paul Flynn  
Robert Halfon

Kelvin Hopkins  
Greg Mulholland  
Lindsay Roy

### 1. **Smaller Government: Bigger Society?**

The Rt Hon Francis Maude MP, Minister for the Cabinet Office, Nick Hurd MP, Parliamentary Secretary, Cabinet Office, and Greg Clark MP, Minister of State, Department for Communities and Local Government, gave oral evidence.

### 2. **Appointment of Specialist Adviser on Statistics**

The Committee considered this matter.

[Adjourned till Tuesday 18 October at 10.00 a.m.]

## TUESDAY 18 OCTOBER 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Charlie Elphicke  
Paul Flynn  
Robert Halfon  
David Heyes

Kelvin Hopkins  
Greg Mulholland  
Lindsay Roy

### 1. **Head of the Civil Service Inquiry**

*Resolved*, That the Committee inquire into the Role of the Head of the Civil Service.

*Ordered*, that Professor Andrew Kakabadse be appointed a Specialist Adviser to assist the Committee in its inquiry into the Role of the Head of the Civil Service. (For details of declaration of interests, see Appendix.)

**2. Lobbying**

*Resolved*, That the Committee inquire into Lobbying.

**3. Business Appointment Rules**

*Resolved*, That the Committee inquire into the Business Appointment Rules.

**4. Special Advisers**

*Resolved*, That the Committee inquire into Special Advisers.

**5. Appointment of Specialist Adviser**

*Ordered*, That Professor Graham Zellick be appointed as a Specialist Adviser to assist the Committee in its Inquiry into Oversight of Administrative Justice. (For details of declaration of interests, see Appendix).

**6. Government Response to Committee's Seventh Report, Smaller Government: What do Ministers Do?**

The Committee considered this matter.

**7. Future programme**

The Committee considered this matter.

**8. Correspondence from the Chair of the All-Party Group on the Chagos Islands**

The Committee considered this matter.

[Adjourned till Tuesday 25 October at 9.30 a.m.]

## TUESDAY 25 OCTOBER 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Charlie Elphicke  
Paul Flynn  
Robert Halfon  
David Heyes

Kelvin Hopkins  
Greg Mulholland  
Lindsay Roy

### 1. **Smaller Government: Bigger Society?**

The Committee considered this matter.

*Resolved*, That the Committee visit Emmaus South London in connection with its inquiry into the Big Society.

### 2. **Government Response to Committee's Seventh Report, Smaller Government: What do Ministers do?**

Draft Report (*Smaller Government: What do Ministers do? Further Report with the Government Response to the Committee's Seventh Report of Session 2010-12*) proposed by the Chair, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Fifteenth Report of the Committee, HC 1540.*

### 3. **Oversight of Administrative Justice**

The Committee considered this matter.

### 4. **Role of the Head of the Civil Service**

The Committee considered this matter.

### 5. **Future programme**

The Committee considered this matter.

### 6. **Work of the Charity Commission**

Dame Suzi Leather DBE, Chair, and Sam Younger CBE, Chief Executive, Charity Commission, gave oral evidence.

[Adjourned till Tuesday 1 November at 10.00 am

## TUESDAY 1 NOVEMBER 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Alun Cairns  
Charlie Elphicke  
Paul Flynn  
David Heyes

Kelvin Hopkins  
Greg Mulholland  
Lindsay Roy

#### 1. **Appointment of a specialist adviser**

*Ordered*, That Simon Briscoe be appointed a Specialist Adviser to assist the Committee in matters relating to Statistics. (For details of declaration of interests, see Appendix).

#### 2. **Inquiry into Government and IT**

The Committee considered this matter.

#### 3. **Inquiry into the Cabinet Manual**

The Committee considered this matter.

#### 4. **Work of the Charity Commission**

*Ordered*, That the written evidence relating to the Work of the Charity Commission submitted by the Charity Commission be reported to the House for publication on the internet.

#### 5. **Future programme**

The Committee considered this matter.

#### 6. **Role of the Head of the Civil Service**

The Rt Hon Lord Butler of Brockwell KG, GCB, CVO, a Member of the House of Lords, The Rt Hon Lord Armstrong of Ilminster GCB, CVO, a Member of the House of Lords, and Sir Douglas Wass GCB, gave oral evidence.

[Adjourned till Tuesday 8 November at 10.00 a.m.]



## TUESDAY 8 NOVEMBER 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Alun Cairns  
Paul Flynn  
Robert Halfon

David Heyes  
Kelvin Hopkins  
Greg Mulholland

### 1. ***Smaller Government: Bigger Society? inquiry***

*Ordered*, That the following written evidence relating to the Smaller Government: Bigger Society? inquiry be reported to the House for publication on the internet:

BS 118 UNISON further evidence  
BS 119 Age UK further evidence  
BS 120 ACEVO  
BS 121 Locality further evidence  
BS 122 Changemakers further evidence  
BS 123 Unite further evidence  
BS 124 NESTA further evidence  
BS 125 Cabinet Office supplementary evidence  
BS 126 London Civic Forum further evidence  
BS 127 NAVCA further supplementary evidence

*Resolved*, That the Chair and Paul Flynn visit Emmaus, South Lambeth, in a representative capacity for the purposes of the Committee's inquiry into the Big Society.

### 2. **Future programme**

The Committee considered this matter.

### 3. **Role of the Head of the Civil Service**

Lord Wilson of Dinton GCB, a Member of the House of Lords, and Lord Turnbull KCB CVO, a Member of the House of Lords, gave oral evidence.

[Adjourned till Tuesday 15 November at 9.30 a.m.]

*Thursday 10 November*

*The Chair and Paul Flynn, visited Emmaus, South Lambeth for the purposes of the Committee's inquiry into the Big Society in a representative capacity, in accordance with the Committee's decision of 8 November.*

## TUESDAY 15 NOVEMBER 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Alun Cairns

Paul Flynn

Kelvin Hopkins

Greg Mulholland

Lindsay Roy

### 1. Future programme

The Committee considered this matter.

### 2. Strategic Thinking in Whitehall

The Committee considered this matter.

### 3. Role of the Head of the Civil Service

Professor the Lord Hennessy of Nympsfield, a Member of the House of Lords, Professor Colin Talbot, and Professor Tony Dean; Sue Cameron, The Rt Hon Peter Riddell, and David Walker, gave oral evidence.

[Adjourned till Tuesday 22 November at 10.00 a.m.]

## TUESDAY 22 NOVEMBER 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Alun Cairns

Charlie Elphicke

Paul Flynn

David Heyes

Kelvin Hopkins

Greg Mulholland

### 1. Specialist Adviser for Inquiry on Oversight of Administrative Justice

*Ordered*, That Professor Graham Zellick be discharged as a Specialist Adviser to the inquiry on *Oversight of Administrative Justice*.

## **2. Future work of the Committee**

The Committee considered this matter.

## **3. Oversight of Administrative Justice**

Richard Thomas CBE, Chair, and Ray Burningham, Chief Executive, Administrative Justice and Tribunals Council; Jonathan Djanogly MP, Parliamentary Under-Secretary, and Anna Deignan, Deputy Director, Access to Justice Directorate, Justice Policy Group, Ministry of Justice, gave oral evidence.

[Adjourned till Wednesday 23 November at 2.30 p.m.]

# **WEDNESDAY 23 NOVEMBER 2011**

## **Members present:**

Mr Bernard Jenkin, in the Chair

Alun Cairns

Paul Flynn

Robert Halfon

David Heyes

Kelvin Hopkins

Greg Mulholland

Lindsay Roy

## **1. Future programme**

The Committee considered this matter.

## **2. Strategic Thinking in Whitehall**

*Resolved*, That the Committee visit Ottawa and Washington in February and March 2012 in connection with its inquiry into Strategic Thinking in Whitehall.

*Ordered*, that the Chairman seek the approval of the Liaison Committee for expenditure in connection with the visit.

## **3. Role of the Head of the Civil Service**

Sir Gus O'Donnell GCB, Cabinet Secretary and Head of the Home Civil Service, gave oral evidence.

[Adjourned till Monday 28 November at 4.30 p.m.]

# MONDAY 28 NOVEMBER 2011

## Members present:

Mr Bernard Jenkin, in the Chair

Alun Cairns

Charlie Elphicke

Paul Flynn

Robert Halfon

Kelvin Hopkins

Greg Mulholland

Lindsay Roy

### 1. Future programme

The Committee considered the matter.

### 2. Oversight of Administrative Justice

*Ordered*, That the following written evidence relating to the Oversight of Administrative Justice inquiry be reported to the House for publication on the internet:

OAJ 01 AJTC

OAJ 02 Brian Thompson

OAJ 03 Richard Kirkham

OAJ 04 Parliamentary and Health Service Ombudsman

OAJ 06 Dr Jeff King

OAJ 07 Ministry of Justice

OAJ 08 PCS

### 3. Role of the Head of the Civil Service

*Ordered*, That the following written evidence relating to the Role of the Head of the Civil Service inquiry be reported to the House for publication on the internet:

HCS 01 David Richards and Martin Smith

HCS 02 David Laughrin

HCS 03 Peter Riddell

HCS 04 Colin Talbot

HCS 05 Sue Cameron

HCS 06 Sir Douglas Wass GCB

The Rt Hon Francis Maude MP, Minister for the Cabinet Office, gave oral evidence.

[Adjourned till Tuesday 29 November at 9.00 a.m.]

## TUESDAY 29 NOVEMBER 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Alun Cairns

Robert Halfon

David Heyes

Greg Mulholland

Lindsay Roy

### 1. Future programme.

The Committee considered this matter.

### 2. Work of the Parliamentary and Health Service Ombudsman

*Ordered*, that written evidence relating to the work of the Parliamentary and Health Service Ombudsman submitted by WJ Morris be reported to the House for placing in the Library and Parliamentary Archives.

Ann Abraham, Parliamentary Commissioner for Administration and Health Service Commissioner for England, Kathryn Hudson, Deputy Ombudsman, and Bill Richardson, Deputy Chief Executive, Parliamentary and Health Service Ombudsman, gave oral evidence.

[Adjourned till Tuesday 6 December at 4.00 p.m.]

## TUESDAY 6 DECEMBER 2011

### Members present:

Mr Bernard Jenkin, in the Chair

Alun Cairns

Paul Flynn

Robert Halfon

Priti Patel

### 1. Declaration of Interests

Priti Patel declared her interests, in accordance with the Resolution of the House of 13 July 1992 (see Appendix).

## **2. Oversight of Administrative Justice**

*Ordered*, That Professor Martin Partington CBE QC be appointed a Specialist Adviser to assist the Committee in its inquiry into oversight of administrative justice. (For details of declaration of interests, see Appendix).

## **3. Appointment of the Chair of the UK Statistics Authority**

Andrew Dilnot CBE, the Government's preferred candidate, gave oral evidence.

Draft Report (*Appointment of the Chair of the UK Statistics Authority*) proposed by the Chair, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Sixteenth Report of the Committee, HC 910.*

[Adjourned till Wednesday 7 December at 10.30 a.m.]

## **WEDESDAY 7 DECEMBER 2011**

### **Members present:**

Mr Bernard Jenkin, in the Chair

Paul Flynn

Lindsay Roy

Robert Halfon

Priti Patel

Kelvin Hopkins

### **1. Role of the Head of the Civil Service**

The Committee considered this matter.

### **2. The Big Society**

Draft Report (*The Big Society*) proposed by the Chair, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Seventeenth Report of the Committee, HC 902.*

[Adjourned till Tuesday 13 December at 10.00 a.m.]

## **TUESDAY 13 DECEMBER 2011**

### **Members present:**

Mr Bernard Jenkin, in the Chair

Paul Flynn  
Robert Halfon  
David Heyes  
Kelvin Hopkins

Greg Mulholland  
Lindsay Roy  
Priti Patel

### **1. The Big Society**

The Committee considered this matter.

### **2. Future programme**

The Committee considered this matter.

### **3. Strategic Thinking in Government**

Dr Geoff Mulgan, Chief Executive, National Endowment for Science, Technology and the Arts, Professor Nick Butler, Visiting Fellow, King's College London, and Dr Matt Cavanagh, Associate Director, Institute for Public Policy Research, gave oral evidence.

[Adjourned till Monday 19 December at 4.00 p.m.]

## **MONDAY 19 DECEMBER 2011**

### **Members present:**

Mr Bernard Jenkin, in the Chair

Paul Flynn  
Kelvin Hopkins

Greg Mulholland  
Priti Patel

### **1. Oversight of Administrative Justice**

The Committee considered this matter.

## **2. Future programme**

The Committee considered this matter.

## **3. Visit to the USA and Canada**

The Committee considered this matter.

## **4. Cabinet Office Second Triennial Report on the Honours System**

The Committee considered this matter.

## **5. Strategic Thinking in Government**

*Ordered*, That the following written evidence relating to Strategic Thinking in Government be reported to the House for publication on the Internet:

- ST 01 Cabinet Office
- ST 02 William Dutton
- ST 03 Derek Deighton
- ST 04 Zaid Hassan
- ST 05 Steven Jermy
- ST 06 Nusbacher Associates
- ST 07 Institute for Security and Resilience Studies
- ST 08 Chirton Group
- ST 09 A4e
- ST 10 Andrew Griffiths
- ST 11 Cabinet Office
- ST 12 NHJ Strategy Consulting
- ST 13 Nick Butler
- ST 14 Patrick Porter
- ST 15 Gwyn Prins

## **6. Role of the Head of the Civil Service**

Sir Bob Kerslake, Permanent Secretary, Department of Communities and Local Government and Head-designate of the Civil Service, gave oral evidence.

[Adjourned till Wednesday 11 January 2012 at 9.30 a.m.]



## WEDNESDAY 11 JANUARY 2012

### Members present:

Mr Bernard Jenkin, in the Chair

Alun Cairns  
Charlie Elphicke  
Paul Flynn  
Robert Halfon

David Heyes  
Kelvin Hopkins  
Priti Patel

### 1. Role of the Head of the Civil Service

The Committee considered this matter.

### 2. Ministerial Conduct

The Committee considered this matter.

Motion made, and Question put, That the Committee inquire into the decision to ignore the provisions of the Ministerial Code in the investigation conducted into the Fox/Werritty affair.

The Committee divided.

Ayes, 2

Noes, 4

Paul Flynn  
Kelvin Hopkins

Alun Cairns  
Charlie Elphicke  
Robert Halfon  
Priti Patel

Question accordingly negatived.

*Resolved*, That the Committee inquire into the arrangements for the Independent Adviser to the Prime Minister on Ministerial Interests to investigate alleged breaches of the Ministerial Code.

### 3. Further Report on the Government Responses to the Committee's Eleventh, Thirteenth and Fifteenth Reports of Session 2010-12

Draft Report (*Change in Government: the agenda for leadership: Further Report, with the Government Responses to the Committee's Eleventh, Thirteenth and Fifteenth Reports of Session 2010-12*) proposed by the Chair, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Eighteenth Report of the Committee, HC 1746.*

**4. Cabinet Office Second Triennial Report on the Honours System**

The Committee considered this matter.

**5. Business Appointment Rules**

*Ordered,* That the call for evidence for this Inquiry be published.

**6. Visit to the USA and Canada**

The Committee considered this matter.

**7. Future programme**

The Committee considered this matter.

[Adjourned till Tuesday 17 January 2012 at 10.00 a.m.]

**TUESDAY 17 JANUARY 2012**

**Members present:**

Mr Bernard Jenkin, in the Chair

Paul Flynn  
David Heyes  
Robert Halfon

Kelvin Hopkins  
Lindsay Roy  
Priti Patel

**1. Role of the Head of the Civil Service**

Draft Report (*Leadership of Change: new arrangements for the roles of the Head of the Civil Service and the Cabinet Secretary*) proposed by the Chair, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Nineteenth Report of the Committee, HC 1582.*

**2. Further Report on the Government Response to the Committee's Twelfth Report of Session 2010-12**

Draft Report (*Government and IT – “A recipe for rip-offs”: time for a new approach: Further Report, with the Government's Response to Committee's Twelfth Report of Session 2010-12*) proposed by the Chair, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Twentieth Report of the Committee, HC 1724.*

**3. Future programme**

The Committee considered this matter.

[Adjourned till Tuesday 24 January 2012 at 10.00 a.m.]

**TUESDAY 24 JANUARY 2012**

**Members present:**

Mr Bernard Jenkin, in the Chair

Charlie Elphicke  
Kelvin Hopkins  
Greg Mulholland

Priti Patel  
Lindsay Roy

**1. Future programme**

The Committee considered this matter.

**2. Strategic Thinking in Government**

*Resolved*, That the Committee commission polling in connection with its inquiry into Strategic Thinking in Government.

**3. Strategic Thinking in Government**

The Rt Hon Peter Riddell, Director, Jill Rutter, Programme Director, and Julian McCrae, Director of Research, Institute for Government; and Professor John Kay, Visiting Professor, London School of Economics and David Steven, Director, River Path Associates, gave oral evidence.

[Adjourned till Tuesday 31 January at 10.00 a.m.]

## TUESDAY 31 JANUARY 2012

### Members present:

Mr Bernard Jenkin, in the Chair

Alun Cairns	David Heyes
Charlie Elphicke	Kelvin Hopkins
Paul Flynn	Greg Mulholland
Robert Halfon	Priti Patel

### 1. Future programme

The Committee considered this matter.

### 2. The Role of the Independent Adviser to the Prime Minister on Ministers' Interests

Sir Philip Mawer, former Adviser to the Prime Minister on Ministers' Interests ; and Sir Alex Allan KCB, Adviser to the Prime Minister on Ministers' Interests, gave oral evidence.

[Adjourned till Wednesday 8 February at 9.00 a.m.]

## WEDNESDAY 8 FEBRUARY 2012

### Members present:

Mr Bernard Jenkin, in the Chair

Charlie Elphicke	Kelvin Hopkins
Paul Flynn	Greg Mulholland
Robert Halfon	Lindsay Roy
David Heyes	Priti Patel

### 1. Future programme

The Committee considered this matter.

## **2. Strategic Thinking in Government**

The Committee considered this matter.

*Ordered*, That the following written evidence relating to Strategic Thinking in Government be reported to the House for publication on the internet:

ST 16 FSDS  
ST 17 Rand Europe  
ST 18 Professor Andrew Kakabadse  
ST 19 Defence Synergia  
ST 20 Argenti Systems Ltd

## **3. Oversight of Administrative Justice**

*Ordered*, That the following written evidence relating to Oversight of Administrative Justice be reported to the House for publication on the internet:

OAJ 11 Centre for Justice

## **4. Supplementary Estimates 2010-12**

*Ordered*, That the following written evidence relating to Supplementary Estimates 2011-12 be reported to the House for publication on the internet:

Cabinet Office estimates memorandum  
Cabinet Office: Civil Superannuation estimates memorandum  
Charity Commission estimates memorandum  
UK Statistics Authority estimates memorandum

## **5. Strategic Thinking in Government**

Lord Burns, Chairman, Santander UK PLC, a Member of the House of Lords, and Lord Carter of Coles, NHS Co-operation and Competition Panel, a Member of the House of Lords; Lord Rees of Ludlow OM FRS, Astronomer Royal, a Member of the House of Lords, and Sir David King, Director, Smith School of Enterprise and the Environment, University of Oxford gave oral evidence.

[Adjourned till Tuesday 21 February at 10.00 a.m.]

**TUESDAY 21 FEBRUARY 2012**

**Members present:**

Mr Bernard Jenkin, in the Chair

Charlie Elphicke

Paul Flynn

Robert Halfon

Kelvin Hopkins

Greg Mulholland

Lindsay Roy

**1. Oversight of Administrative Justice**

Draft Report (*Future oversight of administrative justice: the proposed abolition of the Administrative Justice and Tribunals Council*) proposed by the Chair, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Twenty First Report of the Committee, HC 1621.*

**2. Future programme**

The Committee considered this matter.

**3. Strategic Thinking in Government**

The Committee considered this matter.

*Ordered*, That the following written evidence relating to Strategic Thinking in Government be reported to the House for publication on the internet:

ST 21 Simon Anholt

**4. Business Appointment Rules**

The Committee considered this matter.

*Ordered*, That the following written evidence relating to the Business Appointment Rules be reported to the House for publication on the internet:

BA 01 Campaign Against Arms Trade

BA 02 ACOBA

BA 03 Transparency International

BA 04 Spinwatch

[Adjourned till Wednesday 22 February at 12.45 p.m.]

## WEDESDAY 22 FEBRUARY 2012

### Members present:

Mr Bernard Jenkin, in the Chair

Paul Flynn  
Robert Halfon  
David Heyes

Kelvin Hopkins  
Greg Mulholland

### 1. Office of the Parliamentary and Health Service Ombudsman Supplementary Estimate 2011-12

*Ordered*, That the following written evidence relating to the Office of the Parliamentary and Health Service Ombudsman Supplementary Estimate 2011-12 be reported to the House for publication on the internet:

Parliamentary and Health Service Ombudsman estimates memorandum

### 2. Strategic Thinking in Government

The Rt Hon Oliver Letwin MP, Minister of State, Cabinet Office, gave oral evidence.

[Adjourned till Tuesday 6 March at 10.00 a.m.]

*Sunday 26 February – Friday 2 March*

*The Chair, Alun Cairns, Paul Flynn, Kelvin Hopkins, and Greg Mulholland visited Ottawa and Washington in connection with the Committee's inquiry into Strategic Thinking in Government in accordance with the Committee's decision of 23 November 2011.*

## TUESDAY 6 MARCH 2012

### Members present:

Mr Bernard Jenkin, in the Chair

Alun Cairns  
Charlie Elphicke  
Paul Flynn  
Robert Halfon  
David Heyes

Kelvin Hopkins  
Greg Mulholland  
Priti Patel  
Lindsay Roy

**1. The Honours System**

The Committee considered this matter.

*Resolved*, That the Committee inquire into the operation of the honours system.

**2. Future programme**

The Committee considered this matter.

**3. Business Appointment Rules**

The Committee considered this matter.

*Ordered*, That the following written evidence relating to the Business Appointment Rules be reported to the House for publication on the internet:

BA 05 Cabinet Office.

Sir Christopher Kelly KCB, Chair, Committee on Standards in Public Life; and Professor David Miller, Spinwatch, and Chandrashekhar Krishnan, Transparency International UK, gave oral evidence.

[Adjourned till Tuesday 13 March at 10.00 a.m.]

**TUESDAY 13 MARCH 2012**

**Members present:**

Mr Bernard Jenkin, in the Chair

Alun Cairns  
Charlie Elphicke  
Paul Flynn  
Robert Halfon

Kelvin Hopkins  
Priti Patel  
Lindsay Roy

**1. Independent Adviser to the Prime Minister on Ministers' Interests**

The Committee considered this matter.



## **2. Select committee powers and effectiveness**

The Committee considered this matter.

*Resolved*, That the Committee submit written evidence to the Liaison Committee's inquiry into select committee powers and effectiveness.

## **3. Future programme**

The Committee considered the matter.

## **4. Cabinet Office Business Plan**

Ian Watmore, Permanent Secretary, Cabinet Office, gave oral evidence.

[Adjourned till Wednesday 14 March at 10.00 a.m.]

# **WEDNESDAY 14 MARCH 2012**

### **Members present:**

Mr Bernard Jenkin, in the Chair

Paul Flynn

Robert Halfon

David Heyes

Kelvin Hopkins

Priti Patel

Lindsay Roy

## **1. Independent Adviser on Ministers' Interests**

Draft Report (*The Prime Minister's adviser on Ministers' interests: independent or not?*) proposed by the Chair, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Twenty Second Report of the Committee, HC 1761.*

## **2. Future programme**

The Committee considered this matter.

[Adjourned till Tuesday 20 March at 4.00 p.m.]

**TUESDAY 20 MARCH 2012**

**Members present:**

Mr Bernard Jenkin, in the Chair

Alun Cairns

Paul Flynn

Robert Halfon

David Heyes

Kelvin Hopkins

Greg Mulholland

Priti Patel

Lindsay Roy

**1. Future programme**

The Committee considered this matter.

**2. Business Appointment Rules**

*Ordered*, That the following written evidence relating to Business Appointment Rules be reported to the House for publication on the internet:

BA 06 Sir David Bell

BA 07 Sir Andrew Cahn

**3. Government and IT**

*Ordered*, That the following written evidence relating to Government and IT be reported to the House for publication on the internet:

Letter from David Gauke MP

**4. Business Appointment Rules**

*Resolved*, That the Committee take the evidence to be given by James O'Shaughnessy at this day's sitting in private.

Lord West of Spithead, Sir Hugh Taylor, and John Suffolk, gave oral evidence.

The public withdrew, in accordance with the Committee's Order of this day's sitting.

James O'Shaughnessy gave oral evidence.

[Adjourned till Thursday 22 March at 10.00 a.m.]

## THURSDAY 22 MARCH 2012

### Members present:

Mr Bernard Jenkin, in the Chair

Alun Cairns

Kelvin Hopkins

Charlie Elphicke

### 1. Future programme

The Committee considered this matter.

### 2. Business Appointment Rules

Peter Campbell, Senior Corporate Affairs Officer, Business Services Association, gave oral evidence.

[Adjourned till Monday 26 March at 4.30 p.m.]

## MONDAY 26 MARCH 2012

### Members present:

Mr Bernard Jenkin, in the Chair

Charlie Elphicke

Greg Mulholland

Paul Flynn

Priti Patel

Robert Halfon

Lindsay Roy

Kelvin Hopkins

### 1. Leadership of change

Draft Report (*Leadership of change: new arrangements for the roles of the Head of the Civil Service and the Cabinet Secretary. Further Report with the Government Response to the Committee's Nineteenth Report of Session 2010-12*) proposed by the Chair, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Twenty-Third Report of the Committee, HC 1914.*

## 2. Future programme

The Committee considered this matter.

## 3. Business Appointment Rules

Lord Lang of Monkton DL, Chair, Advisory Committee on Business Appointments, a Member of the House of Lords, gave oral evidence.

[Adjourned till Tuesday 17 April at 10.30 a.m.]

# TUESDAY 17 APRIL 2012

## Members present:

Mr Bernard Jenkin, in the Chair

Alun Cairns

Charlie Elphicke

Robert Halfon

David Heyes

Kelvin Hopkins

Lindsay Roy

## 1. Strategic thinking in Government

Draft Report (*Strategic thinking in Government: without National Strategy, can viable Government strategy emerge?*) proposed by the Chair, brought up and read.

*The Draft Report was agreed to: the Formal Minutes relating to the consideration of the Report are published in the Twenty- Fourth Report of the Committee, HC 1625.*

## 2. Government IT

Draft Special Report (*Government and IT – "a recipe for rip-offs": time for a new approach: Further Report: Government Response to the Committee's Twentieth Report of Session 2010–12*), proposed by the Chairman, brought up, read the first and second time, and agreed to.

The Government's response to the Twentieth Report of the Committee in Session 2010–12 was appended to the Report.

*Resolved*, That the Government Response be the Second Special Report of the Committee to the House.

*Ordered*, That the Chairman make the Report to the House.

### **3. Future programme**

The Committee considered this matter.

[Adjourned till Tuesday 24 April at 10.00 a.m.]

## **TUESDAY 24 APRIL 2012**

### **Members present:**

Mr Bernard Jenkin, in the Chair

Alun Cairns  
Charlie Elphicke  
Paul Flynn  
Robert Halfon  
David Heyes

Kelvin Hopkins  
Greg Mulholland  
Lindsay Roy  
Priti Patel

### **1. Civil Service Reform and Principles of Good Governance**

*Ordered*, That Professor Andrew Kakabadse be appointed Specialist Adviser to assist the Committee in its inquiry into *Civil Service Reform and Principles of Good Governance*. (For details of declaration of interests, see Appendix.)

### **2. Smaller Government: Bigger Society**

The Committee considered this matter.

### **3. Strategic thinking in Government**

*Ordered*, That the following written evidence relating to Strategic Thinking in Government be reported to the House for publication on the internet:

Letter from Rt Hon Oliver Letwin

### **4. Honours System**

*Ordered*, That the following written evidence relating to the Honours System be reported to the House for publication on the internet:

HS 01 Garth Morrison, LL East Lothian  
HS 02 David Younger, LL Tweeddale

- HS 03 David Lindsay, LL County Down
- HS 04 Susan Cunliffe-Lister, LL East Riding of Yorkshire
- HS 05 Sir Paul Ruddock
- HS 06 Clare Russell, LL Banffshire
- HS 07 Ingrid Roscoe, LL West Yorkshire
- HS 08 G.W.N.H Clark, LL Renfrewshire
- HS 09 Melville Jameson, LL Perth and Kinross
- HS 10 Alexander Trotter, LL Berwickshire
- HS 11 David Hill
- HS 12 Patrick Prenter, LL Midlothian
- HS 13 Monica Main, LL Sutherland
- HS 14 David Briggs, LL Cheshire
- HS 15 Dione Verulam, LL Hertfordshire
- HS 16 Lord Aberdeen, LL Aberdeenshire
- HS 17 Martin Amlot, Merseyside Honours Nomination Panel
- HS 18 Helen Carty, Merseyside Honours Nomination Panel
- HS 19 Jean Evans, Merseyside Honours Nomination Panel
- HS 20 Alexander Matheson, LL Western Isles
- HS 21 Peter Beck, LL South Glamorgan
- HS 22 George Reid, LL Clackmannanshire
- HS 23 Sir Bob Kerslake, Cabinet Office
- HS 24 Beverley Graham, LL City of Aberdeen
- HS 25 Isobel Brydie, LL West Lothian
- HS 26 Mushtaq Ahmad, LL Lanarkshire
- HS 27 James Cropper, LL Cumbria
- HS 28 Anne Dunnett, LL Caithness
- HS 29 Duchess of Northumberland, LL Northumberland
- HS 30 Association of Lord-Lieutenants

## **5. Business Appointments Rules**

The Committee considered this matter.

## **6. Honours System**

Sir Garth Morrison, KT, CBE, DL, Lord Lieutenant for East Lothian, and David Briggs MBE, KStJ, Lord Lieutenant for Cheshire, gave oral evidence.

[Adjourned till Wednesday 25 April at 9.15 a.m.]

**WEDNESDAY 25 APRIL 2012**

**Members present:**

Mr Bernard Jenkin, in the Chair

Alun Cairns

Charlie Elphicke

Paul Flynn

Robert Halfon

Kelvin Hopkins

Greg Mulholland

**1. Business Appointments Rules**

The Rt Hon Francis Maude MP, Minister for the Cabinet Office, gave oral evidence.

[Adjourned till Tuesday 15 May at 10.00 a.m.]

## **Appendix: Declaration of interests: 15 July 2010**

### **BRENNAN, Kevin (Cardiff West)**

#### **1. Sponsorships**

Name of donor: Musicians Union

Address of donor: 60-62 Clapham Road, London SW9 0JJ

Amount of donation or nature and value if donation in kind: £5,000 donation to my constituency party

Donor status: union

(Registered 26 May 2010)

Name of donor: UCATT

Address of donor: 177 Abbeville Road, London SW4 9BR

Amount of donation or nature and value if donation in kind: £2,000 donation to my constituency party

Donor status: union

(Registered 25 May 2010)

#### **2. Gifts, benefits and hospitality (UK)**

22-24 May my family and I were provided with hospitality and accommodation at the Hay Festival weekend, as guests of Sky Arts. (Registered 18 June 2009)

Name of donor: RIM (Research in Motion)

Address of donor : 200 Bath Road, Slough, SL1 3XE

Amount of donation or nature and value if donation in kind: £1,500 in sponsorship for the launch of a charity album by MP4, the parliamentary rock group of which I am a member.

Date of receipt of donation: 25 May 2010

Date of acceptance of donation: 25 May 2010

Donor status: company

(Registered 26 May 2010)

Name of donor: The Bedford

Address of donor : 77 Balham Hill, Balham, London SW12 9HD

Amount of donation or nature and value if donation in kind: £1,500 in sponsorship for the launch of a charity album by MP4, the parliamentary rock group of which I am a member.

Date of receipt of donation: 25 May 2010

Date of acceptance of donation: 25 May 2010

Donor status: company

(Registered 26 May 2010)

#### **11. Miscellaneous**

Member of Unite and Musicians Union



**de BOIS, Nick (Enfield North)**

**1. Directorships**

Name and address of company: Rapier Design Group Ltd & Subsidiaries  
Nature of Business: Event Management Company & Medical Communications  
Amount: £5000  
Nature of work: Transition of Business to Directors following my election  
Hours: 160

**9. Shareholdings**

Name of company: Rapier Design Group Ltd and Subsidiaries  
Nature of Business: Event Management Company & Medical Communications Programmes  
Shareholding is greater than 15 per cent of the issued share capital of the company

**11. Miscellaneous**

I receive benefits in kind from Rapier Group (Rapier Design Group Ltd and Subsidiaries).  
Benefits include: Expenses for travel, Medical cover and Life Assurance cover.

**DUGHER, Michael (Barnsley East)**

**11. Miscellaneous**

Member of Unite and Unison

**12. Employment of family members**

I employ my wife, Joanna Dugher, as Senior Secretary.

**ELPHICKE, Charlie (Dover)**

**4. Sponsorships**

Name of donor: Mr J H Winter  
Address of donor: The Hop House, Kennel Lane, Frensham, Farnham, Surrey, GU10 3AS  
Amount of donation or nature and value if donation in kind: £6000 (£2000 (10/2/10), £2000 (22/3/10), £2000 (28/5/10). This money was given to the constituency association, which has reported this to the Electoral Commission, or will do so in its next quarterly report.  
Donor status: individual

Name of donor: George Hammond plc  
Address of donor: 37 St Margarets Street, Canterbury, Kent, CT1 2TU

Amount of donation or nature and value if donation in kind: £2000. This money was given to the constituency association, which has reported this to the Electoral Commission, or will do so in its next quarterly report.

Donor status:Plc

Name of donor: Mr C N Lewis

Address of donor: 410 8 Dean Ryle Street, London, SW1P 4DA

Amount of donation or nature and value if donation in kind: £2000. This money was given to the constituency association, which has reported this to the Electoral Commission, or will do so in its next quarterly report.

Donor status: individual

Name of donor: Mr M HD McAlpine

Address of donor: Stillpoint, Granville Road, St Margarets Bay, Dover, Kent, CT15 6DR

Amount of donation or nature and value if donation in kind: £2000. This money was given to the constituency association, which has reported this to the Electoral Commission, or will do so in its next quarterly report.

Donor status: individual

Name of donor: Mr K E Wills

Address of donor: Red Court, Joss Gap Road, Broadstairs, Kent, CT10 3PG

Amount of donation or nature and value if donation in kind: £1500. This money was given to the constituency association, which has reported this to the Electoral Commission, or will do so in its next quarterly report.

Donor status: individual

## **FLYNN, Paul (Newport West)**

### **2. Remunerated employment, office, profession etc**

Payments from ComRes for taking part in surveys. Address: 4 Millbank, London SW1P 3JA.  
All monies given to charity.

October 2009, £50. Hours: 1 hr (*Registered 24 March 2010*)

November 2009, £75. Hours: 1 hr (*Registered 24 March 2010*)

January 2010, £75. Hours: 1 hr (*Registered 24 March 2010*)

I employ my wife, Lynne Samantha Flynn, as Senior Secretary.

## **HALFON, Robert (Harlow)**

### **2. Remunerated employment, office, profession etc**

Strategic advice to Pepper Media Ltd; strategic consultants, 25 Burnaby St, London SW10 0PR.

### **3. Clients**

Of Pepper Media Ltd:

National House Building Council.

#### 4. Sponsorships

(a) Donations to my constituency party or association, which have been or will be reported by my party to the Electoral Commission:

Name of donor: Mr Gerald A Davidson

Address of donor: private

Amount of donation or nature and value if donation in kind: £2,000

Donor status: individual

*(Registered 3 June 2010)*

Name of donor: Mr Simon Waxley

Address of donor: private

Amount of donation or nature and value if donation in kind: £2,000

Donor status: individual

*(Registered 3 June 2010)*

Name of donor: Mr Chris Lewis

Address of donor: private

Amount of donation or nature and value if donation in kind: £2,000

Donor status: individual

*(Registered 3 June 2010)*

Name of donor: Caledonia Investments PLC

Address of donor: Cayzer House, 30 Buckingham Gate, London SW1E 6NN

Amount of donation or nature and value if donation in kind: £5,000

Donor status: company

*(Registered 3 June 2010)*

Name of donor: Mr Edward Lee

Address of donor: private

Amount of donation or nature and value if donation in kind: £1,800

Donor status: individual

*(Registered 3 June 2010)*

Name of donor: Mr Poju Zabłudowicz

Address of donor: private

Amount of donation or nature and value if donation in kind: £2,500

Donor status: individual

*(Registered 3 June 2010)*

Name of donor: Citylink Group Ltd

Address of donor: Hill House, 1 Little New Street, London EC4A 3TR

Amount of donation or nature and value if donation in kind: £2,500

Donor status: company

*(Registered 3 June 2010)*

Name of donor: Mr Peter Hambro  
Address of donor: private  
Amount of donation or nature and value if donation in kind: £4,975  
Donor status: individual  
(Registered 3 June 2010)

Name of donor: Auckland Shipping Ltd  
Address of donor: 11 Manchester Square  
Amount of donation or nature and value if donation in kind: £2,000  
Donor status: company  
(Registered 3 June 2010)

Name of donor: Caledonia Group Services Ltd  
Address of donor: Cayzer House, 30 Buckingham Gate, London SW1E 6NN  
Amount of donation or nature and value if donation in kind: £5,000  
Donor status: company  
(Registered 3 June 2010)

Name of donor: Mr P F Barbour  
Address of donor: private  
Amount of donation or nature and value if donation in kind: 2 donations; total £2,000  
Donor status: individual  
(Registered 3 June 2010)

Name of donor: Sussex Research Ltd  
Address of donor: Brookfield House, Ivinghoe, Leighton Buzzard, Beds, LU7 9ES  
Amount of donation or nature and value if donation in kind: £2,500  
Donor status: company  
(Registered 3 June 2010)

## **8. Land and Property**

Flat in London, share with mother and two brothers.

## **11. Miscellaneous**

Parish Councillor  
President local St Johns Ambulance  
Co-opted Trustee - Employability  
Member of Prospect Trade union

**JENKIN, Hon. Bernard (Harwich and North Essex)**

## **4. Sponsorships**

Name of donor: Henry J Jenkins  
Address of donor: private  
Amount of donation or nature and value if donation in kind: £3,000. This money was given to

the constituency association, which has reported this to the Electoral Commission, or will do so in its next quarterly report.

Donor status: individual

*(Registered 9 April 2010)*

Name of donor: Britt Shaw

Address of donor: private

Amount of donation or nature and value if donation in kind: £1,700. This money was given to the constituency association, which has reported this to the Electoral Commission, or will do so in its next quarterly report.

Donor status: individual

*(Registered 9 April 2010)*

Name of donor: Peter Hall

Address of donor: private

Amount of donation or nature and value if donation in kind: £2,000. This money was given to the constituency association, which has reported this to the Electoral Commission, or will do so in its next quarterly report.

Donor status: individual

*(Registered 9 April 2010)*

Name of donor: George Braithwaite

Address of donor: Main Road, Wormingford, Essex, CO6 3AX

Amount of donation or nature and value if donation in kind: £2000. This money was given to the constituency association, which has reported this to the Electoral Commission, or will do so in its next quarterly report.

Donor status: individual

Name of donor: Clive Harrison

Address of donor: Fishers, Malting Green Road, Layer-de-la-Haye, Essex, CO2 0JJ

Amount of donation or nature and value if donation in kind: £1525. This money was given to the constituency association, which has reported this to the Electoral Commission, or will do so in its next quarterly report.

Donor status: individual

Name of donor: John Moynihan

Address of donor: 41 Chelsea Square, London, SW3 6LH

Amount of donation or nature and value if donation in kind: £1500. This money was given to the constituency association, which has reported this to the Electoral Commission, or will do so in its next quarterly report.

Donor status: individual

## **5. Gifts, benefits and hospitality (UK)**

Name of donor: Lord Jenkin of Roding

Address of donor: private

Amount of donation or nature and value if donation in kind: I received £45,000 from my father for the repayment of money to the Department of Resources following the inquiry by Sir

Thomas Legg, and to cover associated legal expenses.

Date of receipt of donation: 1 February 2010

Date of acceptance of donation: 1 February 2010

Donor status: individual

*(Registered 6 April 2010)*

#### **8. Land and Property**

Rental income from lodgers at my main home in London.

#### **11. Miscellaneous**

I arranged and hosted an event at St Paul's Cathedral in aid of charity on 19 March 2009, for which I obtained sponsorship of more than £1,000 from the following:

Finmeccanica UK Ltd

Saladin Security

Tesco plc

As a result of the event, identifiable donations of more than £1,000 were made to charity by:

Mr and Mrs N Hawkins of Cobham, Surrey

The Lisbet Rausing and Peter Baldwin Trust

The CHEAR Foundation

Mr C Vandrevalla of London

In addition, St Paul's Cathedral charged a concessionary rate, to reflect their support for the charity. (I am a member of the Council of St Paul's Cathedral.) *(Registered 7 April 2009)*

Trustee of the Parliament Choir

Vice President of Combat Stress

#### **WALKER, Charles (Broxbourne)**

#### **4. Sponsorships**

Name of donor: Broxbourne Conservative Association

Address of donor: 76 High Street, Hoddesdon, Herts EN11 8ET.

Amount of donation or nature and value if donation in kind: £6,000 raised at a fundraising dinner. No individual donations were over £1,500. This donation will be reported to the Electoral Commission.

Donor status: constituency association

*(Registered 17 June 2010)*

#### **11. Miscellaneous**

Member of Amicus and Unite

**Declaration of interests: 27 July 2010**

#### **MULHOLLAND, Greg (Leeds North West)**

Nil.

**Declaration of interests: 3 November 2010**

**ROY, Lindsay (Glenrothes)**

Member, School Leaders Scotland (Past President),  
Executive Member, International Confederation of Principals,  
Trustee, 'Front Page Campaign',  
Member, Rotary Club Glenrothes, and Elder, Church of Scotland.

**ELPHICKE, Charlie (Dover)**

Director of Dover People's Port Trust Limited, which is a charitable I&P company registered with the FSA.

**Declaration of interests: 9 November 2010**

**HEYES, David (Ashton under Lyne)**

Nil.

**Declaration of interests: 25 January 2011**

**HOPKINS, Kelvin (Luton North)**

Member, GMB union,  
Member, CWU union,  
non-pecuniary interest as a Trustee of Mary Seacole Housing Association Ltd. and a non-pecuniary interest as a Director of Eastern Training Ltd.

**Declaration of interests: 10 May 2011**

**CAIRNS, Alun (Vale of Glamorgan)**

Nil.

**Declaration of interests: 6 December 2011**

**PATEL, Priti (Witham)**

**Remunerated employment, office, profession etc**

Payment of £150 from Ipsos MORI, 79-81 Borough Road, London SE1 1FY, for a survey/interview. Payment donated to charity. Hours: 40 mins. (*Registered 1 November 2010*)  
Payment of £50 from Populus, 10 Northburgh Street, London EC1V 0AT, for opinion research. Hours: 15 mins. Payment donated to charity. (*Registered 19 January 2011*)

Payments from ComRes, Four Millbank, London SW1P 3JA., for completion of surveys:  
14 February 2011, payment of £75, donated to charity. Hours: 45 mins. *(Registered 8 March 2011)*  
8 March 2011, payment of £75, donated to charity. Hours: 45 mins. *(Registered 14 March 2011)*  
28 April 2011, payment of £75, donated to charity. Hours: 45 mins. *(Registered 3 May 2011)*  
26 May 2011, payment of £75, donated to charity. Hours: 45 mins. *(Registered 1 June 2011)*  
17 June 2011, payment of £75, donated to charity. Hours: 45 mins. *(Registered 20 June 2011)*  
1 July 2011, payment of £75, donated to charity. Hours: 45 mins. *(Registered 7 July 2011)*  
29 July 2011, payment of £75, donated to charity. Hours: 45 mins. *(Registered 2 September 2011)*  
Payment of £500 from the Mail on Sunday, Northcliffe House, 2 Derry Street, Kensington, London W8 5TT, for an unpublished article. Payment donated to charity. Hours: 2 hrs. *(Registered 8 March 2011)*  
Associate Editor of The House Magazine (Dods Parliamentary), Westminster Tower, 3rd Floor, 3 Albert Embankment, London, SE1 7SP. *(Up to £5,000)*  
Payment of £1,300. *(Registered 21 September 2011)*

## **6. Overseas visits**

Name of donor: Ministry of Foreign Affairs, Bahrain  
Address of donor: c/o the Embassy of the Kingdom of Bahrain, 30 Belgrave Square, London SW1X 8QB  
Amount of donation (or estimate of the probable value): flights and hotel accommodation, value £3,279  
Destination of visit: Bahrain  
Date of visit: 21-25 October 2010  
Purpose of visit: to meet Bahraini Government Ministers  
*(Registered 15 November 2010)*



## **SPECIALIST ADVISERS**

### **Declaration of Specialist Adviser interests: 27 July 2010**

#### **Chris Donnelly**

Senior Visiting Fellow, Strategic Studies Cell, Royal College of Defence Studies,  
Director, The Institute for Statecraft,  
Member of Advisory Board, The Atlantic Council of the UK

### **Declaration of Specialist Adviser interests: 23 November 2010**

#### **Jerry Fishenden**

- Director, Centre for Technology Policy Research (CTPR Ltd)
- Director, VoeTek Ltd
- Visiting Senior Fellow at the London School of Economics (honorary position)
- Non-Executive Director of Phoenix Arts (honorary position)
- Charitable Trustee of Leicester Arts Limited (honorary position)
- Monthly column in CIO magazine
- Doctoral Researcher at the IOCT, DMU (part-time basis)
- Member of the Advisory Council of the Open Rights Group (honorary position)

#### **Dr Catherine Haddon**

My sole place of employment is as a Research Fellow at the Institute for Government, an independent charity with cross-party and Whitehall governance working to increase government effectiveness. <http://www.instituteforgovernment.org.uk/content/1/about-us>  
Since 2003 I have had an association with the Mile End Group, a not-for-profit organisation generating seminars and lectures on various aspects of politics and government. I have an informal affiliation with the British Academy in the development of their 'Forum' seminar programme.  
I have no other interests or affiliations relating to the work of the Committee.

#### **Jon Davis**

I am employed by Queen Mary, currently on a four-year contract. One of my responsibilities is as Executive Director of the Mile End Group (to Peter Hennessy's Director). It has been sponsored since 2004 by first EDS and, since EDS's takeover by Hewlett Packard in 2008, by HP at £104,500 per year. I have also begun some research into the history of Docklands with Canary Wharf Group and have received £1,000.

### **Declaration of Specialist Adviser interests: 1 February 2011**

#### **Professor the Lord Norton of Louth**

Professor of Government and Director of Centre for Legislative Studies, University of Hull, Director, Hull Open Public Access Ltd, and Editor, Journal of Legislative Studies.

**Rt Hon Peter Riddell**

Senior Fellow, Institute for Government, Chairman, Hansard Society, and Member of the Privy Council inquiry into detainees.

**Professor Robert Hazell**

Director, Constitution Unit, University College London

**Declaration of Specialist Adviser interests: 5 April 2011**

**James Wise**

I confirm that I have no relevant interests to declare, financial or otherwise, in the area of inquiry listed above [Big Society}.

**Declaration of Specialist Adviser interests: 7 June 2011**

**Professor Andrew Kakabadse**

In terms of interests to be declared, I am an Associate of the Institute for Government; I am working with the Abu Dhabi Government on a major strategic change programme; I am in negotiation with the Omani Government and the United Nations concerning initiating major strategic change programmes; I am involved in a study of the relationship between the corporation and the state – the study is entitled Beyond Lobbying – and covers the European Commission and most other European countries. I cannot see that these projects have any direct or indirect involvement with any UK central government department. I have no relationship at present with any UK central government department.

**Declaration of Specialist Adviser interests: 12 July 2011**

**Catarina Tully**

I wish to declare the following interests:

National Intelligence Council Associate  
National School of Government visiting lecturer  
Royal College of Defence Studies facilitator  
Unitas Communications associate  
Vanguard

I am also Director of NHJ Strategic, but I am not working on a job for them at the moment. And I am working on a pilot project with a German academic colleague looking at cross-country comparison of approaches to foreign policy.

I am a 2011 Young European Leader for the Atlantik-Brücke Forum, member of Anglo-Omani Society and trustee of a Tower Hamlet health community organisation, WHFS.

## **Declaration of Specialist Adviser interests: 18 October 2011**

### **Professor Graham Zellick**

- President of the Valuation Tribunal for England, which falls within the remit of the Administrative Justice and Tribunals Council
- Involved in detailed discussions with the Ministry of Justice and HMCTS about transferring the Valuation Tribunal for England into the first-tier Tribunal
- Bencher of the Middle Temple.

### **Professor Andrew Kakabadse**

In terms of interests to be declared, I am an Associate of the Institute for Government; I am working with the Abu Dhabi Government on a major strategic change programme; I am in negotiation with the Omani Government and the United Nations concerning initiating major strategic change programmes; I am involved in a study of the relationship between the corporation and the state – the study is entitled Beyond Lobbying – and covers the European Commission and most other European countries. I cannot see that these projects have any direct or indirect involvement with any UK central government department. I have no relationship at present with any UK central government department.

## **Declaration of Specialist Adviser interests: 1 November 2011**

### **Simon Briscoe**

- Works for Timetric, an economic data company
- Member of the Royal Statistical Society and the Society of Business Economists
- Formerly on the executive of Straight Statistics

## **Declaration of Specialist Adviser interests: 6 December 2011**

### **Professor Martin Partington CBE QC**

Nil.

## **Declaration of Specialist Adviser interests: 24 April 2012**

### **Professor Andrew Kakabadse**

In terms of interests to be declared, I am an Associate of the Institute for Government; I am working with the Abu Dhabi Government on a major strategic change programme; I am in negotiation with the Omani Government and the United Nations concerning initiating major strategic change programmes; I am involved in a study of the relationship between the corporation and the state – the study is entitled Beyond Lobbying – and covers the European

Commission and most other European countries. I cannot see that these projects have any direct or indirect involvement with any UK central government department. I have no relationship at present with any UK central government department.