

Committee of Public Accounts

Smarter delivery of public services

Forty-Eighth Report of Session 2024–26

HC 889

Committee of Public Accounts

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Summary

With government spending over £450 billion a year on the day-to-day running of public services, and over 290,000 civil servants working in operational delivery roles, it is vital that the civil service's Operational Delivery Profession (ODP) does all it can to learn and improve services where there are opportunities to do so. Comprising approximately 35% of public spending, better operational capability will enable government to be smarter in how it manages and improves services, and to find innovative ways of getting the best value from that spend, in the face of emerging challenges. While operational delivery challenges and failures are regularly the focus of this Committee's inquiries, this is the first time that we have reported on the ODP itself.

The ODP has an extremely important role in helping departments build the capabilities and learn the lessons that are needed to deliver good quality and cost-effective services that give citizens what they need when they need it. It is the largest profession in government: it has members in all organisations and is based in all regions. Its members are the public face of the civil service, often living and working in the communities they serve. The ODP's members in public-facing roles work in prisons, issue passports, process benefits claims, work in jobcentres, administer the tax system, and process people at the UK Border, as well as in many more varied roles. The ODP has recently launched its strategy for 2025–28, which aims to continue expanding formal and informal learning for all of its members across all civil service grades. Given its importance, the ODP needs to do more to raise its profile outside of the civil service, particularly if it wants to attract new talent to its membership.

Innovation and effectively managed risk-taking are important, but more could be done to harness the potential and ideas of the operational delivery workforce, all of whom have a role in helping to improve services—if they are given the skills, time and support to do so. There is also scope for the ODP to think more widely about the operational delivery workforce, given that much government delivery involves staff in the wider public sector. The ODP should identify opportunities for increasing its impact through collaboration, for example by working more closely with local government and the private sector.

The ODP's new strategy is aimed at addressing the capability gaps that exist, but it is unclear how effectively the strategy is targeted and how ODP will ultimately demonstrate success. The ODP needs to build on its initial work to develop baselines and ways of gathering data that could help it understand whether its interventions are building the right capabilities.

The capabilities that operational delivery staff need to be effective are changing. If government is to take advantage of the innovative opportunities presented by advances in technology and artificial intelligence, the ODP must ensure its skills frameworks allow its members access to learning that enables them to build the digital capabilities they will need.

The ODP's Surge and Rapid Response Team has been widely praised for helping departments deal with peaks in demand caused by both seasonal variation and unforeseen crises. However, the ODP must ensure that departments are not using it as a sticking plaster for their own lack of operational capability to understand, plan for and deal with demand.

Conclusions and recommendations

- 1. The Operational Delivery Profession's (ODP's) importance to the delivery of public services is not reflected in its external visibility, which means that opportunities are being missed to attract talented individuals to operational roles.** The ODP is the largest profession in central government, with over 290,000 members. It is responsible for building operational delivery capability and has assembled a range of learning and development opportunities for its members at various stages of their careers. Improving operational delivery capability will enable government to be smarter in how it manages and improves services, and to find innovative ways of getting the best value from the £450 billion it spends annually on its day-to-day running costs. However, the visibility of the ODP beyond the civil service is low. The ODP does not routinely share its ambitions, progress and successes beyond the scope of its membership. The ODP has launched its own version of the Civil Service Fast Stream to grow a pipeline of high-performing operational leaders, but the ODP's lack of external visibility is a barrier to individuals seeing it as the right career path for them. The ODP needs to develop a strategy to encourage the brightest and best students to join it.

RECOMMENDATION

The ODP should set out how it will raise the external profile of operational delivery as a desirable career path in particular for students, sharing the benefits of membership and key successes, including by publishing an annual report which sets out how it is performing against its objectives.

- 2. There are examples of innovation happening across government but more needs to be done to harness the ideas of the 290,000 members of the ODP for improving service delivery.** There are 23 examples of innovation in the NAO's report, which show it is possible for teams working across government to continuously improve and be innovative—even in adverse circumstances where operational delivery is highly challenging. The transformative changes needed by government will require both large scale projects and day-to-day incremental improvements involving front-line staff. This requires a working environment that encourages openness, innovation, and challenge of current thinking, with senior leaders who

see failure as an opportunity to learn rather than an exercise in sharing out blame. It is important to build ways of working that allow ideas to flow and give people time outside of their day job—for example, HM Passport Office says that its Quality Framework project has involved training around 1,000 people to identify issues and raise them. But considering there are 290,000 members of the ODP, the innovative potential is enormous.

RECOMMENDATION

The ODP should require all its Departmental Heads of Profession to set out how they will ensure that their staff have the time, skills, tools and support to raise ideas, learn from each other, and get involved with improving services.

- 3. The ODP is not doing enough to join up with the wider public sector, including local government, which plays a large part in the delivery of public services, or with the private sector.** The ODP's focus is on the 290,000 members in the Civil Service and not on the capability of operational delivery professionals in the wider public sector, for example in local authorities. However, many government objectives involve both central and local government—for example, the delivery of planning services—and a lack of join up will hinder their effective delivery. The ODP described the benefits of building networks and told us how it has invited a small number of mayoral authority staff to its learning events. However, there is untapped potential for central and local government to more routinely learn from each other and to collaborate on building capability. For example, the skills framework the ODP has created would be relevant to local authority staff. Further, the ODP helps its members build career paths by highlighting roles in other government organisations to its members, but there is no visibility of opportunities across the local and central government divide. There is further potential to join up more with the private sector, which is not only involved in the end-to-end delivery of public services but is also a potential source of innovative ideas for how to improve them.

RECOMMENDATION

The ODP should set out how it will encourage innovation and join up delivery between:

- central government and local government, by more routinely placing members in local government roles, using its capability development and learning offers to facilitate better connections, providing career paths, and sharing learning; and
- central government and the private sector through facilitating two-way secondment opportunities and knowledge sharing.

4. **There are gaps in core operational delivery capabilities in government organisations which impact on the cost and quality of services it delivers.** Operational capability across government is varied and weaknesses have real consequences for citizens. For example, where a department lacks the capability to understand and deal with demand, the result is backlogs in government services. Where a department does not focus on systematic and continuous improvement, pain points for customers are not identified and addressed. Where organisations fail to consider systems as a whole, and work in silos only focusing on their own part of the process, they may just move demand and the cost of dealing with it to another part of government. The ODP acknowledges the criticality of improving capability across government, and its approach to doing so includes interventions such as a skills framework for generic operational capabilities, apprenticeship schemes, and targeted training for senior leaders. The ODP's goal is that all its interventions deliver measurable returns on investment, and it has built data expertise and is gathering baseline data so it can measure improvement. The ODP's understanding of whether its approach is effectively building the right capabilities will be crucial to delivering better services.

RECOMMENDATION

The ODP should monitor how effectively the approach set out in its strategy is building the capabilities that are needed to deliver improvements to the cost and quality of government services.

5. **It is vital that the ODP keeps pace with advances in new technology and artificial intelligence and the implications for the changing skills its members need.** The ODP has created a skills framework, which sets out the skills that staff need at different stages of their careers. However, the capabilities and expertise that its members need are changing and will require skills associated with other professions, particularly digital—for example, the capability to provide services online or via apps, and through using artificial intelligence. Automating straightforward types of demand means that staff can spend their time dealing with customers with more complex needs, or who cannot access digital services. There are examples of organisations using technology and artificial intelligence in ways that have made services easier to use and better for citizens, and that have reduced the amount of demand its staff need to service. For example, the Child Maintenance Service is using an artificial intelligence tool to identify payment arrangements which are most at risk of breaking down. If the ODP's members have opportunities to develop the skills they need in this changing environment, then more examples of innovative and effective digital services should follow.

RECOMMENDATION

The ODP should work with the Government Digital and Data Profession to define the digital skills that ODP professionals require, and include them in the new skills framework, to support government organisations to navigate the impact of new technology and artificial intelligence and adopt it to deliver better services.

6. **The Surge and Rapid Response Team (SRRT) is a valuable resource but should be there for genuine need and not as a containment for the lack of operational capability needed to deal with demand that should have been predicted or absorbed.** The capability to understand and deal with demand is a key priority for government organisations. The ODP is responsible for the SRRT, which helps departments deal with significant increases in demand, including seasonal peaks such as Winter Fuel payments, as well as those caused by emerging crises, such as the collapse of an airline. A benefit of using the SRRT is that its staff can be deployed immediately—for example, they are already security cleared and have contracts allowing them to be deployed nationally and internationally at short notice. Whereas recruiting staff or using a third party could be more time consuming and costly. The SRRT is clearly a valuable resource, and there are many examples of its successful deployment, but departments should not be repeatedly using the SRRT for peaks in demand that ought to have been foreseen and planned for, or which could have been absorbed in other ways.

RECOMMENDATION

The ODP should conduct analysis of who is using the SRRT and why they are using it to identify where they need to work with departments to increase their operational capability to better deal with variation in demand.

1 The role of the Operational Delivery Profession and its members

Introduction

1. On the basis of a report by the Comptroller and Auditor General, we took evidence from the UK civil service’s ‘Operational Delivery Profession’ (ODP), and two of its departmental Heads of Profession, on how it is helping departments build the capabilities needed to deliver smarter services.¹
2. In 2024–25, central government departments were expected to spend over £450 billion on the day-to-day ‘current’ running costs of public services, grants and administration. This is approximately 35% of public spending. Operational capability will enable government to be smarter in how it manages and improves services, and to find innovative ways of getting the best value from that spend, in the face of emerging challenges.² Key aspects of operational capability include taking a whole system approach, understanding and dealing with demand, using performance information to improve, and embedding a systematic approach to innovation and improvement.³
3. The ODP was created in 2011, with the responsibility to develop the capabilities of staff in the civil service, with profession-specific skills, and providing them with career development opportunities. A cross-government Operational Delivery Profession Team (ODPT) to support the profession was established in 2016. The current cross-government Head of Profession is the Permanent Secretary for the Department for Work and Pensions (DWP) and there are 35 Heads of Profession in organisations across government to support him in implementing the ODP’s strategy.⁴

1 C&AG’s Report, [Smarter Delivery - improving operational capability to provide better public services](#), 18 June 2025

2 C&AG’s Report, para 1

3 C&AG’s Report, para 7

4 C&AG’s Report, paras 2.1, 2.5-2.7

4. There are over 290,000 members of the ODP across central government. It is the largest profession in government; it has members in all organisations and is based in all regions. Its members are the public face of the civil service, often living and working in the communities they serve. The ODP's members in public-facing roles work in prisons, issue passports, process benefits claims, work in jobcentres, administer the tax system, and process people at the UK Border, as well as in many more varied roles.⁵ The ODP has recently launched its strategy for 2025–28, which aims to continue expanding formal and informal learning for all of its members across all civil service grades.⁶
5. We also received written submissions from a range of different sources including academics and researchers as well as wider government stakeholders and members of the public. A full list of the written evidence we received is available on the inquiry page of the Committee's website.⁷ Particular issues and concerns drawn to our attention included:
- examples of poor customer service and how organisations could engage more effectively with service users;
 - barriers to innovation and improvement in government; and
 - the risk that poor implementation of automation and digital services risks exacerbating inequalities, particularly for vulnerable service users.

The importance of the Operational Delivery Profession's role

6. The ODP is the largest profession in central government, with over 290,000 members. The ODP has responsibility for building operational delivery capability and has assembled a range of learning and development opportunities for its members at various stages of their careers.⁸ Improving operational delivery capability will enable government to be smarter in how it manages and improves services, and to find innovative ways of getting the best value from the £450 billion it spends annually on its day-to-day running costs, in the face of emerging challenges.⁹

5 C&AG's Report, paras 5, 2.3

6 C&AG's Report, paras 2.20–2.21

7 Committee of Public Accounts, [Smarter delivery of public services written evidence](#)

8 C&AG's Report, para 3

9 C&AG's Report, para 1

7. We asked why operational capability is so important for government. The ODP told us about the important roles its members have in serving citizens, such as in jobcentres, the Passport Office and dealing with planning applications. The ODP explained that the getting the right capability at all levels, from front line staff to senior leaders, was the first stage along the way towards outstanding public services.¹⁰ Departmental Heads of Profession from the Home Office and the Ministry of Housing, Communities and Local Government (MHCLG) provided examples of how the ODP was supporting them to deliver services, such as by providing capability frameworks and training courses for them and their staff.¹¹
8. We asked about the status and profile of the Profession, observing that it was the first time the Head of ODP had appeared before the Committee in this capacity, and that the ODP seemed to have a very low profile. We queried whether, given the important role that the ODP plays and the successes it is achieving, it is telling the public enough about what it is doing. ODP told us it wanted the successes in terms of better customer service to the public to speak for themselves but took the point that it could do more to shout about them.¹²
9. We asked about whether better visibility could encourage more young people to join the Profession. The ODP agreed that it should be talking more about the career opportunities that are available, such as through the Operational Delivery Fast Stream programme for graduates.¹³

The role of the ODP's members in improving services

10. There are 23 examples of innovation in the NAO's report, which show it is possible for teams working across government to continuously improve and be innovative—even in adverse circumstances where operational delivery is highly challenging.¹⁴ Ensuing that everyone can contribute will ensure that government's understanding of its problems and ideas on improving are informed by a diversity of knowledge, experience and perspectives from people in different roles.¹⁵

10 Q 4

11 Q 16

12 Qq 17-18, 69

13 Qq 67, 69

14 C&AG's Report, para 1.1

15 C&AG's Report, Lesson D.3

11. Witnesses told us that the transformative changes needed by government will require both large scale projects and day-to-day incremental improvements involving front-line staff.¹⁶ We asked how departments will remove the barriers to innovation by creating a working environment that encourages challenge of current thinking. The ODP described the importance of seeing failure as an opportunity to learn rather than share blame, and creating a sense of empowerment and creativity. We were told about how ideas generated from right across DWP were key to it dealing with the impacts of the COVID-19 pandemic.¹⁷
12. The Departmental Head of Profession for the Home Office told us about the need to build structures that allow ideas to flow and give people time outside of their day job. He told us about HM Passport Office's continuous improvement team and their role in addressing pain points for customers. He also told us about their Quality Framework which trained around 1,000 people to identify issues and raise them.¹⁸ We also heard about how the ODP's Centre of Excellence, which launched in March, will give people the ability to share ideas not just across their organisations, but across the whole profession.¹⁹

The wider operational delivery workforce

13. The ODP's focus is on its 290,000 members in the Civil Service. These members work within central government organisations or arm-length bodies within those organisations. Around 80% of ODP members work in just five government departments: the Ministry of Justice, the Department for Work and Pensions, the Home Office, HM Revenue and Customs and the Ministry of Defence.²⁰
14. We asked about the importance of taking a whole system approach to service delivery. The Departmental Head of Profession for the Home Office described how his organisation has to work closely with four private sector partners to ensure the end-to-end process always delivers what is best for the customer.²¹ The Departmental Head of Profession for MHCLG went into more detail about the importance of his organisation joining up with local authorities in order to deliver effective planning services, describing how local government is a key part of the end-to-end service that the public experience.²²

16 Q 46

17 Q 44

18 Q 56

19 Q 57

20 C&AG's Report, paras 2.3-2.4

21 Q 29

22 Qq 29- 31, 38

15. We asked several questions which explored how the ODP works with local government, given that local authority staff are not its members. The Departmental Head of Profession for the Home Office described some of the challenges created by the very different operating models, environments and customer sets across the country.²³ The ODP told us about some approaches DWP has used to bring together the capacity and capability of central and local government in some areas, including trailblazer schemes to work with mayoral authorities to address the challenge of young people who are not in education, employment or training.²⁴
16. The ODP also told us how it had invited two senior leaders from mayoral authorities to join the latest cohort of ODP Excel, a learning programme to improve participants readiness for senior operational delivery role, and attend its training events.²⁵ However, the ODP recognised that there was scope for it to go further in building capability more broadly across central government into local government.²⁶ For example, the skills framework and job families it has created for central government would also have relevance to local authority staff.²⁷ Also, while the ODP highlights opportunities for career progression to its members, this does not extend to opportunities that may exist within local government.²⁸ Witnesses recognised the benefits of existing efforts to build networks with local government, and we observed that more routine placing of ODP members into more local and particularly mayoral authorities would strengthen this, for example by providing forums to discuss issues.²⁹
17. We asked about how well connected ODP was to the private sector. The ODP told us that there were opportunities to learn from the private sector about how to innovate in the delivery of public services, and said its Senior Community of Practice events enable the ODP to draw on insights and challenge from private sector thought leaders.³⁰ The Head of ODP also reflected on the value he had personally got out of a private sector secondment in terms of learning about different ways of working, as well as on the potential for more such interplay.³¹

23 Q 42

24 Qq 33, 39, 41

25 Qq 32, 37; C&AG's Report, Figure 5

26 Qq 37, 42

27 Q 42

28 Qq 36, 42, 61, 63

29 Qq 32-33, 43

30 Q 54

31 Q 64

2 Improving government's operational capability

Building the right capabilities

18. Operational capability across government is varied and often lacking in what matters most.³² Weaknesses in operational capability can have real consequences for citizens. For example, where a department lacks the capability to understand and deal with demand, the result is backlogs in government services.³³ Where a department does not focus on systematic and continuous improvement, pain points for customers are not identified and addressed.³⁴ Where organisations fail to consider systems as a whole, and work in silos only focusing on their own part of the process, they may just move demand and the cost of dealing with it to another part of government.³⁵
19. The ODP acknowledged that improving capability across government is crucial to delivering better services.³⁶ Its approach to doing so, as set out in its strategy for 2025–28, includes interventions such as a professional skills framework for generic operational capabilities, apprenticeship schemes, qualifications, and targeted training for senior leaders.³⁷
20. We asked how the ODP will know if this approach has been successful. The ODP told us that while it believed that investing in capability would deliver better customer service, and that customer satisfaction is a good measure, demonstrating causality was more challenging. The ODP is looking at developing metrics that would enable it to make a connection between its interventions and service outcomes, but it says that they are still some way off achieving that.³⁸

32 C&AG's Report, para 7

33 Q 7; National Audit Office, [Improving services - understanding and managing demand](#), February 2023, p 1

34 Q 56; National Audit Office, [Improving services - systematic improvement](#), February 2023, p 1

35 Q 30; C&AG, [Lessons learned: a planning and spending framework that enables long-term value for money](#), October 2024, para 2.4

36 Q 49

37 Q 58; C&AG's Report, Figure 5

38 Qq 48-49, 52-53, 60

- 21.** We heard about the ODP's progress in building its data expertise, gathering baseline data and creating data dashboards for particular programmes. The ODP also described how a new maturity matrix will help it measure the influence it is having within particular organisations, and how new common methodologies will be created to help monitor performance in certain areas.³⁹ Baseline data is important as it will enable the profession and other exterior organisations such as the NAO and PAC to be able to quantify progress.

Keeping pace with advances in new technology

- 22.** The ODP has created a professional skills framework, which sets out the sorts of skills that staff need at different stages of their careers.⁴⁰ It feels that this framework will be critical to the success of its strategy.⁴¹ However, the capabilities and expertise that its members need are changing and will require skills associated with other professions, particularly digital—for example, the capability to provide services online or via apps, and through using artificial intelligence (AI).⁴²
- 23.** Improved digital capability can lead to reduced costs and better services for users. For example, automating straightforward types of demand can increase efficiency, and also enable operational delivery staff to spend more time dealing with customers with more complex needs, or who cannot access digital services.⁴³ There are examples in the NAO report of organisations using technology and AI in ways that have made services easy to use for citizens, and that have reduced the level of demand its staff need to service.⁴⁴ However, written evidence from the Social Market Foundation suggests that public sector adoption of AI is still nascent and uneven, citing a skills shortfall as one of the barriers to progress.⁴⁵
- 24.** We asked about the scope for government to make greater use of artificial intelligence to improve services. The ODP told us that there were numerous examples of individual departments using artificial intelligence in different ways. It told us about a particular example in DWP, where the

39 Qq 15, 50, 58

40 C&AG's Report, para 2.16

41 C&AG's Report, para 2.24

42 C&AG's Report, paras 6 and 2.18

43 C&AG's Report, Lesson B.3; Q6

44 C&AG's Report, Case examples B.2.3, B.5.1-B.5.2, D.1.1-D.1.2

45 Social Market Foundation ([GCS0010](#))

Child Maintenance Service is using artificial intelligence to identify payment arrangements which are at most risk of breaking down, so that staff can intervene proactively to prevent it happening.⁴⁶

- 25.** Witnesses described the importance of bringing together operational and digital capabilities—for example, by doing work to make a process efficient before bringing in digital tools, such as AI.⁴⁷ The ODP also described how it was working with the Government Digital Service (GDS) to facilitate this, both in terms of helping with access to digital tools as well as enabling it to learn about the best examples of digital service delivery.⁴⁸

Understanding and managing changes in demand

- 26.** Government needs to know that its services can adapt to peaks and troughs in demand and still meet user expectations. It is important to have the resilience to meet expected variations in demand as well as to respond to unexpected changes in demand. If organisations do not have this capability, service users experience delays and backlogs, often with significant consequences for them.⁴⁹ The ODP is responsible for the Surge and Rapid Response Team (SRRT), a flexible workforce which departments can use to help them deal with demand. In 2024, this team supported 75 deployments across government.⁵⁰
- 27.** We asked about how departments were making use of the SRRT. The ODP explained how the SRRT helps to deal with seasonal peaks in demand, such as Winter Fuel payments, as well as with emerging crises, such as the collapse of an airline, prioritised based on greatest need.⁵¹ Further examples of deployments mentioned by witnesses included dealing with passport application backlogs, processing Ukrainian visas, and assisting with the evacuation of Afghanistan.⁵²
- 28.** We were told by the Departmental Head of Profession for the Home Office that a benefit of using the SRRT is that its staff can start straight away—for example, they are already security cleared, and can move around the world at short notice.⁵³ We were also told that recruiting staff or buying in staff from outsourced suppliers could be more time consuming, more costly and

46 Q 47

47 Qq 8, 30, 47

48 Q 47

49 C&AG's Report, Lesson B.1

50 C&AG's Report, para 2.12

51 Qq 19, 21-22

52 Qq 16, 22

53 Qq 22, 24

may not deliver the same quality of staff.⁵⁴ Witnesses reserved particular praise for SRRT staff, describing them as well trained, highly motivated and quick to adapt to new roles.⁵⁵

29. The ODP told us that the seasonality in demand in some departments meant that they would be repeatedly using SRRT.⁵⁶ We asked about whether departments were in fact using SRRT as a “get-out” clause, building it into their capability plans, rather than becoming more agile at dealing with their own demand. The ODP acknowledged that departments should be better at dealing with peaks and troughs in demand and described a number of ways this could be done, such as by trying to reduce fluctuations, building in more flexibility internally, or using automation. The ODP said that using the SRRT should therefore be a last resort, but that sharing resource in this way was still an effective and good value way of meeting the demand.⁵⁷

54 Qq 19, 23-24

55 Qq 16, 19, 22, 24

56 Q 22

57 Qq 26-28

Formal minutes

Thursday 16 October 2025

Members present

Sir Geoffrey Clifton-Brown, in the Chair

Mr Clive Betts

Anna Dixon

Sarah Green

Sarah Hall

Sarah Olney

Declaration of interests

The following declarations of interest relating to the inquiry were made:

14 July 2025

The Chair declared the following interest: qualified chartered surveyor.

Nesil Caliskan declared the following interest: former local leader and Vice-President of the Local Government Association.

Smarter delivery of public services

Draft Report (*Smarter delivery of public services*), proposed by the Chair, brought up and read.

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

Paragraphs 1 to 29 read and agreed to.

Summary agreed to.

Conclusions and recommendations agreed to.

Resolved, That the Report be the Forty-Eighth Report of the Committee to the House.

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

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

Adjournment

Adjourned till Monday 20 October at 3 p.m.

Witnesses

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

Monday 14 July 2025

Sir Peter Schofield KCB, Permanent Secretary, Department for Work and Pensions; **Julie Taylor**, (former) HR Deputy Director, Government Operational Delivery Profession, Department for Work and Pensions; **Paul Morrison**, Chief Executive, Planning Inspectorate; **Tom Greig**, Director of Passports, Citizenship, and Civil Registration and Registrar General for England and Wales, Home Office

[Q1-69](#)

Published written evidence

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

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

1	ArvatoConnect	GCS0007
2	Knight, John	GCS0005
3	Mydex Community Interest Company	GCS0008
4	Powner, Ms Marj	GCS0001
5	Public Digital	GCS0006
6	Social Market Foundation	GCS0010
7	Thompson, Professor Mark (Professor of Digital Economy, University of Exeter Business School)	GCS0004

List of Reports from the Committee during the current Parliament

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

Session 2024–26

Number	Title	Reference
46th	Improving local areas through developer funding	HC 886
47th	First Annual Report of the Chair of the Committee of Public Accounts	HC 1300
45th	Improving family court services for children	HC 883
44th	Governance and decision-making on major projects	HC 642
43rd	MoD's oversight of Reserve Forces' and Cadets' Associations	HC 893
42nd	Water sector regulation	HC 824
41st	UK Research and Innovation	HC 826
40th	Collecting the right tax from wealthy individuals	HC 827
39th	Government's use of private finance for infrastructure	HC 821
38th	Increasing teacher numbers: Secondary and further education	HC 825
37th	Immigration: Skilled worker visas	HC 819
36th	Jobcentres	HC 823
35th	Introducing T Levels	HC 822
34th	Department for Business and Trade Annual Report and Accounts 2023-24	HC 818
33rd	Supporting the UK's priority industry sectors	HC 1070
32nd	The Future of the Equipment Plan	HC 716
31st	Local Government Financial Sustainability	HC 647
30th	Antimicrobial resistance: addressing the risks	HC 646

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29th	Condition of Government property	HC 641
28th	Decommissioning Sellafield	HC 363
27th	Government's relationship with digital technology suppliers	HC 640
26th	Tackling Violence against Women and Girls	HC 644
25th	DHSC Annual Report and Accounts 2023-24	HC 639
24th	Government cyber resilience	HC 643
23rd	The cost of the tax system	HC 645
22nd	Government's support for biomass	HC 715
21st	Fixing NHS Dentistry	HC 648
20th	DCMS management of COVID-19 loans	HC 364
19th	Energy Bills Support	HC 511
18th	Use of AI in Government	HC 356
17th	The Remediation of Dangerous Cladding	HC 362
16th	Whole of Government Accounts 2022-23	HC 367
15th	Prison estate capacity	HC 366
14th	Public charge points for electric vehicles	HC 512
13th	Improving educational outcomes for disadvantaged children	HC 365
12th	Crown Court backlogs	HC 348
11th	Excess votes 2023-24	HC 719
10th	HS2: Update following the Northern leg cancellation	HC 357
9th	Tax evasion in the retail sector	HC 355
8th	Carbon Capture, Usage and Storage	HC 351
7th	Asylum accommodation: Home Office acquisition of former HMP Northeye	HC 361
6th	DWP Customer Service and Accounts 2023-24	HC 354
5th	NHS financial sustainability	HC 350
4th	Tackling homelessness	HC 352
3rd	HMRC Customer Service and Accounts	HC 347
2nd	Condition and maintenance of Local Roads in England	HC 349
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