



House of Commons  
Environment, Food and Rural  
Affairs Committee

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# **The Departmental Annual Report 2003**

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**Twelfth Report of Session 2002–03**





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Environment, Food and Rural  
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**Twelfth Report of Session 2002–03**

*Report, together with formal minutes, oral and  
written evidence*

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## The Environment, Food and Rural Affairs Committee

The Environment, Food and Rural Affairs Committee is appointed by the House of Commons to examine the expenditure, administration, and policy of the Department for Environment, Food and Rural Affairs and its associated bodies.

### Current membership

Mr David Curry (*Conservative, Skipton and Ripon*) (Chairman)  
Ms Candy Atherton (*Labour, Falmouth and Camborne*)  
Mr David Borrow (*Labour, South Ribble*)  
Mr Colin Breed (*Liberal Democrat, South East Cornwall*)  
David Burnside (*UUP, South Antrim*)  
Mr David Drew (*Labour, Stroud*)  
Patrick Hall (*Labour, Bedford*)  
Mr Michael Jack (*Conservative, Fylde*)  
Mr Mark Lazarowicz (*Labour/Co-op, Edinburgh North and Leith*)  
Mr David Lepper (*Labour, Brighton Pavilion*)  
Mr Austin Mitchell (*Labour, Great Grimsby*)  
Diana Organ (*Labour, Forest of Dean*)  
Mrs Gillian Shephard (*Conservative, South West Norfolk*)  
Alan Simpson (*Labour, Nottingham South*)  
David Taylor (*Labour, North West Leicestershire*)  
Paddy Tipping (*Labour, Sherwood*)  
Mr Bill Wiggin (*Conservative, Leominster*)

### Powers

The Committee is one of the departmental select committees, the powers of which are set out in House of Commons Standing Orders, principally in SO No. 152. These are available on the Internet via [www.parliament.uk](http://www.parliament.uk).

### Publications

The Reports and evidence of the Committee are published by The Stationery Office by Order of the House. All publications of the Committee (including press notices) are on the Internet at

[www.parliament.uk/parliamentary\\_committees/environment\\_\\_food\\_and\\_rural\\_affairs.cfm](http://www.parliament.uk/parliamentary_committees/environment__food_and_rural_affairs.cfm).

A list of Reports of the Committee in the present Parliament is at the back of this Report.

### Committee staff

The current staff of the Committee are Gavin Devine (Clerk), Tim Jarvis (Second Clerk), Richard Kelly and Dr Kate Trumper (Committee Specialists), Mark Oxborough and Louise Combs (Committee Assistants), and Anne Woolhouse (Secretary).

### Contacts

All correspondence should be addressed to the Clerk of the Environment, Food and Rural Affairs Committee, House of Commons, 7 Millbank, London SW1P 3JA. The telephone number for general enquiries is 020 7219 3262; the Committee's e-mail address is: [efracom@parliament.uk](mailto:efracom@parliament.uk).

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## Summary

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Defra's Departmental Report 2003 shows a great improvement over last year's Report in terms of both presentation and content, a fact which the Committee warmly welcomes.

The Department appears to be recovering from the setbacks of its first year and has embarked on what should be a radical programme of change and improvement, which we will continue to monitor over the year ahead. Our principal concern continues to be that Defra lacks the capacity to deliver adequately across its very broad remit, and particularly that it lacks the ability to recruit and retain staff with the right mixture of skills.

Much of the Department's work must be achieved through or in partnership with others. The Report does not adequately reflect this, and does not explain what Defra is doing to ensure these partnerships work effectively. In general, it is still too hard for the reader to garner from the Departmental Report how the Department has used its resources, in terms of both finances and skills, to achieve its objectives.

Finally, the Department's Public Service Agreement targets are not always well chosen. Some are too aspirational to allow proper scrutiny of performance or accountability for success or failure; and some, like the fuel poverty target, are not a good measure of what Defra is really setting out to achieve.



# 1 Introduction

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1. It is the Committee's practice to undertake a short inquiry each year into the Departmental Annual Report, a task taken on from our predecessor Committees and one recently identified as a core responsibility of all Select Committees.<sup>1</sup> Not only does this provide an annual opportunity to examine the Department's expenditure and achievement against its public services agreement targets, but also allows us to track trends in the Department's performance from year to year.

2. The Department for Environment, Food and Rural Affairs (Defra) published its Departmental Report 2003 on 14 May 2003.<sup>2</sup> Sir Brian Bender KCB, the Permanent Secretary at the Department, gave oral evidence to us on 18 June 2003. In addition, the Department provided us with written answers to detailed questions both before and after the oral evidence session. The transcript of the oral evidence and Defra's written answers are published along with this Report.

## 2 Presentation of the Departmental Report

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3. Defra's 2002 Departmental Report was unsatisfactory. In our report last year, we said "to be of use to Parliament and other stakeholders, an Annual Report by a Government Department should primarily contain information about the performance of the Department over the previous twelve months – and the information must be presented in a meaningful way. The correct balance has not been struck in Defra's Annual Report between the sections introducing the Department and dealing with its 'achievements' and aspirations in extremely vague terms, and the more useful sections dealing with expenditure and performance against set targets. The Department should also ensure that all aspects of its work are dealt with in the Report, including agriculture and fisheries."<sup>3</sup>

4. This year's Report is much better. It contains more concrete analysis of the Department's performance during the year and many fewer errors. The section on the Forestry Commission is much slimmer and in proportion to its relative importance, while the section dealing with the Office of Water Services has been omitted altogether.<sup>4</sup> We welcome the more detailed reporting against the 2000 Public Service Agreement (PSA) targets and the inclusion of the PSA agreed during the 2002 Spending Review. We found the 'map' of the objectives, PSA targets and underlying Service Delivery Agreement very helpful. **Altogether, we are pleased to note that the 2003 Report represents a great improvement on last year's poor start for the new Department.**

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1 Select Committees: Modernisation proposals, Second Report of the Liaison Committee, HC (2001–02) 692, para. 9.

2 Department for Environment, Food and Rural Affairs Departmental Report 2003, presented to Parliament by the Secretary of State for Environment, Food and Rural Affairs, by command of Her Majesty, May 2003, CM 5919; see <http://www.defra.gov.uk/corporate/dep/2003/dep2003.pdf>.

3 The Departmental Annual Report 2002, Sixth Report of the Environment, Food and Rural Affairs Committee, 2001–02, HC 969, para. 12.

4 Ofwat publishes its own Annual Report.

5. There remains scope for improvement in the presentation of information in the report in two key areas. First, the report does not seem to have a consistent format or ‘voice’ with wide variations in the standard of reporting in chapters on ‘Achievements’ and on the work of agencies and other bodies. Second, the chapter on ‘achieving our objectives’ is unclear. It is not, in fact, organised by the Department’s objectives, and there are discrepancies in the level of detail provided for each area of the Department’s work. Some sections of the chapter provide details of strategy and specific objectives as well as key results for 2002–03 and challenges for 2003–04. However, many sections do not provide enough information about what the Department had set out to achieve nor any assessment of whether these goals were met. Some of the ‘key achievements’ reported refer to processes undertaken rather than successful outcomes. For example, increased investment in flood defence is not necessarily equivalent to better flood defences.<sup>5</sup>

6. The vague reporting against objectives and the failure to link financial reporting to performance make it very difficult to garner a comprehensive picture of the Department’s achievements, activity and expenditure under some of its objectives, particularly in areas where there is no PSA target. Taking the example of flood defence, Defra’s expenditure is to rise by £150 million in 2005–06 compared with 2002–03, one of the largest increases across the entire department. However, financial information about flood and coastal defence is scattered across several tables and nowhere is there an adequate account of what this extra expenditure is intended to achieve nor any description of what internal indicators or targets are in place to measure whether it represents good value for money. **We recommend that future departmental reports are arranged to provide a coherent commentary of performance against each of Defra’s objectives, and highlight any key financial data relating to each objective. In addition we recommend that the Department review the quality control procedures used in the compilation of the report to ensure that the level and form of reporting is consistent throughout.**

### 3 Financial management

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7. We were dismayed by the comments of the Comptroller and Auditor General on the 2001–02 Defra Resource Accounts which highlighted some key areas of weakness in Defra’s financial management. In particular the National Audit Office was critical of Defra’s systems of budgetary control and considered that weaknesses in this area led to a significant underspend in 2001–2002. There was a danger that, as a result of poor financial management, the Department was not equipped to respond quickly and effectively to change. This is particularly pertinent at the moment because the ongoing Haskins Review is likely to recommend radical changes in the way the Department delivers its rural policies. We accept that Defra is now working to bolster financial management and ensure that flexibility is built into the budgeting process. The Department told us of an ‘activity baseline review’ they were carrying out in order to “work out with our Ministers whether we are spending the right sums of money on the right sorts of things.”<sup>6</sup> **We warmly welcome the steps the Department is taking to match its policy priorities with**

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5 Departmental Report 2003, p. 50.

6 Q17

appropriate resources and to develop its ability to respond to changes in priority. We expect there to be sufficient improvement in Defra's financial management to enable the Comptroller and Auditor General to issue a clear audit opinion in 2002–03 and beyond. We urge the Department to continue to attach a high priority to improving its financial management systems in order efficiently and effectively to deliver policy and programmes, and ensure proper accountability to Parliament.

## 4 Developing Defra

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8. In Spring 2002, Defra underwent a Joint Strategic Review with the Prime Minister's Office of Public Services Reform. The review highlighted four key areas for Defra to focus on in its 'Developing Defra' programme: developing a clearer strategic direction; creating a more effective policy making and delivery culture; aligning corporate services and systems to better support business needs; and improving the skills, knowledge, behaviours and attitudes of our people.<sup>7</sup> **We welcome the results of the Joint Strategic Review and concur with the choice of key areas for the Department to focus on in its Developing Defra Programme. The programme is rightly very ambitious and has many components. We therefore ask the Department to keep us regularly updated about the programme's progress and what mechanisms are in place to measure its effectiveness.**

9. We have been struck in the course of our inquiries by the extent to which Defra must work with and through others in order to deliver its policies and objectives. The Permanent Secretary was frank about this, telling us that

“The sorts of skills needed now include [...] skills around what I call partnership working, working through others, and that is an area again where Defra certainly needs to raise its game because so much of our activity is done through local government, through the regional development authorities, through local communities of one sort or another.”<sup>8</sup>

10. However, this frankness is not reflected in the Departmental Report. Annex C “Working with others – Defra sponsored public bodies” gives very different amounts of detail for each of Defra's sponsored bodies and the Report makes very little mention of the other partners identified by the Permanent Secretary. **Where delivery of policies or targets relies substantially on bodies outside the Defra family, we recommend that future Departmental Reports present a brief description of how Defra ensures that those bodies deliver effectively and where the lines of accountability lie.**

11. Defra is only two years old and, despite a good deal of progress in the last year, it still faces the challenge of finally shaking off the image of ‘old MAFF’ and embracing its new role as the champion of sustainable development. If it is to succeed across its broad and varied portfolio, it will need exemplary leadership and cultural change throughout the Department. The Permanent Secretary told us that the Department had been “going through the process of re-accreditation as an Investor in People and we have just had a very

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7 Departmental Report 2003, p. 83–84.

8 Q3

gratifying report back from the lead assessor.” He went on to say “these things come down to the qualities of management and leadership, how people in teams can be clear about what it is they are doing, whether and how they understand that fits into what the Department is trying to do”.<sup>9</sup> **We congratulate the Department on its reaccreditation as an Investor in People. Nevertheless there is still some work for it to do to bring about the cultural changes required for it to become the adaptable and forward-looking department it needs to be to deliver its objectives.**

12. In the course of a number of recent inquiries, we have been concerned about Defra’s capacity to develop and implement policy across its very broad remit. The problem appears to be particularly acute in the area of implementing European Directives, which of course is a major area of the Department’s work. When we considered Defra’s lack of capacity during our inquiry into the *Future of Waste Management*, the then Environment Minister said “it is absolutely the case that we are stressed and strained in order to deliver, but we are trying to meet that challenge”.<sup>10</sup> On the particular matter of European legislation, the Permanent Secretary said the Department would improve its programme management to ensure that departmental lawyers and administrators were in better contact throughout both the negotiation and implementation phases “so that the lawyers are not brought in too late into the game [...] the history is that too often the lawyers have been playing catch-up”.<sup>11</sup>

13. He told us that the skills required of civil servants had changed a great deal in the last thirty years and that leadership, project management skills and the ability to work in partnership with others had become increasingly important attributes.<sup>12</sup> **We are concerned that there appears to be a shortage of staff within Defra with the necessary skills to develop policy across the Department’s broad portfolio and to manage the volume of policy and legislation stemming from the European Union. We are encouraged that the Department seems to recognise this as an area that needs attention and we recommend that it address any shortfall in capacity as a matter of urgency.**

14. A related issue is that of staff diversity. The Departmental Report shows that, on 1 October 2002, only 20% of Senior Civil Service (SCS) staff in Defra were women. Complete ethnicity data were unavailable but the figure given was that 2% of SCS staff came from minority ethnic backgrounds. 1% of SCS staff were disabled. Across Government for the Senior Civil Service as a whole, the figures were 25.8% women, 2.8% from ethnic minority backgrounds and 1.7% disabled on the same date.<sup>13</sup> The Department has set itself diversity targets of 30% women by 2005, 4% staff from ethnic minority backgrounds and 3% people with disabilities. The Permanent Secretary said “it is an issue which does trouble me [...] I think across the Civil Service there will be greater difficulty in meeting the target for women in the Senior Civil Service than for people from ethnic minority backgrounds. The issues are around how we recruit and retain people, whether the appraisal systems and

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9 Q38

10 The Future of Waste Management, Eighth Report of the Environment, Food and Rural Affairs Committee, 2002–03, HC 385–I, paragraphs 31–32.

11 Q2

12 Q3

13 Cabinet Office press release 27 February 2003; [http://www.cabinet-office.gov.uk/news/2003/030227\\_newscsdata.asp](http://www.cabinet-office.gov.uk/news/2003/030227_newscsdata.asp)

promotion systems, and so on, are fair.”<sup>14</sup> **Numbers of women at senior levels in particular seem unnaturally low. We are pleased that Defra is taking steps to ensure that recruitment and reward systems within the Department are fair and offer opportunities to benefit both the individual and the corporate capacity of the Department.**

## 5 Public Service Agreement targets

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15. During 2002 the Department agreed a new Public Service Agreement with ten targets, including a new one which supports Defra’s overall aim of sustainable development. The ability to meet many of the targets is not directly under the Department’s control. Where there are clear lines of accountability to Parliament through another Department, this may not matter. However for some of Defra’s targets, it is impossible to lay the praise or blame squarely at any Department’s door. For example since 1998, Defra has had a target to secure reform of the CAP but, whatever the merits of the agreement reached in Luxembourg on 26 June 2003, achieving reform depends upon the other member states of the European Union. **PSA targets are only helpful for Parliament’s scrutiny of Government if they relate to measurable, attributable outcomes. This is not the case for many of Defra’s targets and we recommend that Defra move towards PSA targets that a more readily auditable. Departmental aspirations, such as a reduction in the cost of the CAP or improvements in rural productivity, should be articulated elsewhere.**

16. The Department must also be careful that its targets adequately reflect what it is trying to achieve. For example, under Spending Review 2000, Defra had a PSA target “to reduce fuel poverty among vulnerable households by improving the energy efficiency of 600,000 homes between 2001 and 2004.” Defra is on course to meet this target, in that some 470,000 households received assistance between April 2001 and December 2002.<sup>15</sup> However, the underlying goal is to end fuel poverty for vulnerable households by 2010.<sup>16</sup> A recent National Audit Office report on Warm Front, which is the scheme to improve energy efficiency in homes, said that

“there are some important ways in which the Scheme's effectiveness is impaired: [...] The heating and insulation measures available under the Scheme may be insufficient to move households out of fuel poverty in at least 20 per cent of cases, possibly more; and only 14 per cent of grants reached the least energy efficient homes and there is limited targeting of grants towards those households in greatest need.”<sup>17</sup>

17. The Permanent Secretary agreed that the target may not have been a very meaningful one and said that it was likely to be reviewed in the next Spending Review.<sup>18</sup> **Defra recognises the flaws in its current fuel poverty target; we urge the Department to ensure that the targets it sets itself are a true reflection of what it intends to achieve.**

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14 Q45

15 Departmental Annual Report 2003, p. 67.

16 UK Fuel Poverty Strategy 2001.

17 Warm Front: Helping to Combat Fuel Poverty, Report by the Comptroller and Auditor General, 25 June 2003, HC 769.

18 Q86

18. Key areas of the Department's activity are not covered by a PSA target. For example, there is no PSA target supporting Objective 3 "to promote a sustainable, competitive and safe food supply chain which meets consumers' requirements", despite the fact that nearly half of Defra's budget is allocated to that objective.<sup>19</sup> The Department considers that the PSA targets fulfil a useful role to "focus the mind", and encapsulate what the Department is aiming for,<sup>20</sup> but also observes that they are not comprehensive and only cover a selection of activities.<sup>21</sup> He told us that the Treasury advised that Departments should not have more than ten PSA targets.<sup>22</sup> **We endorse the move to restrict the number of PSA targets for each Department, but it is essential that the Department strikes a balance internally between the need to deliver a range of programmes and policy objectives and the very public commitments made in key areas through the PSA. Equally this balance must be translated into the presentation of performance within the Departmental report. We recommend that next year's report provide a full account of Defra's performance against each objective, and that where there are no explicit PSA targets for key areas of activity Defra describe its progress against internal targets.**

19. There are a number of targets from the 1998 Comprehensive Spending Review, and the 2000 Spending Review which Defra have not yet met. The Departmental Report provides adequate explanations of why the slippages occurred but not of the steps being taken to correct them, although, when requested, the Department provided a separate note on this which did fully outline these steps.<sup>23</sup> **Particular attention should be paid by the Department when reporting that performance has not met set targets. Future reports should contain some commentary about what the Department is doing to bring performance back on track.**

20. Defra shares a number of targets with other government departments. For instance it shares a target on air quality with the Department of Transport. It is important that where targets are shared that there are clear lines of responsibility and accountability for each Department's contribution towards delivery. **We recommend that the Departmental Report provide more information about how joint targets are to be delivered and how the performance of each department will be measured.**

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19 In the Main Supply Estimates for 2003–04 net resources of £1,138,264,000 are allocated to Objective 3, out of a total of £2,380,089 for Defra.

20 Q8

21 Q67

22 Q68

23 Ev 4

## Conclusions and recommendations

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1. We are pleased to note that the 2003 Report represents a great improvement on last year's poor start for the new Department. (Paragraph 4)
2. We recommend that future departmental reports are arranged to provide a coherent commentary of performance against each of Defra's objectives, and highlight any key financial data relating to each objective. In addition we recommend that the Department review the quality control procedures used in the compilation of the report to ensure that the level and form of reporting is consistent throughout. (Paragraph 6)
3. We warmly welcome the steps the Department is taking to match its policy priorities with appropriate resources and to develop its ability to respond to changes in priority. We expect there to be sufficient improvement in Defra's financial management to enable the Comptroller and Auditor General to issue a clear audit opinion in 2002–03 and beyond. We urge the Department to continue to attach a high priority to improving its financial management systems in order efficiently and effectively to deliver policy and programmes, and ensure proper accountability to Parliament. (Paragraph 7)
4. We welcome the results of the Joint Strategic Review and concur with the choice of key areas for the Department to focus on in its Developing Defra Programme. The programme is rightly very ambitious and has many components. We therefore ask the Department to keep us regularly updated about the programme's progress and what mechanisms are in place to measure its effectiveness. (Paragraph 8)
5. Where delivery of policies or targets relies substantially on bodies outside the Defra family, we recommend that future Departmental Reports present a brief description of how Defra ensures that those bodies deliver effectively and where the lines of accountability lie. (Paragraph 10)
6. We congratulate the Department on its reaccreditation as an Investor in People. Nevertheless there is still some work for it to do to bring about the cultural changes required for it to become the adaptable and forward-looking department it needs to be to deliver its objectives. (Paragraph 11)
7. We are concerned that there appears to be a shortage of staff within Defra with the necessary skills to develop policy across the Department's broad portfolio and to manage the volume of policy and legislation stemming from the European Union. We are encouraged that the Department seems to recognise this as an area that needs attention and we recommend that it address any shortfall in capacity as a matter of urgency. (Paragraph 13)
8. Numbers of women at senior levels in particular seem unnaturally low. We are pleased that Defra is taking steps to ensure that recruitment and reward systems within the Department are fair and offer opportunities to benefit both the individual and the corporate capacity of the Department. (Paragraph 14)

9. PSA targets are only helpful for Parliament's scrutiny of Government if they relate to measurable, attributable outcomes. This is not the case for many of Defra's targets and we recommend that Defra move towards PSA targets that are more readily auditable. Departmental aspirations, such as a reduction in the cost of the CAP or improvements in rural productivity, should be articulated elsewhere. (Paragraph 15)
10. Defra recognises the flaws in its current fuel poverty target; we urge the Department to ensure that the targets it sets itself are a true reflection of what it intends to achieve. (Paragraph 17)
11. We endorse the move to restrict the number of PSA targets for each Department, but it is essential that the Department strikes a balance internally between the need to deliver a range of programmes and policy objectives and the very public commitments made in key areas through the PSA. Equally this balance must be translated into the presentation of performance within the Departmental report. We recommend that next year's report provide a full account of Defra's performance against each objective, and that where there are no explicit PSA targets for key areas of activity Defra describe its progress against internal targets. (Paragraph 18)
12. Particular attention should be paid by the Department when reporting that performance has not met set targets. Future reports should contain some commentary about what the Department is doing to bring performance back on track. (Paragraph 19)
13. We recommend that the Departmental Report provide more information about how joint targets are to be delivered and how the performance of each department will be measured. (Paragraph 20)

# Formal minutes

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**Wednesday 18 June 2003**

Members present:

Mr David Curry, in the Chair

Ms Candy Atherton  
Mr Colin Breed  
Mr David Drew  
Mr Michael Jack  
Mr Mark Lazarowicz

Mrs Gillian Shephard  
Mr Alan Simpson  
David Taylor  
Mr Paddy Tipping  
Mr Bill Wiggin

The Committee deliberated.

Draft Report (The Departmental Annual Report 2003), proposed by the Chairman, brought up and read.

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

Paragraphs 1 to 20 read and agreed to.

Summary read and agreed to.

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

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

The Committee further deliberated.

[Adjourned till Wednesday 10 September 2003 at 2.15 pm.]

## Witnesses

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**Wednesday 18 June 2003**

*Page*

**Sir Brian Bender, KCB, Mr Paul Elliott and Mr Andrew Burchell**, Department for Environment, Food and Rural Affairs, and **Mr David Bills**, Forestry Commission.

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## List of written evidence

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1 Department for Environment, Food and Rural Affairs

Ev 1, 2, 30

## Reports from the Committee since 2001

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### Session 2002–03

Eleventh Report	Rural Broadband	HC 587
Tenth Report	Horticulture Research International	HC 873
Ninth Report	The Delivery of Education in Rural Areas	HC 467
Eighth Report	The Future of Waste Management	HC 385
Seventh Report	Badgers and Bovine TB ( <i>Reply HC 831</i> )	HC 432
Sixth Report	Rural Payments Agency ( <i>Reply HC 830</i> )	HC 382
Fifth Report	The Countryside and Rights of Way Act 2000 ( <i>Reply HC 748</i> )	HC 394
Fourth Report	Water Framework Directive ( <i>Reply HC 749</i> )	HC 130
Third Report	The Mid-term Review of the Common Agricultural Policy ( <i>Reply, HC 615</i> )	HC 151
Second Report	Annual Report of the Committee 2002	HC 269
First Report	Reform of the Common Fisheries Policy ( <i>Reply, HC 478</i> )	HC 110

### Session 2001–02

Tenth Report	The Role of Defra ( <i>Reply, HC 340, Session 2002-03</i> )	HC 991
Ninth Report	The Future of UK Agriculture in a Changing World ( <i>Reply, HC 384, Session 2002-03</i> )	HC 550
Eighth Report	Hazardous Waste ( <i>Reply, HC 1225</i> )	HC 919
Seventh Report	Illegal Meat Imports ( <i>Reply, HC 1224</i> )	HC 968
Sixth Report	Departmental Annual Report 2002 ( <i>Reply, HC 1223</i> )	HC 969
Fifth Report	Genetically Modified Organisms ( <i>Reply, HC 1222</i> )	HC 767
Fourth Report	Disposal of Refrigerators ( <i>Reply, HC 1226</i> )	HC 673
Third Report	Radioactive Waste: The Government's Consultation Process ( <i>Reply, HC 1221</i> )	HC 407
Second Report	The Countryside Agency ( <i>Reply, HC 829</i> )	HC 386
First Report	The Impact of Food and Mouth Disease ( <i>Reply, HC 856</i> )	HC 323