

House of Commons

Public Administration Select
Committee

**THE PUBLIC SERVICE
ETHOS**

**GOVERNMENT'S RESPONSE
to the Committee's Seventh Report of
Session 2001–02**

First Special Report
of Session 2002–03

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The Public Administration Select Committee is appointed by the House of Commons to examine the reports of the Parliamentary Commissioner for Administration, of the Health Service Commissioners for England, Scotland and Wales and of the Parliamentary Ombudsman for Northern Ireland, which are laid before this House, and matters in connection therewith and to consider matters relating to the quality and standards of administration provided by civil service departments, and other matters relating to the civil service; and the committee shall consist of eleven Members.

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FIRST SPECIAL REPORT

The Public Administration Select Committee has agreed to the following Special Report:

THE PUBLIC SERVICE ETHOS: GOVERNMENT'S RESPONSE TO THE COMMITTEE'S SEVENTH REPORT OF SESSION 2001-02

The Public Administration Select Committee reported to the House on *The Public Service Ethos* in its Seventh Report of Session 2001-02, published on 23 June 2002 as HC 263. The Government's Response to the Report was received on 8 November 2002 and is appended.

APPENDIX

GOVERNMENT RESPONSE TO THE COMMITTEE'S REPORT ON THE PUBLIC SERVICE ETHOS

INTRODUCTION

1. Ministers have studied the Report by the Committee carefully and welcome it as a valuable contribution to the debate on the reform of public services. Central government as well as front line local public services are alert to their responsibilities for upholding public service values, and the Committee's Report offers positive support to them in taking that forward.

2. The Committee's recommendations nevertheless need to be considered in the context of the Government's wider strategy for public service reform and improved delivery of services. The Government has developed a comprehensive and integrated framework, which recognises the links between performance, delivery and behaviour. Codes have a part to play, as one among a number of instruments, in ensuring high performance and innovation in public services that are focused on the needs of customers. Introducing a new Public Service Code, as recommended by the Committee, would risk deflecting energy and focus from delivering this wider strategy. This Response therefore sets out how the Government's strategy will be enhanced whilst at the same time addressing the Committee's concerns.

CODES AS PART OF THE WIDER PUBLIC SERVICES REFORM STRATEGY

PASC recommended that:

- b) **the Government should state more clearly the principles underlying public service and its reform programme, and put them in a Public Service Code. This should be a summary of its approach, its own version of the public service ethos, relevant to changing circumstances and the intensified demand for excellence in services, but robust in upholding the intrinsic nature of a public service and its traditional values. The Code should be short, simple and aspirational. Its components should include the standards to be reached in ethical behaviour, in service delivery, in administrative competence and in democratic accountability. The six principles we suggest at paragraph 74 below seem to us to include the most important points of such a Code, although they are undoubtedly capable of further refinement.**
- e) **the Public Service Code should be considered for inclusion in the proposed Civil Service Bill.**

3. Codes are one of a number of instruments that can help to deliver improved standards of public services. For such instruments to play their part to the full, they should be integrated into the framework for strategic investment and reform. Public services are now seeing record and sustained investment. This has to be underpinned by a consistent commitment to the importance of public service, its values and its dedicated staff. The principles that in turn underpin the modernisation programme have been clearly articulated. They have been developed from experience of what works, and they are already making a difference in the public services across the country.

4. These principles were set out in the pamphlet *Reforming our public services: principles into practice*, published by OPSR in March 2002, distributed to several thousand senior managers in the front line public services, and also available on the Internet.¹ It underlined the commitment to customers and sets out the Government's overall strategy for public services reform, and how this is being taken forward in education, health, law and order, transport and local government.

5. What that document explains, and what Ministers repeatedly express, is that public services need to be refocused around the needs of the patients, the pupils, the passengers and the general public rather than around those who provide the services. They have to respond to the desire of communities to have a greater say in the design and delivery of their local services. There needs to be good information, clear targets and sustained investment. Joining up is key, reshaping across traditional departmental boundaries, and targeting the delivery of outcomes that citizens seek. Public services have to make the best possible use of new technologies such as the Internet, and to adopt the streamlined structures, flexible skills and sophisticated management structures found in the best of both the public and private sectors. The commitment to customers and the four principles embody these ideas:

Standards & Accountability

6. The Government sets national standards that really matter to the public, within a framework of clear accountability, designed to ensure that citizens have the right to high quality services wherever they live. This means working with hospitals, schools, police forces and local government to agree tough targets, and to see performance independently monitored so people can see how their local services compare.

Devolution

7. The standards will be delivered effectively by devolution and delegation to the front line, giving local leaders responsibility and accountability for delivery, and the opportunity to design and develop services around the needs of local people. Whitehall has given successful organisations and frontline professionals the freedom to deliver these standards.

Flexibility

8. More flexibility is required to achieve the diversity of service provision needed to respond to the wide range of customer aspirations. This means challenging restrictive practices and reducing red tape; greater and more flexible incentives and rewards for good performance; strong leadership and management; and high quality training and development. It means removing artificial bureaucratic barriers that prevent staff improving local services.

Choice

9. Public services need to offer greater choice for the customer. An element of contestability between alternative suppliers can also drive up standards and empower customers locked into a poor service from their traditional supplier. Consumers of public services should increasingly be given the kind of options that they take for granted in other walks of life. Choice and diversity of provision is critical to creating bottom-up and sustainable reform.

¹ <http://www.pm.gov.uk/output/Page5623.asp>

PUBLIC SERVICE VALUES

10. The commitment to customers and the four principles underpin the entire programme of reform, in which delivering excellent public services is the primary focus. Throughout the public services there is a growing awareness of the need to safeguard and uphold public service values, and to recognise and acknowledge the excellent commitment made by many staff who provide those services. The development of ethical frameworks to guide behaviour and inform accountability, within public service organisations and between them and their customers and users, is well advanced in many areas. There is a much greater recognition that achieving thorough ownership of these standards by both contractors and providers is an effective way to raise quality of services. Staff involvement in articulating standards and values is recognised as an essential element in the reform programme. As the Committee acknowledges, progress is being made, although there is still a lot more to do.

11. Codes nevertheless have limitations: they tend to codify existing behaviour (rather than being aspirational or moving things forward—as the reform programme is doing). They are not always recognised by those to whom they apply. The universal solutions they suggest do not always fit particular problems or circumstances, and they require practical systems of enforcement and associated sanctions. Such statements of values and purpose are likely to be regarded by staff as more relevant and influential when the statements originate from within the staff's own department or unit and are integrated into their own change and development programme.

12. In addition to codes there are some significant other instruments for improving standards in the public services, particularly the increasingly robust regulatory, accountability and performance management frameworks, together with professional self-regulation and development, which are becoming more embedded in the public services. The frameworks include regulation, governance, inspection and contract management, all linked by specific accountability relationships.

13. To turn the four principles into practice, there also have to be explicit links between performance, delivery and behaviour. The links are evident in the regulatory, accountability and performance management frameworks and professional self-regulation that are now increasingly embedded in organisational and professional practices. The main examples of these over-arching, cross-Government elements are identified here, followed by instances of specific service mechanisms in the subsequent sections and Appendix I.

14. The Government is pursuing several ways to ensure providers of public services act properly and uphold the ideals of public service. **Public Service Agreements (PSAs)** linked to pay and rewards and cascaded to the front line are designed to enhance quality and effectiveness of delivery. Delivery Plans are now being required for every PSA target, and they will strengthen further an increased focus on the customers, “end-to-end” from central policy development all the way through to front line service provision. This will ensure greater commitment to and clarity about the principles and purposes of reform.

15. The **Nolan Principles**² are already widely adopted across the public services, and have become the de facto standard, setting out an accepted statement of values for adoption by all those individuals and bodies concerned with public service. In the words of Sir Nigel Wicks, “...these underpin the standards for government, as for all other areas of public life, in this country.”³

² <http://www.archive.official-documents.co.uk/document/parlment/nolan/nolan.htm>

³ http://www.public-standards.gov.uk/PN125_chairs_opening_statement.htm

16. The **Civil Service Code**⁴ is already in place, embodying the values that the Committee is seeking to promote. Clearly the effectiveness of any code relies on clarity of interpretation and feasibility of enforcement. No code can ever guarantee there will never be lapses. Nevertheless the evidence is that behaviour by civil servants is already of a high standard, reflecting their recognition, understanding and acceptance of appropriate roles and boundaries.

PASC recommended that:

- d) **all public services should be required to have in place effective mechanisms to involve staff in service issues.**

17. **Investors in People (IIP)** is a well-known and widely used national quality standard, which sets a level of good practice for improving an organisation's performance through its people.⁵ The achievement of IIP by organisations providing public services is particularly relevant to the Committee's Recommendation (d) on involving staff in service issues. IIP provides a national framework for improving business performance and competitiveness, through a planned approach to setting and communicating business objectives and developing people to meet these objectives. The result is that what people can do and are motivated to do, matches what the organisation needs them to do. The process is cyclical and should engender the culture of continuous improvement. The standard is based on:

- full commitment to developing the organisation's people in order to achieve its aims and objectives
- planning: the organisation is clear about its aims and its objectives and what its people need to do to achieve them
- taking action to develop its people effectively in order to improve its performance
- evaluating: it understands the impact of its investment in people on its performance.

18. Over 98% of civil servants work in IIP accredited organisations. An independent review of the impact of the standard, commissioned by IIP in 2001,⁶ found that a significant proportion of both employers and employees attributed productivity gains, either organisational or personal, to Investors in People recognition.

PASC recommended that:

- f) **We recommend that the Public Service Code be included in invitations to tender and as a contract clause for public service contracts, including employment contracts.**

⁴ <http://www.cabinet-office.gov.uk/central/1999/cscode.htm>

⁵ <http://www.iipuk.co.uk/investorsinpeople/whatisinvestorsinpeople/default.asp>

⁶ <http://www.investorsinpeople.co.uk/resources/exec+summary2.pdf>

19. The Office of Government Commerce (OGC)'s code of good customer practice **Working with Suppliers**⁷ stipulated the standards of fairness, honesty, efficiency and professionalism that public service workers should observe when conducting business with suppliers. This already addressed much of the intended content and purpose of the Committee's proposed code. The OGC published a new code of best practice on 31 October for both suppliers and purchasers, which subsumes the existing code. The new code, which has been endorsed and supported by supplier organisations such as the CBI, sets out the standards of behaviour expected from all those working on public sector contracts.

20. OGC emphasises the importance of each contract containing the contract owner's specific requirements of the provider of the product or service in question, as this is more specific and more powerful than relying on generic codes. OGC also advises that the terms of invitations to tender and contracts for the provision of public services should in principle apply equally to all providers, whether they are public, voluntary or private sector individuals or bodies. Where specific standards and behaviours are required, for example where a supplier's staff are in contact with the public, those standards and behaviours are best captured in the contract covering the delivery of that service. Due diligence and standards of probity are key in selecting trustworthy private sector partners. Contract terms must not act as a disincentive to any potential eligible supplier by:

- dissuading potential service providers from bidding for tenders, or
- raising anti-competitiveness considerations (for example by disadvantaging certain sectors).

21. Furthermore, the European Commission, in its interpretative communication (COM (2001) 566),⁸ has clarified how the EC public procurement rules offer numerous possibilities to public purchasers who wish to integrate **social considerations** into public procurement procedures. The EC public procurement rules are fully consistent with the Government's procurement policy, based on value for money. The Commission and Member States are clear that, while social or other issues can be included in specifications, selection and award criteria, where relevant to the subject of the contract and where they do not undermine value for money, they cannot be used in ways that go beyond that.

SERVICE-SPECIFIC APPROACHES TO CONDUCT

22. In this section, examples are given of some specific service mechanisms for ensuring strong and improving standards in public services. The new **ethical framework for local government** includes codes of conduct for councillors, introduced in November 2001 and from May 2002 applied to all councillors. Some research was done before implementation of those codes (mainly aimed at estimating the volume of complaints that might be received by the Standards Board). ODPM now has a research project to look at and evaluate the operation of the codes over a 5-year period. The Local Government Act 2000 also includes powers to issue a code for local government employees. ODPM has worked with the LGA and others on a draft and intends shortly to put proposals to ministers, with a view to wide consultation later this year. Such a code would form part of the terms and conditions of a very large number of public sector employees.

⁷ <http://www.ogc.gov.uk/index.asp?docid=424>

⁸ <http://simap.eu.int/EN/pub/src/welcome.htm>

23. A new **Best Value Code of Practice** is being introduced to help address concerns over the emergence of a two tier workforce (new employees working on contracted out rates on terms and conditions less favourable than those applying to staff going out under TUPE). ODPM hopes to publish guidance soon in a best value circular. Conduct is being regulated throughout the public services, whoever the provider is. Behaviour therefore is controlled by the conditions set in the regulatory and accountability frameworks and through the contracts. The role of inspection is to monitor performance, assess adherence to agreed standards and identify room for improvement. In the new forms of strategic partnering, for example, in which private companies become long term partners of local authorities in service provision, continual refreshment of the agreement on the standards of service to be delivered is possible if not standard. There are examples of supervisory boards for these partnerships, which include elected members, creating a loop between the commercial providers' interests and those of the directly accountable members.

24. Individual public services have complaints procedures, adjudicators and other schemes for redress. Local and national **Ombudsmen**'s remit covers investigation of maladministration in services delivered "by or on behalf of" the public bodies covered.⁹ This is usually held to mean that the ombudsmen can look at contracted out services (although there are some exclusions concerning commercial practices which complicate the picture). So it is wrong to imply that commercial or contracted out providers are immune to the softer considerations of good administration.

25. The role of the professions continues to be important in upholding and improving public service standards, and ethical conduct **and professional self-regulation** are becoming a greater preoccupation. Professional codes are promulgated by several bodies with statutory responsibility for registration of qualified practitioners, such as the General Medical Council, Nursing & Midwifery Council, Bar Council and Law Society. These set out conduct standards for doctors,¹⁰ nurses¹¹ and lawyers,¹² and there are similar bodies governing the conduct of teachers, social workers, and many other professionals, on whom the quality of services depends. These statutory regulatory bodies are also responsible for investigating complaints and taking disciplinary action in cases of professional misconduct.

PROFESSIONAL LEADERSHIP AND THE PROPOSED ACADEMY

PASC recommended that:

- f) **the Government and other public bodies should consider the creation of a Public Service Academy which would allow public servants of all kinds and at all levels to discuss and develop the practical application of public service principles for their own work. It should also embrace those providing public service from the private, voluntary and not-for-profit sectors. An Academy of the kind we envisage (and its exact form clearly needs further discussion) could be a beacon for developing and disseminating public service values, perhaps including a certificate in public service that everyone working in public services could aim to achieve.**
- g) **the Government should also consider more systematically (probably through the Office of Public Services Reform), how all public servants should be given the chance to strengthen their appreciation of all aspects of the public service ethos as expressed in the Public Service Code. This might take as its model the**

⁹ http://www.servicefirst.gov.uk/index/comp_ps.htm

¹⁰ <http://www.gmc-uk.org/standards/default.htm>

¹¹ <http://www.nmc-uk.org/cms/content/News/New%20Code%20of%20professional%20conduct.asp>

¹² <http://www.barcouncil.org.uk/document.asp?languageid=1&documentid=10>; <http://www.guide-online.lawsociety.org.uk/>

Canadian programme of promoting public service values among federal employees. We do not see the Code merely as a piece of paper that sits on a wall or even in the pocket or handbag, but as something that provides a principled framework for action.

26. These recommendations are being taken forward in a number of other ways, including through the Public Service Leaders Scheme which was introduced last year. This is a one year programme designed to develop the skills and broaden the experiences of high performing middle managers with potential to enter the Senior Civil Service. It was developed in response to a PIU report on "Strengthening Leadership in the Public Sector" which recommended measures to develop staff with leadership potential and increase secondments across the public sector and will help to reinforce public service values. Around 100 public sector staff per year are on the scheme and are undertaking placements across the public sector as well as tertiary study relevant to their career aspirations. This leadership programme is in addition to the extensive investment in leaders in specific services, including the work of the National College of School Leadership, the NHS Modernisation Agency, Defence Academy and the Improvement and Development Agency for Local Government, as well as through the Civil Service College and the Corporate Development Group in the Cabinet Office. In addition, plans are being developed for a new cross-sectoral Leadership Programme, chaired by Lord Macdonald, Minister for the Cabinet Office.

SURVEYS

PASC recommended that:

- a) **We believe that there would be benefit in a systematic survey of the attitudes of public servants, possibly under the aegis of the Office of Public Services Reform.**

27. Departments are already doing surveys of employee attitudes as a regular part of their management arrangements. Details of such work is set out in Appendix II.

28. As well as a longstanding body of research establishing the link between motivation and productivity which supports the need for good internal communications, there is also evidence of a clear relationship between employee and customer satisfaction. For this reason, departments are encouraged to produce communication strategies that include doing regular staff surveys at local as well as departmental level. OPSR has identified some principles for effective staff surveys and giving advice to departments about how they can best conduct them systematically, in order to allow comparison over time and between different local services.

29. OPSR has also done some initial work in this vein, with regard to those working across different parts of the public service. When this is complete and has been considered by government, it will be made available to the select committee.

CONCLUSION

30. Though the Committee's specific proposal for a new Public Service Code has not been accepted, the Government's strategy is addressing the Committee's concerns. It is a robust strategy, focused on ensuring individual departments and services achieve the improvements that are needed, as the examples presented in this Response and Appendices show. There is more work to do. Departments and services have to increase their ability to make effective use of the frameworks and mechanisms mentioned here. There has to be further progress, to ensure more of the public services provide more of their users with excellent quality. A strong public service ethos is key to this.

31. Codes have a part to play, as one among a number of instruments, in ensuring high performance and innovation in public services that are focused on the needs of customers. In general, however, codes have limitations: they tend to codify existing behaviour (rather than being aspirational or moving things forward—as the reform programme is doing). They are not always recognised by those to whom they apply. The universal solutions they suggest do not always fit particular problems or circumstances, and they require practical systems of enforcement and associated sanctions.

32. The Committee's six points for their proposed new Code (**para. 75**) contain a mixture of behavioural, ethical, and practical prescriptions, which would be unenforceable as drafted. However, departments' attention will be drawn to the Report, asking them to take into account the issues raised by the Committee and in this Response; they will be asked to bear in mind the observations and recommendations when reviewing and renewing existing codes and other guidance.

APPENDIX I SELECTED EXAMPLES OF CODES, FRAMEWORKS, ETC.

In addition to the Nolan principles, the three codes at (a) below apply across central departments and their agencies and NDPBs to ministers, civil servants and special advisers. There are many examples of much more specific codes, charters and other ethical frameworks, developed by and for particular services, and customised to the particular circumstances of those services. The document at (b) below gives a large selection of these. The references at (c) below give further examples of service-specific codes, frameworks and guidance.

(a) Codes for civil servants, ministers and special advisers

Civil Service Code, Cabinet Office, 1999

<http://www.cabinet-office.gov.uk/central/1999/cscore.htm>

Ministerial Code, Cabinet Office, 2001

<http://www.cabinet-office.gov.uk/central/2001/mcode/contents.htm>

Code of Conduct for Special Advisers, Cabinet Office, 2001

<http://www.cabinet-office.gov.uk/central/2001/codconspads.htm>

(b) Selected list of national codes of practice, charters, etc. (compiled by CMPS in 2000)¹³

This provides links to about 100 examples of codes published by such bodies as: Benefits Agency, Child Support Agency, War Pensions Agency, Employment Appeal Tribunal, Health and Safety Executive, Patent Office, BBC, National Lottery Charities Board, DfES, Employment Service, National Insurance Contributions Office, British Waterways, English Nature, Environment Agency, Meat and Livestock Commission, Medicines Control Agency, National Blood Service, National Health Service, Housing Corporation, Land Registry, Court Service, Home Office, Inland Revenue, Driver and Vehicle Licensing Agency, Highways Agency, London Underground.

(c) Further selected examples of codes of practice, regulatory frameworks, etc.

Best Value

<http://www.local-regions.odpm.gov.uk/bestvalue/legislation/ppreview/index.htm>

NHS Clinical Governance, Commission for Health Improvement

<http://www.chi.nhs.uk/eng/cgr/assessing.shtml>

Care Homes, National Care Standards Commission

<http://www.doh.gov.uk/ncsc/regulations.htm>

Housing Associations, Housing Corporation

[http://www.housingcorporation.org.uk/HousingCorp.nsf/AllDocuments/4F4C7AD63FC1B72380256B4900320364/\\$FILE/Reg.pdf](http://www.housingcorporation.org.uk/HousingCorp.nsf/AllDocuments/4F4C7AD63FC1B72380256B4900320364/$FILE/Reg.pdf)

The Charter Mark scheme, Cabinet Office

<http://www.chartermark.gov.uk/>

¹³ <http://www.servicefirst.gov.uk/index/list.htm>

Code of Practice on Access to Government Information, Cabinet Office 1997
<http://www.lcd.gov.uk/foi/ogcode981.htm>

The Commissioners' Guidance on Appointments to Public Bodies, Office of the Commissioner for Public Appointments, July 1998
<http://www.ocpa.gov.uk/leaflets/guidance.pdf>

The Commissioners' Code of Practice for Public Appointments, Office of the Commissioner for Public Appointments, July 2001
<http://www.ocpa.gov.uk/leaflets/codeofpractice.pdf>

Freedom of Information Act 2000, HMSO
<http://www.legislation.hmso.gov.uk/acts/acts2000/20000036.htm>

Guidelines for UK Government Websites, Cabinet Office, December 1999
<http://www.e-envoy.gov.uk/publications/guidelines/webguidelines/websites/index.htm>

Code of Practice on Written Consultation, Cabinet Office, November 2000
<http://www.cabinet-office.gov.uk/servicefirst/2000/consult/code/ConsultationCode.htm>

Model Code of Practice for Board Members of Advisory Non-Departmental Public Bodies, Cabinet Office, 1998
http://www.cabinet-office.gov.uk/central/1998/mcp_0998.htm

Non-Departmental Public Bodies: A Guide for Departments, Cabinet Office, April 2000
<http://www.cabinet-office.gov.uk/guidance/one/directory.asp?intID=77>

OXERA report: Policy, Risk and Science: Securing and Using Scientific Advice, Health and Safety Executive, published October 2000
http://www.hse.gov.uk/research/crr_pdf/2000/crr00295.pdf

Risk Communication: A Guide To Regulatory Practice, ILGRA, 1998
<http://www.hse.gov.uk/dst/risk.pdf>

The Code of Practice for Scientific Advisory Committees, Office of Science and Technology (December 2001)
<http://www.ost.gov.uk/policy/advice/copsac/>

Good Practice for Public Sector Research Establishments on Staff Incentives and the Management of Conflicts of Interest, Office of Science and Technology, July 2000

Guidelines 2000: Scientific Advice and Policy Making, Office of Science and Technology, July 2000
<http://www.dti.gov.uk/ost/policy/advice/>

APPENDIX II EXAMPLES OF SURVEYS

The **Committee on Standards in Public Life** has this year commissioned a new programme of quantitative and qualitative research into public attitudes. This is exploring with the general public the standards that public office holders should uphold and views on the types of conduct implied by the Nolan Principles.¹⁴

OPSR is currently mapping all the customer satisfaction surveys undertaken by departments. This is work in progress, currently at an early stage, and by no means comprehensive. The list covers Health, Education and Skills, Transport, Home Office and ODPM.

DEPT OF HEALTH

General Public Attitudes

British Social Attitudes

Public Attitudes & Perceptions of the NHS

Local Customer Satisfaction*Organisation Based***Acute Inpatients Survey**

GP Survey & Primary Care GP Services

Primary Care Survey (Replacing GP Survey)

Mental Health

Accident & Emergency

Outpatients

Maternity

Paediatrics

Also 2 to 3 yearly recurring National Service Framework based surveys planned into CHD/Cancer/Mental Health/Older People/Diabetes/Renal/Children & Young People/ Long Term Conditions

DEPT FOR EDUCATION & SKILLS
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General Public Attitudes

British Social Attitudes

Education Omnibus Survey

Parents, Pupils, Teachers & Stakeholders

Children & Young People

Local Customer Satisfaction

OFSTED Parents satisfaction with schools

Best Value (Satisfaction with LEAs)

¹⁴ http://www.public-standards.gov.uk/research/pn_101_research_contract.htm

HOME OFFICE**General Public Attitudes**

British Crime Survey (BCS)

BCS Special Report Satisfaction with Police

Local Customer Satisfaction

Witness Satisfaction Survey

DEPARTMENT FOR TRANSPORT**General Public Attitudes**

British Social Attitudes

Commission for Integrated Transport Survey

ONS Omnibus Survey – Transport questions

Local Customer Satisfaction

National Passenger Survey

London Transport Satisfaction Surveys

Bus Quality Indicators

Best Value (Buses/Local Transport Info)

OFFICE OF THE DEPUTY PM**General Public Attitudes**

Survey of English Housing

Public Perceptions of Local Government

Best Value in Local Government Delivery

Local Customer Satisfaction

Best Value Satisfaction Surveys

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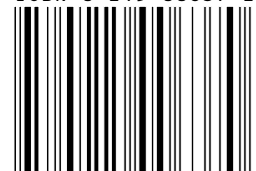
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