



DEBATE PACK

Number CDP-2016/0101, 5 May 2016

BIS Sheffield Proposal and Government Departments outside London

Summary

This Debate Pack has been produced ahead of the debate on the *BIS Sheffield Proposal and Government Departments outside of London* to be held on Monday 9 May 2016 in the House of Commons Chamber. The Member in charge of the debate is Paul Blomfield. The subject of the debate was determined by the Backbench Business Committee.

Members will debate the following Motion:

That this House notes with concern the Business, Innovation and Skills Department's proposal to close its Sheffield policy office, moving 247 posts to London; notes that the Sheffield BIS office proposal runs counter to the Government's welcome commitment to create a public sector that reflects the diverse nature of the UK following the publication of the Bridge report and also to the commitment in Budget 2016 to move civil servants out of expensive Whitehall accommodation; and therefore calls on the National Audit Office to conduct a cost benefit assessment of the BIS Sheffield proposal.

The House of Commons Library prepares a briefing in hard copy and/or online for most non-legislative debates in the Chamber and Westminster Hall other than half-hour debates. Debate Packs are produced quickly after the announcement of parliamentary business. They are intended to provide a summary or overview of the issue being debated and identify relevant briefings and useful documents, including press and parliamentary material. More detailed briefing can be prepared for Members on request to the Library.

Michael Everett
and Sarah Priddy

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1. Closure of the BIS office in Sheffield

On 28 January 2016 the Department of Business, Innovation and Skills (BIS) announced plans for the closure of the St Paul's Place office in Sheffield. The move will create a "combined central HQ and policy centre in London". The announcement, made by the BIS Permanent Secretary Martin Donnelly, also stated that "around 6 business centres will also be established around the country". Martin Donnelly stated that the announcement was "part of implementing our BIS 2020 strategic plans to modernise the way we work, reduce operating costs and deliver a simpler, smaller department that is more flexible and responsive to stakeholders and businesses".¹

According to Civil Service World, "more than 240 staff" currently work at the Sheffield office, which focuses "on policy and corporate services for BIS".²

Responding to an urgent question on the proposed closure on the 29 January 2016, Anna Soubry MP, Minister for Small Businesses, Industry and Enterprise, stated that:

The Department...is committed to delivering efficiency savings and contributing to the Government's deficit reduction targets. As such, we have developed the BIS 2020 strategic plans to modernise the way BIS works...As part of these plans, the Department has announced its intention to close the BIS office in Sheffield at St Paul's Place by January 2018.³

In response to questions in the Chamber the Minister linked the decision to government savings. She said:

We are having to ensure that we spend public money wisely. Unfortunately that means that we have to reduce the number of people working for us. We must make sure we use the money to best effect, which is why we considered the decision so very carefully, as I hope that she understands that we would.⁴

When asked about the potential savings the closure of the Sheffield office might bring to the Department, the Government has said that the wider restructuring of the Department in line with the BIS 2020 plans will deliver savings of £350 million by 2020.⁵ However, Paul Blomfield MP argued in a Point of Order on 13 April that, despite "repeated requests", the Government had not been able to provide the figures on which the decision to close the Sheffield office was based, and sought guidance on how the information might be obtained.⁶

¹ Department for Business, Innovation and Skills, [BIS to close Sheffield Office](#), 28 January 2016

² Civil Service World, ['BIS Sheffield office closure: Business Secretary Sajid Javid hits back as Labour's Louise Haigh slams "farcical" announcement'](#), 2 February 2016

³ [HC Deb 29 January 2016 c559](#)

⁴ [HC Deb 29 January 2016 c562](#)

⁵ [HC Deb 24 Feb 2016 c137WH](#)

⁶ [HC Deb 13 April 2016 cc355-6](#)

In a response to a Parliamentary Question on 14 April 2016, the Department said that the proposed closure of the Sheffield office would result in permanent savings from reduced travel, rents and overnight accommodation. The Department estimates that:

the current annual cost of these at £500k (travel), £890k (rent) and £150k (hotel stays). These savings would be independent of any decision on headcount reductions, on which we are still consulting. All savings would be net of any one-off transitional costs. There would also be non-cashable efficiency savings resulting from closer working, and more collaborative and flexible teams.⁷

Comment on the proposed closure of the Sheffield Office

During an [Urgent Question on the closure of the Sheffield office](#) on 29 January 2016, Louise Haigh MP said that:

It speaks to this Government's London-centric focus and contempt for the north of England that they think a consolidated "combined central HQ and policy centre" has to be, by rights, in London rather than in Sheffield where the operating costs are cheaper and the perspective on UK investment is much broader.⁸

Responding for the Government, Anne Soubry MP, Minister for Small Business, Industry and Enterprise, argued that:

Of the 20,000 staff paid for by BIS, only some 2,000 —about 10%—work at No. 1 Victoria Street. The vast majority are spread around the country. I pay particular tribute to the 60 who work in BIS local and provide an outstanding service not only locally, but to us working in the ministerial team at No. 1.⁹

The Minister also said that members of staff who have been affected by the closure "have been fully briefed. Comprehensive support will be provided. Some of the staff will be able to transfer and apply for jobs in London; others will of course take voluntary redundancy".¹⁰

On 24 February 2016 a [Westminster Hall debate](#) was held on the closure of the BIS office in Sheffield. During this, Kevin Barron MP argued that the closure could result in 247 jobs losses. He also said that:

Not only will the closure be devastating for South Yorkshire; it will lead to a huge loss of expertise for the Department...The idea that they [the staff based there] can uplift and come down to work in London, even if they could afford to buy a property in London, is a very difficult thing to imagine.¹¹

During the debate Paul Blomfield MP highlighted that the Sheffield office intended for closure was a policy-making office with "a head office function". He said that many staff based there "are senior policy staff, and they help make Government decisions".¹² Louise Haigh MP

⁷ [PQ 33960](#) [Sheffield], 14 April 2016

⁸ [HC Deb 29 Jan 2016 c558](#)

⁹ [HC Deb 29 Jan 2016 c561](#)

¹⁰ [HC Deb 29 Jan 2016 c561](#)

¹¹ [HC Deb 24 Feb 2016 c117WH](#)

¹² [HC Deb 24 Feb 2016 c119WH](#)

similarly stated that the Sheffield BIS office is “not like other local and regional offices throughout the country; they are the only headquarters outside London where policy decision making is done”.¹³

In response, Joseph Johnson MP, Minister for Universities and Science, said:

We will not be losing the capabilities. We will be moving a number of the jobs, and some jobs will become available in London, so the policy expertise that resides in Sheffield at present will not be lost.¹⁴

The Minister had earlier denied that BIS was “a London-centric Department”, adding that “Even with the movement of policy roles to London, our overall London footprint will decrease by 2020. We have, and will continue to have, many more people based outside than inside London”.¹⁵

¹³ [HC Deb 24 Feb 2016 c138WH](#)

¹⁴ [HC Deb 24 Feb 2016 c138WH](#)

¹⁵ [HC Deb 24 Feb 2016 c138WH](#)

2. Spending Review and BIS 2020 Strategic Plan

BIS's total budget is set to decrease by 26% in real terms across the spending review period (2015/16 to 2019/20). Its resource budget, from which most of its spending is made, is set to decrease by 17% and its capital budget is set to decrease by close to 60%. Further data are presented in the appendix of the Library's [briefing on the Spending Review](#) and in an accompanying [interactive spreadsheet](#).

The BIS 2020 strategic plan has not been published. However, in October 2015 the *Guardian* published some details from an internal BIS document. The *Guardian* reported that:

The case for radical change is set out in stark terms. Despite "huge strides in the last five years", BIS is "too complex", with "45 partner organisations and 80+ locations", such that "those who deal with us find us hard to understand and navigate". BIS "currently costs too much to run", and its users "need a better service" with "faster and more efficient access to advice and funding". To address these challenges: "the Secretary of State asked BIS in June to develop options...Consultants [i.e. McKinsey] validated the options we developed. He has now asked us to take these options forward through a full change programme."

The document explains "what will change by 2020", with headlines including:

- Reducing the number of partner organisations by more than half [i.e. from 45 to around 20];
- Cutting operating costs by 30-40 per cent, delivering annual savings of c. £350m;
- Consolidating the "BIS family", which is currently spread across around 80 sites, into 7 or 8 "centres of excellence".¹⁶

¹⁶ ["Sajid Javid's blueprint for BIS heightens fears for research funding"](#), *The Guardian*, 1 October 2015

3. Civil Service relocation and reform

Matthew Hancock MP, the Minister for the Cabinet Office, set out the Government's policy on "rebalancing the Civil Service between London and the regions" in response to a Parliamentary Question in February 2016. He said:

The Civil Service has a significant presence across the UK and we are considering how new government hubs, in strategic locations across the country, will help to make sure that we have an efficient and effective Civil Service at the same time as we consolidate the government estate. Currently, 18.1% of civil servants are based in London.

Any proposed relocation is done based on operational need.¹⁷

The Coalition Government had published its Civil Service Reform Plan in 2012. This set out the aspiration of a "smaller and more strategic" civil service. The reform plan did not mention civil service relocation or the distribution of civil service posts across the UK. The Conservative Government elected in May 2015 has not published a new civil service reform plan. However, their 2015 election manifesto contained a commitment to "push ahead with the reform of the Civil Service to make it more dynamic and streamlined".¹⁸

The Bridge Report, 2016

On 2 February 2016 the Government published a report by the Bridge Group on social-economic diversity in the civil service's graduate recruitment programme, the [Fast Stream](#). The report, which had been commissioned by the Cabinet Office, found that graduate recruitment of people from poorer socio-economic backgrounds into the civil service continued to be low. One of the Bridge Report's "Key Findings" was that the geographical focus of Fast Stream jobs in London acted as a deterrent: "research indicates that lower SEB students are less likely to move to the area".¹⁹ The Bridge Report stated that:

The London-based nature of the role [Civil Service Fast Streamer], emphasised by much of the Fast Stream literature featuring London landmarks, is a deterrent for many lower SEB students. Higher SEB students are more willing to move to London, and less inclined to move to their region of origin (following graduation); conversely the lower SEB group are less willing to move to London and more inclined to move back to their original home region.²⁰

In response to the Bridge Report, Matthew Hancock, the Minister for the Cabinet Office, [outlined plans to tackle inequality across the public sector](#). One of the measures he announced on 2 February 2016

¹⁷ [PO 25047](#) [Civil Service], 10 February 2016

¹⁸ [Conservative Election Manifesto 2015](#), p49

¹⁹ Bridge Group, [Socio-Economic Diversity in the Fast Stream](#), February 2016, p3

²⁰ Bridge Group, [Socio-Economic Diversity in the Fast Stream](#), February 2016, para 54

included “taking graduate recruitment outside of London by establishing regional assessment centres”.²¹

Budget 2016

The 2016 Budget contained several commitments to move civil servants out of London. It stated that the Government

is working on an ambitious strategy to move civil servants out of expensive Whitehall accommodation and into the suburbs of London, delivering substantial savings for the taxpayer. Over the next few years the numbers working in central London will reduce significantly.²²

The Budget also stated that the Ministry of Justice is moving jobs outside of Whitehall: “By the middle of this Parliament the Ministry of Justice will establish a major programme to create substantial centres of expertise outside the capital”.²³ According to the Budget, this will “reduce costs, access highly skilled labour markets in the regions and contribute to the Northern Powerhouse”.²⁴

Estates Strategy, 2014

The Coalition Government’s 2014 [Estates Strategy](#) set out how the Government planned to make the most efficient and cost-effective use of its property. It noted that the cost of space in Whitehall is “expensive”, and emphasised a desire for more civil servants to work away from city centres:

The cost of space in Whitehall is expensive: the Ministry of Defence’s main building, for example, costs around £35,000 per person, compared with around £3,000 a year for the Home Office (former UK Border Agency) building in Croydon. So we want more civil servants to work smarter: from home, on the move – but, in particular, in offices away from city centres.²⁵

The Strategy also contained a commitment to reduce the supply side of property by disposing of, or granting leases on, freehold properties in city centres. This was “to turn around the prevailing tendency to locate head office staff in central London”.²⁶

²¹ Cabinet Office, [Plan to end inequality in the public sector](#), 2 February 2016

²² HM Treasury, [Budget 2016](#), March 2016, para 1.287 (page 71)

²³ Ibid., para 2.232 (page 119)

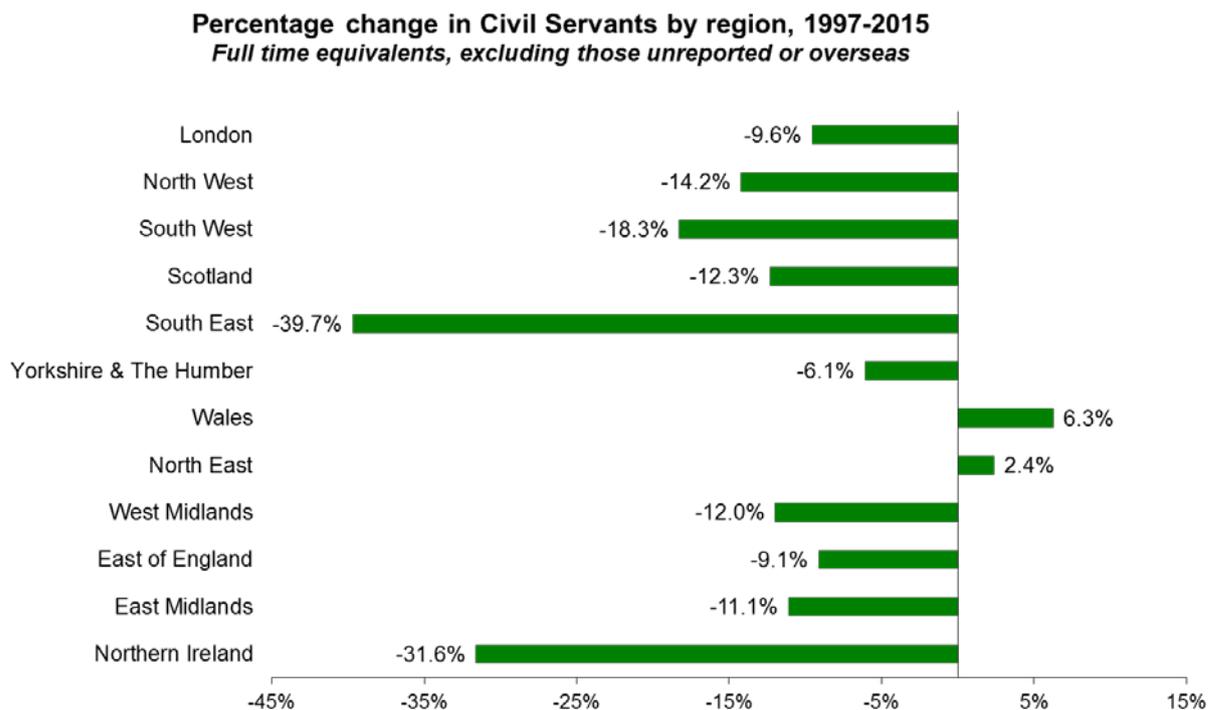
²⁴ Ibid., para 1.287 (page 71)

²⁵ Cabinet Office, [Government’s Estates Strategy 2014](#), 3 October 2014, p11

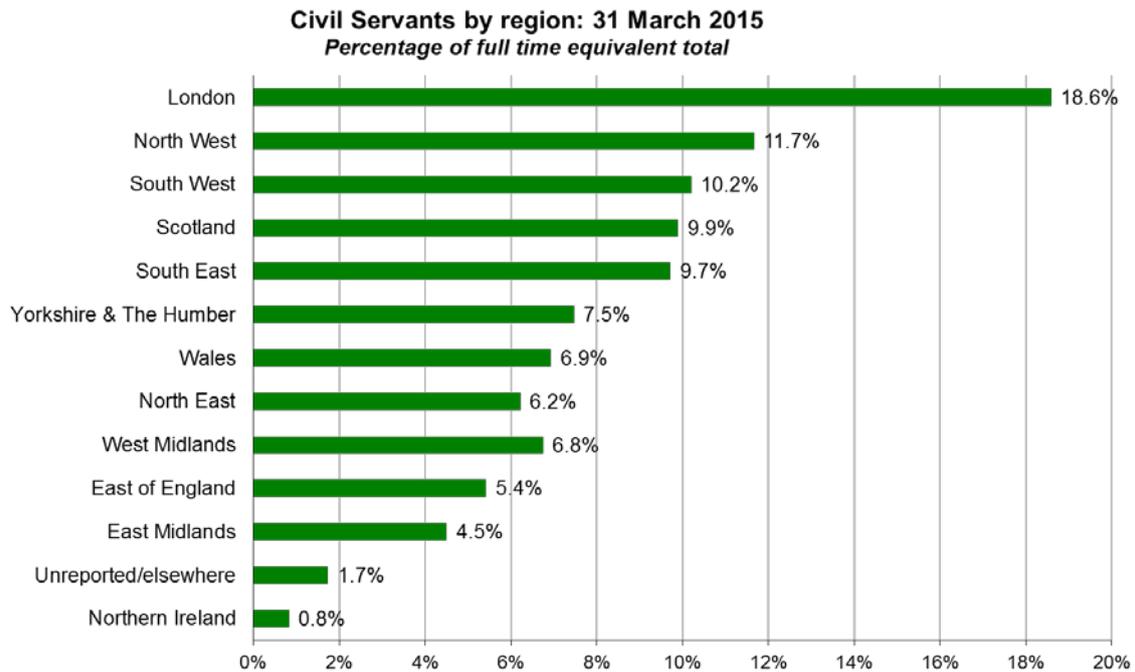
²⁶ Cabinet Office, [Government’s Estates Strategy 2014](#), 3 October 2014, p11

4. Civil service employment by region

The following chart is from the Commons Briefing Paper, [Civil Service Statistics](#). It shows how the number of civil service employees in each region has changed since 1997:



The Briefing Paper also provides a chart showing the overall distribution of civil servants by region in March 2015. About one fifth of all civil servants (permanent and temporary) were based in London at 31 March 2015. 12% of civil servants worked in the North West, 10% worked in the South West and 10% in Scotland.



The only regions where civil servant numbers have increased since 1997 are the North East and Wales, although the two regions together still only account for 13% of all civil servants. By contrast, FTE civil servant numbers in the South East have fallen by almost 40%; numbers in London were about the same in 2010 as they were in 1997, but have fallen in the last few years to around 10% below those levels. There was a reduction in the number of FTE civil servants across all regions except London, the West Midlands and Yorkshire & The Humber between March 2014 and March 2015.

5. Parliamentary material

Parliamentary questions

Asked by: Blomfield, Paul

To ask the Secretary of State for Business, Innovation and Skills, pursuant to the Answer of 20 April 2016 to Question 33961, what estimate he has made of cashable savings from reduced rents after closure of his Department's office at St Paul's Place, Sheffield.

Answering member: Joseph Johnson | **Department:** Department for Business, Innovation and Skills

The Permanent Secretary has recently written to the Chairs of the Public Accounts Committee and the Business, Innovation and Skills Committee. His letter contains details of the potential maximum savings from a closure of the Department's Sheffield office at St Paul's Place, and can be seen at:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/518244/letter-martin-donnelly-sheffield-office.pdf.

26 Apr 2016 | PQ 34873

Asked by: Blomfield, Paul

To ask the Secretary of State for Business, Innovation and Skills, pursuant to the Answer of 20 April 2016 to Question 33961, what estimate he has made of cashable savings from reduced overnight accommodation after closure of his Department's office at St Paul's Place, Sheffield.

Answering member: Joseph Johnson | **Department:** Department for Business, Innovation and Skills

The Permanent Secretary has recently written to the Chairs of the Public Accounts Committee and the Business, Innovation and Skills Committee. His letter contains details of the potential maximum savings from a closure of the Department's Sheffield office at St Paul's Place, and can be seen at:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/518244/letter-martin-donnelly-sheffield-office.pdf.

26 Apr 2016 | PQ 34872

Asked by: Blomfield, Paul

To ask the Secretary of State for Business, Innovation and Skills, pursuant to the Answer of 20 April 2016 to Question 33961, how he has measured the non-cashable efficiency savings to be realised through closer working, more collaborative and flexible teams following the closure of his Department's office at St Paul's Place, Sheffield.

Answering member: Joseph Johnson | **Department:** Department for Business, Innovation and Skills

The Department has not measured all of the non-cashable savings as it would be disproportionate and impracticable to do so for one element of the much wider BIS 2020 organisational change programme. This programme will deliver a new business model for BIS and reduce operating spending by £350m by 2020.

25 Apr 2016 | PQ 34871

Asked by: Blomfield, Paul

To ask the Secretary of State for Business, Innovation and Skills, what estimate he has made of potential savings to his Department's budget that will arise from reduction in headcount as a result of the closure of its Sheffield office at St Paul's Place.

Answering member: Joseph Johnson | **Department:** Department for Business, Innovation and Skills

We cannot at this time provide an estimate of overall savings to BIS' budget arising from headcount in the event that a decision to close the HQ office in St Paul's Place is taken. Since the consultation was launched in February we have started to work through the likely associated costs of different options, recognising that final decisions on headcount have not yet been taken. Our internal work uses the annual costs of running the Sheffield office to illustrate the range of permanent, annual savings under different scenarios for staff replacement. This did not consider the one-off costs of transition including redundancies, which remain subject to decisions following the conclusion of the consultation. As we have previously indicated, our London headcount will decrease by 2020 and we have committed to making overall operating expense savings of £350m, of which this will form a part.

25 Apr 2016 | PQ 33959

Asked by: Blomfield, Paul

To ask the Secretary of State for Business, Innovation and Skills, pursuant to the Answer of 20 April 2016 to Question 33961, how he has measured the non-cashable efficiency savings to be realised through closer working, more collaborative and flexible teams following the closure of his Department's office at St Paul's Place, Sheffield.

Answering member: Joseph Johnson | **Department:** Department for Business, Innovation and Skills

The Department has not measured all of the non-cashable savings as it would be disproportionate and impracticable to do so for one element of the much wider BIS 2020 organisational change programme. This programme will deliver a new business model for BIS and reduce operating spending by £350m by 2020.

25 Apr 2016 | PQ 34871

Asked by: Haigh, Louise

To ask the Minister for the Cabinet Office, what his policy is on rebalancing the Civil Service between London and the regions; and if he will make a statement.

Answering member: Matthew Hancock | **Department:** Cabinet Office

The Civil Service has a significant presence across the UK and we are considering how new government hubs, in strategic locations across the country, will help to make sure that we have an efficient and effective Civil Service at the same time as we consolidate the government estate. Currently, 18.1% of civil servants are based in London.

Any proposed relocation is done based on operational need.

10 Feb 2016 | PQ 25047

Point of Order

Paul Blomfield

On a point of order, Mr Speaker. You will be aware of the decision by the Department for Business, Innovation and Skills to close its Sheffield policy office. Despite repeated requests at the BIS Select Committee for the Department to share the figures on which that decision was based, the permanent secretary told the Committee:

“I don’t think I can point you to one specific document which covers specifically the Sheffield issue.”

In answer to a question about costs from my hon. Friend the Member for Hackney South and Shoreditch (Meg Hillier) at the Public Accounts Committee, he said that the decision was

“not based on individual cost-benefit analysis of a static closure.”

I have had access to a document entitled “BIS 2020—Finance and Headcount outline”, which specifically covers the Sheffield issue and is, in the permanent secretary’s words,

“an individual cost-benefit analysis of a static closure.”

Will you clarify, Mr Speaker, whether the permanent secretary’s words constitute misleading the House, and advise me on how I can get the information in front of the two Committees of the House that have requested it?

Mr Speaker: I am genuinely grateful to the hon. Gentleman, but my instinctive reaction is that exegesis of what is said by the Government, including permanent secretaries, and adjudication upon it, is not a proper matter for the Chair. I think it is safer to keep out of that. It may well be that it is a subject of some dispute on which the hon. Gentleman is dissatisfied, but I underline that it is for the Committees concerned to press for the information that they require. If they are

dissatisfied with what they have or have not received, they should persist, and there are well-established procedures for doing so. I have a feeling, however, that by putting his concerns on the record, the hon. Gentleman may find that the Government are able and inclined to offer the information he requires

Debates

Department for Business, Innovation and Skills Office: Sheffield

Westminster Hall Debate

[HC Deb 24 Feb 2016 c606](#)

Select Committees

Business, Innovations and Skills Committee

Committee Inquiry: [Spending Review, the work of the Department](#)

The Business, Innovation and Skills Committee examines the impact of the Spending Review and the work of the Department for Business, Innovation and Skills.

[10 Feb 2016 - Spending Review and the Work of the Department - oral evidence](#) | [PDF version \(314 KB\)](#)

Evidence given by Martin Donnelly CMG, Permanent Secretary, Department for Business, Innovation and Skills (from Q62).

Public Accounts Committee

[Overseeing financial sustainability in the further education sector: progress review inquiry](#)

Around 4 million people attend further education (FE) institutions in England each year. Further education is formal learning outside of schools and higher education institutions, including academic and vocational courses and training for apprenticeships. In England there are around 1,100 providers of further education, including around 240 colleges.

The financial health of the FE college sector has been declining since 2010–11. In 2013–14, the sector was in deficit for the first time and 110 colleges recorded an operating deficit, up from 52 in 2010–11. In the same period, the number of colleges assessed by the Skills Funding Agency (SFA) to have 'inadequate' financial health rose from 12 colleges (5% of colleges) to 29 colleges (12%). The SFA anticipates that this number will continue to grow.

[23 Mar 2016 - Overseeing financial sustainability in the further education sector: progress review - oral evidence](#) | [PDF version \(318 KB\)](#)  HC 910 | Published 05 Apr 2016

Evidence given by Martin Donnelly, Permanent Secretary, Department for Business, Innovation and Skills (from Q 117).

[Science Capital Spend Inquiry](#)

The Department for Business, Innovation & Skills (BIS) invests in science to support economic growth and improve national productivity. Capital spending on science projects was £1.1 billion in 2014–15, and this will be maintained every year up to 2021. However, according to the National Audit Office (NAO), the department needs to develop a more systematic and informed approach to investing in science projects.

The Department's £1.1 billion expenditure covers major national projects such as supercomputers and oceanographic research ships, capital for large national research facilities such as particle accelerators and the UK's participation in international programmes such as the European Space Agency. It also covers capital funding allocated by the Higher Education Funding Council for England (HEFCE) for laboratories and research facilities in universities.

[27 Apr 2016 - Science Capital Spend - oral evidence | PDF version \(332 KB\)](#) HC 908 | Published 05 May 2016

Evidence given by Martin Donnelly, Permanent Secretary, Department for Business, Innovation and Skills (from Q 127)

Department for Business, Innovation & Skills

BIS Sheffield office closure: response to select committees

[BIS Sheffield office closure: Committees demand answers](#)

Letter to Martin Donnelly from Iain Wright MP and Meg Hillier MP

[BIS Sheffield office closure: letter from Martin Donnelly to Meg Hillier MP and Iain Wright MP](#), 21 April 2016

Martin Donnelly letter to the Chairs of the BIS and Public Accounts committees on the proposed creation of a single policy headquarters

6. Press and journal articles

Printouts of press articles are available from the Oriol Room desk in the Members' Library and from the Derby Gate Library.

["Martin Donnelly: BIS Sheffield closure could save more than £14m"](#), *Civil Service World*, 22 April 2016

["BIS Sheffield closure: committee chairs accuse perm sec Martin Donnelly of "impeding" scrutiny"](#), *Civil Service World*, 21 April

["Civil servant accused of misleading MPs over Sheffield office closure"](#), *The Guardian*, 21 April 2016

["Budget 2016: civil service to see "significant" relocation from Whitehall, says Treasury"](#), *Civil Service World*, 16 March 2016

["100% of top Treasury officials based in London"](#); George Osborne has made it his mission to rebalance the UK's economy with his 'northern powerhouse' agenda, taking power away from Whitehall and devolving it to city regions. But his department admits that every single one of its senior civil servants still work in London, *The Guardian*, 15 March 2017

["97 per cent of senior civil servants at the 'Northern Powerhouse' department are based in London; The civil service's top brass has shifted back to London under David Cameron"](#), *Independent*, 7 March 2016

["Government business department shuts largest non-London office"](#), *The Guardian*, 28 January 2016

["Tories to close Sheffield business department"](#), *The Financial Times* (Subscription required), 28 January 2016

["Civil service job cuts in Sheffield show Northern Powerhouse is hot air", say MPs"](#), *Sheffield Telegraph*, 1 February 2016

["Sheffield Bis office faces closure 'because phones do not work properly'"](#), *Sheffield Star*, 2 February 2016

["ICT issues 'contributed to Sheffield BIS office closure'"](#), *Public Technology.net*, 3 February 2016

7. Further Reading

The Bridge report

The Cabinet Office commissioned the Bridge Group, in collaboration with the Centre for Evaluation and Monitoring at Durham University, to report on socio-economic diversity in the Fast Stream. The Bridge Group is a charitable policy association that promotes social mobility.

The Bridge report is the first of its kind published by any employer in the country, and includes analysis of recruitment data relating to almost 140,000 candidates. It looks at why applicants from lower socio-economic backgrounds are less likely to apply to the Fast Stream, and less likely to succeed if they do apply. It sets out recommendations to address the lack of social mobility across the public and private sectors.

Cabinet Office, [*Socio-economic diversity in the Fast Stream: the Bridge report*](#), 2 Feb 2016

Location, location, location: the geography of the Civil Service

When considering the Civil Service, we are likely to think of a London-based administration renowned as one of the most centralised in the developed world; there is a reason why, since time immemorial, “Whitehall” has been shorthand for “the British government.” But – with spending reductions changing the size and shape of government departments, and devolution prioritised by the Prime Minister in his mission to create a “smarter state” – is this really the case? Continuing our analysis of the 2015 Annual Civil Service Employment Statistics, Ollie Hirst surveys the landscape.

[Institute for Government blog, 3 Nov 2015](#)

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