

[News story: VMD survey: The Disposal of Controlled Drugs](#)

The VMD is carrying out a survey on the disposal of controlled drugs. Our aim is to understand the extent of the problem vets face when getting controlled drugs witnessed for disposal.

[VMD Controlled Drugs Survey](#)

At present vets must destroy schedule 2 controlled drugs in the presence of and directed by any of the following:

- an inspector appointed under the Veterinary Medicines Regulations
- a vet, independent of the practice where the destruction takes place
- a person legally authorised to witness the destruction of CD such as a Police CD Liaison Officer (CDLO)

We note that there is a shortage of Police CDLOs, alongside inspectors not being in the area and no independent vets within close proximity, therefore have commissioned this survey.

By answering the survey, you will help the VMD establish the extent of this problem around the UK and inform any future possible policy development.

The survey is open until 6 June 2018, is voluntary and open to all UK registered vets. It should not take any longer than 15 minutes to complete. Please note no personal data is being collected, however all data will be treated in accordance with the Data Protection Act. Published data will be anonymised and aggregated.

The VMD legislation team is responsible for conducting this survey and can be contacted on 01932 338316 or controlleddrugssurvey@vmd.defra.gsi.gov.uk

The VMD would like to thank you for taking the time to complete this survey, further guidance on [controlled drugs](#) is available.

[Press release: Governments agree plans to work together on UK frameworks](#)

The ninth Joint Ministerial Committee (EU Negotiations) met today in 70 Whitehall. The meeting was chaired by the Rt Hon David Lidington MP, Chancellor of the Duchy of Lancaster and Minister for the Cabinet Office.

The attending Ministers were:

From the UK Government: the Chancellor of the Duchy of Lancaster and Minister for the Cabinet Office, Rt Hon David Lidington MP; the Secretary of State for Exiting the EU, Rt Hon David Davis MP; the Secretary of State for Northern Ireland, Rt Hon Karen Bradley MP; the Secretary of State for Wales, Rt Hon Alun Cairns MP; the Secretary of State for Scotland, Rt Hon David Mundell MP; the Minister for the Constitution, Chloe Smith MP; the Parliamentary Under Secretary of State for Exiting the EU, Robin Walker MP.

From the Welsh Government: the Cabinet Secretary for Finance, Mark Drakeford AM.

From the Scottish Government: the Minister for UK Negotiations on Scotland's Place in Europe, Michael Russell MSP.

Dr Andrew McCormick, Director General International Relations from the Northern Ireland Civil Service attended the meeting in the continued absence of a Northern Ireland Executive.

The Chair opened the meeting by summarising the constructive Ministerial and official level engagement that had taken place since the Committee last met.

The Secretary of State for Exiting the EU provided an update on negotiations, including the March meeting of European Council and the agreement reached on the terms of the Implementation Period. The Committee discussed the UK Government's paper on the Devolved Administrations' role in the negotiations. The Committee noted this paper.

The Committee discussed the EU (Withdrawal) Bill.

The Committee noted the need for continued engagement on common frameworks and agreed plans for the next phase of multilateral official level discussions in a range of areas where frameworks may be required, with progress to be considered at the next meeting.

[Press release: Government action to end letting fees](#)

Unexpected letting fees and high deposits can cause a significant affordability problem for tenants and are often not clearly explained – leaving many residents unaware of the true costs of renting a property.

Introduced into Parliament today (2 May 2018), the [Tenant Fees Bill](#) will bring an end to costly letting fees and save tenants around £240 million a year, according to government figures.

The Bill will also give tenants greater assurances that the deposit they pay at the start of the tenancy cannot exceed 6 weeks' rent.

Housing Secretary Rt Hon James Brokenshire MP said:

This government is determined to build a housing market fit for the future. Tenants across the country should not be stung by unexpected costs.

That's why we're delivering our promise to ban letting fees, alongside other measures to make renting fairer and more transparent.

The Tenant Fees Bill will stop letting agents from exploiting their position as intermediaries between landlords and tenants, and prevent unfair practices such as double charging for the same services.

It will also help to increase competition between agents and landlords, which could help drive lower costs overall and a higher quality of service for tenants.

Other key measures in the Bill, which reflects feedback from a recent public consultation and pre-legislative scrutiny from the Housing, Communities and Local Government Select Committee, include:

- capping holding deposits at no more than one week's rent. The Bill also sets out the proposed requirements on landlords and agents to return a holding deposit to a tenant
- capping the amount that can be charged for a change to tenancy at £50 unless the landlord demonstrates that greater costs were incurred
- creating a financial penalty with a fine of £5,000 for an initial breach of the ban with a criminal offence where a person has been fined or convicted of the same offence within the last 5 years. Financial penalties of up to £30,000 can be issued as an alternative to prosecution
- requiring Trading Standards to enforce the ban and to make provision for tenants to be able to recover unlawfully charged fees via the First-tier Tribunal
- prevents landlords from recovering possession of their property via the section 21 Housing Act 1988 procedure until they have repaid any unlawfully charged fees

- enabling the appointment of a lead enforcement authority in the lettings sector
- amending the Consumer Rights Act 2015 to specify that the letting agent transparency requirements should apply to property portals such as Rightmove and Zoopla
- local authorities will be able to retain the money raised through financial penalties with this money reserved for future local housing enforcement

Alongside rent and deposits, agents and landlords will only be permitted to charge tenants fees associated with:

- a change or early termination of a tenancy when requested by the tenant
- utilities, communication services and Council Tax
- payments arising from a default by the tenant such as replacing lost key

The new measures are subject to Parliamentary timetables and will be introduced in law next year.

The Tenant Fees Bill builds on government's work this year to protect tenants and landlords through the introduction of new rogue landlord database, banning orders for rogue landlords and property agents as well as a new code of practice to regulate the letting and managing agents sector.

Further information

All proposals relate to England only. The ban on letting fees will apply to assured shorthold tenancies and licences to occupy in the private rented sector.

A ban on letting fees was announced at Autumn Statement 2016, it was also a commitment in the 2017 Conservative Manifesto.

The Tenant Fees Bill reflects feedback from the recent [public consultation](#), which ran from April to June 2017 and received over 4,700 responses. 58% of respondents (93% of tenants) agreed with government's proposed approach to ban letting fees to tenants with the exception of a holding deposit, refundable tenancy deposit and tenant default fees.

A [draft Tenant Fees Bill](#) was published by government on 1 November 2017 and underwent pre-legislative scrutiny by the Housing, Communities and Local Government Select Committee who published their [report](#) on 29 March 2018.

The Committee agreed that the Bill has the potential to save tenants in the private rented sector hundreds of pounds as well as making the market more transparent. Government has carefully considered the Select Committee's report and accepted the majority of their recommendations. Read the [government response](#) to the Select Committee report.

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[Speech: A civil service fit for the future](#)

Thank you for inviting me back to the Institute for Government on the topic of transformation of the Civil Service.

I made one of my first speeches here as Chief Executive, a little over three years ago.

And it's fair to say, I think you'll agree, that quite a lot has happened since then.

We've had two changes of government, we've had the EU referendum – on the back of which we've created from scratch, and staffed, two new departments.

One of which, the Department for Exiting the European Union, is coordinating the work of more than 300 Brexit-related work streams across government.

I should take this opportunity to thank Philip Rycroft and his team who run DExEU and who are doing a fantastic job and deserve our collective thanks for that work.

Back in 2015 I made the observation that Civil Servants were brilliant, talented people, doing too much. Not much has changed!

But I also made four specific observations:

First, that as a result of progressively outsourcing delivery the Civil Service had evolved to focus mainly on policy-making. Our policy strength will always be important, but we had lost much of our capability to implement and deliver policies and services.

Second, that while the fiscal envelope was continuing to shrink, the standard efficiency drive had run its course – to get to the next level of efficiency, while at the same time improving the effectiveness of service delivery, we needed a more fundamental transformation of how we worked as a Civil Service.

Third, that we needed to begin to break down the silos that existed, learn to work across boundaries, and take a more collaborative approach.

Lastly, I said that we needed to move our leadership approach on from a focus on pure intellect to one that embraced depth of experience: from elegant explanations to delivered solutions.

And I then set out four priorities to address these observations, aimed at setting us up to be fit for the 21st century:

1. Increase the numbers of people in Whitehall with delivery skills, and to offer clear career pathways so that they would feel valued, and could build their experience within the Civil Service
2. Develop functional leadership across government
3. Build our planning and performance management capability
4. Evolve the model of leadership in the Civil Service, developing a pipeline of credible, confident, and experienced leaders.

The second of those priorities, functional leadership, is integral to delivering all of the others.

And I want to return to it now to provide some context for the Institute's series on this and to reflect on our progress to date.

Because we haven't stood still.

We now have 9 core cross-government functions, each with a dedicated, experienced leader, and championed at Permanent Secretary level. These are complemented by dozens of professional networks that connect civil servants right across government, from the Operational Delivery Profession – our largest – with more than 240,000 civil servants, to the International Trade

Profession – our newest – which launches today.

These advances are important. I believed then, as I do now, that deploying professional expertise across the system through a functional structure is the only way to tackle the transformation needed to meet the requirements of being both more efficient and more effective.

And since then – we have Brexit. It's been said before, but this is the biggest, most complex peacetime task the Civil Service has faced.

The challenge is not a distraction, or a substitute for other priorities, it is an opportunity; and one we must seize.

Because at the same time as the task of delivering Britain's EU exit strengthens the argument for strong functional leadership, it also provides an opportunity to accelerate the changes we're already making, to implement the complex tasks ahead.

To remind you – I believe the functions have 3 primary roles:

First, to set standards – because:

- without a consistent approach to working with the private sector – every contract is different
- without a consistent approach to cyber security – it's every department for themselves
- without consistency of pay structures – there's arbitrage across departmental boundaries
- without consistent data standards – there are no linkages between departments
- without consistent technology standards in buildings, it sometimes isn't even possible for visiting employees from one department to log-on in another departmental building

Second, functions have a leading role in building skills and capability; because:

- I've said many times we need to build professionalism and experience back into the Civil Service
- making shared services work needs people who have done it before
- building sophisticated and flexible relationships with the private sector needs experienced commercial people – to move us on from the transactional, price-based relationships that still exist across parts of our system
- we need to have people with technical and data skills as we increasingly engage with citizens in a digital world
- and we need proper project management skills to undertake the complex projects the Civil Service is now involved in

And, third, functions help to shape cross-government strategies, because:

- we needed to see the multiple connections a company like Carillion had across government, so that we were able to respond to that situation and

protect public services in the way that we did – something that would simply not have been possible even two or three years ago

- we need to have mechanisms for building careers and developing our people to be the best they can be – and that needs cross-government coordination
- we need to have consistency in how we build new digital systems – because of the efficiencies and economies that come from having common platforms
- we need to bring multiple departments into the same buildings – not just for the sake of economy – but for better, smarter, more collaborative working
- and we need to have common ways of doing the transaction process, so that we can benefit from the huge economies of scale that government can bring to bear; to do otherwise would be such a waste of taxpayers' money

Seen through these lenses – the appeal of the functional model seems obvious.

But historically we haven't been set up like that. And to make it so is not a quick fix.

We have to build professional pathways to attract people to join the Civil Service and plan their careers to give them the experience they need over time; and that is now starting to happen.

We have to begin to value new skills in our leaders. Intellect alone is no longer enough – we need more – because otherwise the system won't be able to support the the implementation challenges we face today.

We need to learn new ways of working – because a cross-government matrix structure in itself is new – and it has to add value to what went before. And that takes time to learn – and skilled people to implement it.

And, of course, at the same time we must continue to deliver services that meet the standards and convenience citizens have come to expect as 21st century consumers.

So, transforming what we deliver means transforming how we deliver it.

And that delivery needs the skills and experience I have described.

Returning to the current challenges of Brexit, and the need to use this moment as an opportunity to accelerate – it demands that we both think through a complex set of problems and deliver the solutions on the ground within a fixed time period.

We can't do that unless we approach this challenge differently to the way we have done things in the past.

And the good news is, it's already happening – we are accelerating the changes we need and they are helping us to deliver what we need to deliver.

To take just a few examples where we are leveraging the functional structure in that task:

In commercial:

- many of the Brexit-related projects require multiple new contracts and procurements – we are already using commercial teams to help structure those for maximum effectiveness in the market
- we are setting up ways of accessing skills in the market that will deliver right cross government – not just department by department

In technology:

- many Brexit projects require new technology in one form or another, and those systems are being built to our new digital standards, in agile ways with new and different partners, allowing an iterative development process
- even three years ago that would not have happened – because we didn't have the digital skills or awareness in-house to do it

In project leadership:

- we have a group of experienced project leaders, many of whom have been trained through our Major Projects leadership programmes, and are now being deployed into the most complex Brexit projects
- These are the leaders who will help us get projects through the difficult gap between designing a policy and putting it into action – as Tony Meggs has called it recently, the 'Valley of Death'

This is all work in progress. But we have come a long way in a short time.

It's a fact that we don't have all the implementation skills that we need in-house – but we are building them quickly – and we have hired more than 5,000 people into 8 departments over the last 12 months in order to help.

And we are using the current imperatives to accelerate new joined-up ways of working. We have established the new Border Delivery Planning Group of officials across Whitehall to tackle the complex issues around making sure our borders continue to work effectively post-EU withdrawal.

I'm not going to get into the complexities of the negotiations here, but this new Group will create and oversee a joined-up implementation plan, drawing together the 30 or so departments and agencies that interact at our borders.

Responsibility for delivery, of course, remains with departments – but the cross-department group will define the plan – and hold the departments to account for delivering their piece of it.

That goes against the grain of traditional accountabilities in our Civil Service system.

Many more challenges – and not just in relation to Brexit – now transcend the boundaries between departments – from healthcare to justice to housing and benefits. We can learn from the borders experience and apply that elsewhere over time.

The matrix structure introduced by the functions helps us to address those cross-cutting issues – because it cuts across the vertical departmental silos and enables more transparency, lets information flow, allows us to target expertise and generally work more collaboratively.

I have used Brexit-related examples, but there are many others outside Brexit.

And I'm not going to go into great detail here – because I've done that in other fora – but to take just a few examples.

We've launched the Government Property Agency. Over time, this will help us make more collective and collaborative use of our property portfolio.

We've already announced 13 government hubs across the country – mostly, predominantly HMRC, but with many of them including other departments. Just the other day I was at our new building in Canary Wharf, which will host 8 different public bodies. These hubs together will impact and benefit around 40,000 public servants – that is a very material change. And we have yet to announce another 8 to 10 hubs over the course of the next few years, and those will host even greater numbers of departments than the ones that we've already announced.

We have now stabilised and are seeing the benefits from the various centres of expertise that we have across the Civil Service – from the Shared Services centres which are taking shape across government; to the Debt Market Integrator joint venture, which has collected 17% more debt, that would otherwise have been lost to government; and our Crown Hosting JV – which again has proven hugely successful in efficiently hosting legacy systems, and has saved many hundreds of million of pounds.

The digital transformation of public services means we're delivering in ways that people expect and that are becoming more and more routine for government.

At Newcastle Crown Court last month, I saw first-hand how video hearings are revolutionising the way our courts system operates. In the first month of starting to resolve small claims online, there are litigants who have resolved their case out in just two hours. And prosecutors are getting to work digitally too, with online pleas for offences like fare evasion. This is groundbreaking modernisation – which takes an enormous management focus and huge attention to deliver.

HMRC is trailblazing the adoption of artificial intelligence and robotics for mass-repetitive tasks, and we've recently established a Centre of Excellence to accelerate the adoption of this technology across government. And we're mining the potential in data and prospecting in emerging areas like geospatial data to unlock value across the economy.

All these are in motion, and over the last 2 or 3 years have contributed material savings and efficiency to government.

I could go on – but the point is that significant change is already being

delivered, and our task is to accelerate that change, not only using the imperative of Brexit but our impatience to change and modernise our Civil Service to meet the challenges of today.

So the question is, “what next?”, and what must we do to sustain and accelerate this progress?

I will highlight three areas:

- How we’re codifying the skills we recruit and reward, and hence embedding new career paths across the organisation
- How we need to think about funding the functions and the centre going forward
- And how we might adjust our governance to accommodate the changes I have described

To take the first of these – we want to continue to attract and develop people with professional skills within the Civil Service.

The interesting thing about setting up a functional structure is that we are now organised more like the outside world. Many of our recent external hires have entered the Civil Service via the functions – because they can now see how and where they can add value, and the organisation looks more familiar to them than perhaps it has in the past.

But it’s no use bringing these people in with functional skills, and then assuming we can judge them against criteria that aren’t matched to their personal career experience. If we did that, over time they’d just leave.

And that’s why we are now launching Success Profiles – an expansion of our competency-based approach to recruitment and promotion, broadening it to include more robust and wide-ranging selection criteria.

This change, in my view, is really, really important – because it bears on what qualities and skills we value and promote.

It relates to building experience – so that we are no longer creating generalists by default, but people with broad and deep experience in delivery and implementation.

The new Success Profiles will be used for recruitment and promotion, and over time will allow us to evaluate candidates on what they have done before, what their actual experience, behaviours and values are – rather than on how they answer a competency questionnaire.

This means we can encourage people to build a career path, and be promoted within that career path, to build deeper experience and depth in their profession – and that is a significant change.

It will require quite a change in our leaders, too – involving them much more in interviewing and performance managing their people.

It may also be time to think about how we fund the centre of government. This

is something I would like to see as part of the 2019 Spending Round.

There is always a tension of course – because in the end the functions only exist to help the delivery teams in departments deliver their outputs. There is, therefore, a strong argument to insist on the rigour and discipline of demand-driven mechanisms to fund the functions. It ensures that the functions don't do things which don't add value.

But it can also be inefficient and slow. Our new IT system for sensitive information took far longer than it should have because funds had to be negotiated with each separate department.

To leverage some of the centres of expertise I have talked about, sometimes needs central funding to build consistency across government.

The same imperative applies to building a new recruitment platform that everybody can use.

Accelerating the roll-out of our commercial capability also needs to be addressed centrally, so that we can do it quickly. Our Assessment and Development Centre has been piloted with the big departments. It has assessed more than 1,100 people against professional commercial standards. Now, we're extending it to Arms Length delivery bodies.

So, I am hopeful we can make a sensible case for funding the centre in a different way, while still retaining good discipline to ensure that the functions only do what adds value.

And finally, while we have built a function structure into government over the last few years, we have not reviewed the overall governance within the Civil Service to reflect that. This is internal plumbing – not, frankly, the stuff of headlines – but nonetheless important in how we function as an organisation.

There is no single right way. Our structures are inherently complex, and I don't pretend to have answers today. But it's something we must start to consider over the next period.

So, there's more to do.

We have taken up the enormous challenge of Brexit. And while we tackle it – indeed, as part of tackling it – we are building our future capability and accelerating towards that goal.

Ultimately, this is all about people. The citizens we work for as civil servants; and the civil servants themselves. They are already doing extraordinary things to deliver the government's priorities.

They are also in the middle of huge changes and improvements that everyone in government has to embrace. As senior leaders it is up to us to create the structures within which they can be most effective; give them the modern tools and workplaces to do the best job they can, providing the best public services; and the training and experience to realise their potential.

That is the task before us. And we are on the way. Success means we will remain one of the most admired public institutions in the world.

Ladies and gentlemen, thank you very much.

[Press release: Professor Brian Morgan appointed to regulatory board](#)

Secretary of State for Wales Alun Cairns has today welcomed the appointment of Professor Brian Morgan to the independent Regulatory Policy Committee (RPC).

Professor Morgan is currently a Professor of entrepreneurship at Cardiff Metropolitan University and director of its Creative Leadership and Enterprise Centre.

The Regulatory Policy Committee (RPC) is an independent body sponsored by the Department for Business, Energy and Industrial Strategy which assesses the impact on business of new regulatory and deregulatory proposals.

Professor Morgan joins four other new appointments to the board – and one reappointment. Each member has substantial experience and expertise to play a key role in overseeing the government's better regulation agenda.

Marking Professor Morgan's appointment, Secretary of State for Wales Alun Cairns said:

The RPC is a body which plays such an important role in providing a robust and impartial check on the purpose and effects of proposed government regulatory activity.

Brian brings with him decades of leadership and experience in economics and enterprise and I am delighted to see him appointed to this important position.

I have no doubt that he will work effectively with his co-members in their efforts to achieve better regulatory outcomes that promote growth and jobs, and protect the interests of society. Appointments to the RPC are made by the Secretary of State for Business, Enterprise and Industrial Strategy in line with the OCPA Code of Practice.

Business Minister Lord Henley said:

The Regulatory Policy Committee has been applauded by business for the strong, independent scrutiny it provides around the impact of regulation on business.

The new members will bring valuable expertise and experience to the Committee and play a vital role in supporting the Government to ensure that the evidence underpinning policy making is robust.

Chair of the Regulatory Policy Committee Anthony Browne said:

It is great to have such a strong range of new members joining the RPC, as we prepare for leaving the EU. Never has the work of the RPC in helping ensure high standards of policy making been more important.

The other new members are:

Laura Cox

Laura Cox is currently a partner at PriceWaterhouseCoopers and is a member of the Law Society (England and Wales) and the American Bar Association.

Stephen Gibson

Stephen Gibson has over 25 years' experience as a professional economist, a regulator in regulated industries, and as a consultant. He has also lectured on the subject at Birkbeck and City Universities.

Andrew Williams-Fry

Andrew Williams-Fry is a regulatory economist and government affairs professional. He has worked in economically regulated sectors, including energy, water, rail, post, aviation and financial services and most recently has led regulatory and government affairs teams within the Mastercard group.

Sheila Drew-Smith OBE

Sheila Drew-Smith was a member of the Committee on Standards in Public Life. She is the Chair of the National Approved Letting Scheme, a committee member for SafeAgents and is the safeguarding adviser to the Secretary of State for International Development.

In addition to the five new members, Jeremy Mayhew has been reappointed to the Committee. He has served since 2012 and is, also, a Member of the Legal Services Board and the British Transport Police Authority. Previously, his

experience was mainly in the media and broadcasting industry, both at the BBC and as a consultant.

The new appointments have been made following an open recruitment process and in accordance with the Ministerial Governance Code on Public Appointments.

ENDS

NOTES TO EDITORS

Professor Brian Morgan biography

Brian Morgan is a professor of entrepreneurship and director of the creative leadership and enterprise centre at Cardiff Metropolitan University.

In March 2016 the Enterprise Centre launched a two year Research project into aimed at mapping the future trends of the Welsh economy.

Brian traces his interest in economics and enterprise to his time as a student and lecturer at the LSE.

Before returning to academia at Cardiff University in 1997 Brian was Chief Economist at the WDA.

Has worked as a senior policy adviser in Wales (for the WDA and the Assembly), and in Whitehall (the DTI) and he has worked extensively in Europe (for the OECD and EU).

He is the co-founder of world renowned whisky brand, Penderyn and was chairman of Brecon Carreg.

In 2011 he was Chair of an independent review panel set up by the Welsh Government to assess the impact of business rates on economic growth.