

# Public Expenditure, Management and Control

*The Development of the Public Expenditure  
Survey Committee (PESC)*

SIR RICHARD CLARKE

*edited by Sir Alec Cairncross*



M

# Contents

<i>Foreword by Sir Alec Cairncross</i>	vii
<i>Personal Introduction</i>	xix
<i>Acknowledgment</i>	xxiii
1 The Background to Plowden	1
2 Long-Term Operations: 1955–59	7
3 The Plowden Report	25
4 The Initial Operations: 1960–62	41
5 The First PESC Report: 1960–61	50
6 PESC in Reflation: 1962–63	61
7 The Impact of NEDC	70
8 PESC in 1963–64	78
9 State of Play: Summer 1964	86
10 Stamp Memorial Lecture	102
11 PESC and the 1964–66 Labour Government	110
12 Public Sector Control at the Top	138
13 PESC: Past and Future	147
<i>Appendix A</i> Mr Gladstone's Budget Speech, 1860	165
<i>Appendix B</i> The Management of the Public Sector of the National Economy	168

<i>Appendix C</i> An extract from Treasury Evidence to the (Robbins) Committee on Higher Education, 1962	191
<i>Index</i>	198