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SUCCESSION PLANNING IN THE CIVIL SERVICE (Lord President's minute of 9 February)

1. Like the Lord President, I believe the scheme to be a good one. It largely meets what I had in mind in Recommendation 9 of the "Lasting Reforms" memorandum.
2. I particularly welcome the emphasis put on ensuring that certain posts - especially those of the PEO and PFO - are filled by people with the right training and experience.
3. However, while I agree with what the third paragraph of the officials' note says about PFOs needing an awareness of the importance of financial management skills in others, I see this as very much a first step. It is by no means a substitute for what I regard as the main aim, namely equipping those being considered as potential PFOs with these skills (which will mean investing in some formal training for these people).
4. My only other point is that the last paragraph of the note is perhaps a little too deferential to the Permanent Secretaries and a little too cautious, specially on the rate of implementation. If that paragraph is retained when the note is circulated to Ministers, I think that it should end on a less guarded note. Why not say that the new arrangements will be introduced by (say) 1983?
5. I am copying this minute to the Lord President.

  
Derek Rayner  
11 February 1981