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CABINET

CIVIL SERVICE MANPOWER: THE 630,000 TARGET

Memorandum by the Lord President of the Council

INTRODUCTION

1. Our public commitment is a Civil Service of 630,000 by 1 April 1984. When we last discussed it, colleagues had offered 40,000 in new savings. After extensive consultations they have offered 8,000 more, which gets us down to 637,000.

WHAT NOW?

2. We agreed to aim at 620,000 so as to provide a margin of 10,000 for contingencies. But many of us were worried that the margin might be too small. Events since then have proved this right. For we can already see claims of around 10,000, without allowing for any rise in unemployment above the present level. It would be foolish to assume there is not more to come. I conclude that we should aim at 615,000, which would give us a margin of 15,000. So I have seen it necessary to find another 22,000 below the 637,000 which colleagues have offered.

3. Overall, after allowing for the growth we have already approved, we need a reduction of 16 per cent of the staff in post on 1 April 1979. But this cannot fall evenly, and I am therefore asking some departments for more, some for less. My proposals for each department are in Annex A, with a brief explanation; I am writing separately to colleagues in greater detail.

SCOPE FOR EFFICIENCY SAVINGS

4. Most offers have included savings from greater efficiency. But I believe they are over-cautious. For the three years starting from 1 April 1981 they amount to little more than 1 per cent per annum, and I am sure we can do better than this. Looking at forward plans for staff inspection, Rayner scrutinies and other studies, including Service-wide reviews (see Annex B), I believe we can achieve not less than 2 per cent per annum overall, and my proposals reflect that.

LEGISLATION

5. Some savings will need legislation. Annex C gives details. Firm places will have to be found for these bills in the relevant legislative programmes.

THE POSITION AT 1 APRIL 1982

6. A high proportion of the savings will accrue towards the end of the period. Present plans indicate a Service of 695,000 on 1 April 1981 and 685,000 on 1 April 1982 (details are at Annex D). This will look bad; the effects on staff numbers of rising unemployment could make it much worse. So colleagues will see the need to bring their savings forward to the maximum extent, which should be reflected in the Estimates next month.

NEW DEMANDS AND THE CONTINGENCY MARGIN

7. Now is not the time to make plans for the use of the contingency margin; we must create it first by agreeing the targets. But it is already clear that there must be tight restraint. Apparently we shall need up to 2,000 new staff for every 100,000 unemployed above two million. Even if these requirements are pared to the bone, the room for new initiatives may be very small indeed. I am especially concerned about the effect of the taxation of unemployment and incapacity benefits (where the departments concerned have already asked for up to 5,000 staff). We cannot settle the question today. But unless part of this demand can be absorbed, it will of itself claim up to one-third of the new margin.

SAVINGS AND THE COST OF THE RUNDOWN

8. The gross amount saved between 1979 and 1984 will be about £1,000 million and some £675 million a year thereafter. But there will be offsetting costs. We shall need to retire some people early, and some redundancies will be unavoidable. A round estimate of the cost is some £150 million over the period. Some efficiency changes may call for capital expenditure on, for example, accommodation and computers. Then privatisation, including the transfer of pension rights, will also cost money, though it is not yet possible to put a figure to it.

PRIVATISATION

9. Whether a proposed transfer of work out of the Civil Service is to the private or to the public sector, it must be commensurate as the Prime Minister has told Parliament, with sound management and good value for money for the taxpayer. So each Minister responsible will wish to assure himself that he can justify his plans on that basis.

CONCLUSION

10. I invite colleagues:
- a. to adopt the global target of 315,000;
 - b. to adopt the departmental targets proposed in Annex A for 1 April 1984;
 - c. to note the need for legislation as set out in Annex C.

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Civil Service Department

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EXISTING PLANS AND TARGETS PROPOSED

DEPARTMENT	S.I.P. 1.4.79	S.I.P. 1.4.80	S.I.P. 1.4.84 on existing plans	New savings required	Proposed target 1.4.84	Target as percentages of staff in post 1.4.79 (1.4.80)	
1. <u>Defence</u> (incl ROFs)	247,660	239,780	227,000	27,000	200,000	80.3	(83.0) ^a
2. <u>MAFF</u>	13,956	13,758	13,154	1,604	11,550	82.8	(84.0)
3. <u>Industry</u>	9,514	9,143	7,949	629	7,320	76.9	(80.1)
4. <u>Trade</u>	7,627 ^b	7,198	6,971)				
OFT	294	307	313)	725	8,425	84.8	(89.3)
ECGD	2,019	1,926	1,866)				
5. <u>Energy</u>	1,267	1,263	1,160	70	1,090	86.0	(86.3)
6. <u>Employment</u>	23,300	20,689	25,641)				
MSC	25,332	25,142	22,141)	3,479	49,000	91.3	(96.6)
HSC/E	4,170	4,110	3,968)				
ACAS	850	775	729				
7. <u>FCO</u>	9,777	9,486	11,786)	696	11,090	90.5	(95.2) ^a
ODA	2,301	2,078					
8. <u>Transport</u>	13,908	13,470	11,265	540	10,725	77.1	(79.6)
9. <u>Environment</u>	12,358	11,654	10,719	1,399	9,320	75.4	(80.0)
PSA (incl Supplies)	40,095	36,626	33,705	4,405	29,300	73.1	(80.0)
Ordnance Survey	3,586	3,433	2,986	171	2,815	78.5	(82.0)

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DEPARTMENT	S.I.P. 1.4.79	S.I.P. 1.4.80	S.I.P. 1.4.84 on existing plans	New savings required	Proposed target 1.4.84	Target as percentages of staff in post 1.4.79 (1.4.80)
10. <u>Home Office</u>	33,490	34,095	36,300	1,400	34,900	104.2 (102.4) ^c
11. <u>Lord Chancellor's Department</u>	10,211	10,011	10,500	600	9,900	97.0 (98.9)
Land Registry	5,531	5,898	5,700	225	5,475	99.0 (92.8)
Public Trustee	350	321	273	48	225	64.3 (70.1)
Public Record	426	417	406	-	406	95.3 (97.4)
12. <u>Education and Science</u>	2,647	2,596	2,431	241	2,190	82.7 (84.4)
13. <u>Arts and Libraries</u>	1,102	1,150	1,130	50	1,080	98.0 (93.9) ^d
14. <u>DHSS</u>	98,369	96,209	100,672	12,972	87,700	89.2 (91.2) ^e
OPCS	2,560	2,648	2,265	135	2,130	83.2 (80.4)
15. <u>Chancellor of Exchequer</u>						
Inland Revenue	84,646	78,313	75,600			
Customs and Excise	28,771	27,232	26,985			
National Savings	10,808	10,407	9,439			
Royal Mint	1,375	1,337	1,260			
Treasury	1,056	1,044	1,003			
Others	249	235	216			
Totals	126,905	118,568	114,503	11,903	102,600	80.8 (86.5)

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DEPARTMENT	S.I.P. 1.4.79	S.I.P. 1.4.80	S.I.P. 1.4.84 on existing plans	New savings required	Proposed target 1.4.84	Target as percentages of staff in post 1.4.79 (1.4.80)	
16. <u>Lord President of the Council:</u>							
CSD (incl Parl. Cl)	3,350	3,275	2,976	326	2,650	79.1	(80.9)
CISCO	1,736	1,808	1,808	323	1,485	85.5	(82.1)
HMSO	6,689	6,236	5,865	1,865	4,000	59.8	(64.1)
COI	1,182	1,210	1,099	150	949	80.3	(78.4)
17. <u>Paymaster General</u>	873	924	1,070	45	1,025	117.4	(110.9)
18. <u>Scottish Office</u>	11,119	10,950	10,393	393	10,000	89.9	(91.3) ^f
Scottish Secret- ary's Other Departments	1,788	1,814	2,009	97	1,912	106.9	(105.4)
19. <u>Welsh Office</u>	2,607	2,481	2,318	123	2,195	84.2	(88.5)
20. <u>Northern Ire- land Office</u>	216	220	217	17	200	92.6	(90.9)
21. <u>Other Depts</u>	3,193	3,261	3,457	128	3,329	104.3	(102.1)
TOTALS	732,358	704,930	686,745	71,759	614,986	84.0	(87.2)

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Footnotes:

- a The numbers shown for the Ministry of Defence and the Foreign and Commonwealth Office are the published totals for those departments for the date in question. They include a certain number of civil servants who are not members of those departments but are always included in their published manpower figures. The numbers of these civil servants are subject to separate review. They have therefore been excluded from the reckoning for the purpose of calculating the percentage reductions proposed for the two departments.
- b This figure includes the Department of Prices and Consumer Protection.
- c On the non-prison side, the proposed percentage reduction from 1 4 79 to 1 4 84 is 4.2%; exclusive of growth the reduction is 18.2%.
- d Based on savings of 10% of 1 4 80 staff-in-post in the Office itself, and 4% in the departmental museums (see Appendix).
- e Percentage reduction from 1 4 79 to 1 4 84, exclusive of growth and the special hospitals, is 19.2%.
- f The overall reduction from 1 4 79 to 1 4 84, excluding prisons and the State Hospital, is 17.5% net of a transfer in of 107 staff from PSA.

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Notes on individual departmental targets1. Ministry of Defence (including Royal Ordnance Factories)

New savings of 17,000 (7.2% of 1 4 80 staff-in-post, excluding those referred to in the note at the end of Annex A) have been offered, to be achieved partly through increased efficiency but with a substantial proportion dependent on privatisation (the main candidates are shown in the Appendix to Annex C). Savings of a further 10,000 should be possible through further improvements in efficiency of 1½ per cent per annum.

2. Ministry of Agriculture, Fisheries and Food

New savings of 300 staff have been offered from a reorganisation of the regional structure partly offset by staffing requirements of new EEC schemes, together with the transfer of the 500 staff of the Royal Botanic Gardens, Kew, to the British Museum (Natural History), a Trustee body. Most of the remainder of the savings will need to come from efficiency improvements across the whole department, including ADAS.

3. Department of Industry

New savings of 530 posts have been offered from improved efficiency. An additional saving of 99 by intensifying the search for greater efficiency is proposed.

4. Department of Trade, Office of Fair Trading, and Export Credits Guarantee Department

Of the new savings of 640 offered in the Department of Trade, 270 will result from removing personal bankruptcies from the Insolvency Service (with a further reduction of 300 in 1984 - 85), 65 from abolishing the Registry of Business Names, and 45 from ending import surveillance licensing and other activities. A further 260 will need to be achieved from general efficiency improvements. ECGD will contribute new savings of only 26 since more could damage support for British exports. In the OFT further cuts would be difficult. But further saving of 59 posts from general efficiency savings in this group of departments is considered possible.

5. Department of Energy

New savings of 23 posts have been offered from improved efficiency. A further saving of 47 might be made from economies in the arrangements for Offshore Supplies, and reductions in the Petroleum Engineering Division and in the nationalised industry divisions. The proposed overall percentage saving between 1 4 80 and 1 4 84 (exclusive of approved growth of 35 posts) is 16.7%.

6. Department of Employment Group

New savings have been offered in Unemployment Benefit Offices (UBOs), the Manpower Services Commission, the Advisory, Conciliation and Arbitration Service, and, to a smaller extent, in the Health and Safety Executive. The further savings proposed would need to come from the Rayner study into the payment of benefit to the unemployed, and from economies in such areas as Job Centres. The proposed overall percentage savings between 1 4 79 and 1 4 84 (exclusive of approved growth of 6240 in UBOs to cope with currently assumed increases in unemployment) is 20.3%.

7. Foreign and Commonwealth Office/Overseas Development Administration

New savings of 440 will be achieved by a 10% cut in ODA staff-in-post at 1 4 80 through reductions in the Aid Programme and improvements in efficiency; by savings in the Passport Office (assuming reductions in demand by 1984); and in the Diplomatic Service. Savings of a further 256 posts are proposed. These could be achieved from one or more of a number of studies currently in hand, eg entry certificate work, security staffing, the India Office Library and Records; further aid reductions, and a review of ODA's specialist units. These savings will be partly offset by some increase in staff numbers through changes in nationality laws, and the introduction of EEC passports. Savings of 300 locally engaged staff, who do not count as UK civil servants, are also planned. Exclusive of growth (and of the staff referred to in the note at the end of Annex A) the target proposed is 16.4% below the 1 4 79 level.

8. Department of Transport

Existing plans already aim to reduce the 1 4 79 staff-in-post figure by 19%, but a further 4%, from improved efficiency and productivity, is judged feasible. In addition, with the disbanding of the Road Construction Units, the work of some 1,600 staff (counted as local government employees) will be transferred to private consultants, leading to a significant reduction in the total number of people employed in the public sector.

9. Department of the Environment/Property Services Agency/Ordnance Survey

New savings in DOE of 10% of 1 4 80 staff-in-post have been offered from improvements in efficiency, reductions in functions and changes in status. The target assumes that it will be possible to increase these savings to 12% of 1 4 80 staff-in-post. New savings in PSA of 10% of 1 4 80 staff-in-post have also been offered from further privatisation of building maintenance work, and (subject to satisfactory cost comparisons) building design work. The target assumes that it will be possible to increase these to 12% of 1 4 80 staff-in-post. The status of the Ordnance Survey is under review. The target assumes that new savings of 171 (5% of 1 4 80 staff-in-post) can be made from improvements in efficiency and selective implementation of recommendations in the Serpell Report. Transfer out of the Civil Service would, on the other hand, save almost 3,000 posts.

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10. Home Office

Existing plans allow for an increase in police support, immigration and prison service staff of about 2500. Economies in prison manpower will go towards reducing overtime and minimising the staffing requirements of new prisons. Savings in the rest of the Home Office will come from streamlining and efficiency, from a transfer, to be negotiated, to local authority control of police recruit training and possibly from police tele-communications services, and from privatisation of domestic services at the Police, Fire Service and Home Defence Colleges.

11. The Lord Chancellor's Departments

New savings of 600 posts (6% of 1 4 80 staff-in-post) have been offered in LCD through improved efficiency. Growth of about 350 staff has been approved in the Crown (criminal) Courts to deal with the increasing volume of detected crime. Excluding this approved growth, the overall saving between 1 4 79 and 1 4 84 is 6.5%. The Land Registry's new savings of 225 posts from implementation of various efficiency measures is offset by approved growth of 250 man-years to cope with the most recent extensions of areas of compulsory registration. Excluding growth the overall saving between 1 4 79 and 1 4 84 is 15.5%. In the Public Trustee Office, new savings of 48 posts (15% of 1 4 80 staff-in-post) have been identified as a consequence of the installation of a computer. No further savings in the Public Record Office are proposed.

12. Department of Education and Science

Savings of 95 staff have been offered from simplification of procedures and controls over education building, reduction in functions relating to building development, student awards and teacher probation and in-service training, and reduction in common service staff. To reach the proposed target, additional savings of 146 staff in statistics, Architects and Buildings Branch, and from general efficiency measures - including HM Inspectorate of Schools and its supporting staff - will be necessary.

13. Office of Arts and Libraries

While new savings of 10% of 1 4 80 staff-in-post will be made in the staff of the Office itself, further savings (provisionally set at 4%) in the two departmental museums (the Victoria and Albert and Science Museums) will depend on the outcome of proposed scrutinies.

14. Department of Health and Social Security/OPCS

Some 8,000 of the savings will come from 3 major policy changes: Employers' Statutory Sick Pay, Unified Housing Benefit and Simplified Supplementary Benefit. Substantial areas still remain in the department where Rayner-type scrutinies and other reviews should produce efficiency savings beyond those already offered, eg the

study of the payment of benefit to the unemployed. The 2,400 staff in the Special Hospitals have been exempted from cuts. Growth of some 6,742 has been approved chiefly to meet the currently assumed levels of unemployment. Allowance also needs to be made for the staff for extra Supplementary Benefit claims arising from the abolition of the Earnings Related Supplement. The new savings offered for OPCS are based mainly on reductions in functions, but the scope is limited by the timescale for processing the 1981 Census. The target savings of 5% of 1 4 80 staff-in-post is based on the expectation that a reduction in the scope of the survey work should be feasible as a consequence of a current Rayner review.

15. The Chancellor of the Exchequer's Departments

New savings of 10% of 1 4 80 staff-in-post are proposed. Traditional budget discretion will be required in deciding on the allocation of savings between these departments. Some of the savings will come from improvements in efficiency, others will depend on budgetary decisions. Above average savings were made between 1 4 79 and 1 4 80, but further efficiency savings should be possible. It must be assumed that by the end of the target period the Government's policies will have reduced the burden of taxation and the number of people in tax.

16. Lord President's Departments

Civil Service Department

Savings amounting to 21% between 1 4 79 and 1 4 84 will come from a general cutting back of functions, including computer bureau work, reducing the involvement of the Civil Service Commission in recruitment of non-mobile staff and abolishing the regional network; and from increased efficiency.

Civil Service Catering Organisation

A proposal that canteen staff should count against the numbers in the departments where they work is being considered; if adopted, it will be for each department to decide whether to save staff in this field. Otherwise, the savings will be found by closing some staff restaurants.

HMSO

HMSO is to reduce its range of activities (excluding Parliamentary printing). New savings offered amount to 29.9% of 1 4 80 staff-in-post.

COI

The new savings will come from privatisation of films work, and some withdrawal from activities with consequential savings in administration and support staff.

17. Paymaster General's Office

Although the increasing work-load has been contained as far as possible, growth of 147 posts has been approved. Savings will be achieved by the introduction of more efficient working methods such as acceptance of data in a computer readable format. The overall percentage reduction from 1 4 79 to 1 4 84 (exclusive of growth) amounts of 5.2%.

18. Scottish Office/Scottish Secretary's Other Departments

The prisons and the State Hospital have been exempted from cuts. For the rest of the department, the savings proposed amount to 5% of the staff-in-post at 1 4 80. This is based on an assessment of the reductions in functions and efficiency savings required in analogous Whitehall departments, but taking into account the small scale of operation of many parts of the Scottish Office, and the level of cuts previously agreed. Although small savings are proposed in the Scottish Secretary's Other Departments these are not sufficient to offset growth previously approved in the Scottish Courts Administration to deal with an increasing workload, and in the Department of the Registers of Scotland to implement the Land Registration (Scotland) Act 1979. The net increase in staff from 1 4 79 is 124.

19. Welsh Office

The savings proposed amount to 5% of the staff-in-post at 1 4 80. This is based on an assessment of the reductions in functions and efficiency savings required in analogous Whitehall departments, but taking into account the small scale of operations of the Welsh Office and the level of cuts previously agreed.

20. Northern Ireland Office

Pruning of the UK Civil Service staff to produce new savings of 17 staff is considered the maximum possible in view of the department's close connection with problems of law and order.

21. Other departments

Approved growth in some small legal departments because of increasing workloads and in the Intervention Board for Agricultural Produce as a result of EEC policies, is slightly greater than the savings proposed, with a net increase of 136 on 1 4 79.

Improving Efficiency

The drive for greater efficiency in Departments is producing encouraging results so far. In particular, the disciplines applied in Rayner scrutinies have produced very good value. But the scope for improvement is still clearly very great.

2. The following points stand out:

a. Rayner-type scrutinies of manpower-intensive areas are both producing considerable savings in their own right (for example, 1800 proposed in the Revenue and Customs and Excise in the past year) and providing pointers to further studies. The evidence so far strongly suggests that there is a lot more to find. The present scrutiny of payments to the unemployed may produce very substantial savings in expenditure on staff and administration.

b. reviews by the CSD and departments of existing formulae for translating work-loads into staffing needs, especially where repetitive clerical tasks can be measured, suggest that there is widespread scope for tighter complementing. For example, the Department of Employment expects to save around 1000 by this means;

c. substantial savings are being attained from service-wide reviews of common functions. The review of statistics is likely to recommend savings overall of about 20%. The CSD review of messenger services is finding possible savings of 30-50%. Similar studies of supporting services in research and development establishments, typing, training and telecommunications have begun;

d. it is worthwhile to get managers of large establishments to conduct their own reviews. The Ministry of Defence have launched a major programme of this kind;

e. there is scope for substantial savings from streamlining networks of regional and local offices. Successful exercises in MAFF, Customs and Excise and Transport are being followed by others in PSA and DOE.

3. While departments have been understandably reluctant to set targets for such exercises in advance, it should be borne in mind that:

i. there are still $3\frac{1}{2}$ years to go;

ii. not many plans have yet been made for efficiency programmes after 1 April 1982;

iii. there are no signs so far of diminishing returns.

All this supports the view that there are still large additional savings to be found from improving efficiency if the pressure is sustained.

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PRIMARY LEGISLATION REQUIRED

ANNEX C

FOR OFFERS ALREADY MADE BY MINISTERS

<u>Department and details</u>	<u>Staff savings</u>	<u>Existing or new legislation</u>	<u>Expected Parliamentary Session</u>
<u>Environment</u>			
1. Transfer of District Audit Service to Accounts Commission	600	New	1982-83
2. Building Research Establishment - privatisation	1,100	New	Not Known
3. Countryside Commission - change status to grant-aided body	110	In Wildlife and Countryside Bill	1980-81
<u>Chancellor of the Exchequer</u>			
Sizeable proportion of total savings will come from administration which will not require legislation. Rest will be made by changes in fiscal measures which will generally require legislation.	Not specified	To be included in annual Finance Bills as appropriate	1980-81 to 1982-83
<u>DHSS</u>			
1. Employers' Statutory Sick Pay Scheme - hope to implement in April 1982	5,000	New	1980-81
2. Unified Housing Benefit - to take effect from November 1982	2,000	New	1981-82
3. Simplification of short term Supplementary Benefits Scheme - not expected to be introduced until early 1983	1,000	New - at same time or shortly after legislation for Unified Housing Benefit	1981-82
<u>Trade</u>			
Companies Registration Office:			
search service & files	80) In new Companies Bill	1980-81
business documents	10		
undesirable company names	25		
abolish Registry of Business Names	65		
Remove bankruptcy from Insolvency Service	270 by 1.4.84 (further 300 by 1.4.85)	New	1981-82

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<u>Department and Details</u>	<u>Staff savings</u>	<u>Existing or new Legislation</u>	<u>Expected Parliamentary Session</u>
<u>Crown Office/Procurator Fiscal Service</u>			
Fixed penalties for certain road traffic offences	25	To be included in Transport Bill	1981-82
<u>Agriculture Fisheries & Food</u>			
Transfer of Royal Botanic Gardens, Kew, to the British Museum (Natural History)	500	New	1981-82
<u>CSD</u>			
Disengagement from pay and superannuation work in respect of non-civil service public sector organisations	24	Would require amendment to existing legislation	Not Known

Defence

The precise way in which staff savings are to be made has not been settled. The Appendix attached lists potential areas for hiving off which the Defence Secretary proposes to study. Legislation is likely to be required for these options.

National Gas Turbine Establishment (2,460 staff)	Privatisation
Atomic Weapons Research Establishment (4,700 staff)	Transfer to UKAEA
Other R&D Establishments (up to 21,500 staff)	Privatisation and/or research institute status
Royal Fleet Auxiliary (3,200 staff)	Privatisation/nationalised industry status
Royal Ordnance Factories (up to 22,000 staff)	Privatisation (in whole or in part)
Meteorological Office (3,150 staff))	Research Institute or other non-departmental body
Hydrographer (1,100 staff))	
Defence Operational Analysis Establishment (200 staff))	
Ship Department: design staff (800))	
British Forces Broadcasting Service (175 staff)	"Hiving off" into fringe body
Royal Hospital, Chelsea (220 staff)	Independent charity funded by grant-in-aid
Royal College of Defence Studies)	Independent academic institutions
National Defence College,)	
Royal Military College of Science,)	
Royal Naval Engineering College (1,200 staff))	
Service Museums and Defence Research Information Centre (300 staff)	Status unspecified

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ANNEX D

STAFF IN POST AT 1 APRIL 1982

Column 3 below shows the estimated staff-in-post at 1 April 1982 on existing plans, as reduced by those of the savings offered for 1 April 1984 which it is known should be achieved by the earlier date. They do not take account of possible substantial increases (see para 7 of the paper), nor do they reflect the increased savings which are being proposed for 1 April 1984. It will be essential both to minimise demands for additional staff and to make further savings by 1 April 1982 if the numbers are to continue to decline and the 1 April 1984 target is to be assured.

<u>DEPARTMENT</u>	(1)	(2)	(3)	(4)	
	<u>S in P</u>	<u>S in P</u>	<u>S in P</u>	<u>S in P</u>	
	<u>1 4 79</u>	<u>1 4 80</u>	<u>1 4 82</u>	<u>1 4 82 as % of</u>	
				<u>1 4 79</u>	<u>(1 4 80)</u>
1. <u>Defence</u> (incl ROFS)	247,660	239,780	227,000	91.5	(94.5) (a)
2. <u>MAFF</u>	13,956	13,758	13,050	93.5	(94.9)
3. <u>Industry</u>	9,514	9,143	8,479	89.1	(92.7)
4. <u>Trade</u>	7,627	7,198	6,861	90.0	(95.3) (a)
OFT	294	307	313	106.5	(102.0)
ECGD	2,019	1,926	1,870	92.6	(97.1)
5. <u>Energy</u>	1,267	1,263	1,160	91.6	(91.8)
6. <u>Employment</u>	23,300	20,689)			
MSC	25,332	25,142)			
HSC/E	4,170	4,110)	52,650	98.1	(103.8)
ACAS	850	775)			
7. <u>FCO</u>	9,777	9,486)			
ODA	2,301	2,078)	11,605	95.4	(100.4) (a)
8. <u>Transport</u>	13,908	13,470	12,661	91.0	(94.0)
9. <u>Environment</u>	12,358	11,654	10,378	84.0	(89.1)
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10. <u>Home Office</u>	33,490	34,095	35,256	105.3	(103.4) (a)
11. <u>Lord Chancellor's Department</u>	10,211	10,011	10,100	98.9	(100.9)
Land Registry	5,531	5,898	5,620	101.6	(95.3)
Public Trustee	350	321	295	84.3	(91.9)
Public Records	426	417	396	93.0	(95.0)

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DEPARTMENT	(1)	(2)	(3)	(4)	
	<u>S in P</u>	<u>S in P</u>	<u>S in P</u>	<u>S in P</u>	
	1 4 79	1 4 80	1 4 82	1 4 82 as % of	
				1 4 79	1 4 80
12. <u>Education and Science</u>	2,647	2,596	2,416	91.3	(93.1)
13. <u>Arts and Libraries</u>	1,102	1,150	1,140	103.4	(99.1) (a)
14. <u>DHSS</u>	98,369	96,209	99,293	100.9	(103.2) (a)
OPCS	2,560	2,648	2,584	100.9	(97.6)
15. <u>Chancellor of the Exchequer</u>					
Inland Revenue	84,646	78,313	75,600	89.3	(96.5)
Customs and Excise	28,771	27,232	26,985	93.8	(99.1)
National Savings	10,808	10,407	9,630	89.1	(92.5)
Royal Mint	1,375	1,337	1,300	94.5	(97.2)
Treasury	1,056	1,044	1,025	97.1	(98.2)
Others	249	235	221	88.8	(94.0)
16. <u>Lord President of the Council</u>					
CSD (incl Parliamentary Counsel)	3,350	3,275	3,174	94.7	(96.9)
CISCO	1,736	1,808	1,750	100.8	(96.8)
HMSO	6,689	6,236	5,883	88.0	(94.3)
COI	1,182	1,210	1,063	89.9	(87.9)
17. <u>Paymaster General</u>	873	924	979	112.1	(106.0)
18. <u>Scottish Office</u>	11,119	10,950	10,623	95.5	(97.0) (a)
Scottish Secretary's other departments	1,788	1,814	1,960	109.6	(108.1)
19. <u>Welsh Office</u>	2,607	2,481	2,318	88.9	(93.4)
20. <u>Northern Ireland Office</u>	216	220	212	98.1	(96.4)
21. <u>Other Departments</u>	3,193	3,261	3,423	107.2	(105.0)
Totals	732,358	704,930	684,865	93.5	(97.2)

Note: (a) Footnotes to Annex A apply.