



DEPARTMENT OF HEALTH AND SOCIAL SECURITY  
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wm 6/11  
See Mac

The Baroness Young  
Chancellor of the Duchy of Lancaster  
Privy Council Office  
Whitehall  
London SW1

6<sup>th</sup> November 1981

*Dear Janet.*

COMPLEMENTS REVIEW OF DHSS LOCAL OFFICES - REVIEW OF GUIDELINES

During the past few weeks my officials have been engaged with yours in dealing with the problems resulting from the decision, by the Society of Civil and Public Servants (SCPS) in this Department, to instruct their members neither to participate in the guidelines review when CSD staff inspectors were present nor to agree to be interviewed by CSD staff inspectors about the need for work to be carried out and the way it was organised.

As you now know, intensive negotiations with and pressure on the SCPS have led them to concede the two major points of principle at stake, namely, the right of the CSD to enter departments in order to satisfy themselves that effective systems of manpower control and complementing are being applied, and that an examination of the need for work and how it is organised is an integral part of staff inspection. For tactical reasons, my officials and yours judged it reasonable to concede that the part of the study relating to the need for and the organisation of work in local offices should be conducted separately from the guidelines review. That part will, therefore, be resumed in early December. The Union, for its part, has instructed its members not only to co-operate fully with this study but also with the guidelines review which is now continuing in accordance with the planned programme.

This major concession by the Union on the two points of principle represents a significant achievement which has been brought about by our willingness to stand firm and not to accede to Union pressures.

I know that your officials are pleased with the outcome, in establishing a precedent which will assist other Departments should they face similar difficulties, and I am grateful for their expression of warm appreciation of the firm and skilful handling of this dispute. All concerned seem to me to have done well.

I am sending a copy of this letter to the Prime Minister.

*Yours faithfully,*

NORMAN FOWLER





Chancellor of the Duchy of Lancaster

*WV*  
*Govt Mach*  
Civil Service Department  
Whitehall London SW1A 2AZ  
Telephone 01-273 4400

13 November 1981

The Rt Hon Norman Fowler, MP  
Secretary of State for Social Services  
Alexander Fleming House  
Elephant and Castle  
LONDON SE1 6BY

*Dear Norman,*

COMPLEMENTS REVIEW OF DHSS LOCAL OFFICES - REVIEW OF GUIDELINES

Thank you for your letter of 6 November.

My officials kept me informed at each stage in the handling of the recent problems with the Society of Civil and Public Servants over staff inspection in your Department and I was very pleased to see the satisfactory outcome. As you say, it has meant that the Society has conceded on the two fundamental points of principle which we were concerned to safeguard.

I also agree that the firm but sensitive handling of this case should assist other departments if and when they face similar difficulties. There is in fact a current problem of a similar kind, also with the Society, in the Customs and Excise. Management there is taking a firm stand too and I hope that the matter can be satisfactorily resolved. My officials have already drawn the attention of Customs and Excise officials to the handling of the recent problems in your Department.

I am sending a copy of this letter to the Prime Minister. In view of the current difficulties in Customs and Excise, I am also sending a copy of this letter and of yours to the Chancellor of the Exchequer.

*Yours etc*  
*Janet*

BARONESS YOUNG





W 14/12 7 P.S.

Treasury Chambers, Parliament Street, SW1P 3AG

The Baroness Young  
Chancellor of the Duchy of Lancaster

*Norman Fowler*

11 December

STAFF INSPECTION IN CUSTOMS AND EXCISE: TRADE UNION  
NON CO-OPERATION CAMPAIGN

I have seen a copy of your letter to Norman Fowler of  
13 November.

Your referred in that letter to a current staff inspection problem in Customs and Excise. The problem was that the Customs and Excise Group of the Society of Civil and Public Servants issued instructions to their members not to cooperate with staff inspectors; this was frustrating current inspections. I am pleased to tell you that when Customs management made it clear that they were prepared to suspend staff who refused to cooperate in a staff inspection the Group changed their stance, and the inspections are now continuing satisfactorily with Treasury Staff Inspectors participating.

I am sending a copy of this letter to the Prime Minister and to Norman Fowler.

*Norman*

*Jock*

JOCK BRUCE-GARDYNE

-14 DEC 1981

