



FROM: CHIEF SECRETARY  
DATE: 17 February 1986

PRIME MINISTER

**CONSULTANCY, INSPECTION AND REVIEW (CIR) SERVICES  
IN GOVERNMENT DEPARTMENTS**

Richard Luce and I minuted you on 2 December covering a report by the Treasury/Cabinet Office Joint Management Unit about the implementation of the Efficiency Unit's Consultancy, Inspection and Review (CIR) Services Report. We undertook to report further progress in October; and in preparation for that the Joint Management Unit will be seeking further reports from departments by June 1986 on what has been done and with what results.

2 It may be helpful to departments if we set out now the yardsticks by which we shall measure their performance when they send in their further progress reports. I am ... circulating with this minute the criteria we have in mind.

3 I am copying this minute to Ministers in charge of departments, Sir Robin Ibbs and Sir Robert Armstrong.

A handwritten signature in blue ink, appearing to be 'jm'.

JOHN MacGREGOR

What can be expected

A in each department

- (1) A clear message to line managers, with the Permanent Secretary's authority, that they are primarily responsible for improving value for the money they control;
- (2) evidence that line managers are initiating and demonstrating improvements in value for money;
- (3) examples of the extent to which CIR assistance is sought by and effectively given to line managers to improve value for money;
- (4) quantification of the costs and benefits of all CIR assignments and checks that the benefits claimed are being realised in practice;
- (5) better direction and focussing of CIR services by top management (this is possibly the single most important result to be looked for in the coming year); some multi-disciplinary work;
- (6) succession plans in place to ensure that senior CIR staff have real line management experience;
- (7) plans for CIR skills to be taught to line managers;

B in some departments

- (8) Treasury/Cabinet Office (MPO) guidance issued about performance indicators for staff inspection and management services;
- (9) One or two departments at least using CIR forces to help managers improve budget disciplines.

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