



SCOTTISH OFFICE
WHITEHALL, LONDON SW1A 2AU

F E R Butler Esq
Principal Private Secretary
10 Downing Street
LONDON SW1

10 February 1983

*Pl. copy to :- Mary Brown - LPS's office
Mr. Carrels - MPO*

Ken Robin

CENTRALLY CO-ORDINATED EFFICIENCY EXERCISES 1983

Thank you for your letter of 26 January.

My Secretary of State has approved a proposal for a scrutiny of an area of work in categories (3) and (4) of your paragraph 4. The details are annexed. The cost of the work is not large reflecting the fact that much of our work tends to be carried out in small units, and larger candidates have already been the subject of recent review of one kind or another. Publicity too is a subject of particular importance for a territorial department such as ours and we are anxious to take the opportunity of an in-depth look at the operation. We have been made aware of a Rayner Report on Information and Publicity Services by Mr P Hills which wholly excluded Scottish Office from its ambit. The necessary groundwork for our scrutiny has, since the Lord Privy Seal's minute of 26 November, already been done and we await your signal to start work. We are anxious to make the earliest start, using as scrutineer Mr J Glendinning, Assistant Secretary, who conducted and recently completed a very comprehensive review of personnel work.

We are also participating in the multi-departmental review of consultancy, inspection and review. Mr G R Wilson, Assistant Secretary in charge of our Manpower and Organisation Division, is proposed as scrutineer when the review begins later in the year.

[Handwritten flourish]
[Signature]

A MUIR RUSSELL
Private Secretary

SCOTTISH INFORMATION OFFICE : PUBLICITY SECTION
SUBJECT

The scrutiny will examine the work of the Publicity Section of the Scottish Information Office (SIO). The Section is responsible for publicity campaigns and overseas publicity ; for publicity for Royal and State visits ; for official visitors to Scotland from overseas; and for a Reference Unit. The Section serves the whole Scottish Office.

COST

The cost of the Section totals roundly £760,000: staff and related costs of £160,000 and publicity and other costs of £600,000. Ten staff are involved.

REASONS

The work of the Section is highly important to the Scottish Office. It involves specialist groups (Information Officers) and the provision to the public (selection criteria (3) and (4)). It has not recently been reviewed.

TERMS OF REFERENCE

"To examine the work of the publicity section, Scottish Information Office (publicity campaigns, Royal and State visits, overseas visitors, overseas publicity and the reference unit); to consider the relationship with other parts of the Scottish Office and with other Government Departments and agencies; to consider the balance between work carried out in-house and contracted out; and to recommend how the most cost-effective service of the appropriate standard can be delivered."

PROPOSED STARTING AND FINISHING DATES

The scrutiny is ready to start as soon as approval is received from No. 10. It will take up to 3 months.

RESPONSIBLE MINISTER AND SCRUTINEER

The Secretary of State for Scotland will be the responsible Minister, because the SIO work covers the responsibilities of all Scottish Office Departments. Mr John Glendinning has been designated as scrutineer. The Central Office of Information are being invited to say whether a member of their staff should be associated with the scrutiny

South Main : Lyster Log
Pt B

10 FEB 1983

11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31



10 DOWNING STREET

From the Principal Private Secretary

26 January 1983

D/F

Dear Private Secretary

Centrally Co-ordinated Efficiency Exercises 1983:
The Scrutiny Programme

The programme of Centrally Co-ordinated Efficiency Exercises proposed in the Lord Privy Seal's minute of 26 November has been agreed by Ministers. It envisages up to 30 further departmental scrutinies and 3 multi-department reviews.

I am writing to invite proposals for the scrutiny programme. Ministers are asked to send these to the Prime Minister by 11 February and to copy them to the Lord Privy Seal and Mr. Cassels.

The target size of the scrutiny programme has again been kept small, having regard to other work in hand or in prospect. So topics should be substantial and significant in terms of the activities or policies of the department. Wherever possible they should also promote the Government's longer-term aims for improving Civil Service management. The Prime Minister will have these factors in mind when considering their suitability for inclusion in the programme.

Specific areas likely to provide strong candidates for scrutinies are:

- (1) Whether the policy processes in use provide Ministers with the right material at the right time on which to take decisions and with adequate information and methods by which to assess the cost-effectiveness of the action taken.
- (2) Large executive questions which are relatively self-contained.
- (3) Areas of work involving specialist groups (e.g. lawyers and accountants).

/ (4)

(4) The arrangement by which advice, information and help are provided to the public and outside bodies (e.g. the preparation and publication of advice - leaflets, articles, films, advice and information provided by visits).

(5) Administrative tribunals (e.g. appeals boards).

(6) The efficiency and value for money of selected Non-Departmental Public Bodies.

Ministers are invited to put forward at least one scrutiny. Those in charge of larger departments are invited to propose more than one. Each proposal should, as in previous years, contain brief information on:

(1) Subject: the policy, function or activity to be examined.

(2) Cost of the policy, function or activity, and the number of staff involved.

(3) Reasons for selecting the subject.

(4) Terms of Reference.

(5) Proposed starting and finishing dates.

(6) Names of examining officers, if known, and Ministerial reporting arrangements. (In selecting staff to conduct scrutinies Ministers are asked to bear in mind the importance of putting examining officers in charge who have the questioning mind and good judgement fundamental to the scrutiny technique).

Work on scrutinies should not start before proposals have been agreed by the Prime Minister. The programme should begin as early as possible in the year but there is no need for all scrutinies to start on a common date. Notes of Guidance for examining officers will be re-issued shortly and briefing for examining officers will be arranged subsequently.

I am copying this letter to the Private Secretaries of all Ministers in charge of Departments and to Sir Robert Armstrong, Sir Douglas Wass, John Sparrow and John Cassels. Ian Beesley (273 5226) in the Rayner Unit can provide further advice if it is required.

Yours sincerely,

Robin Butler

Robin Butler