

OLD

1) Mr Schlar to note  
2) file *Mr Schlar*  
*R. You must read*  
*MCS 17/5*

MR LE CHEMINANT

ccfi ✓ Mr Flesher	Mr Gurney
Lord Rayner	Mr Morris
Mr Hatfield	Mr J W Stevens
Mr Trevelyan	Mr Phillips
Mr Beesley	Mr Trumper

RAYNER UNIT AND MANAGEMENT EFFICIENCY GROUP, MPO

You might find it helpful to have a short note on the work of my command. This minute identifies our current priorities and the issues we shall be engaged with in the coming months.

2. At the 1st April 1984 we shall have 55½ posts, allocated as follows:

Rayner Unit (AS: Mr I B Beesley)	
(including my own post)	7
ME1 (AS: Mr N B J Gurney)	8
ME2 (SP: Mr A Phillips)	27½
ME3 (AS: Mr B R Morris)	9
AFA (Mr I F S Trumper, FCA: on secondment from Deloitte's)	4

3. The Rayner Unit continues to do some staff work for Lord Rayner (see below) but the principal task of my staff as a whole is to support the policy for good management in the public service, which we do through a programme of centrally co-ordinated efficiency exercises; work mainly in concert with the Treasury to develop financial management (eg the financial management initiative, repayment for property services etc); and work in support of the Lord Privy Seal on wider public expenditure issues.

#### Efficiency work

4. The 1983 programme consists of:
- (1) 20 scrutinies already nominated (more proposals are expected to be made as the year progresses)
  - (2) 3 multi-department reviews
  - (3) Detailed effectiveness studies on various services in support of administration. These are the responsibilities of ME2, which consists of assignment officers, most of whom specialise in such subjects as staff and transport.

#### Scrutinies (Mr I B Beesley)

5. The 1983 programme has not yet been published, but includes the work of the Occupational Pensions Board and the Superannuation Funds Office, the role of the CCTA, the efficiency of the field activities of the Inspectorates of the HSE and the Driving Test Organisation. (A list is attached.)

#### Multi-department reviews

6. These comprise:
- (1) Internal Consultancy, Inspection and Review Capabilities (Mr B R Morris)

The review stands on its own feet but has been designed with an eye to the follow-up to the FMI. It will cover the quality of the arrangements available to Ministers and top management. The confidence of departments in these arrangements is an important pre-condition for

greater delegation of authority. It will start in the Autumn and last about 6 months. Expected participants are DHSS, MOD, Industry and Trade, PSA, Scottish Office, HM Treasury.

(2) Support Services for Administrative Work (Mr I B Beesley)

The review will cover the handling of information for selected policies and operations within departments. It will concentrate on existing paper-based arrangements (eg the generation of paper, typing, storage, retrieval) to identify their costs and the scope for streamlining procedures and organisation, improving effectiveness and increasing job satisfaction and commitment. It will also provide an informed basis for the effective use of information technology. The review started in April and will report in August (departments) and October (central report). Participants are Home Office, DOE, C&E, IR, DE, MPO.

(3) Procurement and Contract Procedures (Mr N B J Gurney)

The review will cover the procedures for procurement and contracts from the drawing up of the specification to the acceptance of and final payment on the delivered product or service. It will cover both contracts with the private sector and repayment between departments. Work will start in mid-June, departmental teams will report by the end of 1983 and the central report will be presented in February 1984. Expected participants are MOD, HMSO, PSA (Supplies), FCO, Home Office, DTp, DHSS, ODA, HM Treasury.

### Effectiveness Studies

7. The work planned for 1983 includes reprographics, micrographics, authorising levels (relevant to the review of contract procedures), stock-taking, productivity schemes and the use made of accommodation.

8. There will also be a small programme of selective review to check on the practical application of the management guidelines already issued (typing, telecommunications, transport, messengerial services).

### Rayner Unit

9. The Unit provides staff officer support for Lord Rayner on the issues on which he advises the Prime Minister. This includes work on the FMI, personnel initiative, the NHS Scrutiny Programme and Lord Rayner's lasting reforms. (*Lasting Reforms*)

10. The Prime Minister has asked the Rayner Unit to co-ordinate the scrutiny programme and to take a particular interest in certain scrutinies on her behalf. The Unit reports progress on implementation of scrutinies to the Prime Minister at six monthly intervals. *MCS*

### Points of interest

11. I am heavily involved with the scrutiny of the financial affairs and financial prospects of the Royal Opera House/Royal Shakespeare Company announced by the Minister for the Arts in February and due to report in July. For this I draw on staff from across my command, in particular from the ME2 assignment officers, and on private sector consultants.

12. The 3 multi-department exercises are each led by an Assistant Secretary. Each draws upon staff from across the command (including the assignment officers in ME2). ME1 (Mr Gurney) and ME3 (Mr Morris) are also heavily engaged in the implementation of earlier multi-department reviews:

- (1) ME1 provides the Lord Privy Seal with advice on implementation of the Statistics Review and the R&D Support Services Review. The former is now largely ended but the latter will be the subject of a progress report to the Prime Minister in June. ME1 is now responsible for follow up to the Forms Review, vice ME3, which reported progress to the Prime Minister in February. The Forms Unit will continue to be required for at least the next couple of years.
- (2) Implementation of the Personnel Work Review, which was run by ME1, has largely been allocated to the Personnel Management Divisions in MPO. The watching brief will fall to ME3.

13. The work of ME2 (Mr Phillips) is largely about the control of items of general administrative expenditure, helping with the introduction of new technology; providing a service of assignment officers; and overseeing departmental management services units.

14. The division will be producing new guidelines on stores, the control of official travel overseas and the introduction of new technology.

15. Such guidelines have to be based upon first-hand experience of departmental management of the services concerned. Hence, the assignment work of the Division is crucial.

16. The AFA Sub-Unit (Mr Trumper) provides accountancy advice to the command wherever it is required. It is, for example, much involved with the development of the Annual Scrutiny of Running Costs; the guidelines to follow from the Running Costs Review; and the 1983 Review of Contracts and Procurement. The unit is now making a very large contribution to domestic MPO's development of its control over its own running costs.

#### The future

17. We are now turning our minds to the shape of the programme for 1984 and will expect to come forward with proposals in the Summer. It seems improbable, at this stage, that we shall want to run with as large a programme of new exercises as in 1982 and 1983. We are likely to want to switch more attention to how effectively recommendations of reviews are implemented and to monitor whether their results are as expected. The pattern in 1984 and subsequent years might therefore consist of:

- (1) A programme of departmental scrutinies, co-ordinated by the Rayner Unit.
- (2) One or two new multi-department reviews.
- (3) Implementation audit on forms, personnel work, and the introduction of new technology.
- (4) A programme of effectiveness reviews and management guidelines may well continue for some time.

18. There are of course a number of imponderables here, including chiefly the outcome of the General Election. If

you would like more data on the broad direction of work or any immediate tasks, I and my Heads of Division are ready to brief you.

*SP.*

C PRIESTLEY

Leader of the Rayner Unit and  
Head of the ME Group

16 May 1983

1983 SCRUTINY PROGRAMME

Home office	1 Training of staff	P
LCD	2 Investment activities	P
H M Treasury	3 Review of CCTA	P
DNS	4 Arrangements for the withdrawal of National Savings Certificates	G
Inland Revenue	(joint with DHSS - see later)	
HM Customs	5 The VAT central unit	G
FCO	(Nothing yet; will consider again later)	
Industry	6 Accountancy needs	G
MOD	(Nothing yet; S/S wants to get MINIS working first)	
MPO	7 Civil Service Commission	G
DE	No nomination	
HSE	8 Efficiency of the inspectorates	P
MAFF	9 Agricultural science and food science central laboratories	P
DOF	10 Communications with the public	G
PSA	No nomination	



Scottish Office	11 The publicity section	P
Welsh Office	12 Handling of Parliamentary business	G
NIO	13 Stores in DOE(NI)	G
DHSS	14 Admin of civil legal aid	P
	15 Occupational pensions board and Superannuation Office	P
	16 Recovery of overpayments of benefits	(P)
Trade	17 Supervision of insurance companies	G
	18 National Weights and Measures Laboratory	G
DES	19 Control of grants to voluntary colleges etc	P
Transport	20 Driving test organisation	P

IBB  
7/iv/83

26 Jun 1953

6  
5  
4  
3  
2  
1  
12  
11  
10  
9  
8  
7