



CABINET OFFICE

From the Minister of State

Lord Gowrie

MANAGEMENT AND PERSONNEL OFFICE

Great George Street
London SW1P 3AL
Telephone 01-233 8610

Tim Flesher Esq
Private Secretary
10 Downing Street

13 January 1984

MS

Prime Minister (4)

Dear Tim,

The attached is entirely factual.
There is no need for you to read
it, but it should be a useful
query - especially Annex A.

... The Minister of State, Privy Council Office thought the Prime Minister would wish to see the attached factual introductory memorandum, which he and the Minister of State, Treasury are proposing to send to the newly established Treasury and Civil Service Select Committee. This fulfils an undertaking given by Ministers to the previous Select Committee that they would supply a memorandum about the work of the two central departments in managing the Civil Service, and giving a general introduction to Civil Service matters. The memorandum is entirely factual.

Yours sincerely,

P L Cann

P L CANN
Assistant Private Secretary

MS
13/1



10 DOWNING STREET

From the Private Secretary

16 January 1984

Thank you for your letter of 13 January to Tim Flesher. The Prime Minister saw the attachment to your letter over the weekend and has taken note of it without comment.

MR. D. BARCLAY

P.L. Cann, Esq.,
Office of the Minister for the Arts.

P.

TREASURY AND CIVIL SERVICE SELECT COMMITTEE: SESSION 1983-84

INTRODUCTION TO THE CIVIL SERVICE AND THE WORK OF THE
CENTRAL DEPARTMENTS: JOINT MEMORANDUM BY THE CABINET OFFICE
(MPO) AND THE TREASURY.

1. This memorandum gives a brief general introduction to the organisation and current activities of the two central departments, the Cabinet Office and the Treasury, which have responsibilities for the Civil Service. It supplements the longer paper "Introductory Factual Memorandum on the Civil Service", prepared for the Treasury and Civil Service Select Committee in 1979, which described the continuing central management work of the central departments and which is still relevant. Annex A updates some of the basic statistics about the Civil Service which were given in the 1979 memorandum.

PART I MINISTERIAL RESPONSIBILITIES AND DEPARTMENTAL ORGANISATION

2. Responsibility for different aspects of the central management of the Civil Service rests with two departments, the Treasury and the Cabinet Office (Management and Personnel Office). The Prime Minister also has her own Efficiency Adviser who is supported by a small separate unit.

3. The Treasury is responsible for overall control of Civil Service manpower numbers, grading (though responsibility is extensively delegated to departments), pay, the staff and general administrative costs of

departments, other financial conditions of service, and superannuation. Through its control of government expenditure and manpower the Treasury exerts a major influence on departments' examination of their work priorities in order to produce economic and efficient use of resources. In conjunction with the Cabinet Office (MPO), the Treasury is promoting good financial management practices throughout the civil service. The Minister of State at the Treasury, Mr Barney Hayhoe MP, has day to day responsibility for this work under the Chief Secretary and the Chancellor of the Exchequer. He also acts as House of Commons Spokesman for Cabinet Office (MPO) matters.

4. The Management and Personnel Office, which is a separate office within the Cabinet Office, is responsible for a wide range of management matters in the Civil Service, including recruitment, training, personnel management and the pursuit of general management efficiency. The Prime Minister is the Minister for the Civil Service but the Minister of State at the Privy Council Office, Lord Gowrie, exercises day to day responsibility for the office on her behalf. He is also the Lords spokesman for all Civil Service matters. The official head of the ~~Cabinet Office~~ ^{Secretary of the Cabinet} department is the ~~Head of the Home Civil Service~~ ^{Head of the Home Civil Service} who is also ~~Secretary of the Cabinet~~. Day to day management of the office is delegated to the Second Permanent Secretary.

5. The Prime Minister's Efficiency Adviser is Sir Robin Ibbs. He is supported by a unit of eight people which under his direction advises on the strategy for improving efficiency and effectiveness of government services and is responsible for running an annual programme of efficiency scrutinies carried out in departments. The unit works closely with the Treasury and the Cabinet Office (MPO).

6. Organisation charts for the two departments, and details of the staffing of the Efficiency Unit, are given at Annex B. The extent to which individual Treasury divisions are concerned with Civil Service matters varies considerably. The Pay sector and the Central Computer and Telecommunications Agency are extensively involved. Those divisions whose expenditure responsibilities include responsibility for Civil Service manpower are indicated with an asterisk.

PART II CURRENT ACTIVITIES

7. The Treasury and the Cabinet Office (MPO), working with the Efficiency Unit in many cases, have a wide-ranging programme of work which is designed to produce a more efficient and effective Civil Service, not only in relation to the costs of the Civil Service itself but also to the costs of the programmes it administers. Recent publications (see list at Annex C) chart the progress made so far in some specific areas and a general report was given to the House of Commons by the

Minister of State at the Treasury in the debate on the Civil service on 28 October last year. The following paragraphs outline the main areas in which work is currently being undertaken.

EFFICIENCY STUDIES

8. The efficiency scrutinies and studies ^{conducted} ~~run~~ by the Efficiency Unit and the Cabinet Office (MPO) are a key part of the efficiency and effectiveness programme.

9. Efficiency scrutinies are carried out by departments under the direction of Sir Robin Ibbs. The essence of the scrutiny approach is a radical look at an area of departmental activity chosen by the departmental Minister. The scrutiny is carried out by an examining officer from the department concerned (usually at Principal or Assistant Secretary level), who reports directly to a Minister within the department after a period of (usually) 90 working days. The Efficiency Unit agrees the scope of the scrutiny with the supervising Minister, assists the study officer as necessary and monitors implementation. Sir Robin Ibbs comments to the Minister at various stages of the scrutiny and, in certain cases, reports the outcome to the Prime Minister. The main emphasis of the scrutiny approach is action and the supervising Minister is asked to prepare an action document within three months of receiving a scrutiny report. This sets out what is to be done in response to each recommendation, by whom and when.

10. Multi-departmental reviews are a special category of scrutiny. In these individual component scrutinies of the same activity or function are carried out simultaneously in a number of departments. The reviews are co-ordinated centrally with the object of preparing a report which draws out general lessons applicable Service-wide.

11. Annex D and E list the scrutinies completed so far and those currently in hand. Estimated potential savings are over £300m a year and over £40m once-and-for-all. Estimated additional potential savings from the multi-departmental reviews listed in Annex E are £100m a year and £7m once-and-for-all. Some of the most important benefits from scrutinies are improvements in the quality of service provided by departments.

12. Efficiency studies which concentrate on common areas of work^{are} carried out in departments with the help of Cabinet Office (MPO) staff. The object is to draw general lessons from a series of studies on a single subject. Management guidelines on best management practice are then issued to all departments by the Cabinet Office (MPO). Application of these guidelines in practice is audited by the Cabinet Office (MPO) centrally and locally and they are followed up by seminars directed at the line managers responsible for the respective services. Guidelines already issued cover messenger services, telecommunications, stores, transport, typing and overseas travel. Others are in preparation. Savings identified so far amount to £20m.

FINANCIAL MANAGEMENT AND RESOURCE CONTROL

13. Other important parts of the efficiency and effectiveness program are resource control, including the control of manpower, and the drive for better financial management through the Financial Management initiative (FMI) which was launched by the Prime Minister in May 1982.

14. Manpower controls have so far produced a reduction in civil service numbers of some 13% since May 1979 and will have produced a reduction of 14% by April this year. The total number of civil servants at 1 October 1983 was 636,000 compared with 732,000 in May 1979. A further run down of 6% to about 593,000 by 1 April 1988 is planned. A breakdown of this figure by year and department is at Annex F.

15. The Government's main objective has been to achieve a slimmer, more efficient and more productive Civil Service. And it has also sought to cut out unnecessary tasks or tasks which do not need to be carried out by Government Departments. Over half of the reductions so far have been achieved by improving efficiency; about 20% by dropping or materially curtailing functions, about 10% by transfers to the private sector and about 2% by hiving off to new or existing public sector bodies. As can be seen from the organisation chart at Annex B3, Treasury control of manpower and related expenditure for each department is now carried out by the Treasury divisions responsible for controlling all other departmental expenditure.

THE FMI

16.

The Treasury takes the lead at the centre in collaboration with Cabinet Office (MPO) and the Efficiency Unit. The FMI's aim is to improve the allocation, management and control of resources throughout central government. Details were given in the Government's reply (Cmnd 8616) to the Select Committee's report on efficiency and effectiveness. Thirty one departments submitted programmes of work in response to the initiative and an interim report was given in the White Paper "Financial Management in Government Departments" (Cmnd 9058) which was published in September last year. A further report will be made in July this year.

17. The plans described in the report include better information systems and improvements in the management of both administrative and programme expenditure. They are intended to support the senior management of the departments in setting objectives, establishing priorities and allocating resources in the better knowledge of costs, output and performance and to clarify responsibility at all levels for the control of expenditure and use of resources. Treasury, Cabinet Office (MPO) and the Efficiency Unit

jointly assist and monitor the implementation by departments of their plans for improving financial management. In this task, they are supported by a special Financial Management Unit made up of civil servants and consultants with particular experience in this area. The unit is led by an Under Secretary from the Cabinet Office (MPO), reporting jointly to the Treasury and Cabinet Office (MPO).

18. Output measurement. The Treasury provides central expertise in the measurement of civil service output and performance and in the much wider measurement of the output and performance of expenditure programmes. Reviews carried out since 1980, in co-operation with operational departments, showed that the measurement of quantity (e.g. numbers of people assessed for income tax or supplementary benefit) was well advanced in many areas. Measurement of quality was less well advanced and is now the main area of development. Typical quality measures include speed and accuracy of service to the public.

19. Internal audit. Following the criticisms of internal audit in government contained in the Ninth Report from the Committee of Public Accounts 1980-81, the Treasury has been working with departments to secure substantial improvements. All departments have now submitted plans which have been approved by the Treasury. Central internal audit manuals have been prepared and published.

Some 370 internal auditors have begun two year professional training courses. All internal auditors should have completed, or be participating in, the training programmes by the end of 1986. Internal audit units have been restructured and grading guidance developed. Professional firms are assisting some departments by seconding qualified staff to key posts, and by acting as consultants in computer audit.

20. Investment appraisal. Since the early 1970's, the Treasury has provided central technical guidance on investment appraisal. With the development of the FMI even more emphasis has been placed upon the use and quality of appraisal. Over 10,000 copies have been issued of the 1982 edition of the technical guide for government departments, "Investment Appraisal in the Public Sector". This technical guidance was followed by a companion management guide for departments issued last year.

21. Increasingly high standards are now required by Treasury expenditure divisions of appraisals submitted to them, and there is increasing emphasis on the need for good appraisal systems in departments. There have been substantial achievements in many areas, including hospital expenditure, where appraisal is now firmly established in approval programmes, and in areas such as courts and land drainage. A start has been made in other areas such as prisons and there has been considerable progress in the appraisal of alternative financing options for public expenditure.

22. Staff inspection As part of the arrangements for securing effective manpower control, all except the smallest departments are required to maintain an effective system of staff inspection. The purpose of this system is to help the management of each department to ensure that only necessary work is carried out and that enough staff, but no more, of the right grades, are made available. The Treasury Staff Inspection and Evaluation Division (SIED) monitors, advises and seeks to strengthen the departmental inspectorates.

23. Work measurement. In departments with large networks of local offices, in each of which similar work is undertaken, the total number of staff required (and in some cases the numbers allocated to each office) are determined by a work measurement based manpower control and planning system described as staffing formulae. In all the numbers of 170,000 staff are controlled in this way. The Treasury provides advice, guidance and practical assistance to departments on work measurement practice and in the design and operation of staffing formulae.

24. Information Technology. The introduction of Information Technology (IT) - the use of computers telecommunications and office systems - for administrative, scientific and other purposes, has a substantial impact on the size, composition and organisation of departments in enhancing the efficiency and effectiveness of departmental

administration. Its introduction is increasing in pace and widening in scope. Departments are responsible for developing their own IT solutions to meet their requirements. Within central departments, the Central Computer and Telecommunications Agency, in the Treasury, has responsibility for assisting Government Departments in the acquisition and use of IT with the aim of improving efficiency and effectiveness and widening policy choices.

PAY AND PERSONNEL MANAGEMENT THE PAY SYSTEM

25. The old system of pay determination was found unsatisfactory, and the Megaw Inquiry was invited to recommend a basis for new arrangements. The Inquiry reported in July 1982. The Government said last December that it accepted in principle the broad approach of the recommendations of the Megaw Report and was prepared to enter into negotiations with the Civil Service unions with a view to agreeing a new ordered pay determination system based on them. These discussions are continuing between Treasury officials and the Council of Civil service Unions (CCSU). ~~To prepare for the kind of arrangements which are being discussed for the longer term, agreement has been reached with the CSSU on guidelines for the collection of data on changes in pay and related conditions in the private sector to inform the 1984 Civil Service pay negotiations.~~

26. Performance Related Pay. The Megaw report also recommended examination of ways of introducing performance related pay into the Civil Service. Some forms of performance related pay could require a substantial recasting of the basic pay structures of the Civil Service and these wider implications together with the problem of the possible cost to the current pay bill will need to be taken into consideration. In the meantime action is being taken to streamline the procedures for dealing with inefficient staff.

PERSONNEL MANAGEMENT

27. Current work in the personnel management area is also an important part of the efficiency and effectiveness programme. The Government's priorities for personnel work during 1983/1984 were announced on 14 July last year. Resources are being concentrated on improving career management, orientating staff appraisal and reporting more towards performance and examining ways of introducing performance related pay, improving the procedures for dealing with the inefficient, and extending unified grading. These priorities were substantially based on a multi-departmental review of personnel work which was carried out as part of the 1982 Efficiency programme and co-ordinated by Cabinet Office (MPO). The following paragraphs describe particular areas of work where there have been recent developments.

28. Unified grading. Unified grading is designed to improve flexibility in the deployment of professional and administrative staff, and enable talent to be developed

on a wider basis. Until 1 January this year unified grading applied only at levels down to Under Secretary. It has now been extended to Senior Principal and equivalent levels. As a result some 100 separate occupational grades, covering nearly 6,000 senior managerial staff, are replaced by three new unified grades. ~~The Civil Service Unions have been informed that~~ The possibility of a further extension to Principal level is to be examined.

29. Succession Planning. A system of succession planning to identify people likely to fill key posts in the future, and to make sure that these people are being adequately prepared by the right mix of experience and training is now in its third year. Details of the scheme have already been sent to the Committee.

30. Equal Opportunities. A programme of action on employment opportunities for women in the Civil Service is to be announced later this year. The programme will cover the great majority of the recommendations in the Report of the Joint Review Group published in December 1982. It is expected to include the issue of an equal opportunities policy statement, the designation of officers in departments to advise in the areas of both racial and sex discrimination, the expansion of the opportunities for part-time working where feasible and the use of existing joint management/union machinery to review and stimulate progress at national and departmental level. Departments are

already looking at the scope for increasing part-time work. Other items in the programme already in hand are selective research on the relative progress of men and women in the Civil Service and a series of women-only management courses run by the Civil Service College, designed to develop skills for women in middle management.

21. The Government carried out during 1982-3 a number of surveys of ethnic minorities employed in the Civil Service. A pilot survey based on voluntary self classification by non-mobile, non-industrial civil servants was carried out in Leeds in 1982. There were two further surveys during 1983 of all non-industrial civil servants in the North-West economic planning region and the County of Avon. The report of the 1982 survey was published in two parts in / ^{November 1982 and March 1983} (see Annex C). The results of the 1983 surveys are not yet available. In addition some sample monitoring of recruitment for civil service posts is to be undertaken this year. A report of a service wide review of personnel policies and procedures as they affect equal opportunities for members of ethnic minorities was published on 21 December last year. Three of the main recommendations in the report which will be adopted by all Departments are a race relations policy statement, the declaration in recruitment advertisements that the Civil Service is an equal opportunities employer, and the designation of officers in Departments to advise in the areas of both race and sex discrimination (see also paragraph 30 above).

THE CIVIL SERVICE: BASIC STATISTICS

1. This annex offers a brief survey of some important statistics about the Civil Service. The main current reference work on Civil Service statistics is the annual publication Civil Service Statistics.

THE DIMENSIONS OF THE CIVIL SERVICE

SIZE

2. The total number of civil servants at 1 October 1983 was 636,300. This figure includes the Diplomatic Service but not the Northern Ireland Civil Service, and this is the basis of all Service-wide figures in this Annex unless otherwise stated. The figure of 636,300 is conventionally divided between non-industrial civil servants 510,800 and industrial civil servants 125,500. There is no separate "Industrial Civil Service" as such, but the phrase is used widely as a convenient distinction between staff in non-industrial and industrial jobs.

3. The Civil Service employs about 2½ per cent of the working population of Great Britain which was 26.05 million in March 1983. The distribution of public sector employment at mid-1982 (which is only available for the whole of the UK) was as follows in Table 1.1.

PUBLIC SECTOR EMPLOYMENT IN THE UK (MID 1982)

	No of employees (in million)	% of total public sector employment	
Central government	2.34	33.3	
of which			
National Health Service	1.29		18.3
Civil Service	0.64		9.1
H M Forces and Womens Services	0.32		4.6
Other central government	0.09		1.3
Local authorities	2.93	41.7	
of which			
Education	1.48		21.1
Other local authority	1.45		20.6
Public corporations	1.76	25.0	21.1%
of which			
Nationalised industries	1.49		
Other public corporations	0.27		3.9%
TOTAL public sector	7.03	100%	

Note: Figures are based on preliminary estimates covering nearly 95 per cent of the general government sector; these should not be regarded as accurate to the last digit shown.

The bulk of the Civil Service is classified for national accounts purposes as Central Government (1 above). The balance 0.03 million Civil Servants in the Royal Mint, Royal Ordnance Factories the HMSO and the Property Services Agency (Supplies), fall in the Public Corporations sector (part of 2 above).

Part-timers are counted as whole units. On this basis the size of the Civil Service is 0.67 million, which is higher than the manpower count in which part-timers are counted as half-units and the Northern Ireland Civil Service is excluded.

Source: Economic Trends February 1983.

DEPARTMENTS

4. Over 80% of the Civil Service is employed in the seven largest departments, Defence, Department of Health and Social Security (DHSS), Inland Revenue, Employment Group, Department of Environment, Home Office and Customs and Excise. 7 other departments employ another 11% and the remaining 7% belong to over 40 smaller departments. The list of main Departments and their staff is as follows:-

TABLE 1.2

Department	Staff figures at 1 Oct 1983 (rounded)	% of total Civil Service
Ministry of Defence (including royal Ordnance Factories)	204,550	32.1
Department of Health and Social Security	90,150	14.2
Board of Inland Revenue	71,450	11.2
Department of Employment Group (comprises Department of Employment, Manpower Services Commission, Health and Safety Executive, and Advisory Conciliation and Arbitration Service)	57,700	9.1
Department of the Environment ¹	35,650	5.6
Home Office	35,200	5.5
HM Customs and Excise	25,250	4.0
Department of Transport	14,200	2.2
Department of Trade & Industry	12,950	2.0
Ministry of Agriculture, Fisheries and Food	11,850	1.9
Foreign & Commonwealth Office ²	11,000	1.9
Scottish Office	10,200	1.6
Lord Chancellor's Department	10,150	1.6
Department of National Savings	7,950	1.2
Other Civil Departments	38,100	6.0
TOTAL	636,350	100%

1 Includes Property Services Agency

2 Includes Overseas Development Administration

LOCATION

5. Whitehall administrators and policy makers with their support staff comprise somewhat less than five per cent of the non-industrial Civil Service. A further 20 per cent of non-industrial civil servants work in London and 75 per cent work outside London often in networks of local and regional offices. About 1 per cent work overseas.

THE STRUCTURE, PAY AND PENSIONS OF THE HOME CIVIL SERVICE

6. The grades, groups and classes which make up the management structure of the Home Civil Service are described below. Table 1.3 shows some of the main groups and classes discussed.

The Grade

7. The term 'grade' is a classification applied to a number of staff or posts at roughly equivalent levels in a management hierarchy, with approximately equal responsibilities, and paid on a common salary scale or point. It forms the basic unit in the structure of the Civil Service. At every stage in his or her career a civil servant belongs to a particular grade.

8. A grade may contain widely differing numbers: at one extreme, the Clerical Assistant grade is some 65,000 strong; at the other extreme, highly specialised grades such as that of Superintending Plant Health & Seeds Inspector in the Ministry of Agriculture, Fisheries and Food, or of Chaplain General of Prisons in the Home Office, may contain no more than a single member.

Groups and Classes

9. Grades are grouped into larger structures according to the type of work involved. The non-industrial Civil Service at present uses a mixture of two systems: an older system, based on classes and a newer system based on categories and occupational groups.

Classes

10. Until 1971, all grades were organised in classes - (class being defined as a single grade of a collection of grades linked in a recognisable hierarchy for career and management purposes, for which separate recruitment arrangements are appropriate.) There are three types of class: general service classes, the members of which are employed throughout the Service or in a substantial number of departments and are normally recruited (and sometimes managed) on a Service-wide basis; departmental classes, confined to a single department; and linked departmental classes (relatively few in number), whose members are employed in more than one department although they are normally recruited and managed on a departmental basis.

TABLE 1.3

Group/Class	Staff figures at 1 January 1983
Open Structure A unified grading system at Under Secretary level and above	694
Administration Group The functions of the Administration Group range from the formulation of policy advice for Ministers and the implementation of government policies to the performance of clerical duties	230,478
Local Officer Group Clerical Officer and Executive Officer staff in DHSS local offices	48,076
Professional and Technology Group Includes a range of professional - architects, surveyors, quantity surveyors, and electrical and mechanical engineers - and appropriate supporting staff, whose main function is to plan and oversee a wide range of government construction and procurement activities, and to carry out certain inspection and regulatory activities	36,362
Secretarial Group	26,025
Science Group Responsible for conducting scientific research and testing in government laboratories and testing establishments and for providing advice on scientific policy. Its members also participate in the planning and management of advanced technology procurement projects	15,470
Messenger Class	10,048

Note 1: This table covers the main non-industrial Groups and Classes of the Civil Service as at 1 January 1983, some departmental and specialised Grades and Classes have been omitted.

Note 2: From 1.1.84 unified grading will apply at Senior Principal level and above and some officers now included in the totals for the Administration, Professional and Technical and Science Groups will join the Open Structure. Revised totals from 1.1.84 are not yet available.

11. The total cost of Civil Service wages and salaries provided for in this year's estimates is around £5,300m. Of this the cost for non industrial grades is £4,500m and for the industrial grades some £800m. Pay rates for some selected grades of non-industrial civil servants are as follows:

TABLE 1.4

	Staff numbers at 1.1.83	£ minimum of scale at 1.4.83	£ maximum of scale at 1.4.83
∅ Permanent Secretary	2		48,000*)
	21		42,750*)
	14		39,500*) flat rates
∅ Deputy Secretary	134		34,250*)
∅ Under Secretary	523		27,750*
∅ Assistant Secretary	1,043	19,243	23,159
∅ Senior Principal	635	16,343	20,794
Principal	4,114	12,399	16,656
Executive Officer	44,321	4,546	8,088**
Clerical Officer	85,505	2,877	5,708**
Deputy Chief Scientific Officer	178	19,243	23,159
Principal Scientific Officer	2,276	11,343	14,931
Scientific Officer	2,837	5,682	7,765
Principal Professional and Technology Officer	2,298	13,211	15,711
Professional and Technology Officer III	10,302	7,178	8,261
Professional and Technology Officer IV	9,430	6,483	7,552
Personal Secretary	4,500	4,866	5,992
Typists (Superintendent)	1,184	6,209	6,796
(Specialists)	9,095	3,970	4,886
(Typists)	10,380	3,585	4,584
(Trainees)	138	2,616	3,585
Paperkeeper		4,790	4,998
Messenger		4,159	4,609

London Weighting Inner £1,250)
 Intermediate £700) per year, with effect from 1.10.83
 Outer £500)

* These salaries apply from 1.1.84

** These salaries apply from 1.10.83

(London weighting is added to the salaries of staff working within specified boundaries. It is not paid to staff at or above the Deputy Secretary grade).

∅ From 1.1.84 staff in these grades will be regraded under a unified grading system

SUPERANNUATION

The Statutory Background

12. The 1972 Superannuation Act gave the Minister for the Civil Service authority to make, maintain and administer pension schemes for civil servants and to set out the terms in administrative documents. The main scheme made under the 1972 Act powers, the Principal Civil Service Pension Scheme (PCSPS), covers both non-industrial and industrial civil servants. This scheme is in line with the pension schemes applying ^{to} other public service and nationalised industry employees and conforms with Inland Revenue requirements for the approval of the schemes under the Finance Act 1970, as amended. It has been amended since 1972 to meet the preservation requirements of the Social Security Act 1973 and the contracting-out requirements of the Social Security Pensions Act 1975. As a result all civil servants covered by the scheme are contracted out of the additional component element of the State scheme, which came into operation in April 1978.

FINANCING AND COST

13. The Civil Service pension scheme is not funded and benefits are met from the Vote for Civil Superannuation, etc (Class XIV, Vote 5). The revised Vote for 1983-84 amounts to £1097.3 million. The main items provided for are the payment of pensions averaging some £2265 a year to some 335,000 retired civil servants (total cost for the year, £760 million) and of pensions averaging £760 a year to about 104,000 widows and other dependents (total cost £79 million). The Vote is based on the assumption that 30,000 civil servants retiring during the year would receive lump sums averaging £6,900 (total cost £207 million). With the additional lump sum benefits payable to staff retiring after a period of re-employment, the death benefits payable in respect of those who die, and the short service payments payable to those who leave before becoming entitled to pensions, the provision for lump sum benefits amounts in all to £307 million. These expenditures are partially offset by receipts of £76 million arising mainly from the 1.5 per cent contributions payable by civil servants for widows' pensions and transfer payments from other schemes.

CONTRIBUTIONS

14. Civil servants contribute towards the costs of pensions through a reduction in pay. The effective contribution in 1980 was assessed by the Scott "Inquiry into the Value of Pensions" (Cmnd 8147) as 8 per cent of salary. The Government sees some attraction in the proposal in the Megaw report that the Civil Service pension scheme should move to an overtly contributory basis and the implications of such a change are now being considered.

(MANAGEMENT AND PERSONNEL OFFICE)

ORGANISATION CHART

JANUARY 1984

RT HON MARGARET THATCHER MP
PRIME MINISTER AND MINISTER FOR
THE CIVIL SERVICE

LORD GOWRIE
MINISTER OF STATE,
PRIVY COUNCIL OFFICE

SIR ROBERT
ARMSTRONG
GCB CVO
SECRETARY OF
THE CABINET
AND HEAD OF
THE HOME
CIVIL SERVICE

P LE CHEMINANT CB
SECOND PERMANENT
SECRETARY

D J TREVELYAN CB

J W STEVENS
PEO/PFO
(Note 1)

- A L THOMAS PERSONNEL SERVICES
- J W BRIDLE OFFICE SERVICES
- L J ATTFIELD FINANCE
- J STUBBS INFORMATION SERVICES
- C J PARRY MANAGEMENT PLANNING AND INFORMATION UNIT

C V PETERSON CVO
SUCCESSION
PLANNING

- G H WOLLEN DEPUTY DIRECTOR ADMIN COMPETITIONS
- M H G ROGERS ASSISTANT DIRECTOR SPECIALIST COMPETITIONS

E J MORGAN
DIRECTOR,
CIVIL SERVICE
SELECTION
BOARD

- A W DUNCAN SECRETARIAT AND COMMON SERVICES

G J COURT AGD

N B J GURNEY
CIVIL SERVICE
COMMISSION

J D DISTON GCD

DR D B MACDONALD SCIENCE

B G SHARP TECHNOLOGY

N E A MOORE
PRINCIPAL,
CIVIL SERVICE
COLLEGE AND
TRAINING

P R COSTER TRAINING

G H MUNGEAM DIRECTOR POLICY AND ADMIN STUDIES

E J HENSTRIDGE MANAGEMENT STUDIES

P HEARSON SYSTEMS TRAINING

R EASON STATISTICS AND OR

M S LEVITT ECONOMICS AND FINANCIAL MANAGEMENT

J BUCKLEY COLLEGE SECRETARY

I B BEESLEY
MANAGEMENT AND
EFFICIENCY
(Note 2)

R B BROWN MANAGEMENT AND EFFICIENCY 1

A PHILLIPS MANAGEMENT AND (Note 3) EFFICIENCY 2

ACCOUNTANCY FINANCE AND AUDIT (MPO UNIT)

A W RUSSELL FINANCIAL MANAGEMENT UNIT

C V PETERSON CVO

A PHILLIPS CONDUCT, CODE & GUIDE (Note 3)

G T MORGAN SENIOR STAFF & EUROPE

MRS E C FLANAGAN MACHINERY OF GOVERNMENT

D K BARROWS PUBLIC APPOINTMENTS UNIT

DR A M SEMMENCE
MEDICAL ADVISER

MEDICAL ADVISORY SERVICE

MRS M B SLOMAN
PERSONNEL MANAGEMENT

D P LAUGHRIN PM2

J R MERCHANT PM3

C D STEVENS PM4

AIR VICE MARSHAL
B G LOCK

MRS M HEDLEY-MILLER CEREMONIAL

Note

- (1) PEO/PFO: Principal Establishment Officer/Principal Finance Officer.
- (2) Mr Beesley is also head of the Efficiency Unit reporting to Sir Robin Ibbs.
- (3) A Phillips is covering both posts until a successor is appointed in Management and Efficiency 2 Division.

THE EFFICIENCY UNIT

Sir Robin Ibbs

Under Secretary
I B Beesley

Assistant Secretary
B R Morris (Miss K Jenkin from mid-February)

Principals

Ms E Bowman

Ms C Caplan

A C Stott

IF S Trumper

Economic Adviser
C J P Joubert

HM TREASURY ORGANISATION CHART

DECEMBER 1983

RT HON NIGEL LAWSON MP
Chancellor of the Exchequer

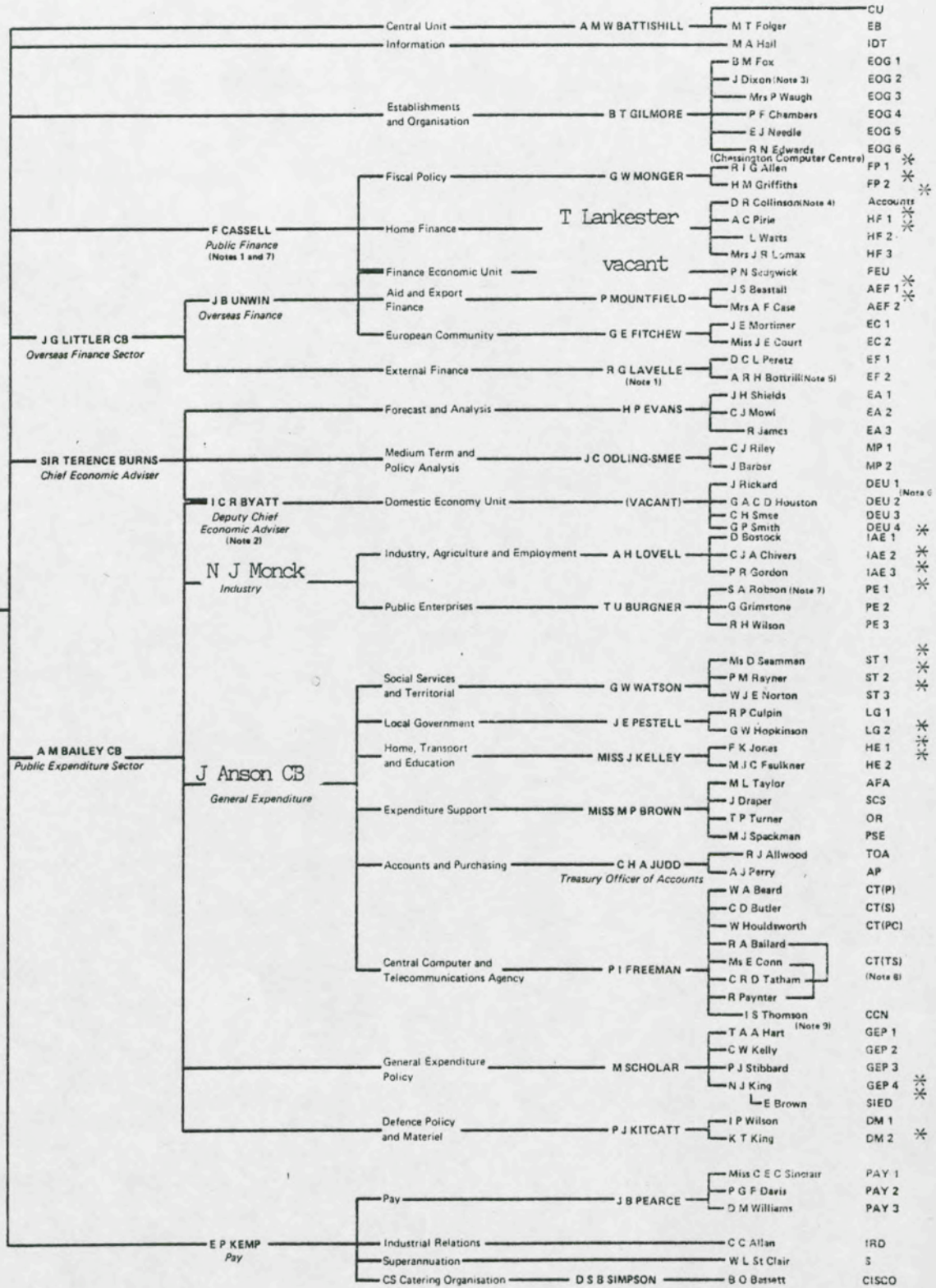
RT HON PETER REES QC MP
Chief Secretary

JOHN MOORE MP
Financial Secretary

BARNEY HAYHOE MP
Minister of State

IAN STEWART MP
Economic Secretary

P E MIDDLETON
Permanent Secretary



- Note 1 Mr Lavelle reports to Mr Cassell, and Mr Cassell to Mr Littler on exchange rate management
- Note 2 The Deputy Chief Economic Adviser's primary responsibilities concern EF 2, PSE, OR, FEU, DEU
- Note 3 Mr Dixon reports to Sir Terence Burns on the management of the Government Economic Service
- Note 4 Mr Collinson reports to Mr Gilmore on the Civil List
- Note 5 Mr Bottrill reports to Mr Evans on world economic prospects
- Note 6 DEU 2 plus part of DEU 1 comprise the Public Enterprise Analytical Unit
- Note 7 Mr Robson reports to Mr Cassell on domestic oil questions
- Note 8 Ms Conn, Mr Tatham and Mr Paynter report to Mr Ballard
- Note 9 Note 9 Mr Thomson reports to Dr Freeman and Mr Ballard

* Divisions with responsibility for control of Civil Service manpower

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- * Civil Service College Twelfth Annual Report 1983
- An introduction to selection interviewing. HMSO: Revised edition
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Work. A Discussion Paper 1983 ISBN 0 7114 0055 X
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* Non-referenced publications obtainable via Machinery of Government
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LIST OF

DEPARTMENTAL SCRUTINIES 1979 TO DATE

YEAR	DEPARTMENT	SUBJECT	
1979	HO	Radio Regulatory department	
	LCD	Attachment of Earnings Procedures	
	FCO	Merger of FCO and ODA	
	HMT	Paper Handling and the Registry system	
	IR	PAYE Movements procedure	
	CE	Review of London and South East Collections	
	DNS	Handling of correspondence with members of the public	
	DI	Economic and Statistical Services	
	MPO	Charging for courses at the Civil Service College	
	DEM	Peaking of work in Unemployment Benefit Offices	
	DEM	Part-time and small full-time benefit offices	
	MSC	Skill Centre Network	
	MSC	TOPS Allowances	
	MOD	Supply of food to the Armed Forces	
	MAFF	Administration of capital grants to farmers	
	DOE	Provision of Management Information for Ministers	
	PSA	Management of the Kingston Estate	
	PSA	Energy conservation on the Government Estate	
	PSA	Maintenance Economy Review (Bath)	
	SO	Consultative Committee on the Curriculum	
	WO	Control over local authorities in respect of highways	
	WO	Controls over LEA buildings	
	NIO	Rate collection system	
	NIO	Recovering public debt	
	DHSS	Frequency and method of benefit payments	
	DT	Services to exporters	
	DEN	Organisation of non-nuclear R&D on new energy technologies	
	DES	Administration of teachers' pensions	
	DTP	Road Construction Units	
	1980	HO	Applications for naturalisation and registration
		LCD	Administrative arrangements for jury service
		FCO	Official Transport Abroad
		ODA	Directorate of Overseas Surveys
HMT		Monitoring of central government expenditure	
HMT		Procurement and movement functions of UKTSD	
HMT		Rating of Government Property Department	
IR		PAYE Deduction Cards	
IR		Use of Accounts Registers in Tax Districts	
IR		Rating Procedures	
CE		Arrangements for dealing with insolvent taxpayers	
CE		Control of distilleries and associated warehouses	
DNS		Computerisation of Premium Bonds	
DI		Administration of Regional Development Grant Scheme	
PGO		Working relationship between PGO and the Banks	
HMT		Technical Services of the CCTA	
DEM/DHSS		Payment of Benefits to the Unemployed	
MSC		Review of TSD Organisation	
HSE		Assessing costs and benefits of health and safety requirements	
MOD		Claims Commission	
MOD	Provision of Secondary Education Overseas		

1981

MOD	Economy in major new building works
MOD	Inspection and Audit
MOD	Assisted Travel Schemes
MAFF	Enforcement of quality standards for Horticultural produce/Eggs
DOE	Financial control of the Water Industry
DOE	Joint DOE/DTP regional offices
PSA	Works Transport
SO	Advisory and monitoring functions of SDD
FC	Administration of Private Woodland Grants and control of felling
WO	Procedures for processing major NHS Building projects
NIO	Financial Administration in Northern Ireland
DHSS	Activities in Support of Health Care Exports
DHSS	Validation of National Insurance Contribution Records
DT	Review of Patent Office
DEN	Economic and Statistical Services
DES	Administration of Student Awards
DTP	Enforcement of Vehicle Excise Duty
DTP	Certification of Roads and Bridges
HO	Forensic Science Service
FCO	Generation and Transmission of Information
HMT	Typing and Secretarial Services
HMT	Role of expenditure divisions
HMT	Delegation of Authority
CE	VAT Registration and Deregistration
CE	Customs attendance
IR	Schedule D
IR	PAYE Files
IR	Repayment procedures
DNS	Post Office Errors
DNS	Terms and conditions of savings instruments
DI	Financial Arrangements for R&D
MOD	Defence Sales
MOD	Fixed Telecommunications
MOD	Financial Accountability
MOD	Control of expenditure in MOD(PE)
MOD	Dissemination of Information
MOD	Movement of service Personnel
COI	Information and Publicity Services
DEM	Work Permits
MSC	Special Programmes Operating Procedures
MSC	TSPD Field Organisation
MSC	Employment Services
HSE	Approval certification and testing
MAFF	Fisheries Research
DOE	Control of non-staff running costs
PSA	Custody Service
SO	HM Inspectorate of Schools
SO	Fisheries Research
FC	Light Vehicles
WO	Compulsory Purchase Orders
NIO	Employment Service
DHSS	Final Relevant Year
DHSS	Handling of correspondence

	DT	Routine Prosecutions Work
	DEN	International Work
	DES	HM Inspectorate of Schools
	DES	Victoria and Albert Museum/Science Museum
	DTP	Winter Road Maintenance
1982	MAFF	The generation and use of written documents
	CE	Processing of Import Entries
	MOD	Service and Civilian Pension Administration
	MOD	Service Pay and Records
	DEN	The Government's Energy Conservation Effort
	DOE	Review of the Nature Conservancy Council
	DOE	Cartographic Services
	FCO	Use made of Diplomatic Service personnel overseas
	FCO	Passport Office
	HMT	Government Actuary's Department - Actuarial Service to Ministers
	HSE	Information on industrial accidents and diseases
	DHSS	Payments of benefits to people in hospital
	HO	Administration of the Criminal Injuries Compensation Scheme
	DI	Assessment of the cost-effectiveness of selective financial assistance
	IR	PAYE End of Year Procedures
	IR	Visits to the Public
	IR	Memoranda and Instructions to tax and collection offices
	DNS	Improving the quality of Post Office service to the department
	NIO	Acquisition, management and disposal of land by NI Civil Service
	ODA	The work of professional advisers
	PGO	Declaration of entitlement for pensions
	DTP	Goods Vehicle Operator Licensing
	HMT	Civil Service Catering Organisation
	WO	Administrative procedures under the Land Drainage Act 1976
* 1983	WO	Arrangements for transport on official business
*	HO	Training of staff
*	LCD	Investment activities
*	HMT	Central Computer and Telecommunications Agency
	DNS	The arrangements for withdrawing NSC
	CE	The VAT central unit
*	DI	The accountancy needs in DI and DOT
*	MPO	Central recruitment activities of the Civil Service Commission
*	HSE	Field activities of the Inspectorates and medical services
*	MAFF	Agricultural Science and food science central laboratories
*	DOE	Communications with public
	SO	Publicity section of the Scottish Information Office

*	WO	The generation and use of paper
	NIO	The stores provided by the DOE(NI)
*	DHSS/LCD	Civil Legal Aid Assessment
*	DHSS/IR	Occupational Pensions Board/Superannuation Funds Office
*	DHSS	Recovery of overpayments of social security benefits
	DT	Supervision of insurance companies
*	DT	The National Weights and Measures Laboratory
*	DES	Control of Grants to Non-Maintained Institutions of Higher Education
	DTP	The Driving Test Organisation

fieldwork continuing as at

* = ~~not reported as at~~ November ~~14~~ 1983

LIST OF MULTI-DEPARTMENT REVIEWS 1979 TO DATE

YEAR	DEPARTMENTS	SUBJECT
1980	HO	Statistics
	LCD	
	IR	
	CE	
	FCO	
	DES	
	NIO	
	MAFF	
	MOD	
	SO	
	WO	
	DTP	
	DHSS	
	OPCS	
	CSD	
	DE	
	HSE	
DOE		
CSO		
1981	HO	Review of Administrative Forms
	IR	
	CE	
	MAFF	
	DTP	
	DHSS	
	DEM	
	DOE	
	ODA	Review of Research and Development Supporting Services
	MAFF	
	MOD	
	DI	
	DTP	
	DOE	
1982	HO	Review of Personnel Work
	LCD	
	IR	
	CE	
	MAFF	
	SO	
	DHSS	
	DEM	
PSA		

FCO
DES
MPO
DEN
DEM
DT

Review of Running Costs

HO Resource Control Review of the Prison Service
HMT Resource Control Review of the Royal Mint
MOD Resource Control Review of RAF Support
MOD Resource Control Review of the Meteorological Office
DT Resource Control Review of the Coastguard Service
PSA Resource Control Review of District Works Offices

1983

CE *SSAW: Control of Paperwork
DEM *SSAW: Industrial Tribunals, job release scheme
DOE *SSAW: Regional/HQ transactions
HO *SSAW: Magistrates courts and probation SERVICE/ADP Unit
IR *SSAW: Capital taxes office
MPO *SSAW: Civil Service Commission

DHSS
MOD
PSA
DI
SO
HMT

**Review of Consultancy, Inspection and Review Capabilities

HO
HMT
MOD
DTP
DHSS
FCO
ODA
HMSO
PSA

**Contracts and Procurement Review

* = Supporting Services for Administrative Work
** = Still in progress

Plans for further manpower reductions up to 1 April 1988

The Government have reviewed their manpower requirements and have decided on new plans which are set out in the following table. The aim has been to improve the efficiency of the Civil Service and to match staff numbers closely to the necessary functions of Departments. These manpower plans rest on the same assumptions about future policy and workload as the expenditure plans announced in the Autumn Statement and the forthcoming public expenditure White Paper. They make allowances for productivity gains and reflect plans for privatisation and hiving-off and for contracting out services. The figures will be reviewed annually to take account of changing workload and other developments; the assumption is that the figures will be adhered to, or reduced further if changing circumstances make this possible.

	1 April 1984	1 April 1985	1 April 1986	1 April 1987	1 April 1988
<i>Agriculture Fisheries and Food</i>					
Ministry of Agriculture Fisheries and Food	11,493	11,450	11,400	11,340	11,260
Intervention Board for Agricultural Produce	623	610	590	566	560
<i>Chancellor of the Exchequer</i>					
Inland Revenue	69,850	70,200	69,300	66,300	62,900
Customs and Excise	25,150	25,350	25,100	24,900	24,700
Department for National Savings	8,050	8,025	7,900	7,875	7,590
Her Majesty's Stationery Office	4,000	3,700	3,500	3,460	3,440
Treasury	3,820	3,570	3,535	3,500	3,455
Royal Mint	977	965	981	970	960
Central Office of Information	949	952	955	945	935
Registry of Friendly Societies	129	129	129	127	120
Government Actuary	64½	64½	64½	64½	64½
National Investment and Loans Office	52	52	52	52	52
<i>Education and Science</i>					
Department of Education and Science	2,402	2,472	2,437	2,417	2,392
<i>Employment</i>					
Department of Employment	31,048	30,238	29,995	29,211	28,505
Health and Safety Commission/Executive	3,742	3,662	3,652	3,644	3,644
Manpower Services Commission	22,229	21,677	21,297	21,297	21,297
Advisory, Conciliation and Arbitration Service	645	639	632	629	629
<i>Energy</i>					
Department of Energy	1,110	1,106	1,085	1,062	1,033
<i>Environment</i>					
Department of the Environment	6,695	6,615	6,515	6,435	6,370
Property Services Agency	27,502	26,986	26,347	25,693	25,296
Ordnance Survey	2,815	2,948	2,934	2,920	2,906
<i>Foreign and Commonwealth Office</i>					
Foreign and Commonwealth Office	9,437	9,373	9,214	9,109	9,026
Overseas Development Administration	1,793½	1,565	1,545	1,525	1,500
<i>Home Office</i>					
Home Office	35,755	36,633	38,193	40,123	41,132
<i>Lord Chancellor</i>					
Lord Chancellor's Department*	10,125	10,195	10,195	10,170	10,000
Land Registry	6,725	6,845	6,910	6,910	6,950
Public Record Office	406	406	413	419	425

	1 April 1984	1 April 1985	1 April 1986	1 April 1987	1 April 1988
<i>Northern Ireland</i>					
Northern Ireland Office	200	196	191	188	186
<i>Scotland</i>					
Scottish Office	9,800	9,909	9,791	9,622	9,542
Scottish Courts Administration	879	879	879	879	879
General Register Office Scotland	283	266	268	278	274
Registers of Scotland	754	800	832	854	889
Scottish Record Office	132	128	125	122	118
<i>Social Services</i>					
Department of Health and Social Security	90,709	90,000	89,500	88,850	87,850
Office of Population Censuses and Surveys	2,162	2,152	2,132	2,102	2,155
<i>Trade and Industry</i>					
Department of Trade and Industry	12,759	12,754	12,754	12,754	12,754
Export Credits Guarantee Department	1,840	1,840	1,835	1,835	1,830
Office of Fair Trading	320	313	313	313	313
<i>Transport</i>					
Department of Transport	14,206	14,514	14,699	14,497	14,160
<i>Welsh Office</i>					
Welsh Office	2,195	2,206	2,206	2,206	2,206
<i>Small Departments</i>					
Cabinet Office	518	518	518	518	518
Charity Commission	329	329	320	320	320
Crown Estate Office	114	116	117	118	119
Director of Public Prosecutions	237	242	241	240	240
Law Officers' Department	22	22	22	22	22
Lord Advocate's Department	22	22	22	22	22
Management and Personnel Office	1,198	1,188	1,178	1,168	1,158
Office of Arts and Libraries	45	45	45	45	45
Paymaster General's Office	870	873	912	938	967
Privy Council Office	33	33	33	33	33
Crown Office and Procurator Fiscal Service	966	980	1,000	1,020	1,040
Treasury Solicitor's Department	460	456	452	447	442
<i>Defence</i>					
Ministry of Defence	200,000	179,000	176,000	173,000	170,000
Contingency margin	1,360	2,000	4,000	6,500	7,500
Total	630,000	608,208	605,255	600,554	592,723

* Including Public Trustee Office.