



HOME OFFICE
QUEEN ANNE'S GATE LONDON SW1H 9AT

11 February 1983

Dear Robin

CENTRALLY CO-ORDINATED EFFICIENCY EXERCISES 1983:
THE SCRUTINY PROGRAMME

Thank you for your letter of 26 January inviting proposals for the scrutiny programme.

The Home Office is participating in two of the three multi-department reviews in the 1983 programme. There is also a considerable amount of work outstanding from earlier reviews - the Forensic Science Service, the Criminal Injuries Compensation Board, the Personnel Review and the Prison Resource Control Review (which is still proceeding). The Home Secretary wishes therefore to propose only one departmental scrutiny this year. It will be an examination of staff training. I understand that Sir Brian Cubbon discussed this proposal last November with Mr Cassels, who indicated his support for it. The topic is certainly substantial and significant in relation to the Department's efficiency and effectiveness.

(1) Subject of the review

We intend that the review should enquire fully into the training provisions made for all staff serving in the Home Office with the exception of those in Prison Department grades.

(2) Cost and number of staff involved

The review will cover the training provision made for more than 10,000 staff. Some 4,000 attended internal training courses in the last twelve month period for which figures are available, and more than 1,000 attended external courses, conferences etc in the same period. Over sixty staff are engaged full time in the provision and administration of training. The full cost of this activity (which excludes job training at the work place) was calculated for the 1981/82 financial year to be of the order of £5m.

(3) Reasons for selecting the subject

A scrutiny of training at this time would complement the personnel management review and the Government's initiatives towards improved managerial effectiveness, all of which point to a need, widely acknowledged by senior officers, to reinforce professionalism in the Department.

F E R Butler, Esq

(4) Terms of reference

... A first draft of the terms of reference is enclosed. They direct the examining officer to take a comprehensive look at the determination of training needs and the provision of appropriately structured resources to meet them. We do not envisage only an evaluation of existing training. The draft terms of reference have been sent for comments to the training division of the Management and Personnel Office and to colleagues in this Department. The Department's Trade Union Side is also being consulted.

(5) Date of the review

We expect the review to run from April to October.

(6) Examining Officers

The examining officer will be a Home Office Assistant Secretary shortly to be selected. He will be supported by the Departmental Training Officer (Principal) and two Principals from the Management and Personnel Office. The team will be assisted as necessary by a Home Office O & M assignment officer. It is proposed that the examining officer should report to the Home Secretary.

I am copying this letter and enclosure to Mary Brown (Lord Privy Seal's office) and to Mr Cassels, as you asked.

Yours sincerely
C J Walters

C J WALTERS

E.R.

TG/81 72/77/1

HOME OFFICE REVIEW OF TRAINING
TERMS OF REFERENCE

FIRST DRAFT.

In broad terms the task is to review the machinery for deciding upon and operating the training provision made by the Department for its staff (except those in Prison Departmental grades) and to make recommendations for improving that machinery in the interests of improved Departmental efficiency and the development of members of staff. Where appropriate this should include proposals for methods of developing comprehensive plans designed to meet common training needs and those arising from the requirements of particular parts of the Office.

2. Report on current practice

- (a) You should enquire fully into the present arrangements for determining and meeting training needs, the manpower resources devoted to training (and how these resources are managed, structured and co-ordinated) and how financial provision is made and administered.
- (b) You should include in your examination the use made of, and the administration of, external training and further education facilities (including travelling and other fellowships and exchanges); the roles of the Departmental Training Officer (and, in particular, his residual role in respect of the Prison Department

and his relationship with local training units) and of Training Liaison Officers; the terms of reference of all training units; the Departmental Whitley Council training machinery; the machinery for recording and reporting on training including the requirements of the Management and Personnel Office; the provision of the training consultancy service to line management; and the provision of self-instructional and distance learning.

- (c) You should highlight any apparent gaps or overlaps in the provision of training, and the machinery for deciding it.

3. Recommendations for improved machinery

Your primary aim should be to make recommendations for improving the machinery for deciding upon local, specialist and general training needs in the Department and ways of meeting and monitoring them.

4. Recommendations for improved practice

- (a) Recommendations for better practice in the above areas may include a proposal for a measure of comprehensive planning to meet training needs common to the generality of Home Office staff.
- (b) Such a plan should include consideration of:
 - (i) Needs in relation to level, viz the Open Structure, Assistant Secretary and equivalent, Principal/SEO and equivalent, HEO/EO and equivalent, Clerical and other junior grades.

- (ii) General needs arising at stages in an officer's career.
- (iii) The training requirements of the larger specialisms including finance and establishment work and the management of outstations.
- (iv) What training within the plan ought to be mandatory/universal and what voluntary/selective.
- (v) Resources demands in terms of manpower, accommodation and money.

5. Method of working and context of the review

- (a) You should take account of relevant reports (such as that of the Select Committee on the Treasury and the Civil Service and that of the Review of Personnel Management) and of other central and departmental initiatives that have a bearing (such as the Financial Management Initiative, the Professional Qualification Study and the Annual Performance Review system).
- (b) You should undertake field-work to ascertain and assess the validity of the views, perceptions and expectations of a representative sample of staff and of the line management. You may also seek written evidence.
- (c) You should consult the Trade Union Side.
- (d) You may, and are encouraged to involve in your review persons or bodies (to be approved by the Principal

E.R.

Establishment Officer) from outside the Civil Service with expertise relevant to your task.

4. Timing

You should report in the manner designated for departmental scrutinies by / six months from designated officer taking up the task_7.

TG/81 72/77/1
Establishment Department

January 1983

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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

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