

FILE NUMBER

PO-CH/NN/10660 PART A

FOR DISPOSAL ADVICE SEE INSIDE COVER

DISPOSAL DIRECTIONS	SIGNATURE	DATE
DESTROY AFTER YEARS		
PRESERVE		

FILE BEGINS

09/09/1985

ENDS

09/09/1985

FILE TITLE

PLANNING BOARD 1985

Date:
Date:

Expense type	1984-85	1985-86	1986-87	1987-88
1. Bid items				
Basic staff				
Specialists				
Travel				
Overseas				
Travel & Overseas				
Printing				
Telephone				
Postage				
Stationery				
Repairs				
Insurance				
Legal				
Medical				
Security				
Contingencies				
Other				
Total				

* This figure includes 18300 for private office at...
 + Includes private office lease night taxi...
 ** This cost will be...
 + Includes 231,700 for Special Adviser...
 + 1988/89 Private Office Allowances...
 + 1987/88 Private Office Allowances...
 + Casual/Student...
 + 1987/88 Private Office Allowances...
 + 1986/87 Private Office Allowances...
 + 1985/86 Private Office Allowances...
 + 1984/85 Private Office Allowances...

MINS
SUP

SEN
MAN

CU
EB

IDT

1. Budget Bid Form: Administrative Expenditure

Responsibility Centre Ministerial Support

Date

Expense type	Spend in 1984-85	Agreed bid for 1985-86	Current year Spend to 30 June	Bid for 1986-87
1. Bid items				
Basic staff costs				
Staff Complement		553700 ^x	164434	640,669 ⁺⁺
Casuals/Students		3100		11,800 ⁺
Specialists				4,035 ^o
Total	603832	556860	164434	
Overtime	117775	91100	33464	140,549
Travel & Subsistence				
Overseas	9114	28000	3612	20,000
Home	2324	2000	118	30,000*
IT Equipment etc	175			- ^{,**}
Ministers' Travel and Subsistence				
Overseas	35276	35000	6851	37,500
Home	841	3200	460	3,200
Ministers' Entertainment	5116	7300	1166	7,519
Total	774,454	723,460	210,105	895,272
2. Non-bid items				
Entertainment	305		145	-
External training				-
Government Car Service	167502		31311	175,000
3. Receipts				
EC Travel	2364			
Other	9245			

Notes

x This figure includes £8300 for private office allowances. The spend up to the end of June 1985 includes £2055 for private office allowances and £1223 shift allowances.

+ 1986/87 Private Office Allowances.

o $\frac{1}{2}$ Casual/Student.

++ Includes £91,700 for Special Advisers.

* Includes private office late night taxi payments previously charged to EOG budget.

** IT bids could well arise from staff inspection of Chancellor's Office, but this is difficult to forecast. If agreed, we would hope that funds could be found from within EOG's IT budgets.

2. Staffing Profile and Bid

Responsibility Centre: Ministerial Support

a. Staff in Post

Date: _____ / _____ / _____

Date	Complemented Grade	Grade 3	Grade 5	Grade 6	Prin	Econ Adv	Stat	PSO	SEO	SSO	MEO	HSO	MEO (D)	Sen Econ Asst	Sen Asst Stat	EO	SO	AT	Econ Asst	Asst Stat	CO	CA	SPS	PS	Typ	Other	Total	Casuals/Students -	Use of Spclsts -	
1 April 1985			1		2				1		1		4			7						15	7	1	4	4		47	N.K.	N.K.
1 July 1985			1		4				1		1		2			8						15	6	1	5	5		49		

b. Staff Complement 1985-86

1 April 1985		1		2					1		1		4			8						15	6	1	6	4		49	1/2	
31 March 1986		1		5					0		3		2			7						17	5	1	6	4		51	1/2	
Avg. Complement 1985-86		1		3 1/2					1/2		2		3			7 1/2						16	5 1/2	1	6	4		50	1/2	

c. Bid for 1986-87 by quarter

1 April 1986		1		5							3		2			7						17	5	1	6	4		51	1	
1 July 1986		1		5							3		2			7						17	5	1	6	4		51		
1 Oct 1986		1		5							3		2			7						17	5	1	6	4		51		
1 Jan 1987		1		5							3		2			7						17	5	1	6	4		51	1	
31 Mar 1987		1		5							3		2			7						17	5	1	6	4		51	1	
Avg Complement 1986-87		1		5							3		2			7						17	5	1	6	4		51	1/2	

(a)

- Please specify grade.

Notes:

(a) MCU

3. Breakdown of Staff Complement by Division

 Ministerial
 Responsibility Centre Support
 Date

Date	Division																Total	
		Grade 3	Grade 4	Grade 5	Grade 6	Prin	SEO	HEO	HEO(D)	EO	RT	CO	CA	SPS	PS	Typist		
1st	Chancellors Office			1		1			1	2		3	2	1	1	1		13
April	Chief Secretary					1		1				2			1			5
1985	Financial Secretary								1	1		2	1			1		6
	Economic Secretary								1	1		2				1		5
31st	Chancellors Office			1		1		1	1		3	2	1	1	1			13
March	Chief Secretary					1		1			2	1		1				6
1986	Financial Secretary					1				1		2	1			1		6
	Economic Secretary					1				1		2				1		5

Continued on second sheet

3. Breakdown of Staff Complement by Division

Responsibility Centre Ministerial
Date Support

Date	Division																	Total
		Grade 3	Grade 4	Grade 5	Grade 6	Prin	SD	SO	SEC(D)	EO	AT	OO	CA	SPS	PS	Typist		
1st	MINISTER OF STATE								1	1		2				1		5
April	MCU									1		1	2					4
1985	PARLIAMEN TARY CLERK							1			2		2	1			1	7
	SPECIAL ADVISERS OFFICES											1				3		4
31st	MINISTER OF STATE								1	1		2				1		5
March	MCU									1		3						4
1986	PARLIAMEN TARY CLERK					1		1		2*		2	1				1	8
	SPECIAL ADVISERS OFFICES											1				3		4

*It is possible that current discussions with MPO and Customs may result in one or both of these posts being funded from another departmental Budget. But at this stage it is obviously prudent to allow for both on the Treasury count.

SECTION 4:

Responsibility Centre
Date

(1) Reasons for changes in mix or level of resources required in 1986-87 compared with 1985-86
(refer to work programme where appropriate)

- MIX
1. Temporary regrading to Prin' of PS/FST and PS/EST posts agreed by EOG.
 2. Regrading to Prin' of Parly Clerk job agreed by EOG.
 3. Regrading Chancellor's diary sec' post to HEO agreed by EOG.
 4. Regrading MCU's two CAposts to CO as recommended in Morgan Report and agreed by Sir Peter Middleton and Ministers, subject to forthcoming Staff Inspection of MCU, once new computer is in and running.

- LEVEL
1. A new CA for CST's office agreed by EOG.
 2. A net increase of Parly Section's complement of one post, an HEO to act as deputy Parly Clerk, still under discussion between Parly Clerk, PPS and EOG. Much depends on responsibilities to be assigned to Parly Section - Parly Clerk's and EOG's attempts to get MPC and/or Customs to pay for one or both EO posts (see footnote to Table 3) also clearly relevant.

(ii) **Developments for which there may be longer term resource requirements (ie beyond 1986-87)**

Very difficult to forecast any such developments, especially with Staff Inspection currently in the Chancellor's Office and soon to be in MCU. Any changes in Ministers or increase in ministerial complement could, of course, produce changes in complement.

(iii) **General comments on patterns/history of resource use**

To a very great extent the manpower element is demand led by the requirements placed upon private offices by their individual Ministers and the great fluctuations that occur in the workload.

1. Budget Bid Form: Administrative Expenditure

Responsibility Centre *Senior Management*

Date

Expense type	Spend in 1984-85	Agreed bid for 1985-86	Current year Spend to 30 June	Bid for 1986-87
1. Bid items				
Staff Complement		684500	179103	811,700
Basic staff costs				
Casuals/Students				
Specialists				5,600
Total	594564	684500	179103	817,300
Overtime	13292	15850	3753	17850
Travel & Subsistence				
Overseas	42219	44400	11040	54,250
Home	2551	7150	1214	9,100
IT Equipment etc				5,000
Economic Research				-
Consultancies/Fees	120	2600		-
Other (specify)				-
Total	652746	754500	195110	903,500
2. Non-bid items				
Entertainment	2830		427	NOT BID FOR
External training	313		41	NOT BID FOR
Government Car Service	60893		8856	NOT BID FOR
3. Receipts				
EC Travel	7790		196	4,500
Other	5343		100	-

Notes

The staff costs figure for 1985-86 includes £ 5000 for private office allowances. The 30 June figure includes £ 1351. Please bid separately for the 1986-87 allowances. private office allowances

2. Staffing Profile and Bid

Responsibility Centre: Senior Management

a. Staff in Post

Date: / /

Complemented Date	Grade 1	Grade 1A	Grade 2	TAA	Econ Adv	PRIN	PSO	SEC	SSO	HEO	HSO	HEO (D)	Sen Econ Asst	Sen Asst Stat	EO	SO	AT	Econ Asst	Asst Stat	CO	CA	SPS	PS	Typ	Other	Total	Casuals/ Students	Use of Spclists
1 April 1985	1	3	6	1		1		1					1							1		6	6			27	NK	NK
1 July 1985	1	3	6	1		1		1					1							1		5	7			27		

b. Staff Complement 1985-86

1 April 1985	1	3	6	1		1		1					1		1					1		6	5			27		
31 March 1986	1	3	6	1		1		1					1		1					1		6	5			27		
Avg. Complement 1985-86	1	3	6	1		1		1					1		1					1		6	5			27		

c. Bid for 1986-87 by quarter

1 April 1986	1	3	6	1		1		1					1		1					1		4	7			27		
1 July 1986	1	3	6	1		1		1					1		1					1		4	7			27		
1 Oct 1986	1	3	6	1		1		1					1		1					1		4	7			27		
1 Jan 1987	1	3	6	1		1		1					1		1					1		4	7			27		
31 Mar 1987	1	3	6	1		1		1					1		1					1		4	7			27		
Avg Complement 1986-87	1	3	6	1		1		1					1		1					1		4	7			27		

* Please specify grade.

Notes:

Heads of Division (with grade)				
<p>Branch Heads with main areas of responsibility in 1985-86</p> <p>* SEO reports direct to Head of CU on this work</p>	<p>R PRATT</p> <ul style="list-style-type: none"> - Budget and Autumn Statement: co-ordination briefing and follow up - Servicing PCC: MEG and co-ordination of advice on major policy reviews - Liaison with TCSC and other Select Committees - Briefing for Economic Cabinets and other occasions - Co-ordination of Treasury Planning for War * - Co-ordination of advice on CHX's & CST's speaking engagements through Speech Committee and maintenance of regular reports on all Treasury Ministerial speaking engagements - Other miscellaneous 		<p>K VERNON</p> <ul style="list-style-type: none"> - Regular briefing on UK economic policy and developments; - submissions to Ministers on imminent statistics; - commentary sections of Weekly Brief; - Monthly Economic Assessment for EPR - Scrutiny of draft material prepared by Bank, OECD, CSO, PQs - Maintenance of economic indicators - Briefing on outside forecasts and comparisons thereof - Parliamentary support: - attendance at debates - Lectures and talks to visitors, esp. from overseas <p>(continued)</p>	<p>C R PICKERING</p> <ul style="list-style-type: none"> - Co-ordination of briefing for First Order Questions - With Head of Division coordinates briefing package for Budget and Autumn Statement and other Debates - Editing of Treasury Weekly Economic Brief - Monitoring public statements on economic policy by Government and Opposition parties - Checking draft Ministerial speeches - Parliamentary support - Attendance at debates - Lectures and talks to visitors and Treasury officials - Maintenance of archive of public statements on <p>(continued)</p>
<p>Public expenditure totals to which responsibilities directed (where appropriate)</p>	<p>N.A.</p>			
<p>Staff-in-post including heads of Division (1 July 1985)</p>	<p>CU** Prin 1 PS 1 CO 1 SP/Tp 1</p>		<p>EB AS 1 Econ Asst 1 EA 1 Prin 1 PS 1 CO 1</p>	

Total Staff-in-post (1 July 1985)

10½**

† Mr Wicks was replaced by Mr M C Scholar on 2 September 1985
 ## Mr Folger was replaced by Miss O'Mara on 29 July 1985
 ** HEO(D) post in CU vacant on 1 July 1985 filled by an SEO on 9 September 1985
 EO post in EB vacant on 1 July 1985

Manager				
Heads of Division (with grade)				
Branch Heads with main areas of responsibility in 1985-86			<p style="text-align: center;">K JAMES</p> - Looking after Division's interest in IT	<p style="text-align: center;">C R P. CHITTING</p> economic policy by Ministers and others -Correspondence - direct and drafts for Ministers - with Members of the public
Public expenditure totals to which responsibilities directed (where appropriate)				
Staff-in-post including heads of Division (1 July 1985)				
Total Staff-in-post (1 July 1985)				

D. (ii) Priority objectives in 1986-87

Responsibility Centre
Date 9.9.85

Priority objectives	Comment/detail/progress expected in 1986-87
<ol style="list-style-type: none">1. Provision of monthly briefing for Ministers on PSBR outturn and monthly profiles, including for monetary forecasts.2. Preparation of 3 internal and 2 published forecasts of the PSBR and its determinants.3. To consolidate progress made in 1985-86 on developing a "funds and accounts" model for central government exp.4. To make further progress on modelling the local authority sector.5. To move towards a disaggregated model of the public corporations sector.6. To continue to keep under review the forecasting of tax receipts, in consultation with Inland Revenue and Customs.7. To improve and develop further the debt interest models.	<p>Continuation of previous work. Further improvements in outturn data and forecasts to be sought. Switch to calendar month money will affect work (should make it easier).</p> <p>Continuation of previous work.</p> <p>A "funds and accounts" model of central government expenditure should be in operation during the course of 1985-86. Further refinements may be necessary in 1986-87 following experience of the new model.</p> <p>Continuation of previous work.</p> <p>If the CSO make progress on providing quarterly data for the past few years for each individual public corporation, some work on estimating a disaggregated model of the sector may be possible. (See D(i) 4.)</p> <p>Some of the equations for indirect taxes on the Treasury model have not been re-estimated since the mid-1970s. A start has been made in 1985-86 on reviewing them.</p> <p>Consolidation of earlier development work.</p>

D. (iii) Supporting information including performance measures

Responsibility Centre

Date 9.9.85

i) One kind of performance measure relates to comparisons of forecast PSBR with outturn.

The error on the 1984 FSBR forecast of the 1984-85 PSBR was marginally smaller, despite the miners' strike, than the corresponding error in 1983-84 (both absolutely and as a proportion of GDP). PSF will attempt to maintain this progress by reducing the error further (as a proportion of GDP) in 1985-86 and subsequently. The accuracy of 3-month forecasts of PSBR is also monitored, and the aim is to reduce errors here too, progressively: the mean absolute error in the forecast PSBR for 1 month ahead was £450m in 1984-85, and the aim is to reduce that in 1985-86. Individual years and months are subject, however, to random and unpredictable influences which affect forecast accuracy. The main emphasis is on reducing the trend of forecast errors over time.

ii) Another performance measure relates to consistency between PSF's forecasts of public expenditure flows and those of other divisions. A high degree of consistency has been achieved over the past year. Differences between PSF forecasts for current year and GEP position reports submitted at same time have been few, small, and for agreed reasons. Particular areas of difficulty (eg social security, EC contributions) are being pursued.

iii) It is an absolute requirement to provide monthly PSBR figures and briefing in time for publication on 12th working day of month, and to provide forecast reports on specified dates and contributions to Autumn Statement and Budget. These requirements have been met over past 16 months, at some cost in overtime (varying according to pressures of events).

iv) A general aim is to give a satisfactory service to Ministers, senior officials, MPs and the general public. A performance measure here might be the number of thank-yous received!

E. Options and Constraints

Responsibility Centre
Date 9.9.85

(i) Effect of 5 per cent reduction in resources available

Because of overriding need to provide Ministers with the monthly briefing on the PSBR and the required number of forecasts each year (with supporting analysis), a 5% reduction would inevitably entail:

- (i) slower progress on planned research development projects listed in D(ii) and
- (ii) less time available for, and probably lower quality of, forecasts, analysis and briefing.

In particular, if the reduction took the form of the loss of the proposed new micro-computer for Branch B, the existing constraints on performance caused by the vagaries of the Sperry mainframe would continue, ie delays at busy periods, long turn-rounds because of print queues, crashes of mainframe computer etc.

(ii) Effect of 5 per cent in resources available

For reason given in (i), extra resources would be devoted to improving forecasting techniques and other developments, and hence, it is hoped, to improving quality and scope of service provided to Ministers and senior officials. A longer-term pay-off can be expected. Another 5% or £9,200 would buy almost another economic assistant, to undertake extra development work.

(iii) Constraints on past and future performance, changes in organisation of work etc

Given overriding demands for minimum work (see E(i) above) and open-ended nature of possible development work, performance of PSF is likely to be chiefly constrained by resources available. These resources are mainly staff (especially professional), both quantity and quality. However computer time and equipment are also very important: as explained in E(i), constraints imposed by the Sperry mainframe computer are being increasingly felt in Branch B and the proposed development work will be jeopardised if the bids for new equipment in 1986-87 are not agreed.

Another constraint mentioned last year is the difference between accounting conventions used in PES, Funds and Accounts (including Estimates) and National Accounts. The REPEC work and work by Accounts Division and PSF are overcoming this constraint.

MANAGEMENT IN CONFIDENCE

1. Budget Bid Form: Administrative Expenditure

Responsibility Centre

PSF

Date 9 September 1985

Expense type	Spend in 1984-85	Agreed bid for 1985-86	Current year Spend to 30 June	Bid for 1986-87
1. Bid items	(10 months 1 Jun - 31 Mar)			
Basic staff costs				
Staff Complement		147900	32565	160200
Casuals/Students		3600	1383	4800
Specialists		-	-	-
Total	119340	151500	33948	165000
Overtime	568*	1300	452†	1800
Travel & Subsistence				
Overseas	259	NA	-	300
Home	50	NA	-	500
IT Equipment etc	capital maintenance } 8380 {	2700 1600	- ?	9000 2500
Economic Research	-	NA	-	-
Consultancies/Fees	-	-	-	-
Other (specify)	-	-	-	-
Total	128598	157100	34400	179100
2. Non-bid items				
Entertainment	-	NA	-	-
External training	2656	NA	-	5000
Government Car Service	-	NA	-	-
3. Receipts				
EC Travel	163	609	-	300
Other	-	-	-	-

Notes

{ 1 A/S, 1 PS, 1 Econ Adv, 1 Stat, 1 SSO, 3 Sen Econ Asst, 2EO, 1 CO

2 students 16 weeks @ £150 each a week

Growth of work around Autumn Statement and Budget.

1 trip to Brussels for EPC subcommittee.

Residence at Sunningdale etc for training.

See Section 4(i). **

{ More training being encouraged. Includes £1000 for courses on use of new micro (see 4(i)) and £1100 for 2 staff doing MSCs part-time.

1 trip to Brussels - see above.

* Excludes claims following 1984 Budget.

† Includes claims following 1985 Budget.

** PSF has a mainframe: £73,100 in 1984-85; £110,000 in 1985-86; £140,000 in 1986-87.

2. Staffing Profile and Bid

Responsibility Centre: PSK

a. Staff in Post

Date: 9 / 9 / 85

Date	Complemented	Grade	Grade	Grade	Prin	Econ	Stat	PSO	SBO	SSO	MEO	MSO	MEO	Sen	Sen	ED	SO	AT	Econ	Asst	CO	CA	SPS	PS	Typ	Other	Total	Casuals/ Students	Use of Spclists
	Grade	3	5	6		Adv							(D)	Econ	Asst				Asst	Stat									
1 April 1985 *			1			1	1			1	-			2		2			2		1			1			12 ^φ	1	-
1 July 1985 *			1			1	1			1	-			2		2			2		1			1		12 ^φ	1	-	

b. Staff Complement 1985-86

1 April 1985 *		1				1	1			1	-			2		2			1		1			1			11	1	-
31 March 1986 *		1				1	1			1	**			3		2			-		1			1			12	2	-
Avg. Complement 1985-86		1				1	1			1	1/2			2 1/2		2			5/2		1			1			11 1/2	1 1/2	-

c. Bid for 1986-87 by quarter

1 April 1986 X		1				1	1			1	-			3		2			-		1			1			11	2/3	-
1 July 1986 X		1				1	1			1	-			3		2			-		1			1			11	2	-
1 Oct 1986 X		1				1	1			1	-			3		2			-		1			1			11	-	-
1 Jan 1987 X		1				1	1			1	-			3		2			-		1			1			11	-	-
31 Mar 1987 *		1				1	1			1	-			3		2			-		1			1			11	2	-
Avg Complement 1986-87		1				1	1			1	-			3		2			-		1			1			11	2/3	-

* Please specify grade Students. In 1985-86, second student arrived after 1 July 1985. In 1986-87, 2 students expected at Easter and summer.

Notes:

* Number at date specified.

X Average number during quarter beginning on date specified.

φ 1 above complement because of temporary overlaps of departing and arriving staff.

**Unbudgeted transfer from EA3 division until after 1986 Budget.

3. Breakdown of Staff Complement by Division

Responsibility Centre *PSF*
Date

Date	Division																	Total
		Grade 3	Grade 4	Grade 5	Grade 6	Prin	SEO	HEO	HEO(D)	EO	MT	CO	CA	SPS	PS	Typist		
1st April 1985																		
31st March 1986																		

See Section 2. PSF is a division.

SECTION 4:

Responsibility Centre *PSF*
Date 9.9.85

(i) Reasons for changes in mix or level of resources required in 1986-87 compared with 1985-86
(refer to work programme where appropriate)

No change in staff compared with underlying 1985-86 levels (temporary acquisition of HEO in September 1985 is expected to last only until just after 1986 Budget).

Higher bid for IT equipment is for following reasons:

Capital (£9000)

(i) A new microcomputer (£7,500) for Branch B, which would permit a major improvement in efficiency, by allowing following work to be done independently of (but linked to) Sperry mainframe:

- (a) balance and burden of taxation work for PQs, taken over from ET in 1985-86;
- (b) much more flexible use of PSF's various satellite models, on which progress has been made in 1985-86;
- (c) report writing, including tables and graphics, for forecast reports to Ministers;
- (d) econometric estimation, including on-line graphics;
- (e) link to PEAU's microcomputer once their models of nationalised industries are working.

- (ii) (a) Another Lyme terminal (£1000) for Branch A, to alleviate pressure at peak times (particularly Budget and Autumn Statement).
- (b) Software package (£500) for Branch A giving integrated spreadsheet/word-processing facility on Branch A's CASU micro.

Maintenance (£2500)

Includes addition for maintenance of proposed new micro.

NOTE: Applications are being made to acquire the new micro for Branch B and the software package for Branch A (see (i) and (ii)(b) above) in 1985-86. If successful, bid for 1986-87 would be reduced accordingly (ie by £8000).

(ii) Developments for which there may be longer term resource requirements (ie beyond 1986-87)

Greater reliance on satellite models and possibly a smaller public sector on the Treasury Unified (economic forecasting) Model. The probable development of satellite models, including possibly a nationalised industry model and a behavioural model of local authorities, is likely to lead to a net increase in demands on computer resources.

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(iii) General comments on patterns/history of resource use

PSF was set up on 8 May 1984, incorporating parts of EAI and GEP3. This reorganisation, plus increased staff (2 extra during 1984-85 and 1 temporarily extra during 1985-86) and IT equipment (in 1984-85 and 1985-86 and bid for 1986-87) reflects:-

- (a) increased focus on PSBR in Government policy and hence need for better forecasting and monitoring,
- (b) take-over of related work from other divisions (particularly debt interest from ORU, local authority accounts from GEP3, and balance and burden of taxation for PQs from ET), and
- (c) development work on forecasting methodology (particularly on debt interest, on the Funds and Accounts approach to forecasting total public sector finances, and on taxation).

(1) 1985-86

Area of work	% age
<u>EB</u>	
General briefing on policy and developments	45
Co-ordination of TWEB	14
First Order PQs and other	12
Parliamentary Support	
Briefing packages for Budget and Autumn Statement	12
Monitoring of outside forecasts	7
Maintenance of archive etc	<u>10</u>
	<u>100</u>
<u>CU</u>	
Budget and Autumn Statement: co-ordination, briefing and follow up	30
Servicing PCC/MEG, other co-ordination and briefing	25
Select Committee liaison	25
Coordination of Treasury planning for War	5
Co-ordination of advice on Chancellor's speaking engagements	5
Other miscellaneous	<u>10</u>
	<u>100</u>
Total	100

(11) Changes since 1984-85

For EB

- (a) Slight increase in work on First Order Questions, while new system for briefing was implemented
- (b) A new system will have to be designed, and maintained, starting shortly to allow greatly improved access to material stored in the archive

For CU

- (a) Economic Adviser, speech writing post dropped: less work on speeches
- (b) Increase in work for Select Committees

For CU and EB

Totals sum to 100% in contrast to last year's 113% and 115%. Pressure at Budget and Autumn Statement now considered to be offset by lower demands during Parliamentary Recesses.

(111) Changes expected in 1986-87 compared with 1985-86

EB

Only significant changes foreseeable concern possible use of micro-computer

CU

No significant changes expected

- (i) To ensure effective arrangements for proper co-ordination of policy advice for Ministers and senior officials between Treasury Groups (and where appropriate, with the Revenue Departments);
- (ii) to ensure effective arrangements for the management and presentation of the Budget, Autumn Statement and any other major packages of economic measures;
- (iii) to provide continuous intelligence on, and accurate and timely briefing about, developments in the economy and economic policy, for use by Ministers and officials in the Treasury and elsewhere;
- (iv) to ensure proper liaison with, and effective presentation of evidence to, the Treasury and Civil Service Committee and other Parliamentary Select Committees;
- (v) to ensure effective briefing for Treasury First Order Questions, seeing that material on general economic developments and specific issues is presented to best advantage;
- (vi) to ensure proper consideration of long term policy issues within the Treasury;
- (vii) to ensure an orderly programme of Treasury Ministers' speech engagements; to assist where necessary with the drafting of speeches and generally to co-ordinate briefing and provide effective support for Treasury Ministers for Parliamentary economic debates;
- (viii) to use the EB micro-computer as efficiently as possible to improve the quality of briefing

Priority objectives

Progress so far, constraints, prospects in rest of 1985-86

- a) Maintain and develop arrangements for best possible co-ordination of policy advice and briefing for Treasury Ministers
- b) Successful management of the Budget
- c) Successful management of the Autumn Statement
- d) Good liaison with Treasury and Civil Service Committee (and other Select Committees as necessary) and effective presentation of Government evidence
- e) Continue to evaluate briefing provided on UK economy and economic policy for Treasury Ministers and senior officials, and other departments, with a view to further improving its timeliness and effectiveness
- f) Improve effectiveness of Treasury contingency War planning

- a) Extra information ("Scorecard") provided for PCC on the overall impact of major policy reviews. Effectiveness of MEG to be, as far as possible, improved - but security can be a constraint.
- b) Work on timetabling, for the preparation of and briefing for the 1985 Autumn Statement is now underway. The intention is to exploit the new printing arrangements for the FSBR, and perhaps also for the Autumn Statement, as part of the drive to improve the quality of Treasury published information.
- c) Relations with the Treasury and Civil Service Select Committee are, within the political constraints, good. Evidence thus far this year has been presented on time and accurately, as have the Government's responses to Select Committee Reports.
- d) This is the core activity of EB:
 - (i) the format and procedures of briefing for First Order Questions have recently been improved;
 - (ii) micro-computer now in regular and frequent use; quality of charts has been improved and range increased; presentation of outside forecasts has improved dramatically; further progress on all of these are planned for other briefing
 - (iii) the format of the Treasury Weekly Economic Brief has been improved
 - (iv) various services - selected PQs, Ministerial Statements - are under review
 - (v) provision of information on economic indicators is under review
 - (vi) plan to set up a system, using the micro-computer, to improve use of EB's archive
 - (vii) following the Griffiths report, EB will be more closely involved in the production of briefing generally
- e) Updating of War Book underway. Should be completed in 1985-86

Priority objectives

Comment/detail/progress expected in 1986-87

- a) Improved arrangements for co-ordination of policy advice and briefing for Treasury Ministers
- b) Successful management of the Budget
- c) Successful management of the Autumn Statement

- d) Good liaison and good relations with the Treasury and Civil Service Committee (and other Select Committees as necessary) and effective presentation of Government evidence

- e) Continue to improve standard of general briefing on economy and economic policy

This is the core activity of CU. In 1986-87 improved arrangements should be in place, based on the CU 'scorecard', for ensuring that all Treasury and Revenue Departments interests are taken into account when advice is prepared for Ministers.

CU/EB objectives in 1986-87 are:

- (i) To ensure that all Treasury interests are adequately consulted when preparing advice for the AS and Budget.
- (ii) To ensure that Ministers have sufficient information and time to take decisions in the run up to the AS and Budget.
- (iii) To review the style, presentation and content of the AS and FSBR in the light of users comments and improved printing facilities; to make changes which gain the approval of users - for example the TCSC; and to publish both documents on time and without errors.
- (iv) To provide briefing to enable Ministers and officials to present and defend the Government policies effectively and positively.

CU's objectives for 1986-87 are:

- (i) To develop an accurate and effective system for recording and recalling precedents affecting the Treasury's relations with Select Committees.
- (ii) To ensure that all Treasury responses to Select Committees are submitted accurately and on time.
- (iii) To review and, if necessary, amend the advice to Treasury divisions on dealing with Select Committees.

As EB gain more experience in the use of micro-computer, the service here is expected to improve significantly

Performance measures are extremely difficult to specify for units like CU and EB. Success in meeting deadlines is a key requirement. It is also important that information that is prepared in CU/EB for public consumption - whether published or in the form of briefing - is accurate, well presented and has the intended effect on commentators.

The reactions of users of CU/EB material is therefore a guide. For example, in 1985-86 the Chancellor thought the new arrangements for First Order Questions a "considerable improvement". A survey of users' of 'selected PQs' and 'Recent Ministerial Statements' indicates that their contents and circulation need, at a minimum, considerable change. A survey of users of the 'Comparison of outside forecasts' showed generally favourable responses to what was perceived as a steadily improving product. The contents and production of 'Economic Indicators' are currently under review.

CU's success in meeting its objectives will be measured by the following indicators:

- (i) Treasury Ministers will be invited to comment on the adequacy of the information and co-ordination provided by CU in the run up to the AS and Budget.
- (ii) The number of errors in the published AS and FSBR, and the reactions of users, including the TCSC
- (iii) The number of complaints or other comments by Treasury divisions concerning their ability to contribute to CU co-ordinated advice.
- (iv) The number of occasions on which Treasury submissions to Select Committees contained errors, or omissions, or were submitted late.
- (v) The extent to which Treasury views are understood and accepted by Select Committees.

(1) Effect of 5 per cent reduction in resources available

Since CU/EB's combined budget of around £210,000 is almost entirely spent on staff costs, a 5% change in resources would almost certainly imply changes in complement or regrading. A 5% reduction (ie £10,500) would mean, in EB, dispensing with the EO post, with consequent reorganisation of the work: preparation and circulation of the 'Economic Indicators' would end (to the dissatisfaction of many users - as we know from reactions to suspending the service while taking a gap on the EO post); using the micro to improve use of the Archive would not begin. Ability to observe Budget Security requirements (particularly for the Budget brief - the EO supervises distribution of all draft briefs, wherever they originate) and to maintain divisional capacity in the face of sickness and annual leave would suffer.

If the 5% reduction were applied to CU, it would mean dropping either the Specialist Typist or the SEO). Either reduction would make it impossible to maintain all of CU's Budget or Autumn Statement role - eg it would be unable to maintain a weekly update of the Budget Scorecard, weekly revise of the printed text of both the Autumn Statement and the FSBR; and a weekly redraft of the Budget Speech.

(ii) Effect of 5 per cent increase in resources available

- (1) improved computer facilities in EB
- (2) Better information system in CU - eg a Reuters screen?

CU and EB are small, tightly staffed units. Resources are, by design, largely committed to unavoidable, regular (weekly, monthly and annual) tasks of co-ordination, policy advice and briefing, and information dissemination. Effectiveness depends critically on carefully planned use of limited manpower. A past constraint has been removed by upgrading the SIO post in EB to Principal; in particular, it frees the Grade 5 to work more on longer term issues of presentation of economic policy. Main constraints are:

- (i) at periods of peak pressure limited capacity to respond fully effectively to simultaneous demands from different parts of the Treasury
- (ii) restrictions on circulation of sensitive information (particularly, but not exclusively, in the run-up to the Autumn Statement and the Budget).
- (iii) the fact that the response to the information provided by CU/EB is much influenced by political factors beyond CU/EB's control, so that, for example, the response to the AS and Budget, or to Select Committee material, cannot be an entirely satisfactory indicator of CU/EB's performance.

Expense type	Spend in 1984-85	Agreed bid for 1985-86	Current year Spend to 30 June	Bid for 1986-87
1. Bid items				
Basic staff costs		202100	46187	209,033
Staff Complement				
Casuals/Students				
Specialists				
Total	190354	202100	46187	209,033
Overtime	6879	6700	2130	6100 (a)
Travel & Subsistence				
Overtime	77			1962 (b)
Home	108			
IT Equipment etc	6095	1600		500+ (c)
Economic Research				
Consultancies/Fees				
Other (specify)				
Total	193513	210400	48317	217,595
2. Non-bid items				
Entertainment	194			
External training	2560			
Government Car Services	44		68	
3. Receipts				
EC Travel				
Other				

Date

Notes
(a) EB overtime kept at 84/85 cash levels, as the Economic Assistant will be doing less overtime. CU total overtime assumed to be the same as 84-85.

(b) Comprises 1 visit to Paris (3 days) by grades 3 and 5 for OECD examination of the UK economy. 8 visits to Brussels by grade 3 - required as a result of UK Presidency of EC.

(c) To be pursued separately. There will be for the EB micro computer a definite need for £500 for a maintenance contract. There may also be a need for a new printer and software.

2. Staffing Profile and Bid

Responsibility Centre: CU/EB

a. Staff in Post

Date: / /

Date	Complemented Grade	Grade 3	Grade 5	Grade 6	Prin	Econ Adv	Sturt	PSO	SEO	SSO	HEO	HSO	HED (D)	Sen Econ Asst	Sen Asst Stat	EO	SO	AI	Econ Asst	Asst Stat	CU	CA	SPS	PS	Typ	Other	Total	Casuals/Students	Use of Spclsts
1 April 1985		1	1		2	1							1			1			1		2			2	1/2		12 1/2	N.K.	N.K.
1 July 1985		1	1		2	1													1		2			2	1/2		10 1/2		

b. Staff Complement 1985-86

1 April 1985	1	1		2	2								1			1			1		2			2	1/2		13 1/2		
31 March 1986	1	1		2	2			1								1			1		2			2	1/2		13 1/2		
Av. Complement 1985-86	1	1		2	2			1/2					1/2			1			1		2			2	1/2		13 1/2		

c. Bid for 1986-87 by quarter

1 April 1986	1	1		2	1			1								1			1		2			2	1/2		12 1/2		
1 July 1986	1	1		2	1			1								1			1		2			2	1/2		12 1/2		
1 Oct 1986	1	1		2	1			1								1			1		2			2	1/2		12 1/2		
1 Jan 1987	1	1		2	1			1								1			1		2			2	1/2		12 1/2		
31 Mar 1987	1	1		2	1			1								1			1		2			2	1/2		12 1/2		
Av Complement 1986-87	1	1		2	1			1								1			1		2			2	1/2		12 1/2	—	—

- Please specify grade:

Notes:

Date	Division																	Total
		Grade 3	Grade 4	Grade 5	Grade 6	Prin	SBO	HCO	HCO(D)	EO	MT	CO	CA	SPS	PS	Typist		
1st April 1985	CU	1				1			1						1	1/2	1(a)*	6 1/2
	EB			1		1				1					1		2(b)	7
31st March 1986	CU	1				1	1								1	1/2		5 1/2
	EB			1		1				1					1		2(b)	7

(a) Economic Adviser*

(b) 1 Economic Adviser
1 Economic Assistant

* Post now dropped

(1)

Reasons for changes in mix or level of resources required in 1986-87 compared with 1985-86
(refer to work programme where appropriate)

The Economic Adviser speech writing post has been dropped from CU.

EOG requirement to replace the HEO(D) in CU with an SEO as from 9 September 1985.

(ii) Developments for which there may be longer term resource requirements (ie beyond 1986-87)

Nothing at this stage

(iii) General comments on patterns/history of resource use

- (1) a pattern is emerging of a gradually expanding range of uses for the micro-computer, which certainly have financial and possibly have manpower implications for the future.
- (2) overtime bid kept at last year's level because of better use of the Economic Assistant's time, now that the micro-computer is in regular use.

MANAGEMENT IN COINCIDENCE

WORK PROGRAMME

A. Organisation

Responsibility Centre
Date

Manager	MR CULPIN			
Heads of Division (with grade)	MR MONAGHAN (Grade 6)			
Branch Heads with main areas of responsibility in 1985-86	MR PAGE Press Office	MISS. EDWARDS Publications	MR JOHNSON Support Unit	
Public expenditure totals to which responsibilities directed (where appropriate)				
Staff-in-post including heads of Division (1 July 1985)	8	2	8	
	Total Staff-in-post (1 July 1985)			18

B. Allocation of Manpower/Resources between different areas of work

Responsibility Centre
Date

(1) 1985-86

Area of work	% age
<u>Manpower alone</u>	
Press Office	60
Publications	15
Support Unit	25
<u>Manpower and other resources</u>	
Press Office	40
Publications	50
Support Unit	10
Total	100

(11) Changes since 1984-85

Since last return:-

- (a) Press Office has lost one SIO net
- (b) Publications have gained one SIO
- (c) The cost of publications has been reduced by policy decisions
- (d) We have, as planned, lost our supernumerary PIO

(111) Changes expected in 1986-87 compared with 1985-86

More manpower in Press Office

C. Aims for 1986-87

Responsibility Centre
Date

To take the initiative in explaining the Government's economic policies, and the factual background to them, through oral briefings, press notices and the Economic Progress Report.

To advise Ministers and officials on the presentational aspects of policy, and to help them deal with the press, radio and television.

To regulate, so far as possible, the flow of information from the Treasury.

D. (1) Progress on Priorities in current year

Responsibility Centre
Date

Priority objectives	Progress so far, constraints, prospects in rest of 1985-86
1. Staff at complement	Done for Publications. Tried but so far failed for Press office.
2. Help to present Budget, Autumn Statement, etc	Done.
3. Stabilise press office portfolios	Tried but foundered, to some extent, on staff changes.
4. Improve quality of briefing by Press Office	Some improvements, constrained by staffing inadequacies. Some seminars for press officers, as planned. More systematic on-the-record comments by Ministers.
5. Improve Economic Progress Report	Done.
6. Publish revised booklet on Treasury	Dropped, after draft produced and considered. Video on Treasury going ahead.

D. (ii) Priority objectives in 1986-87

Priority objectives	Comment/detail/progress expected in 1986-87
<p data-bbox="212 335 638 367">Reinforce Press Office</p> <p data-bbox="212 510 761 574">Plus continuing objectives as before</p>	<p data-bbox="840 335 1915 399">Chief Press Officer about to retire. Vacancies at Senior Information Officer level.</p>

D. (iii) Supporting information including performance measures

Responsibility Centre
Date

We cannot determine what newspapers or broadcasters publish, but we are responsible for our own output. The primary questions about performance relate to that.

- Do press notices, and Economic Progress Reports, cover - over a reasonable period - the points which Ministers want to put across?
- Are press notices issued in good time for journalists to read them?
- Do press officers promote them sufficiently?
- Do they draw sufficient attention to other points which Ministers want to emphasise?
- Do they respond promptly and appropriately to questions?
- Do we advise Ministers to use their personal time for press, radio and TV contacts effectively?
- Does IDT keep the rest of the Treasury sufficiently well-informed of press interests and developments?

(iii) Constraints on past and future performance, changes in organisation of work etc

Inadequate staffing.

E. Options and Constraints

Responsibility Centre
Date(i) Effect of 5 per cent reduction in resources available

Continue under complement, as now.

(ii) Effect of 5 per cent increase in resources available

No realistic case for this.

Expense type	Spend in 1984-85	Agreed bid for 1985-86	Current year Spend to 30 June	Bid for 1986-87
1. Bid items				
Basic staff		278700	62432	295,500
Staff Complement				
Casuals/Students				
Specialists				
Total	257273	278700	62432	295,500
Overtime	16666	17300	4262	18,000
Travel & Subsistence				
Overseas	4045		1142	5,000
Home	430		113	500
IT Equipment etc		5000		
Press Summaries	23526	28000	6585	31,000
COI Repayment	50116	125000	22904	75,000
Consultancies/Fees				
EPR HMSO costs	155854	160000	42614	160,000
Total	507,910	614000	140,052	585,000
2. Non-bid items				
Entertainment	257			
External training	1500			
Government Car Service	315		157	
3. Receipts				
EC Travel	820			
Other Sale of Publications	2218		1502	

Notes

Assumes staffing at complement.

2. Staffing Profile and Bid

Responsibility Centre: 157

a. Staff in Post

Date: / /

Complemented Grade Date	Grade 3	Grade 5	Grade 6	Prin	Econ Adv	Stat	PEO	SEO	SIO	HEO	HGO	HED (D)	Sen Econ Asst	Sen Asst Stat	EO	SO	AT	Econ Asst	Asst Stat	CO	CA	SPS	PS	Typ	Other	Total	Casuals/Students	Use of Spclsts
1 April 1985		1	1	1			3		4						1					2	4		2	1		20	N.K.	N.K.
1 July 1985		1	1				2		4						1					2	4		2	1		18		

b. Staff Complement 1985-86

1 April 1985		1	1				3		7						1					2	4		2	1		22		
31 March 1986		1	1				2		7						1					2	4		2	1		21		
Av. Complement 1985-86		1	1				2.2		7						1					2	4		2	1		21.2		

c. Bid for 1986-87 by quarter

1 April 1986		1	1				2		7						1					2	4		2	1		21		
1 July 1986		1	1				2		7						1					2	4		2	1		21		
1 Oct 1986		1	1				2		7						1					2	4		2	1		21		
1 Jan 1987		1	1				2		7						1					2	4		2	1		21		
31 Mar 1987		1	1				2		7						1					2	4		2	1		21		
Av Complement 1986-87		1	1				2		7						1					2	4		2	1		21		

* Please specify grade.

Notes:

3. Breakdown of Staff Complement by Division

 Responsibility Centre / 7
 Date

Date	Division																	Total
		Grade 3	Grade 4	Grade 5	Grade 6	Prin	SEO	HEO	HEO(D)	EO	MT	CO	CA	SPS	PS	Typist		
1st April 1985	IDT			1	1	3	7			1		2	4		2	1		22
31st March 1986	IDT			1	1	2	7			1		2	4		2	1		21

(i) Reasons for changes in mix or level of resources required in 1986-87 compared with 1985-86
(refer to work programme where appropriate)

Slightly reduced by further savings on the Economic Progress Report.

(ii) Developments for which there may be longer term resource requirements (ie beyond 1986-87)

-

(iii) General comments on patterns/history of resource use

-

EOG1

EOG2

-PM

-MS

EOG2

-OS

EOG3

A. Organisation

Responsibility Centre
Date 13/9/85

EOG1

Manager	B M FOX (Grade 5)				
Heads of Branch (with grade)	R BRAZIER (Prin)	G BINNS (Prin)	Vacant	MRS E WISEMAN (SEO)	MRS M WEST (HEO)
Branch Heads with main areas of responsibility in 1985-86	<p>General Policy on career development and personnel management of executive, clerical, typing, messengerial and security staff in central Treasury and of executive staff in Basingstock and Chessington.</p> <p>Liaison with personnel sections in CCTA and Chessington.</p> <p>Support arrangements, including trawling section and personnel security</p> <p>(15 staff)</p>	<p>General policy on personnel management: relations and negotiations with DTUS: policy support to Management Committee and Establishment Officer: personnel management of ATs and HEO(D)s.</p> <p>(2 staff)</p>	<p>Departmental Records Officer:</p> <p>(a) reviewing and storage of Treasury Records</p> <p>(20½ staff)</p> <p>(b) Sector registries and monitoring of current records system</p> <p>(42½ staff)</p>	<p>Training: policy and management of training for all staff and administration of training for central Treasury staff</p> <p>(10 staff)</p>	<p>Welfare</p> <p>(2½ staff)</p>
Public expenditure totals to which responsibilities directed (where appropriate)	-	-	-	-	-
Staff-in-post including heads of Division (1 July 1985)	16	3	56	9	3½

Total Staff-in-post (1 July 1985)
including Head of Centre and PS
and Establishment Officer and PS

91½

B. Allocation of Manpower/Resources between different areas of work

Responsibility Centre

Date 13/9/85

(1) 1985-86

Area of work	% age
A. Personnel Management/Policy Including: Grade Management Support Units	24
B. Training	10
C. Records	63
D. Welfare	3
Total	100%

(ii) Changes since 1984-85

Delegation of personnel management to CCC and CCTA - and the transfer of some staff to those responsibilities centres - gives the impression of less effort on these items. In fact the resource allocation remains constant. The only strengthening has been in the training area where extra staff have been added to see through new initiatives. This has been compensated for by staff savings in the Records area

(iii) Changes expected in 1986-87
compared with 1985-86

Slight decrease in personnel and records work and a further slight increase in training effort

1. Personnel Management and Training

To ensure that the department is effectively and economically staffed to do its work. In particular:

- (i) recruitment and posting: to ensure that all posts are filled with suitable staff at the right time;
- (ii) training and career development; to develop the necessary knowledge and abilities through relevant and timely training and job experience;
- (iii) manpower planning: to identify likely future supply and demand for various categories of staff;
- (iv) staff relations: to encourage the good motivation needed for an efficient organisation, including open and clear communication on management policies and practices with staff and their representatives

2. Departmental Records

To promote an acceptance and consistent standard of filing throughout the department, and to review Treasury records so as to meet our statutory obligation of second review at 25 years.

Priority objectives	Progress so far, constraints, prospects in rest of 1985-86
<p><u>Personnel management</u></p> <ol style="list-style-type: none"> 1. Keep all posts filled effectively 2. Delegations to line management 3. Change in the annual report system 4. Manpower Model 5. Facilities Agreement 6. Personnel Management Systems 7. Management Information System 8. Smooth rundown of Norwich Finance Branch 9. Communications: revise ON procedures 	<p>For the most part achieved, but becoming increasingly difficult. Shortages of fast-stream staff and typists are again emerging - and the back end of the current year looks very difficult. There is a slight surplus of SEOs. At HEO and EO level new demands and unexpected losses have led to shortages and divisions are having to accept gaps. Quality is only average. It will be some time before the high quality EO intake of the last two years begins to make itself felt.</p> <p>Extensive delegations to Directors of CCTA and CCC in place. More limited delegations to central Treasury line managers also promulgated.</p> <p>On target to be implemented in October 1985. New forms and procedures agreed with the DTUS.</p> <p>Work not yet started: might be possible in late 1985 but unlikely to be finalised during current financial year.</p> <p>Discussions with the CPSA are at an impasse: not yet started with SCPS and DTUS. Breakthrough hoped for in Autumn. But unions unlikely to agree to tougher diary system.</p> <p>Input to new DSR virtually complete and will be audited in the Autumn. Thereafter terminals will be extended to all grade managers</p> <p>Dependent on progress with DSR but discussions now underway for implementation before the end of the calendar year.</p> <p>Aims achieved 100%.</p> <p>New system (The Treasury Bulletin) - schedule to be introduced by end 1985</p>

D. (1) Progress on Priorities in current year (continued)

Priority objectives	Progress so far, constraints, prospects in rest of 1985-86
<p><u>Records</u></p> <p>To keep 1st Review up to date and continue to catch up on 2nd Review.</p> <p>Continue to monitor Treasury filing system: maintain staff awareness of principles and operation of system</p> <p>Inspect/review archives of CISCO, CCTA, CCC and RGPD</p> <p>Computerisation of Records</p>	<p>1st Review will be completed by end 1985. 2nd Review now completed and ahead of target: sensitivity checks nearly completed and fee paid staff are being phased out</p> <p>Good progress in interviews with divisional staff and clerks</p> <p>CCC and RGPD reviews completed. CCTA review will take place early in 1986</p> <p>Study complete: implementation must await decisions on the general proposals for improved Treasury office technology</p>
<p><u>Training</u></p> <p>Annual Economics course</p> <p>Introduction of Training Logs</p> <p>Monitor and improve standard of courses run on our behalf by MPO and the CS College</p> <p>Training for new users of technology</p>	<p>Pilot course for executive staff run successfully in April 1985. Further course planned for Principals in November 1985</p> <p>Training Logs for EO-Principals and equivalents are planned for November 1985. Proposals were recently put to senior management.</p> <p>New assessment procedures have been introduced for MPO courses and there has been visible improvement in the quality of the management courses. Some progress has been made in improving CSC courses, but not enough have been run to evaluate whether more changes are required.</p> <p>Demand increased following in house production of Estimates. Serious constraints on availability of training because of new and inexperienced staff in training section, but delays on a general Treasury IT strategy has lessened pressure</p>

D. (11) Priority objectives in 1986-87

Responsibility Centre

Date

13/9/85

Priority objectives	Comment/detail/progress expected in 1986-87
<p><u>Personnel Management</u></p> <ol style="list-style-type: none"> 1. Keep all posts filled 2. Operate Annual Reporting Round with new ASR forms 3. Ensure smooth running of third Annual Staffing Review 4. Personnel Management Policies 5. Communications Strategy 6. Ethnic monitoring 7. Promotion procedures 8. Review Framework Agreements 	<p>Likely to be a continuing shortage of fast-stream staff and good quality HEOs, EOs and ADP staff</p> <p>The new ASR forms will be used operationally for the first time next year. There will inevitably be a learning curve for both line and grade managers. A particularly close watch will have to be kept on Reporting Standards. Review arranged for early 1987.</p> <p>Whilst production of computer forms and information will ease the task, the EOG work load continues to be heavy and consistent. There is now little or no slack. Our ability to run promotion boards and the staffing review to the normal pattern depends on there being no unforeseen changes during the summer months.</p> <p>Consider the need to issue a revised version of "Working in the Treasury: A Guide to Personnel Policies" in the light of developments since March 1985; preliminary view to be taken by end 1986-87. Ensure statistics of personnel management are published in early 1986 (the annual report)</p> <p>Review the operation of the proposed "Treasury Bulletin" by September 1986 with a view to building on it for the future</p> <p>Introduce the arrangements in the Treasury for ethnic monitoring. The nature and pace of this will be determined by a central timetable laid down by MPO</p> <p>Try to ensure revised arrangements are in force before the 1986 boards start</p> <p>Discuss with the DTUS as necessary the operation of these agreements, in particular the Facilities Agreement, and renegotiate as necessary</p>
<p><u>Training</u></p> <p>Training Logs</p> <p>Senior Management Development Programme</p>	<p>Follow up training plans arising from training logs in context of JARs by providing advice on available courses and considering the implications for the range of training provided departmentally (Continuous)</p> <p>Keep statistics on take up of SMDP and monitor training days achieved (Continuous)</p>

Priority objectives	Comment/detail/progress expected in 1986-87
Public expenditure training	Organise and run two thirds of the courses in the public expenditure training programme by the end of 1986-87
Training in IT	Implement training strategy for electronic office pilot in SF in Spring 1986
Annual Staff Reporting	Evaluate new ASR training by October 1986, and make any necessary changes for new reporting year
Departmental Management Training	Reduce backlog of initial management training for executive staff by at least one third by the end of 1986-87 Move towards shorter courses organised on a modular basis
<u>Records and Registries</u> Computerisation of Records	Implement computerised system by Autumn 1986
Reviewing of Records	Ensure that we stay on course to meet our statutory obligations for the release of records to the PRO

Personnel Management

Work is in hand to complete a computer based management information system covering 14 output items including complements, vacancies, supernumeraries recruitment, promotion, trawls, secondments, retirements, dismissals etc. Not all of these items can be regarded as performance measures.

Training

Performance measures: number of trainees and training days by (i) grade/specialism and (ii) area of work

Average course length

Departmental course costings

Average waiting times for departmental courses

Withdrawals from all courses and course cancellations

Records

Maintain existing targets ie,

First Review
Second Review

18 feet a day maximum

(allows for other tasks)

9 feet a day maximum (selection)

½ inch an hour average on sensitivity checks

2 inches an hour average for fee paid staff

(checking and consultation with departments
etc, done by permanent staff)

Registries

No of files registered in period

No of files received and waiting to be registered

No of staff loaned to Divisions and period

(1) Effect of 5 per cent reduction in resources available

A reduction of 5 staff would be achieved by reducing the complement of sector registry staff and not building up Training Section as planned. The effect of fewer registry staff would be to withdraw existing clerical cover for divisions during periods of annual or sick leave. The effect on training would be to slow down the implementation of new training strategies for the department.

(11) Effect of 5 per cent in resources available

Extra resources would be devoted to personnel management so that we could spend less time fire fighting and more time recruiting and identifying and developing talent and bedding down new systems.

(iii) Constraints on past and future performance, changes in organisation of work etc

Personnel Management

Continuing shortage of quality staff will make it difficult to achieve the prime objective of keeping all posts filled with suitable staff. The need to recruit centrally at many levels means delays.

The continuing flow of central initiatives also means less time is available to ensure the success of those changes introduced over the last two years.

Training

Inexperienced staff in training section could slow down progress. Work pressures in the Department as a whole make the release of staff for training difficult - though changes in our system for liaising with Divisions should increasingly ease this problem.

Records and Registries

Poor quality of COs and CAs in Sector Registries means this area of work remains vulnerable

Expense type	Spend in 1984-85	Agreed bid for 1985-86	Current year Spend to 30 June	Bid for 1986-87
1. Bid items				
Staff Complement		928400	220374	986995
Basic staff costs				3145
Casuals/Students				-
Specialists				
Total	906521	928400	220374	990141
Overtime	6562	11100	5866	11000 (a)
Travel & Subsistence				
Overseas	2671		-	
Home	4888	10400	364	6000
IT Equipment etc	6334	64100	95	68000(b)
Economic Research				
Consultancies/Fees	15840	20800	5653	5000(c)
Other (specify)				
Total	942816	1034800	232352	1080141
2. Non-bid items				
Entertainment	309		91	400
External training	23261		70	400
Government Car Service	55		80	400
3. Receipts				
HC Travel				
Other	80			

Notes

(a) Current year's spend includes items not properly allocated to this Budget

(b) Registry system

(c) Fee paid staff on records work will be phased out this year

EOG1 - CENTRAL BUDGETS

DATE:

13/9/85

Expense type	Spend in 1984-85	Agreed bid for 1985-86	Current Year spend to 30 June	Bid for 1986-87
Merit pay	N/A	47000	N/A	47000
Detached Duty Travelling time	N/K	42000	N/K	42000
Staff Removals	22587	57000	6857	25000
Excess Rent Allowance	11471	26000	3208	15000
Official Entertainment	6508	11000	1737	10000
Recruitment Advertising	859	1000	556	1500
External Training	70619	104000	17680	120000 (a)
CS College Training	30261	83000	545	150000 (b)
OverTime (sick leave)	N/K	30000	N/K	30000
TOTAL	142305	401000	30583	470500

(a) Assumes moderate take up of SMDP

(b) Increase reflects move to full repayment for CS College courses

2. Staffing Profile and Bid

Responsibility Centre: EOG1

Date: 13 / 9 / 1985

a. Staff in Post

Complemented Grade Date	Grade 3	Grade 5	Grade 6	Pr Ln	Econ Adv	Stat	PSO	SEO	SSO	HEO	HSO	HCO (D)	Sen Econ Asst	Sen Asst Stat	EO	SO	AT	Econ Asst	Asst Stat	CO	CA	S-PS	PS	Typ	Other (a)	Total	Casuals/Students	Use Spcl
1 April 1985	1	1		3				4		10½					16½					36½	19		2	½	11	105	N/K	N/K
1 July 1985	1	1		2				3		9					13½					31	20		2		11	93½		

b. Staff Complement 1985-86

(b)

1 April 1985	1	1		2				3		10					18½					34½	20		2	1	10	103		
31 March 1986	1	1		2				3		9					18½					34½	20		2	1	10	102		
Avg. Complement 1985-86	1	1		2				3		9.4					18½					34½	20		2	1	10	102.4		

c. Bid for 1986-87 by quarter

1 April 1986	1	1		1½				3		9					15½					35	22		2	1	10	101	1	
1 July 1986	1	1		1½				3		9					15½					35	22		2	1	10	101		
1 Oct 1986	1	1		1½				3		9					15½					35	22		2	1	10	101		
1 Jan 1987	1	1		1½				3		9					15½					35	22		2	1	10	101		
31 Mar 1987	1	1		1½				3		9					15½					35	22		2	1	10	101		
Avg Complement 1986-87	1	1		1½				3		9					15½					35	22		2	1	10	101	0.5	

- Please specify grade.

- Notes:
- (a) 2 x Senior Paperkeeper
8 x Paperkeeper
1 x Porter
 - (b) 2 x Senior Paperkeeper
7 x Paperkeeper
1 x Porter

(1) Reasons for changes in mix or level of resources required in 1986-87 compared with 1985-86
(refer to work programme where appropriate)

(a) Change in personnel policy section: $\frac{1}{2}$ Prin post to be abolished but EO post upgraded to HEO and one EO post abolished.

(b) Support Section: New unit dealing with Records Registries and trawling and personnel management support. HEO post abolished and replaced by an EO. In addition $\frac{1}{2}$ casual to help at peak points of annual reporting cycle. HEO post in records now abolished. Finally, fee paid staff on reviewing are no longer necessary.

(c) Staff Removals and Excess rent: bids reduced in the light of the current year spend

(d) Training Budget: Increased bids reflect change to a full repayment basis of charging from CS College. A PES transfer of £116,000 has been received to cover this

In addition, external fees provision has been increased to take account of the possible impact of the Senior Management Development Programme. At this stage this is very much a guesstimate. Entry to the scheme is voluntary and the scheme will not be launched until October

1) Developments for which there may be longer term resource requirements (ie beyond 1986-87)

Just possibly continuing increase in training budget as new systems begin to bite - perhaps up to an additional £50,000

(iii) General comments on patterns/history of resource use

Increasing opportunities for IT in this predominantly executive area could bring about an increase in capital and running cost expenditure relative to staff costs

Expense type	Spend in 1984-85	Agreed bid for 1985-86	Current year Spend to 30 June	Bid for 1986-87
1. Bid items				
Staff Complement		184400	83864	278458
Basic staff costs				
Casuals/Students		29500	1287	
Specialists				
Total	86312	213900	85151	278458
Overtime	706			
Travel & Subsistence				8000 (a)
Overseas				
Home	182		12	2000
Maternity Leave	N/K	72000	N/K	87000
Facilities Time	N/K	53000	N/K	57000 (b)
Staff on loan to outside bodies	153385	159000	51079	200000
Other (specify) Removals, fees etc	23457	30200	4101	30000
Total	264042	528100	140343	662458
2. Non-bid items				
Entertainment				
External training	170		61	
Government Car Service				
3. Receipts				
EC Travel				
Other Refunds of salaries - loaned officers	153385	159000	51079	200000

Notes

We are not yet able to identify current year spend on maternity leave and facilities time.

(a) assumes a Harkness Fellowship

(b) reflects change in grade mix of DTUS officials

2. Staffing Profile and Bid

Responsibility Centre: SNEA

Date: 13 / 9 / 1985

a. Staff in Post

Complemented Grade	Grade 3	Grade 5	Grade 6	Prin	Econ Adv	Stat	PSC	SEO	SSO	HEO	HGO	HED (D)	Sen Econ Asst	Sen Asst Stat	EO	SO	AT	Econ Asst	Asst Stat	CO	CA	SPS	PS	Typ	Other	Total	Casuals/Students	Use Spcls
1 April 1985	1	2								5					1					1	1/2				2	13 1/2	N/K	N/K
1 July 1985	1	3						1/2		4					1		1						2		2	15 1/2		

(a)

b. Staff Complement 1985-86

1 April 1985	1	2		2						2					2		1 1/2									10 1/2		
31 March 1986	1	2		2						2					2		1 1/2									10 1/2		
Avg. Complement 1985-86	1	2		2						2					2		1 1/2									10 1/2		

c. Bid for 1986-87 by quarter

1 April 1986	1	2		2						6					2		1			3	2					19		
1 July 1986	1	2		2						6					2		1			3	2					19		
1 Oct 1986	-	2		2						6					2		1			3	2					18		
1 Jan 1987	-	2		2						6					2		1			3	2					18		
31 Mar 1987	-	2		2						6					2		1			3	2					18		
Avg. Complement 1986-87	1/2	2		2						6					2		1			3	2					18 1/2		

* Please specify grade.

Notes:

(a) 2 x Cadet Economist

(1) Reasons for changes in mix or level of resources required in 1986-87 compared with 1985-86
(refer to work programme where appropriate)

(a) Staff: bigger provision to take account of increased use of maternity leave, overlaps on staff moving post and staff undertaking practical accountancy training. Provision for study leave remains as last year.
Cadet economists no longer included in SNEA

(b) Staff to outside bodies: Provision increased in the light of current year spend. But all monies are recovered

.1) Developments for which there may be longer term resource requirements (ie beyond 1986-87)

As the proportion of women employees rises, so there will be increasing maternity leave costs. We have not attempted, as yet to quantify this

(iii) General comments on patterns/history of resource use

B. Allocation of Manpower/Resources between different areas of work

EOG2 (PM and Responsibility Officer)
Date September 1985

(1) 1985-86

(ii) Changes since 1984-85

Area of work	% ago	
<p>PERSONNEL MANAGEMENT (5 staff)</p> <p>(a) Managing Treasury specialists</p> <p>(b) Government economic service</p> <p>% sub-total</p>	<p>12</p> <p>8</p> <p>20</p>	<p><u>Personnel Management</u></p> <p>Greater effort has been put into recruitment; this has succeeded in increasing the numbers of successful candidates taken on.</p> <p><u>Staff Inspection</u></p> <p>A full time HEO post has been restored to the complement, and SIED have also assisted.</p> <p><u>MSU</u></p>
<p>MANAGEMENT SERVICES (19 staff)</p> <p>(c) FMI, staff inspection</p> <p>(d) Management Services Unit</p> <p>(e) Internal Audit</p> <p>% sub-total</p>	<p>13</p> <p>29</p> <p>38</p> <p>80</p>	<p>Responsibility for IT procurement was transferred from CCTA to MSU at the end of 1984/85. The approach of the electronic office has increased work on IT strategy development.</p> <p>(iii) Changes expected in 1986-87 compared with 1985-86</p> <p><u>Staff Inspection</u></p> <p>Given the increasing demand for non-programmed reviews and inspections, and the need to achieve a 5/6 year cycle of inspections, a further HEO post will be required.</p> <p><u>MSU</u></p> <p>Resources will continue to shift towards office automation and away from O and M studies.</p> <p><u>Internal audit</u></p> <p>The grading of audit work may be increased. If the case is accepted, the team leader post will shift from HEO to SEO, and EOs on completion of training will be eligible to be considered for promotion to HEO (temporary), provided they are able and experienced enough.</p>
<p>Total (24 staff)</p>	<p>100</p>	

PERSONNEL MANAGEMENT**Personnel Management of Treasury specialists**

1. recruitment and posting: to ensure that all posts are filled with the best possible staff at the right time;
2. training and career development: to develop the necessary knowledge and abilities through relevant and timely training and job experience;
3. manpower planning: to anticipate likely future demand and supply for various categories of staff;
4. personnel policies: to develop policies, for example on unified grading, retirement and promotion;
5. staff relations: to maintain good links with staff and their representatives so as to ensure open and clear communications on personnel management policies and practices, and to maintain the goodwill of the staff.

Government Economic Service (Economist Group management Unit)

1. with the assistance of the Civil Service Commission, to maintain sufficient recruitment at the relevant grades with as high quality as possible;
2. to promote effective staffing and career development by arranging inter-departmental moves and counselling staff;
3. to develop personnel management policies for recruitment, promotion, retirement and unified grading;
4. to ensure that the quality of economic advice is maintained by involvement in training, publications, conferences, staff inspections, complementing and manpower planning.

MANAGEMENT SERVICES**FMI, Planning Board Secretariat**

To develop further and maintain a management system which enables senior management to plan the department's work, and allocate resources within it, in accordance with Minister's priorities.

Staff Inspection

1. To ensure the effectiveness of work in the Treasury by consultancy and inspecting the need for work, and Treasury organisation, staff numbers and grading.
2. To ensure that manpower is properly allocated and controlled.
3. To advise and guide line management on grading and organisational issues.

4. To advise senior management on manpower policy questions.
5. To meet the 5/6 year cycle of inspections recommended by SIED.

Management Services Unit, IT Strategy in HMT

1. To improve the efficiency of Treasury managers by providing consultancy for information technology projects and by carrying out organisation and method reviews as requested.
2. To co-ordinate the development and implementation of Central Treasury IT systems in accordance with the department's IT strategy and to revise and develop the strategy as necessary.
3. To procure IT systems, to arrange maintenance contracts and payment of invoices on IT purchases; and to set up and maintain central Treasury's registration under the Data Protection Act.
4. To review Treasury forms and advise on their re-design as necessary.

Internal Audit

1. On behalf of the Accounting Officers:
 - (a) to review and appraise the soundness and adequacy of accounting, financial and other controls;
 - (b) to ascertain the extent of compliance with established policies and procedures;
 - (c) to ascertain the integrity and reliability of financial and management data provided to management.
2. To continue to extend the coverage by Internal Audit of the Treasury and to extend the identification of the audit needs of the department.

(1) Progress on Priorities in current year

Responsibility Centre

Date September 1985

Priority objectives	Progress so far, constraints, prospects in rest of 1985-86
<u>PERSONNEL MANAGEMENT</u>	
<u>Treasury</u>	
<ol style="list-style-type: none"> 1. Keep specialist posts filled with effective staff. 2. Maintain, as far as possible, a satisfactory career development through postings, training and promotion. 3. Continue to implement the unified grading policy as it affects specialists grades. 	<p>Greater effort devoted to recruitment has rectified most shortages but situation may deteriorate unless pay improves.</p> <p>)</p> <p>)</p> <p>)</p> <p>)</p> <p>)</p> <p>)</p> <p>)</p> <p>)</p> <p>)</p> <p>)</p> <p>)</p> <p>The introduction of the unified grade 7 should help, see 2 below.</p>
<u>Government Economic Service</u>	
<ol style="list-style-type: none"> 1. Recruit and retain enough good economists for the Civil Service. 2. Deal with the implications of unified grading for recruitment, promotion, posting and use of economists in the Civil Service. 3. Ameliorate promotion blockages, where possible, by interdepartmental postings and manpower analysis and planning. 4. To continue development of the Central Management Staff Record Personnel System for the GES and release clerical time for other purposes. 	<p>Considerable progress has been made:</p> <ol style="list-style-type: none"> 1. (i) Assistants and Senior Assistants, the recruitment process is not yet complete but it looks as if 45 established appointments will be made this year. This is about double the level of recruitment normally required. We also expect to recruit 8 temporary assistants. (ii) At this summer's Economic Adviser boards 14 candidates were successful for around 16 vacancies. 2. The intention to introduce a unified grade 7 by the end of the year was announced in July. Work will be required on the mechanics of this. 3. Recent levels of recruitment should facilitate interdepartmental transfers by making it easier to get replacements. Unified grading will also help, but the problem is basically intractable because of the young age structure of the GES. The main blockages are now the promotions to Grade 5 and above. 4. The system is to be replaced. SCS are taking the opportunity to see how it can be revised and EOG2 is participating in the exercise.

D. (1) Progress on Priorities in current year (continued)

Priority objectives	Progress so far, constraints, prospects in rest of 1985-86
<p><u>MANAGEMENT SERVICES</u></p> <p><u>FMI, Planning Board Secretariat</u></p> <p>(i) To ensure the efficient operation of the delegated budgeting systems from April 1985 in particular through advice to line managers and careful monitoring of spend across the Treasury.</p> <p>(ii) Review operation of the first full round of work programming and budgetting.</p> <p><u>Staff Inspection</u></p> <p>Maintain staff inspection programme.</p>	<p>Budgets have been in place since the beginning of the year, and the system is running smoothly. Advice is provided to line managers on a (frequent) ad hoc basis, but there is a good general understanding of the new arrangements for delegation. There may be an upswing in enquiries and a greater need for direct EOG intervention later in the year, as individual budgets approach their limits.</p> <p>Initial review completed in the summer, leading to a number of changes in the detailed arrangements. A further review will be required when the current year is finished.</p> <p>Since April 1985 two major domestic Staff Inspections have been undertaken, one programmed (CT6 Secretariat) and one non-programmed (Treasury Security Guards). A programme has been arranged for the rest of 1985/86 which covers four large areas (Finance Division, CCC Pay Sections, CT2 Branch B in Norwich and SIED). This takes into account the views of management in the areas most suitable for staff inspection. In addition a number of small ad hoc inspections or reviews have been undertaken, including GASMU, Secretarial and Typing Support in CA Division, review of allocated typists, secretarial support in Pay 3 Division, support for Special Adviser, and clerical procedures in CISCO. Closer links have been established with both Internal Audit and the MSU, who have both provided advice on recent staff inspections. In addition, SIED have provided assistance on specialist subjects such as shift patterns and work measurement.</p>

D. (1) Progress on Priorities in current year (continued)

Priority objectives	Progress so far, constraints, prospects in rest of 1985-86
<p><u>MSU</u></p> <p>(i) Implement the pilot electronic office project.</p> <p>(ii) Continue the review, development and implementation of the IT strategy.</p> <p>(iii) Review forms in HMT.</p>	<p>This project was delayed by the need for careful cost justification to the IT strategy committee and to LG group, as well as by the need to agree with the security services about the way that we should proceed. The Operational Requirement for the system is now with the trade and the equipment should be installed this financial year.</p> <p>There have been considerable difficulties in developing a coherent strategy. Gaps in our knowledge on the department's IT needs are being filled by the data mapping study now in progress. Advances are also being made in our knowledge of the feasibility of using database techniques and making more use of micro-computers for econometric modelling work. Much of this work should come to fruition in the Autumn paving the way for important decisions to be made on how Treasury should organise and develop its computing resources.</p> <p>So far we have only managed to review about 50 of the 400 forms we planned to review. Progress has been delayed by the need to switch resources to work on procurement of IT equipment which was transferred from CCTA to us during the year. Progress on reviewing forms should accelerate later in the year after an additional member of staff arrives and is trained up to take on the procurement work. The most important forms will be reviewed first.</p>

D. (1) Progress on Priorities in current year (continued)

Priority objectives	Progress so far, constraints, prospects in rest of 1985-86
<p><u>Internal Audit</u></p> <p>Maintenance of audit cover.</p> <p>To extend Internal Audit coverage where cost-effective.</p> <p>To ensure that the Internal Audit Unit is adequately staffed and trained, with adequate succession plans.</p>	<p>) This is based on the outline audit plan agreed by the Management Group in 1984. That in respect of CCTA has been amended following the Freeman review and agreed separately with the Accounting Officer.</p> <p>) The planned work for the current year was agreed with the Audit Committee and is on target.</p> <p>) The benefits of training are apparent, and are allowing a higher standard of audit work to be tackled, in addition to new regular audits, such as the Treasury Security Guard, payroll, and receipts from sales of Treasury publications.</p> <p>) This is being continued, based on progress made in 1984-85. It is intended that some audits in the current year will be more probing aimed at identifying "need" as well as "cost". Planned work includes controls over travelling and subsistence expenditure, CISCO purchasing policy and micro computers within Central Accounts.</p> <p>) 5 of the Units have completed their training to the Basic Training Standard and all HEOs and above in post on 1 July 1985 may be regarded as trained. 1 EO in post is also trained and 2 further EOs are part-trained and progressing to the 2nd academic year.</p> <p>) There is a demand for "qualified" auditors and we may lose staff to trawl. Also, the demand for good-quality junior staff within the department makes it difficult to identify suitable recruits.</p> <p>) However, the increased number of "qualified" auditors throughout the Service and the increased emphasis on accountancy training should offer greater flexibility when recruiting.</p> <p>) The complement and grading of the Unit is currently under review, and the budget bid assumes that the proposed upgrading of staff is agreed.</p>

Priority objectives	Comment/detail/progress expected in 1986-87
<p><u>MANAGEMENT SERVICES</u></p> <p><u>FMI, Planning Board Secretariat</u></p> <p>(i) Further develop the system of budgetting and work programming.</p> <p>(ii) Review operation of current round.</p> <p>(iii) Performance bonuses.</p> <p><u>Staff Inspection</u></p> <p>Maintain programme and meet 5-6 year cycle of inspections recommended by SIED.</p>	<p>Managers will continue to require advice on how to operate delegated budgets. In programming budgets for the subsequent year we shall continue to focus on the need to develop performance measures.</p> <p>A review of the system should be carried out following the experience of the first full year of operation.</p> <p>EOG will need to review the performance bonus scheme in the Treasury following the first round.</p> <p>It is anticipated that inspections will be undertaken in CCC (Central Support Group), Accounts Division, AFA, Pay 1 and 2 Divisions, PE Group and CCTA (CTI) - 355 posts. This is in line with the target of a 5-6 year cycle.</p>

D. (11) Priority objectives in 1986-87 (continued)

Priority objectives	Comment/detail/progress expected in 1986-87
<p><u>MSU</u></p> <p>(i) Complete implementation of Trial electronic office system in ST group. Support the users and oversee a careful evaluation on the system.</p> <p>(ii) Develop proposals for extending office automation throughout Central Treasury in stages and for co-ordinating these developments with Treasury's general IT strategy.</p> <p>(iii) Continue to develop, co-ordinate and implement the IT strategy.</p> <p>(iv) Procurement of IT equipment for Central Treasury and Registration under Data Protection Act.</p> <p>(v) Review forms in HMT.</p>	<p>By April 1986 the main trial system should be installed and the users given initial training. An interim report on the evaluation is anticipated to be produced by November 1986. This report will inter-alia address the question of whether full screen based word-processors are justified for typing and secretarial staff and whether similar equipment to the trial should be given to all typists and secretaries. A more complete evaluation report should be in preparation by the end of the financial year.</p> <p>(i) By November 1986 proposals should have been developed to determine if, when and how the office automation facilities should be extended to all secretaries and typists.</p> <p>(ii) By April 1987 we shall propose plans for extending office system throughout Central Treasury, if appropriate.</p> <p>(i) Co-ordinate production of user requirement(s) and draft operational requirement(s) by April 1987 for purchase of system(s) to replace the Sperry computing power used by Treasury.</p> <p>(ii) Develop an agreed security policy for Treasury IT systems.</p> <p>(iii) Re-organise HMT IT manpower resources as necessary.</p> <p>(i) Set up and maintain a register of all Central Treasury IT equipment for procurement purposes. (This is new work).</p> <p>(ii) Arrange Central Treasury's registration under the DPA. (New work).</p> <p>Review 500 HMT forms, concentrating upon the most important ones first.</p>

PERSONNEL MANAGEMENT

Partial measures include

- (i) level of recruitment
- (ii) duration of vacant posts (and complaints from line managers!)
- (iii) staff turnover
- (iv) interdepartment moves.

Data are available on all these (except the complaints, which are noted!), but they cannot be used to give a complete idea of performance by EOG2.

MANAGEMENT SERVICES

FMI, Planning Board Secretariat

Possible performance measures include:

- (i) Meeting timetables for planning round;
- (ii) Accurate and timely provision of advice to line managers.

Staff Inspection

In the period April 1984 - March 1985, the implementation rate of staff inspection recommendations following domestic inspections was 73%, but a higher implementation rate will be achieved, once certain personnel constraints have been removed during 1985-6. SIED look for an implementation rate of at least 75%. Other possible performance measures are currently the subject of discussions between SIED and Heads of Staff Inspection Units.

The 5-6 year cycle recommended by SIED is now being achieved.

Management Services Unit

O & M Studies

The unit runs a formal system for project costing and control which enables the cost of assignments to be calculated, and the anticipated and realised savings to be quantified.

On forms work we monitor the number of forms reviewed identifying separately the number of 'important' forms reviewed.

On procurement we will be setting up procedures to monitor when invoices are received and cleared by MSU, which will enable us to estimate average time taken to process invoices in MSU.

Internal Audit

There has been development in the presentation of reports and follow-up procedures. Also, all audits are targeted in man-days and monthly progress reports are made internally on work completed/in hand and time utilisation.

At Chessington, management is co-operating in the evaluation of the benefits arising from audit work, and is asked to give an assessment of the value realized from implementation of each audit report.

Audits are costed and details of man-days are included in each report to allow management to appraise the value of the audit.

In addition, audit performance is reviewed by NAO and monitored by the departmental Audit Committee which considers periodic progress reports and also the annual report.

(i) Effect of 5 per cent reduction in resources available**PERSONNEL MANAGEMENT**

Less effort would be devoted to recruitment. But this would be a false economy because the ratio of appointments/to successful candidates would fall, thus leading to staff shortages.

MANAGEMENT SERVICES**FMI, Planning Board Secretariat**

In both the FMI and staff inspection areas, the current level of resources is too small to permit a reduction of this size.

MSU

Given the importance of the other areas of work I would intend to direct this cut at the forms area. The result would be that the number of forms we could review would be cut from 500 to virtually zero.

Internal Audit

Reduced audit cover - lower priority work would be dropped. Any reduction would have to be 1 post which would equate to an 11% reduction in resources. Alternatively, training could be limited to key members only.

(ii) Effect of 5 per cent ^{increase} in resources available**PERSONNEL MANAGEMENT**

Faster computerisation of staff records, better statistical and management information, and better and faster response to line management customers.

MANAGEMENT SERVICES**FMI, Planning Board Secretariat**

In both the FMI and staff inspection areas, the current level of resources is too small to permit an increase of this size.

(ii) Effect of 5 per cent increase in resources available

MSU

Ideally the increase would be directed at speeding up the development of user requirements and draft operational requirements for purchasing computer equipment to replace the Sperry. However a 5% increase could only bring the work forward by a few months because of the constraints imposed by the timetables of other IT developments in the Treasury. The increase might also allow us to extend the electronic office system slightly faster; but if the system is to be extended to all typists and secretaries and other areas significantly earlier than planned, it would require at least one, possibly two, more HEOs, depending on how quickly it was to develop.

Internal Audit

Extended audit cover, and completion of planned work in better time.

(iii) Constraints on past and future performance, changes in organisation of work etc

PERSONNEL MANAGEMENT

No current constraints.

MANAGEMENT SERVICES

FMI, Planning Board Secretariat

No current constraints.

Staff Inspection

The previous SEO left before the end of the financial year and was replaced in March by an SEO new to Staff Inspection. Both Inspectors are relatively inexperienced, but are learning fast, and putting in very competent work. The increasing number of urgent non-programmed inspections requested by line management has put pressure upon the goal of completing the programmed inspections. However, it is a welcome sign that line managers are using the tool of staff inspection to help them allocate scarce resources as sensibly as possible.

MSU

- (i) We have been carrying two vacancies during the first half of the year, and the transfer of procurement work from CCTA and the approaching deadline for registering Treasury IT systems under the Data Protection Act have all limited what we have been able to achieve against our targets.
- (ii) For the future, we remain one member of staff down, and if the IT problems we currently face are to be dealt with properly MSU remains under-resourced.

Internal Audit

The main constraint has been the heavy commitment to training and the difficulty in obtaining good quality staff.

With the completion of the training of team leaders in post 1.7.85, the benefits of the training are very apparent and the quality of audit work is improving.

The threat to continued development and progress lies in the difficulty of retaining qualified staff who are in demand throughout the Service.

The only change in organisation of work will be towards internal audit examining management controls. The extent of this will depend on the maintenance of good calibre staff.

Date September 1985

Expense type	Spend in 1984-85	Agreed bid for 1985-86	Current year Spend to 30 June	Bid for 1986-87
1. Bid items				(1)
Basic staff costs		378 300	82 783	434,621
Staff Complement				
Casuals/Students				
Specialists				
Total	311 616	378 300	82 783	434,621
Overtime	534	100	235	600
Travel & Subsistence	75	400	31	500
Refund of Candidates' Home	6 443	12 200	1 991	10,000
IT Equipment etc	12 865	97 000		200,000
Treasury Office Automation		250 000		500,000
Consultancies/Fees	8 175			20,000
Credit Economists	4 045	24 000	-	38,000
Total	343 753	762 000	85 040	1,203,721
2. Non-bid items				
Entertainment	33			
External training	12 067		817	
Government Car Service	4			
3. Receipts				(7)
HC Travel				2,400
Other	2 000			

Notes

(1) Assumes staff complement is increased by one HEO in staff inspection, one HEO in FMI and by one HEO in MSU. There is an increase of one over the average complement for 1985-6, because 2 SEOs fewer have been bid for by internal audit and MSU. Assumes posts in internal audit have been upgraded (see section 4 and D(i))

NB 1 SEO and 2 HEOs at Chessington rates, 1 Principal, 1 SEO and 2 HEOs at Basingstoke rates.

(2) Includes £8000 for internal audit travel and subsistence, and £1200 for staff inspection travel and subsistence.

(3) This is a preliminary estimate, and may need revision once bids from groups are known. Central Treasury bid. Note below.

(4) Figure assumes half coverage for all Treasury secretaries and typists during 1986-7.

(5) An estimate: includes cost of a consultant to evaluate the electronic office pilot.

(6) Central Treasury bid. Note below.

(7) Income from audit work. Estimate, based on 60 mandays at HEO rate.

EOG2 CENTRAL TREASURY BIDS, 1986-7

A. Cadet economists

£38,000

Cadet economists are graduates in non-economics disciplines, who are paid a modest salary, and undergo training in economics at M.Sc level. They become Economic Assistants at the end of their course.

This bid is made up as follows:

3 existing Cadet Economists are expected to complete their service as Cadets in July 1986.

2 others will be in post as Cadets during 1986-7.

It is expected that 3 will be recruited at CSSB in early 1986 starting in September 1986. The bid thus includes pay, book allowances and academic fees, for a total of 5 cadets, at £7600 each.

B. Information technology

(i) The pilot electronic office. It is assumed that its extension to at least half the secretaries and typists in the Treasury will take place during 1986-7. **£500,000**

(ii) IT contingency provision. This item is an estimate to cover the cost of IT procurement outside groups' planned expenditure for 1986-7. It has been estimated before bids from groups are known and may need to be revised up or down. **£200,000**

2. Staffing Profile and Bid

Responsibility Centre: EOG 2 (AM+NS)

a. Staff in Post

Date: 5 / 9 / 85

Completed Date	Grade 2	Grade 3	Grade 4	Prin	Econ Adv	Stat	PSO	SSO	MSO	HEO (D)	Sen Econ Asst	Sen Asst Stat	EO	SO	AT	Econ Asst	Asst Stat	CO	CA	SPS	PT	Typ	Other	Total	Couns/Students	Use of Spc. Lts
1 April 1985		1		3	1			3		7			6					1	1		1			24	N.K.	N.K.
1 July 1985		1		3	1			3		7			6					1	1		1			24		

b. Staff Complement 1985-86

1 April 1985		1		3	1			5		7			6					1	1		1			26	0	0
31 March 1986		1		3	1			6		8			8					1	1		1			30	0	0
Av Complement 1985-86	0	1		3	1			5.2		8			7.2					1	1		1			28.4	0	0

c. Bid for 1986-87 by quarter

1 April 1986		1		2½	1			6		12			3					1	1		1			28½	0	0
1 July 1986		1		2½	1			6		13			3					1	1		1			29	0	0
1 Oct 1986		1		2½	1			6		13			3					1	1		1			29	0	0
1 Jan 1987		1		2½	1			6		13			3					1	1		1			29	0	0
31 Mar 1987		1		2½	1			6		13			3					1	1		1			29	0	0
Av Complement 1986-87		1		2½	1			6		13			3					1	1		1			29½	0	0

* Please specify grade

Notes:

Section position as at July 1986 to March 1987:

P.M.	(3)	1 E.Ad., 1 EO, 1 CO
FMI	(4½)	½ Prin, 1 SEO, 3 HEO
MSU	(11)	1 Prin, 2 SEO, 5 HEO, 2 EO, 1 CA
I.A.	(9)	1 Prin, 3 SEO, 5 HEO

Total 27½ + Grade 5 + P.S. = 29½

- (1) **Reasons for changes in mix or level of resources required in 1986-87 compared with 1985-86**
(refer to work programme where appropriate)

Personnel Management

If the work pressure continues, access to half an EO may become necessary during 1986-7. Pressure has been met so far by asking the CO and EO to do more high quality work, and they have responded well.

Staff inspection and FMI work

1 HEO more is required, in order to meet the demands from line management, and also to fulfil the planned programme. Loans of staff from SIED have prevented us from slipping on the 5/6 year cycle, but we cannot rely on this source to continue. The return to the department, in greater efficiency, is expected to be great. One HEO for FMI work is required, to support the Principal, whose job it is proposed to expand into covering personnel work and policy.

MSU

1 HEO is sought, in order to increase the speed at which the electronic office is to be installed. There is no net increase in staff because an earlier bid, for an additional SEO, has now been dropped.

1 consultant will be needed for six months' effort, spread over a year, to evaluate the trial electronic office system in ST.

Internal audit

1 SEO less is now required. Last year's bid for an SEO in 1985-6 has been dropped. The grading of the posts is however under consideration, involving a change of EO to HEO and HEO to SEO. The justification is a higher quality of work for the department, and the upgrading brings Treasury practice in line with that of other departments for these scarce skills.

(ii) Developments for which there may be longer term resource requirements (ie beyond 1986-87)

MSU

If the Treasury purchases its own mainframe, and runs its own operation, more IT staff will be needed. The same is true, if the electronic office is successfully spread throughout the Treasury.

(iii) General comments on patterns/history of resource use

Personnel Management

The load has increased over the last three years. Contributory factors include: (a) less Grade 5 time for PM work; (b) the need to overcome a backlog in recruitment; (c) greater effort on personnel management policies, arising from central initiatives, and Treasury work.

Staff inspection

The development and implementation of the FMI, and the follow up to the CIRC report, have increased the awareness of the staff inspectors' role. This trend is likely to be maintained, and a full programme is envisaged.

MANAGEMENT BY CONTRACT WORK PROGRAMME

A. Organisation

EOG2 (O/S) Responsibility Centre
and T.SG Date 22.8.85

Manager	PRINCIPAL: CONTROLLER OF OFFICE SERVICES					
Heads of Division (with grade)	SEO	SEO			Senior Librarian	Head of Treasury Guard
Branch Heads with main areas of responsibility in 1985-86	Budget control FMI PRS Manpower EO (See Note 3) 2 CO's	HEO Accommodation Chief Office Keeper 78 staff EO 4 staff EO Committee section 10 staff EO Stationery clerk 2 staff Chief Photographer CRU 12 staff Chief Supt. typing + Secretarial Services 49 staff (including 17 staff at Basingstoke but excluding Agency staff)			2 Librarians 4 Assistant Librarians 10 Staff	2 Deputy Head TSG (Grade II) 93 TSG staff (including 34 staff at Cabinet Off. and Chequers)
Public expenditure totals to which responsibilities directed (where appropriate)		Telephones, cleaning etc £928,300 PRS £6,950,000	Central Treasury stationery and office equipment £707,160	Agency Fees £150,000	Books, Newspapers, Periodicals, Hansard etc £413,500	Staff cost TSG (1984/85 outturn) Wage £835,320 overtime £72,422 uniforms £428 T&S £1,471

Total Staff-in-post (1 July 1985)

282

EOG (OFFICE SERVICES AND TREASURY SECURITY GUARD) - WORK PROGRAMME SPECIFICATION

C. ALLOCATION OF MANPOWER BETWEEN DIFFERENT AREAS OF WORK (PERCENTAGE BY GRADE)

(i) in current year 198⁵86

		Central Policy	Accommodation; Housekeeping; Messenger Services PRS	LONDON OFFICES					Library Services 3	Security	OUT OF LONDON OFFICES Basingstoke 2
				HMSO goods and services; Committee Section Copying and Typing Services							
				Stationery and Office supplies	Printing	Committee Section; and Overseas Communication Section	Copying	Typing			
Principal		65	10			10			5	10	-
SEO (3) ^δ		35	25			5			25	5	5
HEO (5) ^{δδ}		-	30	7	5	4	5	7	30	12	-
EO (13) ⁺		-	18	12	5	10	5	10	20	20	-
CO (14)		-	25	20	-	22	-	-	25	6	-
CA (5)		-	-	20	-	20	-	-	60	-	-
Typist (49)		-	-	-	-	-	-	65	-	-	35
Photoprinters (12)		-	-	-	-	-	100	-	-	-	-
Office Keepers (2)		-	100	-	-	-	-	-	-	-	-
Paperkeepers (13)		-	75	4	-	4	-	-	17	-	-
Messengers (66)		-	100	-	-	-	-	-	-	-	-
Porters (6)		-	100	-	-	-	-	-	-	-	-
Security Guards (93)		-	-	-	-	-	-	-	-	100	-

- The staff numbers shown are SIP as at 1 July 1985 and total 282 (excluding 3 Supernumery Cos). The Complement at 1.4.85 is 282.
- Office Services (except typing services) at Basingstoke are operated by MPO.
- The Treasury and Cabinet Office (MPO) libraries merged on 1 July 1985 under EOG2 (Office Services) line management control. Financial and manpower responsibilities will follow from 1 April 1986 (see note below).

- ^δ Includes Senior Librarian
- ^{δδ} Includes 2 Librarians and Head of Security Guard (Includes Chief Office Keeper)
- ⁺ (Chief Superintendent of Typists (Chief Photoprinter (4 Assistant Librarians (2 Security Officers Grade II

(ii) Changes in 1986-87

From 1 April 1986 EOG2 (Office Services) assumes full manpower (and financial) responsibility for the merged Treasury and Cabinet Office (MPO) Libraries. This will increase the EOG (O/S) manpower by: 1 Librarian, 2½ Assistant Librarians, 2 Clerical Officers and ½ paperkeeper.

1. To meet the department's current operational needs for accommodation, office supplies and services including library services, messengerial, communications, typing, stationery, reprographic and physical security as effectively and economically as possible;
2. to provide the basis for meeting future needs effectively and economically by:-
 - (a) planning the necessary expenditure (and any other necessary resources) for the short term;
 - (b) developing a view of longer term needs and what will be needed to meet them;
 - (c) maintaining enough flexibility to respond to changing needs; and
 - (d) maintaining contingency plans to deal with possible emergencies.

Priority objectives	Progress so far, constraints, prospects in rest of 1985-86
<p>1. Rationalisation of accommodation at Basingstoke</p>	<p>This should be completed by the end of October 1985. Finance Division moved into Alencon Link on 19 August 1985 and will be followed by Superannuation Division on 9 September 1985. This leaves the typing pool to move to Alencon Link as soon as the air conditioning is working satisfactory (an important factor because of the word processors) and CISCO to move into Grosvenor House in October 1985. This item has been put forward as one of our value for money targets in response to Sir Robin Ibbs' initiative.</p>
<p>2. Improvements in the working conditions in the Parliament Street building.</p>	<p>Office Services Branch priorities continue to be the replacement of most of the lifts and modernisation of the 4 main toilet blocks. Progress is being made with the former; PSA have tendered for the refurbishment of 2 lifts to be followed by a further 2; progress beyond that will depend on further PSA funds being available. PSA do not have sufficient funds available to tackle toilet blocks modernisation, but pressure will continue to be applied. Work is expected to start on repairs to the roof (which leaks in places) in 1986-87 after PSA have carried out a thorough assessment of the problems. The PSA's other priority is to finish the fire precautions to enable a fire certificate to be issued. Little progress has been made due to the PSA's lack of funds but pressure will continue to be applied at a high level. The continuing lack of funds is likely to limit progress severely in 1985-86 and subsequent years.</p> <p>The final stage of modernisation of the staff restaurant has been started which will improve the kitchen area and provide a licensed bar. The work should be completed by 31st December 1985.</p>
<p>3. Rationalisation of Treasury/Cabinet Office supporting services in the Parliament Street building.</p>	<p>Following the merging of the Treasury and Cabinet Office (MPO) libraries from 1 July 1985, it remains the Branch view that there is scope for rationalising other supporting services such as the post-rooms, reprographic services and committee sections. Although discussion have taken place with the Cabinet Office (MPO), little progress has been made, mainly because of the Cabinet Office (MPO) wish to maintain a separate identity and the Treasury's concern</p>

D. (1) Progress on Priorities in current year (continued)

Priority objectives	Progress so far, constraints, prospects in rest of 1985-86
<p>4. Extension of new offices technology</p> <p>(a) Typing Services</p> <p>(b) Reprographic Services</p> <p>(c) Electronic Office</p> <p>(d) Improved Printing Methods for Treasury publications</p> <p>(e) Office Services Branch</p>	<p>to preserve services geared to our special needs. The Cabinet Office (MPO) have turned down a Treasury offer for the merger of the Chief Office Keeper posts but there is progress on the collocation of the post rooms if not on a merger.</p> <p>The programme of equipping personal secretaries and allocated typists with Rank Xerox 630 electronic typewriters (totalling 128 machines at a cost of £250,000) was completed by 31 March 1985. No further purchases of RX 630 machines are planned but during 1985-86 a limited need for a more advanced electronic typewriter (the Rank Xerox 645 model, which has a display screen) may emerge. This need is being assessed and the new machine's performance evaluated by EOG2 (MSU) before any purchases are made. A contingency provision for up to 6 machines (costing approximately £3,000 each) has been included in the 1986-87 Office Services Budget.</p> <p>The replacement of offset litho by fast copying facilities has now been completed. A review of divisional photocopiers will be carried out during 1985-86 with a view to rationalising current facilities and reducing hire charges by at least 5%. The reorganisation of the CRU has been put forward as one of our value for money targets in response to Sir Robin Ibbs' initiative.</p> <p>There has been no developments so far in 1985-86 affecting Office Services interests. We shall watch the pilot scheme in ST.</p> <p>The programme for the production of the Main Estimates by computer typesetting is being led by GEP3.</p> <p>Detailed consideration has, and is being given, to the introduction of a micro-computer into the branch for commitment accounting purposes, control of allocation of accommodation space, inventories of furniture and equipment etc. EOG2 (MSU) are currently considering Office Services' needs in relation to software packages available but because of other pressures of work in the MSU and Office Services it is unlikely that a micro could be installed and operational before the end of 1985.</p>

D. (1) Progress on Priorities in current year (continued)

Priority objectives	Progress so far, constraints, prospects in rest of 1985-86
<p>(f) Automatic control of access to the Parliament Street building. (Security Review)</p>	<p>Because of doubts about the practicality of the 1984 report recommendation about installing automatic access control in the Parliament Street building (it was estimated to cost at least £1m) a further review was carried out by Air Vice Marshal Lock. He recommended against the use of automatic access control except for unmanned entrances on the south side of the building to facilitate the closure of the Great George Street gate. A staff inspection was recommended, has been carried out and the report is awaited. (see also 8b below - improvements to the main entrance).</p>
<p>5. Further rationalisation and maximisation of the use of Treasury's accommodation in the Parliament Street building.</p>	<p>Pressure on accommodation and a tendency to overcrowding continues. The PSA have carried out extensive tests in the "football pitch" area of the 4th floor to consider structural changes providing additional office space. It now looks as though these investigations will prove fruitless. Discussions are taking place with the PSA on the possibility of a single storey structure being erected in the West Court. Discussions are at an early stage and no firm information is available; but it is a distinct possibility, of which account has been taken in calculating the Treasury's accommodation charge for 1986-87.</p>
<p>6. Recruitment of Typing Staff</p>	<p>The problems of recruiting good quality typists continue and despite mounting a special recruitment exercise in 1985 (involving placing advertisements in local papers in Yorkshire and Manchester and offering job sharing) we are still unable to fill our vacancies and we remain well below complement. The allocation of funds in 1985-86 and 1986-87 reflects our continuing reliance on agency typists. But this is an expensive solution. Based on the standard pay costs provided for the 1986-87 budgeting round (ie standard pay plus ERNIC) the hourly rate for a typist in inner London is approximately £3.13, whereas agency typists cost £7.21 per hour.</p>
<p>7. Communications</p>	<p>The Treasury has now joined the FCO-Brussels link. The possibility of a similar link with Washington is being explored. In addition, EC Division are participating in a DTI pilot project investigating the value of Telex communications with Brussels. Further developments in this area during 1985-86 are:</p> <p>(i) Three additional Reuters screens have been installed;</p>

D. (i) Progress on Priorities in current year (continued)

Priority objectives	Progress so far, constraints, prospects in rest of 1985-86
	<p>(ii) Secure facsimile equipment has been ordered for use on the 1986 Budget. It will be operational by 20 January 1985. This equipment can also be used for other purposes.</p> <p>(iii) A search has begun for suitable equipment to provide a secure telephone link between the Treasury and the Bank of England.</p> <p>(iv) The performance of Herald equipment in the Ministers' and Permanent Secretary's Private Offices and in IDT has been monitored by Office Service in the face of some dissatisfaction by the users. This has resulted in CCTA/British Telecom providing an additional 20 lines which have gone some way towards alleviating the problems. Office Services will continue to monitor the performance of this equipment and any further complaints will be passed to CCTA/British Telecom for action as they arise. A Herald system has been installed in 11 Downing Street to replace the old PABX5 system.</p>
<p>2. Other priorities that have arisen so far during 1985-86</p> <p>(a) Parliament Street Staff restaurant</p> <p>(b) Improvements to the main entrance of the Parliament Street building</p>	<p>Office Services have been heavily involved with setting up a managed service system in the Parliament Street staff restaurant to replace the current CISCO directly operated system.</p> <p>This has mainly involved preparatory work in forming a management committee of which Office Services Branch will provide a Chairman and a full-time Treasurer/Secretary. The Office Services 1986-87 manpower bid makes provision for an HEO for this latter post. An operative date of 1 October 1985 has been set for the introduction of the new system but this will largely depend on finding a suitable Treasurer/Secretary as well as a number of other operational factors.</p> <p>Consideration is currently being given to alterations to the main entrance lay-out so that visitors to the building can be more effectively monitored and controlled. Discussions with PSA are taking</p>

D. (i) Progress on Priorities in current year (continued)

Priority objectives	Progress so far, constraints, prospects in rest of 1985-86
<p>(c) Integration of the Treasury and Central Management Libraries into one Treasury and Cabinet Office Library.</p>	<p>place and subject to their approval and necessary funds being available it is hoped that the alterations will be completed by 1 April 1986. A bid for 3 additional messenger posts has been made in 1986-87, in connection with these alterations.</p> <p>Following Cabinet Office agreement to a merger of the two libraries from 1st July 1985:-</p> <ul style="list-style-type: none"> (a) the book stocks are being integrated and accommodation rationalised; (b) the extent of duplication of publications is being studied with a view to reducing costs.
<p>(d) Hansard Scrutiny service</p>	<p>Work has started in the library and SCS to develop a computerised Hansard scrutiny service by bringing together POLIS and a program detailing divisional interests. As far as is known this project is unique.</p>
<p>(e) Travel arrangements</p>	<p>Consideration is currently being given to the possibility of reducing the Treasury's travel costs by purchasing all our rail tickets through World Travel Ltd (the travel agents who already handle the central Treasury's air travel arrangements) in return for a 2½%-5% discount, according to volume. A draft submission is being prepared for Miss Kelley to put to Sir Peter Middleton in September 1985.</p>

Priority objectives	Comment/detail/progress expected in 1986-87
<p>1. Improvements in the working conditions in the Parliament Street building</p>	<p>Office Services Branch main priorities will continue to be the replacement of most lifts and modernisation of the 4 main toilet blocks. PSA have plans (starting in 1985-86) to refurbish 6 lifts after which further progress will depend on a coordinated action plan between the Treasury and Cabinet Office (MPO) and further PSA funds and resources being available. PSA have no funds available for work on the toilet blocks but they are well aware of our concern over this. PSA's main priorities are repairs to the roof (which leaks in places) and finishing the fire precautions to enable a fire certificate to be issued. Work on the former is expected to start in 1986-87 but lack of funds and a firm commitment by PSA are preventing any improvements in fire precautions. Office Services Branch will actively pursue this with the PSA during 1986-87 and subsequent years, if necessary.</p>
<p>2. Rationalisation of Treasury/Cabinet Office supporting services in the Parliament Street building.</p>	<p>It will remain the Branch view in 1986-87 and subsequent years that there is positive scope for rationalising supporting services such as the post-rooms, reprographic services and committee sections. The Cabinet Office (MPO's) wish to maintain a separate identity and the Treasury's concern to preserve services geared to our special needs will continue to be the 2 main constraints.</p>
<p>3. Extension of new office technology</p> <p>(a) Reprographic services</p> <p>(b) Electronic Office</p> <p>(c) Office Services Branch</p>	<p>Divisional photocopying facilities will continue to be monitored and efforts made to reduce the hire costs of these machines.</p> <p>Action by Office Services depends on the outcome of the pilot scheme in ST. We shall watch this closely with particular regard to the likely effects on the typing and messenger services.</p> <p>It is expected that a micro-computer will be installed in the Branch during 1985-86. 1986-87 will be concerned with training staff in its use and developing the system in conjunction with MSU to meet our particular needs in commitment accounting, control of accommodation space, inventories of furniture and equipment etc, with the eventual aim, if possible, of linking up with the central procurement agencies for ordering purposes.</p>

D. (ii) Priority objectives in 1986-87 (continued)

Priority objectives	Comment/detail/progress expected in 1986-87
<p>4. Security improvements to the Parliament Street building</p>	<p>Complete improvements in the security of the Parliament Street building which have not been completed in 1985-86:</p> <ul style="list-style-type: none"> (i) closure of Clive Steps door; (ii) closure of Great George Street gate; (iii) automatic access to Great George Street; (iv) reorganise Parliament Street entrance to allow the enquiry room to be moved. (v) implement other staff inspection recommendations.
<p>5. Further rationalisation and maximisation of the use of Treasury's accommodation in the Parliament Street building</p>	<p>The main priority of the Branch will be to ease overcrowding. One possibility, which is currently being discussed with PSA, is the construction of a single storey structure in the West Court. Although no conclusions have been reached the possibility of this extra accommodation has been allowed for in various Office Services budget bids for 1986-87. In considering our accommodation problems, account will need to be taken of the recommendations in the report of the multi-departmental review of office accommodation by the central team based in the Cabinet Office (MPO).</p>
<p>6. Recruitment of typing staff.</p>	<p>The problems of recruiting good quality typists are likely to persist through 1986-87 and the Branch will continue to mount special recruitment exercises, make contact with schools and colleges, offer job-sharing etc in an effort to overcome these difficulties. In the meantime we are likely to have to rely on agency typists throughout 1986-87 to keep the services going.</p>
<p>7. Communications.</p>	<p>Our priority in this area will be to maintain services and improve them where justified and when funds and other resources permit. Provision has been made in the 1986-87 Office Services estimate bids for a secure telephone link between the Treasury and the Bank of England.</p>
<p>8. Parliament Street staff restaurant.</p>	<p>Office Services Branch, which will provide the Chairman and Treasurer/Secretary of the management committee (as well as the Departmental Nominated Officer for catering matters), will be heavily involved with running the staff restaurant and in preparing the way for the tendering process which is expected to start at the beginning of 1987-88. A bid for an additional full-time HEO to fill the Treasurer/Secretary post on the staff restaurant management committee has been made.</p>

D. (ii) Priority objectives in 1986-87 (continued)

Priority objectives	Comment/detail/progress expected in 1986-87
<p>9. Integration of the Treasury and Cabinet Office library.</p>	<p>Complete the integration of the two libraries:</p> <ul style="list-style-type: none"> (i) catalogue the stock of the former CML to the system used by the Treasury library so that there is no an integrated catalogue (ii) computerise the former Treasury serials cardex.
<p>NEW OBJECTIVES</p> <p>1. Tannoy replacement</p> <p>2. Acquisition of new accommodation space.</p> <p>3. 233 CBX replacement</p>	<p>A practice evacuation in 1985 of the Parliament Street building showed the present Tannoy system to be inadequate for voice transmission. Provision of £250,000 (the estimated cost) has been made in the 1986-87 Office Services budget bids, for the replacement of this equipment.</p> <p>The possibility of acquiring new space in the West Court of the Parliament Street building is outlined in item 5 above.</p> <p>Preparatory work towards the end of 1986-87 to ensure that the Treasury's needs are properly served.</p>

D. (iii) Supporting information including performance measures

EOG2(0/5) Responsibility Cen
Date 22.8.85

Certain output/performance are collected and provided to the managers in the supporting services which they can use in practical way in assisting them in carrying out their various management tasks and where necessary for bill-paying purposes. The statistics cover the monthly use of stationery and photocopying by Sector; daily units of typing per member of typing staff in the pool service; the copying load in the CRU; the number of Committee papers issued monthly (including minutes of meetings).

Other information recorded in volume terms includes breaches of physical security monthly, issues of daily temporary passes to visitors to the building, enquiries to the library for information on a sample basis, running record of telephone extension holdings. The real usefulness of this information, sometimes questionable as an aid to better management and recording of output/performance is kept under review. Further developments of statistical material is best tackled in the light of attributing costs now that the new MAISY is fully operational and we are gathering some experience from it. There are reservations about devoting scarce staff resources for compiling records solely for the sake of it, and if information has no practical value for management purposes.

(i) Effect of 5 per cent reduction in resources available would lead to some lowering of standards in the quality of services provided and possible difficulties in complying with statutory obligations. For example, reduced staffing levels below those already achieved would mean in the case of, say, messenger services, fewer rounds; in the typing pool services a longer turn-round time for work to be completed; and in the Security Guard inability to fulfil the security obligations placed on the Guard. A reduction in manpower resources, especially of staff in keys posts chiefly concerned with working conditions could affect our ability to comply with basic health and safety requirements whilst a reduction in cash resources (provided by PSA, not the Treasury for this purpose) could mean essential work not being done.

(ii) Effect of 5 per cent increase in resources available: Response time could be cut by increased resources given the labour intensive activities. However, the quality of the services given must be commensurate with the need for good housekeeping and in line with an acceptable standard of provision having regard to the costs involved. An increase in PSA's cash resources could well lead to an improved working environment.

(111) Constraints on past and future performance, changes in organisation of work etc

There are various constraints on what can realistically be planned: services have to be kept within the resources allocated and meet national standards in accommodation, security requirements and so on.

After services have been planned the main constraints on achieving satisfactory results even within what is planned are:

- (a) the diversion of effort in unforeseen current activities (re-organisations of departments and divisions in particular greatly limit what can be done to provide current services and plan for the future);
- (b) the range and complexity of different and independent authorities on whom EOG2 (Office Services) must depend to get its work authorised and done (eg PSA, CCTA, British Telecom, HMSO).

MANAGEMENT IN CONFIDENCE

1. Budget Bid for: Administrative Expenditure

Responsibility Centre

EOG 2/0

Date 10.9.1985

Expense type	Spend in 1984-85	Agreed bid for 1985-86	Current year Spend to 30 June	Bid for 1986-87
1. Bid items				
Basic staff costs				
Staff Complement		1410000	341600	1,615,256
Casuals/Students		4900	1547	8,069
Specialists				
Total	1360727	1414900	343147	1,623,325
Overtime	127047	166600	33912	171,600
Travel & Subsistence				
Overseas	-			
Home	2824	8500	486	5,150
IT Equipment etc	21413	67000	3885	98,500
Economic Research				
Consultancies/Fees				
Other (specify)				
Total	1512011	1657000	381430	1,898,575
2. Non-bid items				
Entertainment	7339		1438	-
External training	2138		182	-
Government Car Service	265		485	-
3. Receipts				
EC Travel	169	.		-
Other <i>sale of publications</i>	6778	.	1453	-

Notes

(1985-86 provision + 3% GAE)

(This is considered to be a more realistic figure than the 1985-86 provision (3% GAE is included))

EOG2(OS) - CENTRAL BUDGETS

DATE: 22.8.1985

Expense type	Spend in 1984-85	Agreed bid spend to 30 June	Current Year spend to 30 June	Bid for 1986-87
Typewriting training ✓	-	14000	-	14,500
Conference teas ✓	7285	7500	-	7,700
Agency typists .	76904	150000	41505	154,500
Contract cleaning .	296242	300000	88521	330,000
Advertising (Gazettes) .	29491	26000	7995	29,000
Stationery .	137324	146650	34027	139,000
Office machinery - capital .	321044	106000	5481	84,650
" " - current .	236382	282060	62831	289,500
Reprographics .	1496	15600	496	16,000
Printing and binding .	95494	130850	15549	77,500
Messengers' uniforms .	1720	3000	148	2,600
Telephones .	492096	525000	3533	570,000
Other telecomms ✓	32034	33800	-	38,000
Telephone operators	30242	41000	-	42,600
Postage .	29569	25500	5632	29,000
Accommodation charge .	6010760	6164000	1545178	4,277,030
Fuel and utilities .	277221	350000	-	315,000
IDS	26895	36000	1906	31,000
Government car service	251310	250000	37314	248,000
Furniture and fittings	320033	150000	42478	243,500
Automatic gates	-	50000	-	60,000
Newspapers, books etc	143532	143000	11734	190,000
Library publications	228088	270500	44209	336,000
London conferences	-	21000	-	25,000
Catering support	11650	32000	-	22,900
Tannoy replacement	-	-	-	250,000
TOTAL	9056812	9273460	1948537	7,822,980

Notes:

Classification Profile and Bid

Responsibility Centre: ECC (OS)

Date: 10 / 9 / 85

a. Staff in Post

Date	Complemented Grade	PRIN	SEC	HEC	EO	CO	CA	SEN LIB	LIB	ASST LIB	C.S. TYP	S.S. TYP	SLPT TYP	TYP	SEN PK	PK	SEN MESS	MESS	SEN PART	PART	CHIEF PHOTO	ASST CHIEF PHOTO	PHOTO I	PHOTO II	OK	Other	Total	Casuals/Students	Use of Sociists
1 April 1985		1	2	2	4	18	5	1	1	2	1	6	1	4 1/2	2	11	24	41	1	5	1	1	5	7	3		186 1/2	NK	NK
1 July 1985		1	2	2	4	17	5	1	2	4	1	6	1	42	2	11	24	42	1	5	1		5	7	3		184		

(2)

b Staff Complement 1985-86

1 April 1985	1	2	2	4	15	6	1	2	3	1	6	2	45	3	11	20	42	1	5	1	1	5	7	3		184		
31 March 1986	1	1	2	4	15	6	1	2	3	1	6	2	45	2	11	20	42	1	5	1	-	5	6	3		186		
Avg Complement 1985-86	1	1.4	2	4	15	6	1	2	3	1	6	2	45	3	11	20	42	1	5	1	0.2	5	6.5	3		187.4		

(2)

c. Bid for 1986-87 by quarter

1 April 1986	1	2	3	4	18	6	1	3	5 1/2	1	6	1	45	3	11 1/2	22	45	1	5	1	-	5	7	3		200	1(CO)	
1 July 1986	1	2	3	4	18	6	1	3	5 1/2	1	6	1	45	3	11 1/2	22	45	1	5	1	-	5	7	3		200	1(CO)	
1 Oct 1986	1	2	3	4	18	6	1	3	5 1/2	1	6	1	45	3	11 1/2	22	45	1	5	1	-	5	7	3		200	1(CO)	
1 Jan 1987	1	2	3	4	18	6	1	3	5 1/2	1	6	1	45	3	11 1/2	22	45	1	5	1	-	5	7	3		200	1(CO)	
31 Mar 1987	1	2	3	4	18	6	1	3	5 1/2	1	6	1	45	3	11 1/2	22	45	1	5	1	-	5	7	3		200	1(CO)	
see notes attached	(1)	(2)		(3)	(4)		(5)	(6)		(7)	(8)		(9)	(10)								(11)	(11)	(12)				
Avg Complement 1986-87	1	2	3	4	18	6	1	3	5 1/2	1	6	1	45	3	11 1/2	22	45	1	5	1	-	5	7	3		200	1(CO)	

Please specify grade

- Notes:
- (a) 1 x CK I
 - 1 x CK II
 - 1 x CK III
 - (b) 1 x OK IA
 - 1 x OK I
 - 1 x OK III

Notes

1. It has been agreed with Mr Dixon that the 2 SEO posts will not now merge as recommended in the 1984 Staff inspection report.
2. This HEO increase is for the Treasurer/Secretary post on the staff restaurant management committee.
3. This increase is due to:-
 - (i) the Library merger (+2 CO posts from the Cabinet Office (MPO)
 - (ii) a bid for an additional CO post in the Committee Section to cope with the Section's steadily increasing workload, which was not evident or anticipated when the 1984 staff inspection was carried out and is in contrast to the report's suggestion that the Committee section should be able to shed a CO post in the foreseeable future. The post is currently filled by a Supernumerary CO.
4. No bid has been entered for an additional CA post for key audit duties on the assumption that we may be able to manage within existing staff resources.
5. One additional Librarian post due to the Library merger.
6. 2½ additional Assistant Librarian posts from the Library merger.
7. One superintendent post (London) no longer required.
8. No account has been taken of the effects on the EOG2 (Office Services) typist complement of any move towards increasing the number of allocated typists.
9. An additional ½ Paperkeeper post (0830-1530) due to the Library merger.
10. This is a bid for an additional 5 messenger posts due to:-
 - (i) the consequences of 2 additional personal messenger posts being created in 11 Downing Street and the Financial Secretary's Private Office;
 - (ii) 3 extra posts foreseen for relief duties and for the reception area to escort visitors and distribute post delivered to the Treasury by hand. This is in

anticipation of new front-hall arrangements which could be in operation by 1 April 1986.

11. Reduction of 1 Photoprinter I post following the installation of fast copying machines in the CRU. A similar reduction of a PPII post has already been anticipated.

12. It is proposed that the OK posts be regraded to 1 x OK1A, 1X OKI and 1 XOKIII. The size of the Parliament Street building justifies this on the points system for determining OK posts.

SECTION 4:

Responsibility Centre EOG 2/05
Date 22.8.85

- (i) Reasons for changes in mix or level of resources required in 1986-87 compared with 1985-86 (refer to work programme where appropriate)

The two main reasons for increases in our level of resources are:-

- (i) the assumption by EOG(O/S) of financial and manpower responsibility from 1 April 1986 for the merged Treasury and Cabinet Office (MPO) libraries. The overall manpower increase amounts to 6 full-time posts: 1 Librarian; 2½ Assistant Librarians; 2 COs and ½ Paperkeeper (£64,259 in cash terms). This has also had an effect on certain other EOG (O/S) budgets, requiring additional provision in 1986-87 as follows:-

Newspapers, books etc:	£45,500
Computers (current expenditure):	£29,300
HMSO publications:	£61,300
	<u>£136,100</u>

Additional provision of £69,685 has also been built into the Treasury's 1986-87 estimated Accommodation Charge (Subhead B.1) to cover the cost of taking over Library accommodation from the Cabinet Office (MPO) in the Parliament Street building.

- (ii) a bid for an additional 5 Messenger posts:

- (a) 2 as a consequence of 2 personal messenger posts being created during 1985-86, one in 11 Downing Street, and one in the Financial Secretary's Private Office;
- (b) 3 posts for relief duties and for escort duties and distributing mail delivered to the Treasury by hand once changes to the front hall and entrance have been completed. It is hoped that these new arrangements, which will facilitate better monitoring and control of visitors to the Parliament street building, will be in operation by 1 April 1986.

2. Explanations for other changes in mix and level of staffing resources are provided in the notes to Section 2 (Staffing profile and bid).

(ii) Developments for which there may be longer term resource requirements (ie beyond 1986-87)

There are no known developments at this stage which suggest that Office Services' resource requirements may change significantly beyond 1986-87; it is expected that our supporting role will continue and that we shall be required to meet demands for our services in line with an acceptable standard of provision having regard to the costs involved. The introduction and development of office automation could have a significant effect on Office Services' longer term resource levels particularly in the typing and messenger services; but it is too soon to make any firm predictions.

(iii) General comments on patterns/history of resource use

The general allocation of Office Services manpower resources, which since 1 April 1984 are devoted almost entirely to the central Treasury, are set out in the work programme.

MANAGEMENT IN CONFIDENCE

1. Budget Bid Form: Administrative Expenditure

Responsibility Centre

Treasury Security Group

Date 22.8.85

Expense type	Spend in 1984-85	Agreed bid for 1985-86	Current year Spend to 30 June	Bid for 1986-87
1. Bid items				
Basic staff costs		888 300	222 462	915,906
Staff Complement				
Casuals/Students				
Specialists				
Total	835320	888 300	222 462	915,906
Overtime	72 422	84 000	23 551	97,000
Travel & Subsistence				
Overseas				
Home	1 471	2 100	2 21	2,100
IT Equipment etc				
Economic Research				
Consultancies/Fees Miscellaneous		1 000		1,000
Other (specify) Uniforms	428	7 300		4,000
Total	909,641	907 100	246 234	1,020,006
2. Non-bid items				
Entertainment				
External training	606			
Government Car Service				
3. Receipts				
EC Travel				
Other (Admin Office + Cheques)	428 000	452 000	-	see note 6

Notes

1. The bid for basic staff costs is calculated on the assumption that the TSG will be fully complemented during 1986-87 at the following levels

	S.I.P.	£
GRADE I	1 = 1x13,307	13,307
GRADE II	2 = 2x11,799	23,598
GRADE III	5 = 5x12,022	60,110
GRADE IV (Uniformed)	11 = 11x9,953	109,483
GRADE IV (non-uniformed)	23 = 23x10,340	237,820
GRADE V	52 = 52x9,069	471,588
	94	£ 915,906

2. The overtime estimate bid is based on a likely outturn of approximately £94,000 with 3% GAE added.

3. T+S is likely to remain at the same level during 1986-87.

4. 1986-87 should see a downswing in the ordering cycle for TSG uniforms. This provision also covers staff at Riverwalk House and Chessington.

5. Neither this estimate nor the attached complement bid take account of any recommendations which may come out of the report following the recent staff inspection of the TSG and the review of ^{the} shift system.

6. This has not yet been calculated.

2. Staffing Profile and Bid

Responsibility Centre: TSG

Date: 22 / 8 / 85

a. Staff in Post

Date	Complemented Grade					Total	Casuals/ Students	Use of Spelists
	GRADE 1	GRADE 2	GRADE 3	GRADE 4	GRADE 5			
1 April 1985	1	2	5	31	53	92		
1 July 1985	1	2	5	30	58			

b. Staff Complement 1985-86

1 April 1985	1	2	5	33	52	93					
31 March 1986	1	2	5	33	52				93		
Avg Complement 1985-86	1	2	5	33	52				93		

c. Bid for 1986-87 by quarter

1 April 1986	1	2	5	34	52	94					
1 July 1986	1	2	5	34	52				94		
1 Oct 1986	1	2	5	34	52				94		
1 Jan 1987	1	2	5	34	52				94		
31 Mar 1987	1	2	5	34	52				94		
Avg Complement 1986-87	1	2	5	34	52	94					

* Please specify grade

Notes:

- (i) Reasons for changes in mix or level of resources required in 1986-87 compared with 1985-86
(refer to work programme where appropriate)

The only change that can be anticipated at this stage is the addition of one grade 4 (non-uniformed) post to improve cover at 70, Whitehall. This increases the TSG complement from 93 to 94.

However, the report of the recently completed TSG staff inspection (which included a review of the present shift system) is awaited. This may well have an effect on the mix and level of resources required in 1986-87.

(ii) Developments for which there may be longer term resource requirements (ie beyond 1986-87)

So far as can be foreseen at present there will be a continuing need for maintaining resources at about the current level beyond 1985-86. But it remains to be seen what recommendations will be contained in the currently awaited report of the recent TSG staff inspection and review of the shift system.

(iii) General comments on patterns/history of resource use

The TSG controls access to all parts of the Parliament Street building whether occupied by the Treasury (as major occupier) or not; maintains physical security of the building at all times, including the silent hours and at weekends and holidays; provides similar services at the Cabinet Office and Chequers (for which we charge the Cabinet Office (MPO) as well as daytime duties at Riverwalk House (CCTA) and Chessington (CCC). But in the case of the last two locations, the staff involved are managed locally and are accounted for separately on the CCTA and CCC manpower returns. The current deployment of the EOG2 TSG is shown in the attached annex.

ANNEX

MANNING LEVELS AND DEPLOYMENT OF THE EOG2 (TSG)
BETWEEN BUILDINGS AT 1 AUGUST 1985 (STAFF IN POST FIGURES)

	Grade V	Grade IV	Grade III	Grade II	Grade I	
GOGGS	35	19	5	1	1	61
Cab. Office	22	9	-	1	-	32
Chequers	-	2	-	-	-	2
TOTAL	57	30	5	2	1	95 *

* This SIP figure was above complement on 1/8/85, due to recruitment in anticipation of forthcoming retirements.

EOG2 OFFICE SERVICES AND TREASURY SECURITY GUARD BUDGET BIDS FOR 1986-87

<u>SUBHEAD B1</u>	1985-86 BUDGET PROVISION	(£000) 1985-86 ESTIMATED OUTTURN	1986-87 BUDGET BID
<u>PRS ITEMS</u>			
(excluding the accommodation charge)	807	757	863
<u>ACCOMMODATION CHARGE</u>			
Rent	3094	3000	2526*
Maintenance	543	529	559
PSA. Admin. Charge	130	127	134
Rates	2373	2349	1058*
<u>NON-PRS ITEMS</u>	2372	2336	2786
TOTALS	<u>9319</u>	<u>9098</u>	<u>7926</u>

* These significant reductions, which are due to the introduction of individually calculated rents and contributions in lieu of rates, will lead to a PES transfer from the Treasury to PSA.

EOG2 (OFFICE SERVICES) 1986-87 BUDGET BIDS

PRS ITEMS (excluding the Accommodation Charge).

Details of these items, under Subhead B1 are as follows:-

	1985-86 Budget Provision	(£000) 1985-86 Estimated Outturn	1986-87 Budget Bid	Price Factor to 1985-86 Prices	Volume Change
Furniture and Removals	150	182	244	See note below	Yes +
Government Car Service	250	240	248	+ 3%	Nil
IDS	36	30	31	+ 3%	Nil
London Conferences	21	5	25	see text	Yes +
Fuel and Utilities	350	300	315	See text	Nil
Totals	<u>807</u>	<u>757</u>	<u>863</u>		

2. The main feature of this expenditure is that it will become necessary during 1986-87 to spend an additional £50,000 on floor coverings, the majority of which will be for replacing the second floor's red lino after 10 years' use.

3. Detailed explanations of the bids for each individual item follow.

PRS ITEMS

FURNITURE AND REMOVALS (£243,500)

Although certain items of expenditure allocated to 1985-86 were purchased and paid for in 1984-85, the need to tackle a number of additional tasks (mainly the purchase of additional carpets) during the current financial year, which could not be foreseen, means that an overspend of about £91,500 is likely over the revised budget provision of £150,000. (The forecast outturn is, nevertheless, modestly below the original budget provision). The main constituents of this item of expenditure are as follows:-

	Estimated Outturn (£000) 1985-86	Estimated bid (£000) 1986-87
Removals/Porterage	65	70
Security Equipment: Purchases & Maintenance	22	22
Furniture Acquisitions and Maintenance	30	46
Carpets and Curtains: Purchases and Maintenance	30	70
Services purchased direct from Contractors	17	18
No 11 Downing Street	5	5
Miscellaneous	13	13

Removals/Porterage

2. In previous years we paid for this service through the PSA but we now pay a contractor direct so that the costs can be closely identified and monitored. Due to a slight easing in the amount of weekend work required and closer monitoring of overtime work generally, the cost in 1985-86 is expected to be held to £65,000. The portering contract is due for renewal in December 1986 when it is the intention to re-negotiate a new contract more suited to the Treasury's needs. Whilst this should reduce the cost of the service, the number of accommodation moves in prospect in 1986-87 resulting from a review of storage accommodation and the possibility of new single storey accommodation in the West Court, points to an overall increase. The budget bid reflects this.

Security Equipment: Purchases and Maintenance

3. In previous years expenditure on this item has run at about £40,000. The significantly reduced forecast outturn for 1985-86 reflects the fact that purchases of these items were brought forward and paid for in 1984-85. The benefits of this will continue to be felt in 1986-87 and the bid of £22,000 reflects this.

Furniture Acquisitions and Maintenance

4. The forecast outturn of £30,000 which is based on bills received so far and our known committed expenditure in the remainder of the financial year reflects the re-scheduling of about £10,000 of expenditure from 1985-86 to 1984-85. The outturn for 1985-86 would otherwise have been in the region of £40,000 and to this has been added £6,000 to cover the replacement of stocks of higher quality furniture (for grade 5 officers and above) to arrive at the 1986-87 budget bid.

Carpets and Curtains: Purchases and Maintenance

5. Despite much of the planned 1985-86 expenditure on these items having been purchased and paid for in 1984-85, the purchase of carpets for Basingstoke, in connection with co-location, the planned replacement of drapes in Senior Officials' offices and the need to replace badly worn carpets throughout the Parliament Street building (including the second floor as a consequence of moving the Chancellor's support staff) suggest an outturn of about £30,000. In 1986-87 provision of £30,000 has been included for replacing the badly worn red lino on the second floor of the Parliament Street building; this, plus further expenditure on replacing drapes in Senior Officials' offices, together with normal maintenance and other costs running at about £20,000 per annum and the need to make some provision for equipping any new accommodation which may be built in the West Court, make up the estimate bid of £70,000.

Services Purchased Direct from Contractors

6. The major items here are the Captive Towel Service, miscellaneous laundry and, from this year, purchase of toilet rolls (instead of buying them from HMSO). A 3% price factor has been applied to the estimated outturn for 1985-86 of £17,000.

No 11 Downing Street

7. The few bills that have so far been received are insufficient to forecast the outturn figures for 1985-86 but as new requirements in this area can involve considerable amounts of money, the same level of provision has been made for 1986-87 as for 1985-86.

Miscellaneous

8. The main items here include minor bills from PSA, the purchases of uniforms for messengers/porters, soap and a miscellany of first aid and cleaning items. The Outturn in 1985-86 (which includes provision of £2,000 for an improved rubbish disposal system) is expected to be in the region of £12,600. A similar provision is expected to be needed in 1986-87.

GOVERNMENT CAR SERVICE (£248,000)

9. Based on the invoices received so far, it seems likely that the outturn for 1985-86 will at about £240,000 be within the budget provision (£250,000). This is despite price increases effective from 1 April 1985 of 10% on first-call cars (ie the Ministers' and the Permanent Secretary's cars) and 25% on the car used annually in connection with the Finance Bill. These increases amount to some £19,000 in a full year and our ability to absorb them is largely due to (i) the switch from the Government Car Service to the use of private taxis (Computer Cabs Ltd) for short term hirings and (ii) a 2% discount from the Crown Suppliers for advance funding. The Crown Suppliers say that further modest increases are likely from 1 April 1986, although at this stage they cannot provide figures. For 1986-87 this year's forecast outturn has been used as the baseline, with 3% GAE applied, to give £247,200 say £248,000.

INTER-DEPARTMENTAL DESPATCH SERVICE (IDS) (£31,000)

10. The invoices received so far suggest that the current year's outturn will be comfortably within the budget provision (£38,000) at about £30,000. There are no price increases in 1985-86 but the Crown Suppliers say that a small increase is inevitable from 1 April 1986. The 1986-87 estimate is based on this year's forecast outturn with 3% GAE applied to give £30,900, say £31,000.

LONDON CONFERENCES (£25,000)

11. The major user of this service is expected to be the Banking Appeals Tribunal although there is also some minor use made by Treasury officials for conferences. The need for Appeals is unpredictable (none in 1984-85 and none so far this financial year); but Sir J G Littler has held a conference this year costing £940, so there is a continuing need for some provision, particularly as we have no spare accommodation in the Parliament Street building and no longer have use of 54 Parliament Street. In 1986, it is likely that the Treasury will have to bear the cost of an informal ECOFIN Council (although the GHF has been approached about bearing some costs) estimated at £20,000. This, together with a more realistic contingency provision for Appeals use, makes up the 1986-87 budget bid of £25,000.

FUEL AND UTILITIES (£315,000)

12. This remains the most difficult of all the PRS items to predict. Despite being in the third year of PRS no reliable expenditure pattern has emerged. Nevertheless, in the case of subhead B1 (covering GOGGS, 11 Downing Street and Basingstoke) it is interesting to see that the first quarter's charges for 1985-86 are only 3% more than the first quarter's charge for 1984-85.

13. If this small increase were to persist through the rest of this financial year it would suggest an outturn of about £285,500 (ie the 1984-85 outturn plus 3%).

14. This is a rough guide only and cannot be conclusive; given PSA's unpredictable billing record it would be unwise to forecast an outturn of less than £300,000. This is still well within the current year's budget provision of £348,000. For 1986-87, the forecast outturn has been increased by 5% (incorporating the advice of PE1 Division) to give an estimate of £315,000. This takes account of any savings which may accrue from the Basingstoke relocation exercise and the effects of any possible changes during 1986-87 in the Parliament Street accommodation holding, by the creation of extra office space on the fourth floor or in the West Court.

EOG2 (OFFICE SERVICES) 1986-87 BUDGET BIDS

THE ACCOMMODATION CHARGE

Details of the Treasury's total accommodation charge are attached. The calculations of this charge are handled centrally within EOG2 (Office Services). The outstations (CCTA, CCC, RGPD and CISCO) have been provided with a breakdown of their charges and they will make provision in their own budget bids which will be submitted separately.

2. The figures are provisional until October when PSA will be able to provide details of rates charges. The figures used are based on advice from RGPD and although they are unlikely to be wide of the mark some tidying up may be necessary in due course.

3. The introduction, from 1 April 1986, of individually assessed rents and contributions in lieu of rates will reduce significantly the Treasury's 1986-87 accommodation charge. This will require an appropriate PES adjustment between the Treasury and PSA. Mr R J Clarke, EOG3, is dealing with this.

HM TREASURY: ESTIMATED ACCOMMODATION CHARGE 1986-87

BUILDING	AREA, AS ANTICIPATED AT 30.9.86 (sq metres)	RENT (£000)	MAINTENANCE AND MINOR WORKS OVER £1000 (£000)	MINOR WORKS RETAINED BY PSA (DEL BUILDINGS ONLY) (£000)	PSA ADMIN. CHARGE (£000)	RATES (£000)	A/C (£000)
TREASURY MAIN VOTE (SUBHEAD B1)							
11 Downing Street	838	127	14	2	4	92	239
Parliament Street (excl. CISCO Regional Office)	27,912*	2287	478	52	127	946	3890
Alencon Link, Basingstoke (excl. CISCO)	1,219	112	13	-	3	20	148
TOTAL SUBHEAD B1	29,969	2526	505	54	134	1058	4277
SUBHEAD C3							
Chessington	7971	332	137	-	33	65	567
RGPD							
Jameson House	930	94	16	-	4	34	148
CCTA VOTE							
Riverwalk House	5174**	872	106	-	25	552	1555
Gildengate House, Norwich	4035	133	44	-	10	70	257
North Rotunda, Monck Street	1145	82***	75	-	15	28	207
Broad Sanctuary	919	28***	17	2	4	6	57
CCTA VOTE TOTALS	15,273	1122	242	2	54	656	2076
CISCO VOTE							
CISCO HQ, Grosvenor House, Basingstoke	897	82	10	-	2	15	109
CISCO Regional Offices	306	14	4	-	1	8	27
CISCO VOTE TOTALS	1203	96	14	-	3	23	136
HM TREASURY GRAND TOTAL 1986-87	55,355	4170	914	56	228	1926	5904
TOTAL FOR 1985-86	56,268	5049	921	46	230	2430	6040

NOTES

- * Provision has been made in the GOGGS accommodation for an extra 600 square metres to cover any extra space built in the West Court; an additional 500 sq metres has been included for space transferred from the Cabinet Office (MPO) following the merging of the two libraries (for which the Treasury assumes full financial and manpower responsibility from 1st April 1986).
- ** This figure takes no account of extra accommodation that CCTA have acquired recently. Once CCTA have given me details of this accommodation, an adjustment to these figures will be required.
- *** The rent assessments for these 2 London CBXs are a matter of some dispute between the Treasury and PSA. (We claim the assessments are far too high). Until this is resolved the higher figures have to be included.

EOG2 (OFFICE SERVICES) 1986-87 BUDGET BIDS

Non-PRS Items

A breakdown of these items with details of the 1986-87 budget bids and explanatory notes is attached.

2. The main factors affecting the bids for non-PRS items are:-

- (i) the need to make provisions in 1986-87 for replacing the Parliament Street Tannoy system. The PSA have advised that this will cost in the region of £250,000.
- (ii) the effects of the merger of the Treasury and Cabinet Office (MPO) libraries. This has added £136,100 to the budget provision, for which EOG3 are arranging a PES transfer from the Cabinet Office (MPO) to the Treasury. This figure is expected to reduce in subsequent years as the benefits of the merger begin to accrue.

NON-PRS ITEMS

	1985-86 Budget Provision (£000)	Estimated outturn 1985-86 (£000)	1986-87 Budget bid (£000)	Pay or price factor (s) to 1985- 86 prices	Volume change
Postage	26	28	29	+ 3% GAE	Nil
Other Comms. Services	34	43	38	+ 3% GAE	Yes +
Agency Typists	150	150	155	+ 3% GAE	Nil
Telephone - other Charges	525	525	570	see text	see text
Telephone Operators	41	41	43	see text	see text
Contract Cleaning	300	310	330	see text	see text
Messengers' Uniforms	3	3	3	see text	see text
Newspapers, Books etc.	143	143	190	see text	see text
Computers	67	67	99	see text	see text
Automatic Gates	50	50	60	see text	see text
Tannoy replacement	-	-	250	see text	see text
Typewriter Training	14	14	15	+ 3% GAE	Nil
Conference Teas	8	8	8	+ 3% GAE	Nil
Catering Support	32	33	23	see text	see text
HMSO ITEMS					
Printing & Binding	131	131	78	see text	see text
Stationery	147	135	139	+ 3% GAE	Nil
Office Machinery					
(a) Hire	137	140	140	see text	see text
(b) Maintenance and consumables	145	145	150	+ 3% GAE	Nil
(c) Purchase	106	55	85	+ 3% GAE	see text
Publicity	26	28	29	+ 3% GAE	Nil
Library HMSO publications	271	271	336	see text	see text
Reprographics	16	16	16	+ 3% GAE	Nil
TOTALS	2372	2336	2786		

NON-PRS ITEMS

Postage (£29,000)

Expenditure to date (which is incurred mainly through the Parliament Street franking machine) points to an outturn in 1985-86 in the region of £28,000. This forecast takes into account the reduction in second class postal costs effective from November 1985. No significant volume change is expected and the outturn figure forms the basis of the 1986-87 budget bid; 3% GAE has been added.

Other Communications Services (£38,000)

Since the 1985-86 budget provision was prepared, a further 3 Reuters screens have been added making a total of 8 in the Parliament Street building. The costs of these additional screens and other associated costs, plus the purchase of a new facsimile machine for room 75/G and provision for a secure facsimile machine for C.U. (previously included in the "Office Machinery - Capital" budget heading) more than offset the 1985-86 provision for a Reuters charting package which will not now be purchased.

For 1986-87, provision has been made for the installation of 2 further screens in 11 Downing Street and HF3 should these bids be approved. 3% GAE has been added.

Agency Typists (£154,500)

The cost of agency typists so far in 1985-86 is close to the expenditure profile and is expected to remain so for the remainder of the financial

year; no underspend is expected. The difficulties of recruiting good quality typists are expected to persist into 1986-87 and the budget bid (£150,000 + 3% GAE) reflects the continuing reliance on agency staff.

Telephones - other charges (£570,000)

Estimate bids for this item are based to a large extent on advice provided by CCTA. Expenditure in the current financial year is so far broadly in line with the profile. If this pattern persists the outturn should match the budget.

For 1986-87 a 4% price factor has been added (incorporating advice from CCTA). This bid includes provision for improving our links with Washington should this be required (we have already made similar improvements this year to our links with Brussels), as well as provision for a secure telephone link with the Bank of England. Although no suitable equipment has yet been identified our enquiries on likely cost suggest about £24,000 may be needed.

Telephone operators (£42,600)

Expenditure on this item should follow the same pattern as for telephone charges, so that outturn is expected to be in line with the budget provision. The 1986-87 bid incorporates advice from CCTA.

Contract cleaning (£330,000)

The forecast outturn for 1985-86 is £10,000 above the budget provision as a result of an unexpected new window cleaning contract and in anticipation of further increases when the office cleaning contract is renewed in December 1985. The 1986-87 budget bid reflects the effects of these increases in a full year.

Messengers' uniforms (£2600)

Expenditure so far this year points to an outturn for 1985-86 slightly below budget at about £2,500 (this includes a small provision for Chessington). No volume change is anticipated in 1986-87 and 3% GAE is added.

Newspapers, Books etc (£190,000)

Although there will eventually be some savings resulting from the merging of the libraries, it is too early to make any definitive predictions, on the effects this will have on the current year's spend since it is not yet apparent where the benefits of any such savings will fall (i.e. to the Treasury or Cabinet Office (MFO)). Expenditure so far this financial year is broadly in line with profile and is expected to remain so throughout the remainder of the year. For 1986-87 the Treasury assumes full financial responsibility for the merged libraries and the budget bid reflects some modest savings which are expected as duplication is eliminated:

1985-86 budget provision	3% GAE	1986-87 combined budget bid
Treasury Library		
£143,000		£147,290
Central Management Library		
£ 44,210		£ 45,536
	Total	<u>£192,826</u>
		£193,000 less expected saving of £3,000 = £190,000

Computers (£98,500)

(a) Current expenditure (on-line services)

The current underspend on the overall computer budget should largely be off-set as a result of agreement to re-catalogue a large part of the stock of the Central Management Library. There would, subject to MSU approval, also be scope, within the overall budget provision, to introduce an additional database service: Datastream, a selective financial information system. This service is charged for on a connect-time basis so that no subscription is required.

It is not possible at this early stage to predict the amount to be spent on individual suppliers of on-line services in 1986-87 in the combined library. It is important, therefore that the budget can be flexibly allocated between the different services. The 1986-87 budget bid is based on the following:

1985-86 budget provision	+3% GAE	1986-87 combined budget bid
Treasury Library		
£ 32,000	£ 32,960	
Central Management Library		
£ 28,462	£ 29,316	£ 62,276
	<u>£ 62,276</u>	

(b) Capital expenditure

The plan to automate the serials control system in the old Treasury Library has been held up by the plan to merge the libraries. MSU is currently studying the various options now available in the light of the merger and a decision is expected in the autumn. Thus expenditure on this item could slip into 1986-87 and the budget bid covers this possibility.

1985-86 budget provision	+3% GAE	1986-87 budget bid
Treasury Library only		
£ 35,000	£ 36,050	£ 36,050

The total of (a) plus (b) (£98,326) forms the 1986-87 budget bid for computers (£98,500 rounded).

Automatic gates (£60,000)

Although full automatic control of access will not now be installed in the Parliament Street building in the form originally envisaged, a more modest version may be necessary for the Great George Street side of the building either later in the current financial year or

during 1986-87. This could be for one or two doors. Thus, a continuing provision is necessary in 1986-87 but increased to a more realistic figure of £60,000.

Tannoy replacement (£250,000)

Provision is needed in 1986-87 for the replacement of the Parliament Street Tannoy system. A recent practice evacuation of the building showed the present system to be inadequate for voice transmission. The cost of this work which, because it is Part III work, falls to the Treasury and not PSA, is estimated at £250,000.

Typewriter training (£14,500)

Repayment for this item was introduced on 1st April 1985 so that we have no historical data on which to form a precise judgement. However, from the bills we have received so far, it looks as if the 1985-86 outturn will be in line with the budget. The same provision will be needed in 1986-87; 3% GAE has been applied.

Conference teas (£7,700)

1985-86 is the first time this item has appeared as a separate budget so that no historical data is available. Similar provision will be needed in 1986-87 and the 3% price factor has been applied.

Catering support (£22,900)

In forecasting an outturn for this item, the date on which the managed-service is introduced is the predominant factor. 1st October 1985 is the current target date which would produce an outturn of £32,484, rising to £34,230 if the operative date slipped to 1st November.

For 1986-87 we have to consider only a managed service system and must take CISCO's 1985-86 managed service budget summary of £22109 as a baseline with 4% added (on CISCO's advice) to cover price increases.

HMSO ITEMS

Printing and Binding (£77,500)

The spend for the first four months of the current financial year is in line with the expenditure profile and, once we have been billed for the superannuation leaflets, the outturn is expected to be close to budget. The underlying expenditure on printing and binding appears to be running at about £75,000 per annum, including provision for further repair work on Parliamentary papers. This the baseline for the 1986-87 budget bid with 3% GAE applied.

Stationery (£139,000)

The spend so far in 1985-86 is below profile and suggests a modest underspend this year. This is mainly due to certain items of 1985-86 expenditure having been purchased and paid for in 1984-85; some modest savings are also expected as a result of a better stock control system in the Stationery store and improved purchasing practices. For the 1986-87 budget bid, the 1985-86 forecast figure has been used with 3% GAE applied.

Office Machinery

(a) Hire (£140,000)

Expenditure for the first 4 months of 1985-86 suggests a marginal overspend at about £140,000. It is still too early to assess the effects of replacing the off-set litho machines in the CRU with fast photocopying machines but it is not expected that this will have a significant effect on this budget. The 1985-86 outturn becomes the 1986-87 budget bid. No price factor has been applied since EOG2 (O/S) are to mount a review of divisional photocopying facilities during the last half of the current financial year with a view to reducing the hire charges for these machines. It is hoped that the effects of this review will off-set any price increases HMSO may introduce.

(b) Maintenance and Consumables (£149,500)

Spend so far this year is below profile but we have not yet been billed for maintenance costs for the extra 50 Rank Xerox 630 electronic typewriters purchased at the beginning of this financial year; nor have we felt the full effects of these purchases in respect of consumable items such as typewriter ribbons. When these items are accounted for no underspend is anticipated. No volume change is expected for 1986-87 and 3% GAE has been applied.

(c) Purchases (£84,650)

The significant forecast underspend in 1985-86 reflects having brought forward the entire electronic typewriter programme into 1984-85. This leaves no further committed expenditure this year (the purchase of a Laser printer

for the WPU will not now go ahead and provision for a secure facsimile for C.U. (£10,000) which will be installed in January 1986 has been transferred to "Other communications services" budget heading).

No further purchases of the Rank Xerox 630 machine are expected but there could be a need for up to 4 Rank Xerox 645 electronic typewriters, at about £3000 each, when they become available in the autumn (subject to MSU evaluation and approval). This, together with underlying expenditure on such things as dictating machines and calculators suggests an outturn in the region of £55,000.

Developments in new technology make it difficult at this stage to forecast with any degree of precision what our machinery needs might be in 1986-87 but in view of the heavy purchases of Rank Xerox 630 and Olivetti machines during 1984-85, large scale purchases of additional typewriters seem unlikely but there is a continuing demand by some users for screen based electronic typewriters which could lead to the purchase of up to a further 6 Rank Xerox 645 machines during 1986-87. Provision of £10,000 has also been made for the purchase of low volume, desk top photocopiers when this is clearly more cost effective than hiring higher volume machines. This plus the 1985-86 forecast outturn with 3% GAE added forms the basis of the 1986-87 budget bid.

Publicity (£29,000)

This budget covers the London and Edinburgh Gazettes, for which so far this year, expenditure is slightly above profile and points to an outturn in the region of £28,000. No volume change is expected in 1986-87 and 3% GAE has been added.

Library - HMSO publications (£336,000)

Expenditure to date is well above profile but this is due entirely to the receipt of a large bill for Hansard subscriptions and the expenditure pattern is expected to level out over the rest of the financial year with the 1985-86 outturn matching the budget provision.

In 1986-87 the Treasury will have full responsibility for the combined libraries expenditure and the budget bid reflects some modest savings as duplication is eliminated:

1985-86 Budget provision	+3% GAE	1986-87 combined budget bid
Treasury Library		
£270,500	£278,615	
Central Management Library		
£ 59,500	<u>61,285</u>	
	<u>£339,900</u>	£340,000 less expected savings of £4000 =
		£336,000

Reprographic Services (£16,000)

The spend so far this year is well below profile and reflects our continuing objective to tackle as much as possible of this work in-house. But this facility is an essential overflow from our CRU

and WPU when, from time to time, we are faced with work which we are unable to take on (e.g. when we are unable to meet deadlines due to other pressures of work or when we do not have the technical facilities required, such as colour printing or overlarge work). We cannot overlook this and given the unpredictable situations in meeting ad hoc demands for printing, it would be imprudent at this stage to forecast an outturn for 1985-86 below budget or to reduce the allocation for 1986-87. The 3% price factor is applied.

MANAGEMENT IN CONFIDENCE
WORK PROGRAMS

A. Organisation

Responsibility Centre EOG3
Date 18 September 1985

Manager	E J NEEDLE (SENIOR PRINCIPAL)			
Heads of Division (with grade)	H MUMFORD (PRINCIPAL)	P NICHOLSON (SEO)	B J CHICK (SEO)	B HOLLAND (SEO)
Branch Heads with main areas of responsibility in 1985-86	Treasury Public Expenditure Survey returns. Financial estimates and budgets for domestic Treasury. Manpower numbers control. Development of Management Accounting and Information System (MAISY) for Treasury and central departments.	Vote and management accounts for domestic Treasury including RGPD CCC etc and CCTA. Operational control of MAISY for central departments.	Pay and Conditions of Service	Financial advice to CCTA and monitoring expenditure on Telecommunications equipment etc.
Public expenditure totals to which responsibilities directed (where appropriate)	PES £175m	£62m	-	£37m
Staff-in-post including heads of Division (1 July 1985)	Grade 6 1, HEO 2 Prin 1, EO 4, PS 1 SEO 1, CO 2,	SEO 1 CO 11 HEO 2 CA 4 EC 4	SEO 1 CO 14 HEO 1 CA 3 EO 3	SEO 1 CO 3 HEO 1 CA 1 EO 3½
Total Staff-in-post (1 July 1985)				65½

B. Allocation of Manpower/Resources between different areas of work

(1) 1985-86

Area of work	% age
The main work of Finance Division is meeting Parliamentary requirements in relation to Estimates, Appropriation Accounts and administering and controlling the Treasury domestic expenditure eg fees, travelling expenses.	55
Another large area of work is the application to the staff of the Treasury, Cabinet Office and MPO of Pay and Conditions of Service.	28
The balance of activity, particularly at senior level, is taken up by	
a. PES	5
b. development of the management accounting system (MAISY)	8
c. Financial Policy	4
Total	100

(ii) Changes since 1984-85

The changing role of CCTA following the Freeman review has reduced the payment and recovery of CCTA expenditure. More resources have been applied to MAISY development, day to day management of the computer accounting system and the work programming and budgeting exercise.

(iii) Changes expected in 1986-87 compared with 1985-86

Possible transfer of telecommunications invoicing to CCTA.

To ensure that the Treasury's expenditure is planned and controlled so as to secure the best value for money within Parliamentary and governmental requirements. In particular, therefore to ensure:

- a. that financial provision in the PES and Supply Estimates is adequate, realistic and economical in relation to the department's policies and priorities;
- b. for all votes and accounts for which the PFO is responsible to ensure:
 - i. that the expenditure conforms to the authority which governs it;
 - ii. that it is in compliance with Parliamentary requirements in the control and management of expenditure and receipts;
- c. to maintain a clearly defined and efficient management accounting and information system (MAISY) for these purposes.

Priority objectives	Progress so far, constraints, prospects in rest of 1985-86
<p>1. Financial Management Initiative - to improve the department's estimating and monitoring of expenditure by developing a model of Treasury expenditure on new Maisy.</p> <p>2. To further develop the Management Accounting and Information System (MAISY) to include the following facilities:</p> <ul style="list-style-type: none"> a. Asset Registers b. Accounts Receivable System <p>3. To help CCTA to implement recommendations 15 and 24 of the Freeman Review of the CCTA, ie</p> <ul style="list-style-type: none"> a. the costs of CCTA advice and support offered to individual departments should be recovered in full on an effort - related basis with effect from 1 April 1986. b. A proper system for departments to take on the payment of bills should be established so as to allow departments to take on this work by 1 April 1985. 	<p>Financial model to be developed as a micro system. Micro procured but model still to be build. Work should be completed by 31 December 1985.</p> <p>) Users have not yet produced any justification for the introduction of these) systems. Implementation deferred until next year.)</p> <p>On course for completion by 1 April 1986</p> <p>Transfer to departments of bill-paying work complete. Closure of accounts should be completed by 31 October 1985</p>

Priority objectives	Comment/detail/progress expected in 1986-87
<u>Brought forward from 1985-86</u>	
<p>1. Further development of the Management Accounting and Information System (MAISY) to include the following facilities:</p> <ul style="list-style-type: none"> a. Asset Registers b. Accounts Receivable system. c. Commitment Accounting d. System controls e. CCTA repayment f. CISCO Trading Fund 	<p>To implement cost-effective procedures.</p> <p>To complete feasibility studies and implement system if cost justified.</p> <p>To develop further controls to improve the reliability of data and the system.</p> <p>))General development of system to meet any required changes.)</p>
2. Cash Flow control.	To develop system of forecasting cash requirements to keep overnight cash balances to a minimum.
3. Standard Pay.	To further develop the system of calculating standard pay rates in order to produce more accurate rates for each Treasury business.
4. Performance Measures.	To investigate productivity measures suitable for Finance Division and implement.
5. Further reduction of clerical duties in Bill Paying section.	Consider need to retain manual records for travel and subsistence. Possible sub-contracting out of arrangements for home and overseas travel. Review levels of checking and authorisation.

Performance measures currently consist of 2 main types:

- i. Amount of work done and turnover times.

The length of time taken to pay travel claims and bills is closely monitored. The current objective is to maintain recent improvements in turn-round time.

- ii. Whether work is done to time and satisfaction.

Much of the work is subject to strict time deadlines. The ability to meet deadlines for Estimates and PES procedures is essential.

Customer satisfaction is measured by the number of complaints received.

All complaints are thoroughly investigated.

(i) Effect of 5 per cent reduction in resources available

Slower work, jeopardising the receipt of prompt payment discounts, failure to meet Estimate and PES dealines. Reduced service to customers resulting in complaints from suppliers about delays in payments. Possible overpayments as a result of less checking.

(ii) Effect of 5 per cent in resources available

Better able to review and improve efficiency of systems (leading to improved productivity).

(iii) Constraints on past and future performance, changes in organisation of work etc

Shortages of suitable staff are a general constraint and limit the amount of forward thinking and development work. A staff inspection is in progress (September 1985). This may recommend changes in the complement and work patterns to take account amongst other things of the devolution of responsibility to CCTA for most finance and establishment matters.

MANAGEMENT IN CONFIDENCE

1. Budget Bid Form: Administrative Expenditure

Responsibility Centre

£043

Date 18 September 1985

Expense type	Spend in 1984-85	Agreed bid for 1985-86	Current year Spend to 30 June	Bid for 1986-87
1. Bid items				
Basic staff costs				
Staff Complement		511600	142820	519260
Casuals/Students		8900	4338	9604
Specialists				
Total	633011	520500	147158	528864
Overtime	12648	8300	3016	2000
Travel & Subsistence				
Overseas				
Home	9169	12500	872	7000
IT Equipment etc	13485	71100	58	18000
Economic Research				
Consultancies/Fees	26403	10400	363	6000
Other (specify)				
Total	694716	622800	151467	561864
2. Non-bid items				
Entertainment	5			
External training	4762		116	
Government Car Service				
3. Receipts				
EC Travel				
Other				

Notes

) Implementation of recommendation 24 of the
) Freeman Review of CCTA has resulted in the
) run down of Finance Division, Norwich.
)

Less consultancy advice needed now that MAISY has settled down.

EOG3: CENTRAL BUDGETS

Date: 18 September 1985

Expense Type	Spend in 1984-85	Agreed bid for 1985-86	Current Year Spend to 30 June	Bid for 1986-87
	£	£	£	£
Other Pay Costs	38,072	84,000	-	50,000
Subscriptions and Conference fees	5,886	8,000	1,366	8,200
Miscellaneous	42,439	45,000	8,524	45,000
TOTAL	86,397	137,000	9,890	103,200

Notes:

2. Staffing Profile and Bid

Responsibility Centre: EOC 3

Date: 18 / 9 / 85

a. Staff in Post

Date	Complemented Grade	Grade 3	Grade 5	Grade 6	Prin	Econ Adv	Stat	PSO	SEO	SSO	HEO	HSO	HEO (D)	Sen Econ Asst	Sen Asst Stat	EO	SO	AT	Econ Asst	Asst Stat	CO	CA	SPS	PS	Typ	Other	Total	Casuals/Students	Use of Spclsts
1 April 1985				1	1				4		5					17½					34	10		1			73½	N.K	N.K
1 July 1985				1	1				4		5					15½					30	8		1			65½		

b. Staff Complement 1985-86

1 April 1985				1	1				4		6					14					38	8		1			73	6	
31 March 1986				1	1				4		5					11					32	7		1			62	-	
Avg. Complement 1985-86				1	1				4		5.4					12					33.8	7.4		1			65.6	1.2	

c. Bid for 1986-87 by quarter

1 April 1986				1	1	½			3		5					11					32	7		1			61½	1	-
1 July 1986				1	1	½			3		5					11					32	7		1			61½	1	-
1 Oct 1986				1	1	½			3		5					11					32	7		1			61½	1	-
1 Jan 1987				1	1	½			3		5					11					32	7		1			61½	1	-
31 Mar 1987				1	1	½			3		5					11					32	7		1			61½	1	-
Avg Complement 1986-87				1	1	½			3		5					11					32	7		1			61½	1	-

* Please specify grade: 1 Student at EO level. (Worthy Down ICMA Students)

Notes:

Breakdown of Staff Complement by Division

 Responsibility Centre *EOG 3*
 Date 18 September 1985

Date	Division																	Total
		Grade 3	Grade 4	Grade 5	Grade 6	Prin	SEO	HED	HED(D)	EO	MT	CO	CA	SPS	PS	Typist		
1st April 1985																		
31st March 1986																		

See information on Page 2.

SECTION 4:

Responsibility Centre E04 3
Date 18 September 1985

- (i) Reasons for changes in mix or level of resources required in 1986-87 compared with 1985-86
(refer to work programme where appropriate)

Bid assumes a further reduction of 4 posts in Finance Division during 1986-87.

Overtime and travel and subsistence have reduced because of the run down of Finance Division's branch in Norwich.
Expenditure on IT equipment and Consultancies/Fees expected to reduce as the Management Accounting & Information System (MAISY) settles down.

(ii) Developments for which there may be longer term resource requirements (ie beyond 1986-87)

None foreseen. Finance Division's work will continue to be dominated by the need to handle recurring work on Estimates, PES, running costs and Parliamentary accounting requirements.

(iii) General comments on patterns/history of resource use

None

PAY

SUP

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MANAGEMENT IN CONTROL

WORK PROGRAMME

PAY DIVISION

A. Organisation

Responsibility Centre
Date

Manager	E P KEMP		
Heads of Division (with grade)	PAY 1 J F GILHOOLY (5)	PAY 2 G W HOPKINSON (5)	PAY 3 L G PAINTING (6)
Branch Heads with main areas of responsibility in 1985-86	<p>1. <u>M E CORCORAN (PRIN)</u> Policy on pay for non-industrial Civil Service: development of pay system following Megaw Inquiry. Coordination of work on annual pay negotiations. Pay of : Administrative Grades, Higher Civil Service, Judiciary, Ministers and MPs. Pay related conditions of Service for non-industrial civil servants.</p> <p>2. <u>M SHARRATT (STAT)</u> Statistical advice and support to Pay Group. Costing of non-industrial trial pay settlements. Maintenance of Pay Data System.</p>	<p>1. <u>F S G EASTON (PRIN)</u> Pay and conditions of industrials in the Civil Service and Controlled Fringe Bodies.</p> <p>2. <u>J L ENDERBY (PRIN)</u> Pay of Professional, Scientific and similar non-industrial grades and single outside analogue grades.</p> <p>3. <u>MRS JW SMITH (PRIN)</u> Pay of non-industrial civil servants represented by the Civil Service Union, Prison Officers etc. Fees.</p>	<p>1. <u>I S REED (PRIN)</u> Hours, leave and related allowances and other conditions of service for Home Civil Servants.</p> <p>2. <u>M J SHOTTER (PRIN)</u> UK travel, subsistence and transfer grants for Home Civil Servants.</p> <p>3. <u>D W RAYSON (PRIN)</u> Overseas allowances and conditions of service Home Civil Servants, Diplomatic Service, locally engaged staff and staff of European organisations.</p>
Public expenditure totals to which responsibilities directed (where appropriate)	CONTINUED	CONT/.	CONT/.
Staff-in-post including heads of Division (1 July 1985)			
Total Staff-in-post (1 July 1985)			

MANAGEMENT IN CONTROL

WORK PROGRAMME

A. Organisation

CONTINUED/...

Responsibility Centre
Date

Manager				
Heads of Division (with grade)	PAY 1	PAY 2	PAY 3	
Branch Heads with main areas of responsibility in 1985-86	3. J HALLIGAN (PRIN) General aspects of public and private sector pay. Monitoring current policy and pay developments. Pay issues.	4. A JORDAN (PRIN) Pay of non-industrial in Controlled Fringe Bodies, non-commercial board appointments, Staff of EC and other international organisations.		
Public expenditure totals to which responsibilities directed (where appropriate)	1. £2,500m	1. £800m 2. £875m 3. £450+m 4. £850m	1. About £ 400 m 2. " £ 600 m 3. " £ 450 m	Total £ 1450m
Staff-in-post including heads of Division (1 July 1985)	AS 1 SAS1 CA 2 P 3 EO 4 PS 1 SEOL CO 4 SPTY 1	AS 1 HEO 5 CA 1 P 4 EO 7½ PS 1 SEO 3 CO 5 SPTY 1	SP 1 P 4 SEO 1 HEO 4 EO 7 CO 5½ CA 1 PS ½ Typist 1	
	TOTAL 18	TOTAL 26½	TOTAL 25	

B. Allocation of Manpower/Resources between different areas of work

Responsibility Centre
Date

(1) 1985-86

Area of work	% age
1. Working out and negotiating new pay arrangements for (a) non industrials 5%) (b) industrials 1.5%)	6.5
2. Preparation for and conduct of annual Civil Service pay negotiations for: (a) non-industrials 6%) (b) industrials 2%)	8
3. Pay of TSRB groups (Higher Civil Service Judiciary, Ministers and MPs)	4
4. Pay reviews and casework relating to individual non-industrial grades	15
5. Pay of Civil Service non-industrial "single outside analogue" grades.	2
6. Negotiations and casework on non-pay conditions of service for non-industrials (hours, leave etc).	11
7. Negotiations and casework on pay related conditions of service (starting pay, pay-related allowances, London Weighting etc)	5
8. Pay of industrial trade raters and industrial conditions of service	4
9. Pay of non-departmental bodies, EC and other international organisations	8
10. Fees	4.5
Total	

CONTINUED NEXT PAGE..

(ii) Changes since 1984-85

No significant change in the distribution effort. In Pay 3: a senior principal has replaced the Assistant Secretary as Head of Division. The part time typist post has been reclassified as full-time: and a part time P/S introduced*. In Branch 1 a CO post has been reclassified part-time, as has an (unfilled) EO post*. In Branch 2, a Principal has replaced the Senior Principal. In Branch 3 an EO post has been downgraded to CO* and an HEO post in Branch 3 is vacant.

[Changes marked* have been reported].

(iii) Changes expected in 1986-87 compared with 1985-86

Resources devoted to items 2 and 4 are likely to grow at the expense of other items.

In Pay 1, the vacant HEO post may need to be filled. In Pay 3, a full-time EO or CO may be required in Branch 1 in place of the part-time EO and part-time CO posts. The vacant HEO post in Branch 3 may need to be filled.

B. Allocation of Manpower/Resources between different areas of work

Responsibility Centre
Date

CONTINUED FROM PREVIOUS PAGE

(1) 1985-86

Area of work	% age
11. Travel and subsistence rules and permanent transfer expenses rules for non-industrials	7
12. Allowances and related conditions for staff overseas	14
13. Public and private sector pay monitoring. Prices.	6
14. Staff management and miscellaneous	5
Total	100

(11) Changes since 1984-85

(111) Changes expected in 1986-87
compared with 1985-86

1. To deal, consulting Ministers, other divisions and departments and the Civil Service Unions as necessary with:
 - A. the pay and related conditions of civil servants, TSRB groups (Ministers and MPs, Senior Civil Servants, judiciary), Members of non-commercial public boards, staff of controlled fringe bodies, the European Communities and other international "co-ordinated" organisations.
 - B. the devising, updating and maintenance of a regime of expenses, allowances and related conditions of service of civil servants serving at home or overseas:
 - C. reviews of levels of remuneration paid in the form of fees.

In approaching the above, a balance needs to be struck between the following factors:

- (a) cost;
 - (b) recruitment and retention of sufficient numbers of staff of adequate quality for the efficient discharge of functions;
 - (c) reasonable internal relativities;
 - (d) other necessary requirements of management;
 - (e) avoidance of damaging instability in pay rates, movements or structure;
 - (f) risk of industrial disruption and damage to staff morale;
 - (g) need for administrative economy and simplicity.
11. To monitor the progress of the annual pay round, advising Ministers on both general and specific pay matters, and dealing with general prices issues.

Priority objectives	Progress so far, constraints, prospects in rest of 1985-86
<p>1. To secure satisfactory outcome to negotiations with non-industrial unions on pay settlement due April 1985 and to handle satisfactorily 1986 pay negotiations which may not be completed before 1986-87.</p>	<p>Significant industrial action avoided by narrow margin; negotiations concluded in May resulted in increase of 4.9 per cent.</p>
<p>2. To secure satisfactory framework for the handling of non-industrial pay in the longer term, including appropriate arbitration procedures.</p>	<p>Talks on longer-term arrangements petered out following Government's decision to ban trades unions at GCHQ. Resumption of talks offered as part of 1985 annual pay settlement, following informal talks with unions since June. Ministers have agreed that proposals can be tabled (probably in mid-October).</p>
<p>3. To ensure continued satisfactory arrangements for handling pay of TSRB groups: Higher Civil Service, senior military; Judiciary, Ministers and MPs.</p>	<p>1985 recommendations awarded on phased basis by Prime Minister in July.</p>
<p>4. To secure satisfactory outcome to exchanges with the industrial unions on longer-term pay arrangements.</p>	<p>Discussions suspended so as not to outstrip parallel discussions with non-industrial unions, and to allow for concentration on more pressing matter of restructuring. Will need to be resumed in time for satisfactory progress to be made before 1986 pay negotiations, subject to progress with item 2 above.</p>
<p>5. To secure satisfactory outcome in negotiations with industrial unions on pay settlement due in July 1985.</p>	<p>A settlement in line with that for non-industrial was reached on 19 July.</p>
<p>6. Complete the revision of the rules on removal.</p>	<p>Progress on negotiations with the CSU has been slow; the package as a whole is unattractive to the unions, but it has been necessary to trade off the various elements in it. Impetus is now being injected into the process, with view to implementing changes early in 1986.</p>
<p>CONTINUED/..</p>	

CONTINUED/

D. (1) Progress on Priorities in current year (continued)

Priority objectives	Progress so far, constraints, prospects in rest of 1985-86
<p>7. Convert to the new, post-review Foreign Service Allowance System.</p> <p>8. To operate effectively the arrangements for monitoring and advising on general pay and prices issues.</p>	<p>Negotiations with the Council of Civil Service Unions virtually complete. Agreement expected to implementation of new arrangements from 1.1.1986.</p> <p>In general, these arrangements have operated satisfactorily.</p>

D. (ii) Priority objectives in 1986-87 (continued)

Priority objectives	Comment/detail/progress expected in 1986-87
<p>1. To secure satisfactory outcome to negotiations with non-industrial unions on pay settlement due in April 1986 and to handle satisfactorily the 1987 pay negotiations, which may not be completed before 1987-88.</p>	<p>Repetition of annual activity. Outlook for 1986 suggests that negotiations will be particularly difficult with high risk of industrial action. Exact course will depend on whether or not satisfactory long-term arrangements have been agreed with unions before the annual pay negotiations start in the New Year.</p>
<p>2. Development of long-term pay arrangements for non-industrial civil service pay.</p>	<p>If satisfactory conclusion reached in talks with unions (see item d(i)2), development of how the arrangements will operate in practice will be needed. Also aim, where sensible, to introduce arrangements for greater flexibility in pay.</p>
<p>3. To ensure continued satisfactory arrangements for handling the pay of TSRB groups : higher civil service, senior military, judiciary, Ministers and MPs.</p>	<p>Repetition of annual activity, but particularly sensitive in wake of 1985 awards.</p>
<p>4. To secure satisfactory outcome to exchanges with the industrial unions on longer-term pay arrangements.</p>	<p>Continuation of previous work. Progress will inevitably be influenced to some extent by developments in the parallel exchanges with the non-industrials, and perhaps by the position in the public services more widely. On present assumption fresh arrangements will need to be agreed in time for the 1986 pay negotiations.</p>
<p>5. To secure satisfactory outcome in negotiations with industrial unions on pay settlement due in July 1986.</p>	<p>Repetition of annual activity. A satisfactory settlement is usually agreed before the end of August. But progress will depend on whether new arrangements have been established (see 4 above) and whether under these new arrangements Ministers decide to seek a settlement which is lower than would be achieved by following the settlement with the non-industrials in terms of percentage paybill cost.</p>

D. (11) Priority objectives in 1986-87

Responsibility Centre
Date

Priority objectives	Comment/detail/progress expected in 1986-87
<p>6. To review rules on payment of shift disturbance allowances.</p> <p>7. To continue to operate effectively the arrangements for monitoring and advising on general pay and prices issues.</p>	<p>Strike at Newcastle Central Office of DHSS was initially caused by management decision to change pattern of staff working. In light of this, and agreement which ended strike, rules need to be examined to see what changes, if any need to be made. Issues will need to be discussed with departments and any rule changes agreed with trade unions. Cost will be constraint on any improvements. It is hoped that any changes could be agreed in 1986.</p> <p>Repetition of annual activity. Continued close cooperation with other parts of the Treasury, as well as with other departments, will be needed.</p>

D. (iii) Supporting information including performance measures

Responsibility Centr
Date

It is difficult to see how simple and objective measures of performance whether quantitative or qualitative can be established for pay work. Civil Service pay needs to take account of conflicting objectives (e.g. cost, recruitment and retention requirements, industrial relations considerations, simplicity of administration, meeting the needs of the complex grading structure). It is, therefore, difficult to test the 'success' of a particular set of negotiations in any rounded way. Moreover, the effect on some factors (e.g. recruitment and retention) may only show through in the longer term. More limited measures relating to the cost of applying and administering the pay system could be misleading since this is in part related to the negotiating tactics of the unions and wider management requirements. It seems doubtful whether significant investment in the search for appropriate measures of performance in this area would produce worthwhile results.

(1) Effect of 5 per cent reduction in resources available

A cut of 5 per cent in the current budget would have to be met for the most part by a reduction in lower level support grades rather than the elimination of a particular area of work e.g. advice to departments on the interpretation of the rules on pay and allowances.

(11) Effect of 5 per cent^{increase} in resources available

The first call would be to provide additional support staff to improve the quality of service to departments to improve the information on pay outside the Civil Service and to provide more resources for thorough reviews of allowances in the Pay 3 area (at HEO level.)

(111) Constraints on past and future performance, changes in organisation of work etc

1. The generally unhelpful industrial relations climate in the Civil Service has made negotiations with the trade unions more difficult, particularly since the aim has in general been to keep Civil Service pay increases below those in the economy generally.

2. The workload of Pay 1 and 2 is likely to increase significantly during the next year or two in three ways:

- (a) More demands for sectional pay increases are likely to occur as Civil Service etc pay rates have declined generally in relation to the market and particular kinds of staff have grown harder to recruit and retain;
- (b) The development of the new long-term arrangements.
- (c) The introduction of Special Pay Additions, designed to cope with recruitment and retention problems in specific skills or particular areas will increase.
- (d) The development and extension of merit pay - whether this occurs depends on the success of the limited experiments now launched.

3. In Pay 3, the climate of pay restraint has tended to harden attitudes of departmental management and trade unions alike towards reductions in the value of compensatory allowances. Moves towards greater financial delegation to departments have also created stresses over conditions of service agreed with trades unions at national level.

4. The need to reconcile differing departmental views and to try to reach agreement with the trade unions has meant that progress in a number of matters has been slower than hoped (e.g. last year's priority objectives 7 (removal expenses) and 8 (FSA review)).

1. Budget Bid Form: Administrative Expenditure

Responsibility Centre

Pay

Date

Expense type	Spend in 1984-85	Agreed bid for 1985-86	Current year Spend to 30 June	Bid for 1986-87
1. Bid items				
Staff Complement		929 800	2 073 86	1 022 272
Basic staff costs				
Casuals/Students				-
Specialists		31 900	7 975	44 250
Total	854 666	961 700	2 153 61	1 066 522
Overtime	1 498			-
Travel & Subsistence				
Overseas	62 682	72 000	11 809	70 600
Home	2 322	5 600	1 491	10 900
IT Equipment etc		25 000		5 000
Economic Research				-
Consultancies/Fees				15 000
Other (specify)				-
Total	921 168	1 064 300	2 286 61	1 168 022
2. Non-bid items				
Entertainment	17		8	-
External training	1 685		120	-
Government Car Service	59		89	-
3. Receipts				
EC Travel	1 640		319	3 100
Other				-

Notes

A further terminal and software for the pay group micro

The collection of data on pay rates for industrial workers outside the Civil Service

2. Staffing Profile and Bid

Responsibility Centre: PAY

a. Staff in Post

Date: / /

Complemented Grade	Grade 3	Grade 5	Grade 6	Prin	Econ Adv	Stat	PSO	SEO	SSO	HEO	MSO	HEO (D)	Sen Econ Asst	Sen Asst Stat	EO	SO	AT	Econ Asst	Asst Stat	CO	CA	SPS	PS	Typ	Other	Total	Casuals/Students	Use of Spclsts
1 April 1985		2	2	8				5		10					18					14½	4		2	3		68½	NK	N.K
1 July 1985		2	1	9				5		9					18½					14½	4		2	3		68		

b. Staff Complement 1985-86

1 April 1985		2	1	10				6		12					22					16	5		2	2.5		78.5		50% SE
31 March 1986		2	1	10				6		12					21.5					15.5 16	5		2.5	2.5 3*		78.5		100% SAS
Avg. Complement 1985-86		2	1	10				6		12					21.6					16	5		2.4	2.5		78.5		100% HEC

c. Bid for 1986-87 by quarter

1 April 1986		2	1	10				6		12					20.5					14.5	5		2.5	3		76.5		100% STAT	
1 July 1986															DITTO													100% SAS	
1 Oct 1986															DITTO													100% EO	
1 Jan 1987															DITTO														
31 Mar 1987															DITTO														
Avg. Complement 1986-87															DITTO														

* Please specify grade.

Notes:

*See amendment No 1 recording agreed change to mix

3. Breakdown of Staff Complement by Division

Responsibility Centre /
Date

Date	Division																	Total
		Grade 3	Grade 4	Grade 5	Grade 6	Prin	SEO	HED	HED(D)	EO	MT	CO	CA	SPS	PS	Typist		
1st	PAY 1			1		2	1	1		5		4	2		1	1		18
Apr 11	PAY 2			1		4	4	6		9		6	2		1	1		34
1985	PAY 3				1	4	1	5		8		6	1			$\frac{1}{2}$		$26\frac{1}{2}$
31st	PAY 1			1		2	1	1		5		4	2		1	1		18
March	PAY 2			1		4	4	6		9		6	2		1	1		34
1986	PAY 3				1	4	1	5		$7\frac{1}{2}$		6 $5\frac{1}{2}$	1		$\frac{1}{2}$	$\frac{1}{2}$ 1		$26\frac{1}{2}$

* The figures shown for PAY 3 Division are the agreed complement figures. However I note on the SIP return for 1-7-85 that PAY 3 Division have altered their allocation of CO's to $5\frac{1}{2}$ and Typist's to 1.

*See amendment No 1 for agreed change to allocation

SECTION 4:

Responsibility Cent
Date

(1) Reasons for changes in mix or level of resources required in 1986-87 compared with 1985-86
(refer to work programme where appropriate)

None

(ii) Developments for which there may be longer term resource requirements (ie beyond 1986-87)

If new procedural arrangements for annual pay settlements are introduced in 1986 and progressively over later years for both non-industrials and industrial civil servants they are likely to require more staff in both Pay 1 and Pay 2 than the recent across the board settlements. How much is difficult to estimate; perhaps between 10 and 30 per cent.

(iii) General comments on patterns/history of resource use

None

B. Allocation of Manpower/Resources between different areas of work ^{IN PERMANENT} Responsibility Centre
 AUGUST 1986 Date

(i) 1985-86

Area of work	% age
a. PCSPS 42 staff	69
b. Other public services 7½ staff	21
c. Other work, mainly policy 3 staff	10
each + time of Grade 5 and PS.	
Total	

(ii) Changes since 1984-85

Reduction of 3 staff on (b) and one on (c)

(iii) Changes expected in 1986-87 compared with 1985-86

No definable change yet foreseen beyond some shift of resources from awarding work to case work. Much depends on decisions taken following the Social Security Green Paper.

- a. To continue the efficient management of the Principal Civil Service Pension Scheme including the provisions for redundancy compensation, early retirement and injury benefits. (Management here includes financial control, estimating and awarding pensions, negotiating changes with the Trade Unions and discretionary decisions and other casework).
- b. To ensure the continued coordination of pension and redundancy compensation policy for public services other than the Civil Service - ie those listed under Mr Bristow's branch in form A.
- c. To provide sound advice to Treasury Ministers, other departments and other Treasury divisions on policy and practical matters with pensions implications eg index linking and contributions policy in public sector pension schemes; aspects of privatisation such as compensation for "detriment" and Treasury guarantees; transfer arrangements under UK and EC legislation.
- d. To provide appropriate advice to the Lord Privy Seal on policy governing the Parliamentary Pension Scheme.

D. (1) Progress on Priorities in current year (continued)

Priority objectives	Progress so far, constraints, prospects in rest of 1985-86
1. To consider the implications of Fowler Inquiry proposals for the public service schemes, and follow up as necessary.	Fowler did not report as originally expected for end 1984. Instead he published in June 1985 a Green Paper with proposals for the Reform of Social Security. We are now considering the implications of the Green Paper for public service schemes and will need to have taken decisions on such matters as personal pensions, widowers' benefits, pensionability of part-timers, and realistic contributions by the end of 1985-86.
2. To review pensionable pay in the Civil Service and bring certain Trade Union claims to resolution.	A joint Working Group on pensionable pay was set up early in 1985 and some progress has been made on pensionable pay. Some discussions have also taken place on the claims but it has not been possible to reach conclusions in view of the uncertainty pending the outcome of the Fowler Inquiry.
3. To continue the work on privatisation.	The ROF's transfer was completed satisfactorily. Work on the Dockyards is at an early stage and this together with work on the Bus companies and abolition of the GLC and MCC's will occupy us for the rest of the year.
4. To consider new measures on early retirement.	The report of the review has now been generally approved by the PM and detailed work is currently being done on it by an inter-departmental Working Group of which we are a member. Responsibility for the cost of early retirement was transferred to Departments with effect from 1 April 1986 by when MPO hope to have the new arrangements in place (but see item 8 in D(ii)).
5. To prepare leaflet guides on aspects of the PCSPS for the use of staff.	Good progress. 2 have been published and others are well in hand. We hope to complete all the drafting this year except for that on early retirement (which MPO are reviewing). The initiative has been well received by departments and unions.

Priority objectives	Progress so far, constraints, prospects in rest of 1985-86
<p>6. To continue the development of output measures for the PCSPS and extend them service-wide.</p>	<p>Mr Dyer's extended sickenss absence has delayed the work on common output measures and it is now becoming clear that the scope for progress with delegated departments is limited.</p>
<p>7. To plan the next steps of the service-wide computerisation programme for the PCSPS.</p>	<p>Mr Dyer's absence again held this up. An interdepartmental Working Party should, however, begin work before 1985 is out.</p>
<p>8. To prepare the first Annual Report on the PCSPS.</p>	<p>A draft is nearing completion.</p>
<p>9 To review the legislative arrangements for Parliamentary pensions.</p>	<p>Our draft paper for Ministers on this has been held up by pressure of other work in the Treasury Solicitor's department. We have reported on this to the Lord Privy Seal and will continue to press for progress to be made before the end of 1985-86.</p>

D. (ii) Priority objectives in 1986-87

Responsibility Centre
Date

Priority objectives	Comment/detail/progress expected in 1986-87
<p>1. To discharge efficiently the Treasury's awarding and case work responsibilities under the PCSPS.</p>	<p>This represents the ongoing work of over 50% of our total resources and must therefore rank as a priority objective. It includes, for 1986-87; (1) planning and implementing on-line processing; (2) completing the review of further developments in computerised awarding; and (3) completing the review of the delegation of awarding work to certain departments (and the associated development and extension of output measures).</p>
<p>2. To ensure that all the changes necessary to comply with requirements resulting from the Review of Social Security are made to the public service schemes.</p>	<p>The Green Paper is expected to be followed by a White paper in the Autumn of 1985, for implementation by April 1989. Subject to the outcome of the Fowler Review, all schemes will find it difficult to meet the timetable for implementation. For the Parliamentary scheme, implementation might invoke legislation.</p>
<p>3. To identify and implement changes in the PCSPS and the administration of it made necessary by the Review of Social Security.</p>	<p>This is separate from 2 which is about general policy in relation to all public service schemes. It includes not only changes to the scheme itself but revision of administrative arrangements, scheme documentation, explanatory leaflets etc. It is unlikely that all the work necessary will be completed by the end of 1986-87, especially if Ministers also decide to make the PCSPS contributory.</p>
<p>4. To give effect to decision by Ministers on realistic contributions and/or indexation.</p>	<p>Ministers decided to postpone decisions on these questions until the outcome of the Fowler Review was known. Decisions will perhaps need to be taken before the end of 1985-86, including whether to make the PCSPS directly contributory.</p>

D. (ii) Priority objectives in 1986-87

Responsibility Centre
Date

Priority objectives	Comments/detail/progress expected in 1986-87
<p>5. To plan for the costs of Civil Service pensions to be on repayment by departments to HM Treasury.</p>	<p>The work between now and the end of 1986-87 will mainly be planning, and resolving certain technical difficulties.</p>
<p>6. To carry through our part of the implementation of new arrangements for early retirement.</p>	<p>The MPO leads on this; we are members of the MPO Working Party. It was originally intended that the changes should have effect from 1 April 1986 but the time-table is slipping. Negotiations with the Trade Unions have not yet begun.</p>
<p>7. Complete preparation of guidance notes for departments on pensions and compensation policy for NDPBs.</p>	<p>The aim is to reduce the number of queries put to the Treasury. We are currently held up until the post-Fowler scenario becomes clearer and for that reason may not complete the work by end 1986-87.</p>
<p>8. To press for a more realistic employee contribution to the EC pension scheme:</p>	<p>Our capacity to succeed on the EC front is limited by the need to obtain support from other member states. 1986-87 could be critical in respect of 9.</p>
<p>9. To ensure that arrangements by the EC for a continuous early retirement scheme are cost-effective.</p>	

D. (iii) Supporting information including performance measures

SUPERANNUATION
Responsibility Centre
Date

For Objective 1 output measures on awarding and casework are in place along with the monitoring of unit costs and quality control of the accuracy of awarding work. (The most recent quality audit reveals a high level of accuracy and a current costing exercise will show a reduction in unit costs).

Other priority Objectives, except 7, have built-in timetables, although in each case these are largely outside Treasury control. Our success or failure will be clear at each stage and can easily be described in next year's review of progress.

Objective 7 is measurable in terms of the progress achieved by the end of the year but the speed at which we can travel is conditioned by factors outside our control.

(i) Effect of 5 per cent reduction in resources available

5% of our resources would represent for example 1 Grade 6 or 1 SEO + 1 HEO or 2 EOs + 1 CO or 3 COs + 1 CA. It is difficult to see where a cut of that magnitude could be absorbed without serious impairment of quality and output alike. The brunt would have to be borne by the PCSPS side and that would, as was said last year, entail serious disruption of the administration of the scheme, with the snowballing effect of errors and complaints and associated casework for Ministers. As we say in Section 4 of the Budgeting Return (item 4), it is unlikely that all the post-Fowler work can be accommodated with existing resources, let alone 5% less.

(ii) Effect of 5 per cent in resources available

This would speed up work in two out of 3 branches. Depending on the timing we might opt for an EO in the policy branch to improve turn-round on Ministerial "treat officially" cases and an HEO in the PCSPS branch to speed up case work. Or we might need to give priority to an additional Principal to master-mind all the post Fowler (and contributions) work on the PCSPS. Other options include an additional EO or HEO to speed up response times in the public services branch.

(iii) Constraints on past and future performance, changes in organisation or work etc

1. Superannuation Division relies heavily on services from the Treasury Solicitor, and needs to consider how relations with his office can ensure the best possible response.
2. It is a fact that the division of answerabilities between Treasury and MPO has put early retirement policy in a different department from pensions policy, and has left obscure the answerability for redundancy policy in Non departmental Public Bodies.

Date 10. X. 85

Expense type	Spend in 1984-85	Agreed bid for 1985-86	Current year Spend to 30 June	Bid for 1986-87
1. Bid items				
Basic staff costs		565100	140982	577,396
Staff Complement				
Casuals/Students				
Specialists				
Total	517648	565100	140982	577,396
Overtime	965	3100		3,000
Travel & Subsistence				
Overseas			1204	1,300
Home	1815		445	2,500
IT Equipment etc	1489		30	98,000 to 168,000
Economic Research				
Consultancies/Fees				
Other (specify)				
Total	521917	568200	142661	682,196 to 752,196
2. Non-bid items				
Entertainment	91			
External training	516		656	1,000
Government Car Service				
3. Receipts				
EC Travel				970
Other				

Notes

← The basic staff cost is based on the staff complement bid for 1986-87; the staff in post, which includes 1500 in place of 1100(10), increases the bid by £3807.

← On-line computer development for PCSPS awarding enquiries. £18,000 (hardware) plus £80,000 (software, if Cheesington Computer Centre are given the necessary resources) or plus £150,000 (software from commercial bureau). Expected saving after implementation of at least 12-13 posts directly, plus a further 38 posts as other awarding departments use the system.

2. Staffing Profile and Bid

Responsibility Centre: Superannuation

a. Staff in Post

Date: 10 / X / 85

Date	Complemented Grade	Grade 3	Grade 5	Grade 6	Prin	Econ Adv	Stat	PSO	SEO	SSO	HEO	HSO	HEO (D)	Sen Econ Asst	Sen Asst Stat	EO	SO	AT	Econ Asst	Asst Stat	CO	CA	SPS	PS	Typ	Other	Total	Casuals/ Students	Use of Spclsts
1 April 1985			1	2	3				4		6		1			12					17	8		2	1/2		56 1/2	NK	NK
1 July 1985			1	2	3				4		6		1			12					14	8		2	1/2		53 1/2		

b. Staff Complement 1985-86

1 April 1985		1	2	3					4		7		1			12					15	9		2	1/2		56.5		
31 March 1986		1	2	3					4		7		1			12					14	8		3	1/2		55.5		
Avg. Complement 1985-86		1	2	3					4		7		1			12					14.2	8.2		2.8	0.5		55.7		

c. Bid for 1986-87 by quarter

1 April 1986		1	2	3					4		6		1			12					14	8		3	0.5		54.5		
1 July 1986		1	2	3					4		6		1			12					14	8		3	0.5		54.5		
1 Oct 1986		1	2	3					4		6		1			12					14	8		3	0.5		54.5		
1 Jan 1987		1	2	3					4		6		1			12					14	8		3	0.5		54.5		
31 Mar 1987		1	2	3					4		6		1			12					14	8		3	0.5		54.5		
Avg Complement 1986-87		1	2	3					4		6		1			12					14	8		3	0.5		54.5		

- Please specify grade.

Notes: The complement figures take account of the fact that the P/T Fin. post which was due to be added to the complement from 1.10.85 will not now be added. The supporting EO post has also been dropped.

SECTION 4

- (i) Reasons for changes in mix or level of resources required in 1986-87 compared with 1985-86 (refer to work programme where appropriate)
1. We now propose to give up the HEO post in Mr Bristow's branch thus reducing the complement to 6.
 2. The dropping of the part-time principal post from the policy branch (footnote by EOG on Section 2) should have been accompanied by the reinstatement of the HEO(D) post in its place. This post has been filled on this occasion (from September 1985) with an SEO because no HEO(D)s were available. We therefore think the post should continue to be graded (HEO(D)).
 3. The PCSPS Grade 6 post will in future be located at Basingstoke. In order to provide him with a PS we have surrendered a CO post in Basingstoke. Hence the reduction in COs from 15 to 14 and the increase in PS's from 2 to 3.
 4. If Ministers take certain decisions on personal pensions, part-timers and contributions following the Social Security Green Paper, it is highly likely that the division will need additional resources, especially on the policy and PCSPS sides.

- (ii) Developments for which there may be longer term resource requirements (ie beycnd 1986-87)

Nothing at present foreseeable. It is possible that the Treasury will eventually take over more PCSPS awarding work. If that happens the staff savings in the delegated departments are likely to be very considerably greater than the additions we shall require.

- (iii) General comments on patters/history of resource use Nothing noteworthy.

A. Organisation

Responsibility Centre IRD
Date 6/8/85

Manager	E P Kemp (2) *			
Heads of Division (with grade)	D A Truman (5)			
Branch Heads with main areas of responsibility in 1985-86	<p>A F Hurst (7)</p> <p>A</p> <ol style="list-style-type: none"> 1. Development and review of management responses to industrial action. 2. Facilities agreement (if becomes less contentious, hope to pass to SEO) 3. GCHQ changes. 4. Long term civil service issues. 5. Industrial relations policy. <p>C G Brancen (SEO)</p> <p>B</p> <ol style="list-style-type: none"> 1. Facilities Agreement review & monitoring. 2. Civil Service catering policy. 3. Management/staff communications. 			
Public expenditure totals to which responsibilities directed (where appropriate)	No direct responsibility for public expenditure but responsible for	(i) policy on and making departments control facilities for non-industrial trade union representatives-	about £12.64m. (ii) catering policy - cost of subsidy is about £9m but there are unquantifiable	hidden subsidies.
Staff-in-post including heads of Division (1 July 1985)	G5 1 HEO 2 PS 1 G7 1 CO 1 SEO 1 CA 1			
	Total Staff-in-post (1 July 1985)			

* There is shortly to be an Under-Secretary reporting to Mr Kemp

B. Allocation of Manpower/Resources between different areas of work

Responsibility Centre IRD
Date 6/8/85

(1) 1985-86

Area of work	% age
<u>Industrial Relations</u>	
1) The development and application of management responses to industrial action and contingency planning.	20-30
2) Industrial relations issues arising out of the implementation of changes at GCHQ	5
3) Development aspects of the National Facilities Agreement, including initiatives to increase controls and consistency of application	30-35
4) General issues of industrial relations policy and employment law, recognition policy and industrial relations training.	12
5) Collective bargaining policy in the civil service, including review of consultation arrangements (on long term issues, national guidelines and individual agreements, including civil service contracts).	25-35
<u>Catering and Communications</u>	
6) Further work on implications of contracting out)	5
7) Preparation for possible trading fund)	
8) Hygiene inspection	1
9) Management staff communications	2
Total	100-125

(ii) Changes since 1984-85

NB Percentages are very approximate

- 2) level of effort very difficult to gauge but should decline.
- 5) new work on long term civil service issues - could amount to 35% of effort - too early to quantify.

(iii) Changes expected in 1986-87 compared with 1985-86

- 2) should be less in 86/7
- 3) facilities work may decline a little in 86/7 but further reviews make this unlikely
- 5) could increase in 86/7
- 6) may decrease in 86/7 if trading fund deferred again

Policy and Procedures - Industrial Action Branches

1. To ensure that the industrial relations policies and mechanisms in the civil service take full account of both current employment legislation and case law, and the changing needs of the organisation and structure of the civil service and its management.
2. To further better relations with the trade unions wherever practicable (or to ensure that they are not unnecessarily worsened) taking account of the overall constraints of policy.
3. To develop policies and procedures to enable management to respond effectively and promptly to industrial action by civil servants, that contingency arrangements are adequate, and to advise departments on cases and their repercussions.
4. To continue to review and monitor the operation and costs of the National Whitley Framework Agreement on Facilities for non-industrial union representatives/ and to advise departments on questions of interpretation with the objective of achieving greater consistency between departmental practices.
5. To ensure that management's objectives are met in the review of long term civil service issues, especially consultative arrangements and contracts, and that account is taken of central initiatives on decentralisation and delegation.

Civil Service Catering and Management/Staff Communications

1. To ensure progress is made on implementing Government decisions announced 22.12.83 on CISCO, including trading fund, standards and contracting out.
2. Consider and act on major issues arising from the consultants study of management - staff communications - and develop with MPO appropriate policies and initiatives.

Priority objectives	Progress so far, constraints, prospects in rest of 1985-86
<p><u>Industrial Relations</u></p> <p>a. Development of management responses to industrial action</p> <p>b. Facilities Agreement monitoring, containment, harmonisation and costings</p> <p>c. Development of policy on union recognition</p> <p>d. Longer term civil service issues</p> <p>e. Miscellaneous industrial relations work</p> <p><u>Catering and Communications</u></p> <p>1. Catering policy</p> <p>2. Hygiene inspections</p> <p>3. Management - staff communications</p>	<p>Guidance to departments including revisions of other procedural matters should be complete by year end.</p> <p>Work has continued on departmental aspects. Ministerial policy to reduce cost overall and negotiations are in train with unions on a range of matters.</p> <p>Policy review not complete (less of a priority). GCHQ Staff Federation raises priority tasks for rest of 85/6.</p> <p>New tasks - major review of consultative procedures to start late summer. Contracts (supporting MPO) and other matters. General consideration of individual consultative agreements in train.</p> <p>Proceeding on an 'as and when' basis - hope to make visits to see problems 'on ground'.</p> <p>Developments on contracting out slow but in hands of departments. Problem of establishing future viability of CISCO impeding decision on trading fund. Problems with go it alone policy of MOD to be resolved.</p> <p>Report from inter-departmental steering group that arrangements are established for CISCO to inspect all Crown premises should be made to Ministers this year. Delay caused by late changes of view mainly by PSA and HSE.</p> <p>Some residual work following up Cooper-Lybrand report (MPO generally in lead) and on Department of Employment initiative on employee participation.</p>

D. (ii) Priority objectives in 1986-87

Responsibility Centre IRD
Date 6/8/85

Priority objectives	Comment/detail/progress expected in 1986-87
<p>Industrial Relations (within the overall policies at C)</p> <ol style="list-style-type: none"> 1. Longer term civil service issues (and implications of FMI etc) 2. Control of Facilities 3. To establish effective management responses to industrial action 4. Employment law 5. Monitoring the state of unions and their attitudes 6. GCHQ changes 7. PQ/Management briefing 	<p>Note All these objectives may well have to be set aside in the event of a major industrial dispute occurring.</p> <p>A number of issues in train in which IRD in lead or heavily involved. General review of policy on consultative arrangements, contracts of employment (Crown Prerogative) and (to lesser extent) relationship between civil servants and Ministers. More general consideration of industrial relations implications of FMI and of individual consultative arrangements and impact on Whitley procedures.</p> <p>To review and monitor the operation of departmental Facility arrangements and their costs and to issue further guidance, in particular on national executive committees.</p> <p>It is essential to monitor and develop effective management responses to keep ahead of trade union tactics. Some residual work expected following review in 1985/86 and also continuing need to ensure all benefit from lessons learned from major disputes.</p> <p>To advise departments on the effects of changes in the industrial relations law and how these should be used; to assess and monitor the effects of new legislation from civil service management view point.</p> <p>Maintaining effective intelligence of unions' finances, activities and attitudes to detect change and determine responses. Further visits to departments to monitor the state of industrial relations.</p> <p>GCHQ: to advise on any residual matters in the development of new representational arrangements and procedures, eg the new Staff Federation and the handling of outstanding personnel cases.</p> <p>To further refine and develop general and specific elements of PQ briefing; the objective of formulating it into management information.</p>

Priority objectives	Comment/detail/progress expected in 1986-87
<p data-bbox="190 295 537 327"><u>Catering and Communications</u></p> <ol data-bbox="190 351 672 574" style="list-style-type: none"><li data-bbox="190 351 436 383">1. Catering policy <li data-bbox="190 542 660 574">2. Management - staff communications	<p data-bbox="862 351 2116 478">Much will depend on if and when a trading fund is established. There will be a need to monitor progress and advise on contracting out, the operation of the national framework tariff, the success or otherwise of regional managed committees, and CISCO's operating arrangements for any trading fund.</p> <p data-bbox="862 542 2038 606">Follow-up to Cooper and Lybrand report (MPO to lead) and Department of Employment initiatives on employee involvement.</p>

D. (iii) supporting information including performance measures

Responsibility Centre IRD
Date 6/8/85

Apart from monitoring the facilities arrangements and the trends in departmental facility time and costs, there are no satisfactory and quantifiable means of measuring performance. Our work will have an indirect influence on how departments handle industrial disputes or stop them arising, but the outcome lies with departments not with ourselves.

Other possible criteria would be if, having issued new guidance on particular aspects of industrial relations, there were few or no enquiries from departments on interpretation. But this is unlikely because there will always be exceptional cases.

Given the current climate, success will be a matter of subjective judgement when assessing the outcome of negotiations with trade unions on various industrial relations matters and the extent to which it is possible to achieve management's objectives while still retaining a reasonable working relationship with the unions. The unions are looking to an improvement in their relationship with management but in some, if not many respects, they seek concessions as tangible signs of this which may not be possible.

(i) Effect of 5 per cent reduction in resources available

-) Since staff proposed for 1986/87 is only 8 (formerly 11) and is at an
-) irreducible minimum, a change of 5% either way is not a practical consideration.
-) We cannot manage with fewer staff (calendar year 1984 and first half of 1985
-) necessitated considerable additions to working hours). Main problem is
-) inability to assess impact of new initiatives on long term civil service issues
-) which could necessitate extra HEO. If additional major problem occurs
-) (industrial dispute, second GCHQ) increase in staff essential.
-)
-) Changes of 5% in financial provision - travel, information technology etc. -
-) would have a negligible effect. But a reduction in the opportunities to look at
-) problems on the ground would inhibit our ability to build up a store of
-) "intelligence". Given the degree of staff turnover in 1984, the latter remains
-) a matter of high priority.

(ii) Effect of 5 per cent in resources available

-)
-)
-)
-)
-)
-)
-)

40-111

(111) Constraints on past and future performance, changes in organisation of work etc

IRD's main role is to influence others, in particular other departments' management. Whether we have "good" industrial relations remains dependent very largely on matters outside our direct control - eg the general state of morale and contentment in the civil service which is itself affected by Government's policies on pay and manpower. If a long term pay agreement is reached and is allowed and seen to work, industrial relations should improve. If not, or other factors make the civil service discontented, bush-fires, some quite serious, and even major conflagrations will break out, some over possibly quite minor issues. (A major confrontation over pay would seriously jeopardise IRD's work programme.)

IRD has been and continues to be caught between pressing (within the constraints that the autonomy of departments and the practice of the FMI permit) sometimes reluctant departmental managements to take action and modify often established and "convenient" relationships and, in effect, containing or even pushing back unions in various respects be it in interpretation of national agreements, use of new legislation or through management responses to industrial action.

IRD is to some extent (but not exclusively) a reactive division. Often we need urgent legal advice. Treasury Solicitor provides a very good service but there are occasions when it appears that our demands are greater than their resources. A more telling problem is typing. When Mrs Sherwin (personal secretary) is away or is heavily loaded, typing for the division causes problems. A share of an allocated typist would help (given the sensitive nature of some of our work).

Because of our size we have no flexibility or spare resources to use in emergencies; changes and adjustments in individual work allocations will assist in coping with the forecast workload but not the totally unquantifiable industrial relations "crises" which may occur. Even a relatively small one, if management's approach is controversial, can absorb a couple of man days.

MANAGEMENT IN CONFIDENCE

1. Budget Bid Form: Administrative Expenditure

Responsibility Centre

IRD

Date

6/8/85

Expense type	Spend in 1984-85	Agreed bid for 1985-86	Current year Spend to 30 June	Bid for 1986-87
1. Bid items				
Basic staff costs				
Staff Complement		111 000	27199	122313
Casuals/Students				
Specialists				
Total	119518	111000	27199	122313
Overtime	369	500	69	500
Travel & Subsistence				
Overseas	29			
Home	949		226	1400
IT Equipment etc		6200		6200
Economic Research				
Consultancies/Fees		88 000		[40,000]
Other (specify)				
Total	120865	205700	27494	[170,413]
2. Non-bid items				
Entertainment				
External training	347		960	
Government Car Service				
3. Receipts				
EC Travel				
Other				

Notes

Assumes extra HEO not required.

if not spent in 85/6.

* CISCO's charges for 'policy' advice - this provision is tentative and subject to agreement with IRD.

*

2. Staffing Profile and Bid

Responsibility Centre: IRD

a. Staff in Post

Date: 6 / 8 / 85

Complemented Grade Date	Grade 3	Grade 5	Grade 6	Prin	Econ Adv	Stat	PSO	SED	SSO	HED	HGO	HED (D)	Sen Econ Asst	Sen Asst Stat	EO	SO	AT	Econ Asst	Asst Stat	CO	CA	SPS	PS	Typ	Other	Total	Comm/Students	Use of Spclsts
	1 April 1985		1		1				1		2										1	1		1			8	N.K.
1 July 1985		1		1				1		2										1	1		1			8		

b. Staff Complement 1985-86

1 April 1985		1		1				1		2										2			1			8		
31 March 1986		1		1				1		2										2			1			8		
Avg. Complement 1985-86		1		1				1		2										2			1			8		

c. Bid for 1986-87 by quarter

1 April 1986		1		1				1		2										2			1			8		
1 July 1986		1		1				1		2										2			1			8		
1 Oct 1986		1		1				1		2										2			1			8		
1 Jan 1987		1		1				1		2										2			1			8		
31 Mar 1987		1		1				1		2										2			1			8		
Avg Complement 1986-87		1		1				1		2*										2			1			8		

* Please specify grade.

Notes: * Possible bid for third HEO or 1 EO (see section 4)

SECTION 4:

Responsibility Centre /
Date 6/8/85

- (i) Reasons for changes in mix or level of resources required in 1986-87 compared with 1985-86
(refer to work programme where appropriate)

We are about to launch into a major programme of additional work on longer term civil service issues, the amount and time required cannot be calculated at present. We may manage as we are. But if there is also an upsurge in industrial unrest, we will need a third HEO or, say, a good graduate EO on a second tour very quickly indeed. We also assume that as agreed in previous years EOG will provide us with additional CO's and EO's to man our "operations room" for the duration of any major industrial action in the civil service.

The bid for IT is dependent on progress in 1985/86 where EOG are hoping (resources permitting) to examine IRD's case for possible automation of certain data we keep and whose scope we wish to enhance.

- (ii) Developments for which there may be longer term resource requirements (ie beyond 1986-87)

Longer term civil service issues may drag on for a couple of years or more - the volume of work is as yet unquantifiable.

- (iii) General comments on patterns/history of resource use

IRD is very much a fire fighting organisation. The pattern of work is largely unpredictable and depends on the number of crises. The number of staff has been reduced from 11 to 8 (including 2 principal posts) but until recently, the principal post, mine and to some extent the SEO post were working at a rate equivalent to an extra man-year between the 3 of us.

EA
MP
FEU
PEAU
ET
OR
PSE
SCS
EI