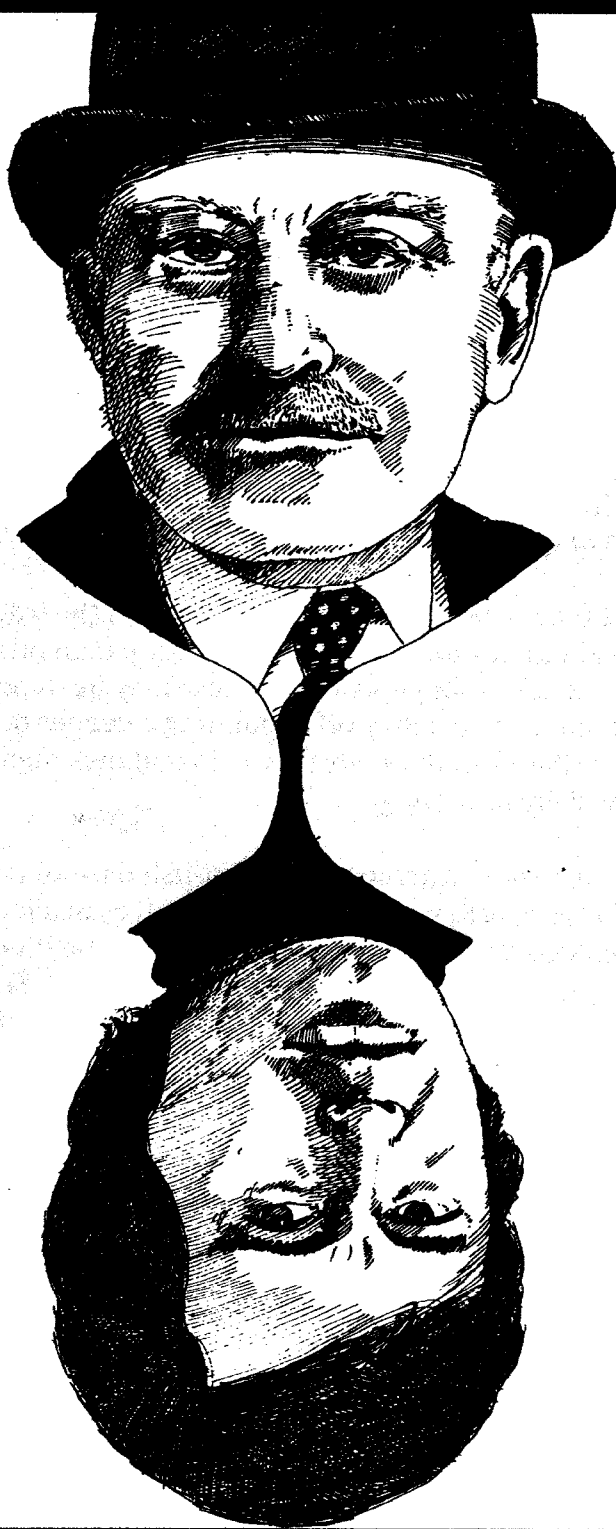


**CIVIL
SERVANTS**



**AND
CHANGE**

Civil servants and change

**Joint statement by the National Whitley Council
and
Final report by the Wider Issues Review Team**

**CIVIL SERVICE DEPARTMENT
1975**

Contents

	page
Introduction	1
1. The Civil Service today	3
2. The needs of the Civil Service	8
3. The task ahead	24
Summary of findings	31
ANNEX 1: Members	34
ANNEX 2: Visits	35
ANNEX 3: National Whitley Council joint statement March 1974	38
ANNEX 4: Prime Minister's statement	40
FIGURE 1: Categories of staff	41
FIGURE 2: Location of civil servants	42
FIGURE 3: Machinery of government changes	43

National Whitley Council

Joint statement

February 1975

The report "Civil servants and change", which is now being published, is an important and welcome analysis of the major problems of the Civil Service, and what needs to be done about them. The Service is an integral part of society, and is affected, like any other large organisation, by social changes. It depends on the people who work for it. They must be seen not only as the means through which Ministers govern, but also as a work force, requiring the same sort of concern and consideration as any other employees.

The report indicates that the confidence and effectiveness of the Service depend very much on Ministers, and on how far they can give practical recognition to their responsibilities as employers in the exercise of their wider responsibilities as government. Otherwise there is a risk of imposing greater burdens and stresses on the Service than it can in practice bear. It also indicates that the Civil Service trade unions too have an essential role, in representing their members' interests, and seeking the greatest measure of co-operation between the management and the staff in accordance with the aims of the Whitley system.

Not least, however, as the report says, it will require a great effort on the part of the management of the Service, at all levels, to adapt it fast enough to meet the challenge of fast-moving and more demanding times. With this in view, each department is now formulating for discussion with its Departmental Staff Side a programme of action to follow up this report, and their programmes should provide both a basis for and an example of better staff relations, better internal communications and better management. And at the centre the Civil Service Department must seek to ensure by the provision of resources and in other ways that the Service as a whole can continue to adapt to the needs of society, and can keep up the momentum of change.

Some of the required changes are already under way. A new national pay agreement has been concluded, which updates in the light of experience and changing economic circumstances the well-established principles for determining Civil Service pay by fair comparison. A national agreement has been reached on facilities for non-industrial Civil Service trade union representatives; allowances have been improved; an office improvement programme has been launched; in the welfare field, voluntary health screening is being widened; improvements in personnel management are being consolidated and extended. Although much

still remains to be done, Civil Service conditions are being progressively developed in these and other ways not just for their own sake, but to enable every civil servant to make his full contribution to both the ideal and the reality of an effective and responsive public service.

DOUGLAS ALLEN

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Permanent Secretary to the
Civil Service Department

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JOHN DRYDEN

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W L Kendall	Civil and Public Services Association
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J O N Vickers	Civil Service Union
E Roberts	Civil Service Union
W McCall	Institution of Professional Civil Servants
C T H Plant	Inland Revenue Staff Federation
B A Gillman	Society of Civil Servants
Mrs D Lancaster	Society of Civil Servants
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Wider Issues Review Team

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P S O'Brien	(November 1973—August 1974)
Mrs P M Pattenden	(until January 1974)
Ms Susan Scales	(from October 1973)
Mrs Mary I M Brown	(until May 1974)
Mrs Monica Orsomando	(from May 1974)
Mrs M W McGrory	(from January 1974)

ANNEX 2

Visits

The Team has visited the following working units in departments during the Review:

1.	Ministry of Agriculture, Fisheries and Food	Appropriation Accounts and ADP Division	Guildford
2.	Civil Service Department	Civil Service Commission	Basingstoke
3.	Civil Service Department	Civil Service College	Edinburgh
4.	Customs and Excise	Collection HQ and outstations	Manchester
5.	Ministry of Defence	HM Dockyard	Devonport
6.	Ministry of Defence	Foxhill	Bath
7.	Ministry of Defence	HQ Northern Ireland	Lisburn
8.	Ministry of Defence (Procurement Executive)	Royal Ordnance Factory	Chorley
9.	Ministry of Defence (Procurement Executive)	Royal Aircraft Establishment	Farnborough
10.	Department of Education and Science	Victoria and Albert Museum	London
11.	Department of Education and Science	Teachers Pensions and Salaries Branches and ADP	Darlington
12.	Department of Education and Science	Elizabeth House	London
13.	Department of Employment	Training centre	Heathfield
14.	Department of Employment	Area office	Durham
15.	Department of the Environment	Driver and Vehicle Licensing Centre	Swansea
16.	Department of the Environment	Hydraulic Research Station	Wallingford
17.	Department of the Environment	Five Ways House	Birmingham
18.	Export Credits Guarantee Department	Aldermanbury House	London
19.	Foreign and Commonwealth Office	Passport Office	London

20.	Department of Health and Social Security	Local Office	Brighton
21.	Department of Health and Social Security	Local Office	Walthamstow Essex
22.	Department of Health and Social Security	Local Office	Leytonstone Essex
23.	Department of Health and Social Security	Local Office	Parkhead Glasgow
24.	Department of Health and Social Security	Central Office	Newcastle
25.	Home Office	Forensic Science Laboratory	Nottingham
26.	Home Office	Immigration Branch	Heathrow Airport
27.	Home Office	Immigration and Nationality Department	Croydon
28.	Department of Industry	Regional Office	Leeds
29.	Department of Industry	Laboratory of the Government Chemist	London
30.	Inland Revenue	PAYE Centre One	East Kilbride
31.	Inland Revenue	Inspector of Taxes	Grantham Lincs
32.	Land Registry	Curtis House	Tunbridge Wells
33.	Lord Chancellor's Department	Crown and County Courts	Liverpool
34.	Department for National Savings	Savings Certificate and SAYE Office	Durham
35.	Office of Population Censuses and Surveys	Statistics and Census Office	Titchfield
36.	HM Stationery Office	Sovereign House	Norwich
37.	Scottish Office	HM Prison	Peterhead
38.	Scottish Office	Headquarters	Edinburgh
39.	Welsh Office	Cathays Park	Cardiff

In the course of each visit, the Team had a discussion with the representatives of the local Staff Side: in addition the Team has had discussions with representatives of the full Staff Sides, by their invitation, of the following departments:

Ministry of Agriculture, Fisheries and Food
Department of Education and Science
Export Credits Guarantee Department
Foreign and Commonwealth Office

Department of Health and Social Security
Land Registry
Lord Chancellor's Department
Scottish Office
HM Stationery Office
Welsh Office

We also attended by invitation the annual conferences in the spring of 1974 of the following staff associations:

Civil and Public Services Association
Inland Revenue Staff Federation
Institution of Professional Civil Servants
Scottish Prison Officers' Association
Society of Civil Servants

National Whitley Council

Joint statement of March 1974

In 1973 there was unprecedented discontent in many parts of the non-industrial Civil Service. The pay situation profoundly affected the attitude of individual civil servants. The Official and Staff Sides of the Civil Service National Whitley Council recognised that pay was the primary problem, but that there were wider issues which needed to be examined if relationships within the Civil Service were to be improved on a long-term basis.

During the past few months some of the immediate pay problems of the Civil Service were the subject of settlements within the limits permitted by the last government's counter-inflation policy. Exceptional arrangements were made to provide a measure of compensation for those whose pensions were adversely affected by the effects of the pay standstill and Stage 2 of the incomes policy. The transfer terms available for civil servants, who are moved in the public interest, were substantially improved. Discussions have been initiated on the facilities which can be made available to Staff Sides and to staff associations, both nationally and within departments. In consultation with the National Staff Side, a start is being made in improving sub-standard offices and typing pools, for example, by providing fitted carpets and better decor and by modernising lavatories and other general facilities. Negotiations have also started on a new cleaning agreement.

These are all issues of importance to civil servants, who should reasonably be able to expect their employers to provide them with good pay and good conditions. They are being dealt with through the normal machinery of the National Whitley Council. But they are not the whole of the story. Pay and the main conditions are of primary importance, but there are other issues which make people contented with their jobs — or the reverse; and there is evidence that some aspects of discontent within the Civil Service are more intangible especially at more junior levels and outside London. Accordingly, with the co-operation of the National Staff Side the CSD has put in hand a review of these "wider issues". A team was set up in July 1973 to investigate them and to formulate proposals for action to remove, so far as possible, the causes of dissatisfaction.

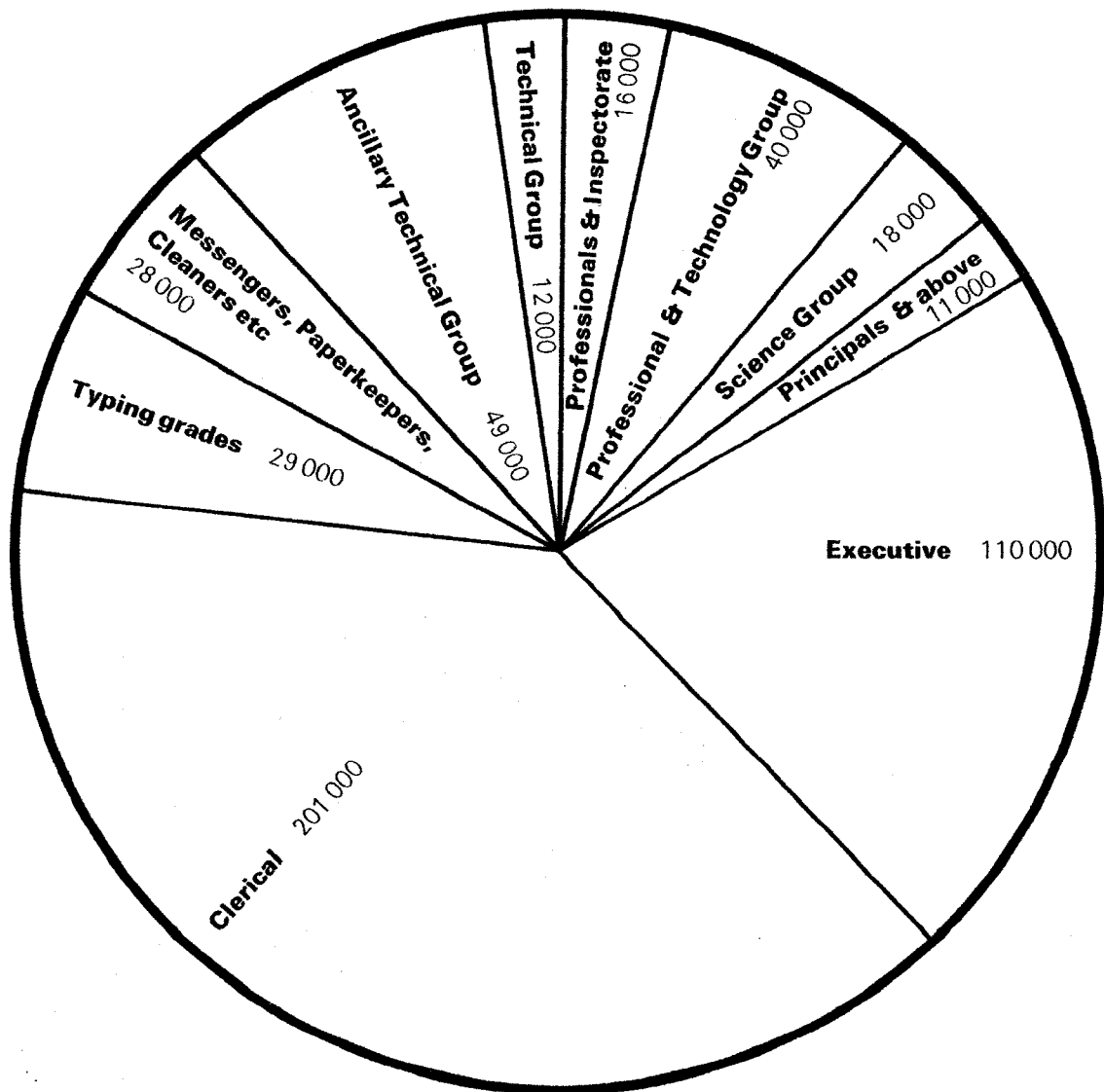
The team has now prepared an interim report which attempts to analyse and diagnose some of the problems of the Civil Service. It has been discussed between the Official and Staff Sides of the National Whitley Council, who have agreed that at this stage it would be appropriate for it to be made widely available through staff associations to their members. When staff associations have consulted their members the two sides will resume discussion of possible lines of new or renewed action arising from the Review. The intention of the Review is to define clearly what needs to be done and wherever possible to put in hand before the end of 1974, either in the individual departments where action is necessary or more generally in the Civil Service as a whole. The rate of progress will inevitably depend on the extent to which the country's economic situation and prospects make it possible to commit additional resources to the management of the Civil Service. But the intention will be to accord high priority to action in this field in the allocation of such additional resources. Meanwhile, the interim report of the Wider Issues Review Team is being circulated with this joint statement.

Prime Minister's Statement to the House of Commons on 30th April 1974

MR MOLLOY asked the Prime Minister if he will make a statement on the problems of working in the Civil Service, which were the subject of a recent joint statement by the Official and Staff Sides of the Civil Service National Whitley Council.

THE PRIME MINISTER: A stable, loyal and efficient Civil Service is part of the essential fabric of an ordered society. Civil servants must be fairly treated, and there should be no discrimination against the public service as compared with other sectors. So I welcome the joint statement by the Official and Staff Sides of the Civil Service National Whitley Council. I welcome, too, the full involvement of the staff through the staff associations in the current review of the problems of working in the Civil Service. I hope that realistic programmes of action emerge from this exercise. As the employers of civil servants, we shall be keenly interested in putting in hand within the resources available whatever lines of action prove to be needed. In particular we shall not retreat from the system of fair comparison as the normal basis for determining Civil Service pay.

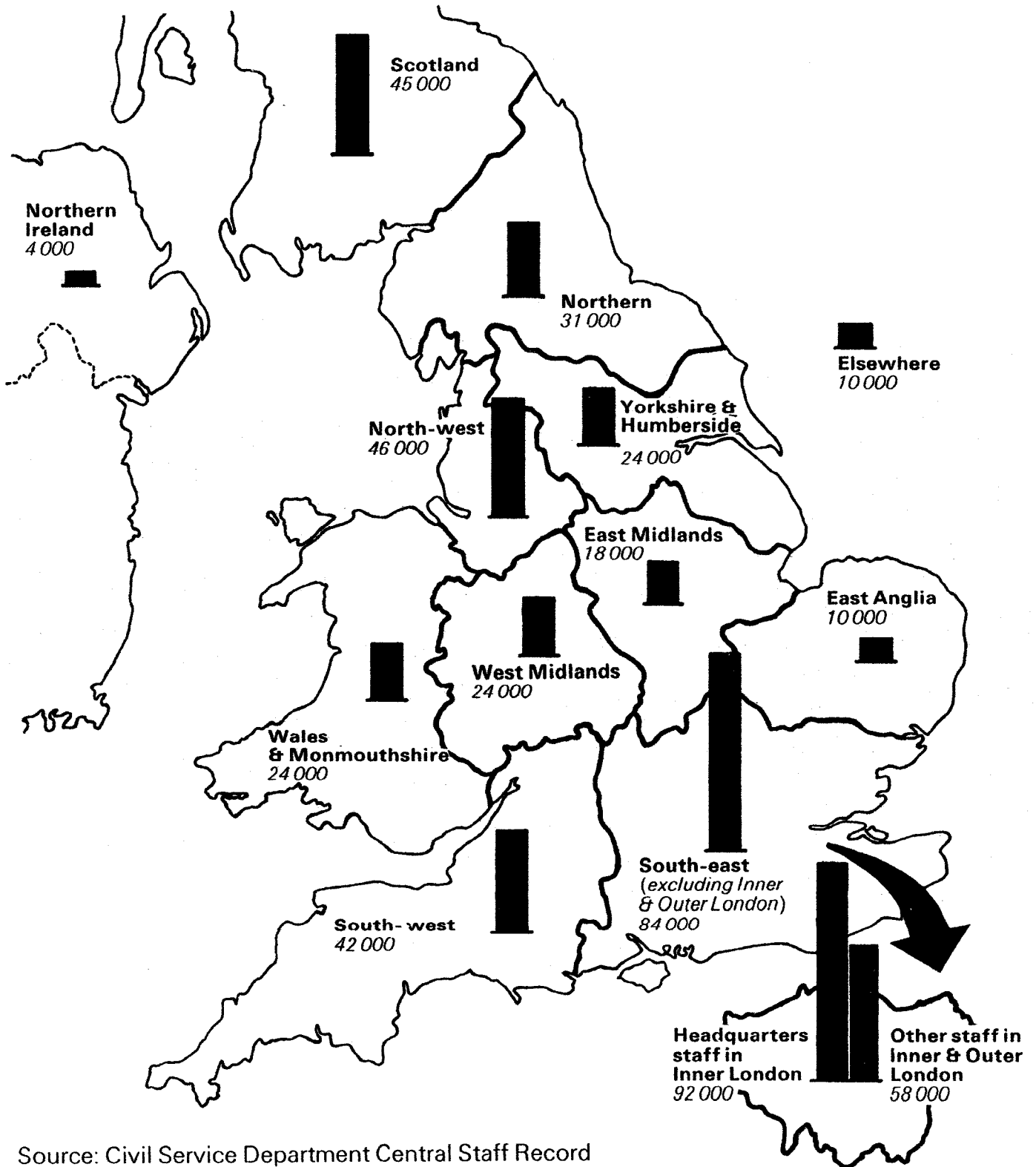
Figure 1. Categories of staff.
(Number of non-industrial staff in post by category at 1 July 1974)



Total: 514 000

Source: Civil Service Department Central Staff Record

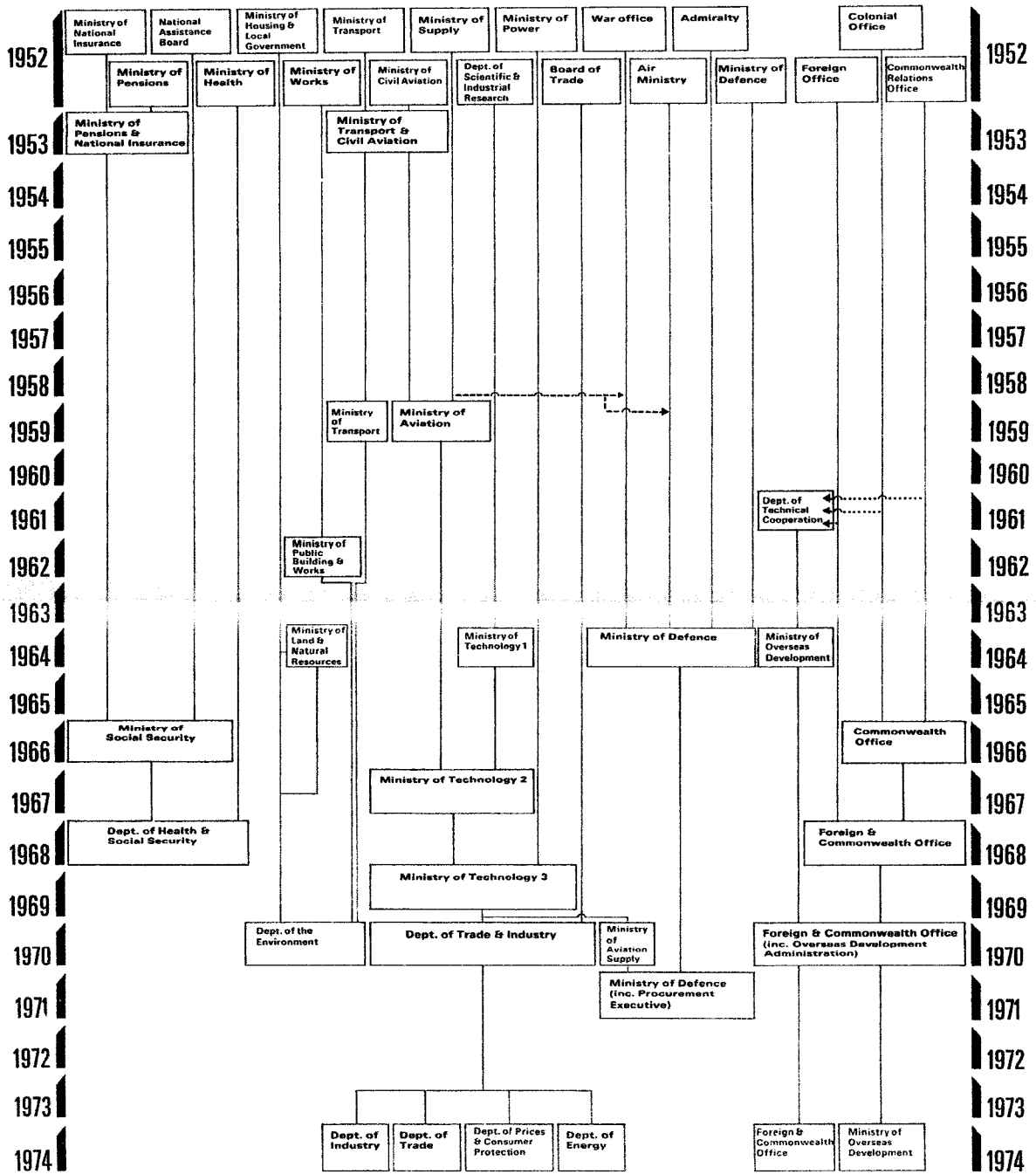
Figure 2. Location of civil servants.
 (Non-industrial civil servants in post by region at 1 April 1974)



Source: Civil Service Department Central Staff Record

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Figure 3. Machinery of government changes.
 (Origins and subsequent development of the five large functional departments created in 1970 and later)



----- T. F. O. transferred to War Office & Air Ministry certain functions concerning the supply of equipment etc.
 Act established Department which took over the technical assistance work of the other 3 departments