

CONFERENCE SPECIAL



Senior
Civil Service

interlink

November 1998



Modernising Central Government



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INTERLINK ADVISORY PANEL
Sam Mitha - Editor (Cabinet Office)
Sheila Wilson (Department of Environment,
Transport and the Regions)
Robert Green (Department for Education
and Employment)
Peter Tebby (Civil Service College)
Marta Haworth (Office for National Statistics)
Ray Evans (Ordnance Survey)
Dr Frances Saunders (DERA)
Philip Glyde (DETR)

Editorial Team
Kevin Case (Cabinet Office)

Correspondence and contributions for
the next issue of Interlink should be sent by
14 December 1998 to: Sam Mitha (Editor),
Cabinet Office, Horse Guards Road, London
SW1P 3AL. Telephone 0171 270 5142
Fax 0171 270 5704.

Message from Sir Richard Wilson

Head of the Home Civil Service

The Senior Civil Service Conference on 'Modernising Central Government' was the first time we had brought together in one place such a large number of senior civil servants.

My main aim in organising the Conference was to give a representative group of senior civil servants from all departments the opportunity to hear at first hand the Prime Minister and other key players talk about the Civil Service and what they want from it. I was only sorry that we could not accommodate the whole of the Senior Civil Service. My apologies to those who would have liked to have attended. I hope this and the video which we will be circulating soon will give you some idea of the key themes which emerged from the day.

We have much to be proud of. The way in which the British Civil Service does its work, and is changing, is a matter of interest around the world. But the pressure to deliver services of higher and higher quality within tight resources will continue. So will the drive to modernise. This does not mean tearing up all that we have achieved in improving the management of the Service and the efficiency of public services. On the contrary it is about building on that record to improve the policies and services which the public sector - not just the Civil Service - provides to the country. It is about Better Government.

The Prime Minister has set out the challenges. One will come in making constitutional reform work successfully, particularly devolution. Another will be the need for civil servants to work more closely with their counterparts in

Europe. The Government is also challenging us to work in new ways:

We need to work across departmental boundaries to develop and implement policies which work well in practice.

Our management reforms over the last twenty years improved the performance of individual departments and agencies. But this vertical focus has sometimes distracted us from tackling effectively the difficult issues that cut across departmental boundaries.

The Government and the public are not particularly interested in departmental boundaries, or indeed boundaries between the Civil Service and local government or other parts of the public sector. What matters is that we deliver the outcomes they are looking for in the real world. That may mean finding new ways of working.

The Government is asking us to be innovative, open to new ideas in policy making and new solutions to problems

As a Service we have always prided ourselves on our policy skills but it is now perhaps time to ask ourselves some tough questions about how well we perform that key function.

How good are we at formulating policy that actually works over the long-term?
How good are we at thinking through the management implications of policy?
How often do we go back and evaluate whether a policy actually achieved the objectives which were claimed for it at the time it was formulated?

It is a debate we need to have in the Service.





We need to be effective in involving others in developing and communicating policies

We need to find new ways of involving other interested parties in the development of policies and strategies for the delivery of services. Too often in the past consultation has been limited to the finished product rather than throughout development.

The partnership approach is beginning to take hold around the Civil Service. It is not without its challenges:

- i. the difficulty of getting the authentic voice of groups and not just those shouting loudest;
- ii. the danger of assuming that partnerships are about consensus, forcing policy to the lowest common denominator;
- iii. the sheer hard work of developing and, just as importantly, sustaining partnerships.

But a far greater danger would be for us to be complacent about what we have achieved so far and not to recognise that we must constantly re-evaluate how good we actually are at delivering what the Government wants and the public expects.

Communication is often something we tack on at the end of the policy process. In future it must run alongside it. It is not about spin or central control. It is about making sure that the public understands how policies and services will be delivered and how they will affect them.

We need to focus on delivering the outcomes of policies and evaluating their success in a strategic framework.

People want top-class services. It is not reasonable to say to someone who is ill but living at home that they should integrate the local Social Services Department and the NHS. It is actually we, the public sector, who should be



doing it. We have to move from outputs to outcomes, so as to tackle really effectively some of the issues that have bedevilled governments over the last ten, twenty, thirty, forty years.

And we must do more evaluation of policy. Did it deliver the objectives we set out? Are there any lessons to be learnt? Of course, it is difficult, when the day-to-day work is pressing, to look back, or for that matter, to look forward to the long-term, but we must find time and ways of doing it.

The role of the Centre

The Centre has a key role to play in supporting you in taking this work forward.

We are establishing a Performance and Innovation Unit in the Cabinet Office. This will evaluate the effectiveness of policies across government on specific issues against the Government's long-term objectives and come up with suggestions for improvements, not only in the policies but in their delivery.

We are setting up a Centre for Management and Policy Studies which I want to be a centre of excellence in training, research, and in spreading good practice across the Service.

We intend to strengthen the corporate management of the Civil Service in close co-operation with departments.

We need a debate about how we want the Civil Service to develop, what its values should be. For instance, the

challenges around modernisation will bring important opportunities. But the traditional view of a Civil Service career may change.

Conclusion

Departments and agencies are already running with these issues but we still have a long way to go.

My hope is that in the aftermath of the Conference the Senior Civil Service will feel:

- i. **reassured** that the Government values and understands public service and that there is an important role to be played by the Civil Service;
- ii. **challenged** by the Government's calls for new ways of working and recognising that as a profession we will need to be seen to rise to this challenge;
- iii. **confident** that we can meet those challenges. We have a tradition based in pragmatism and flexibility. We do respond to the things that are asked of us.

We must meet the need to modernise whilst at the same time preserving our core values. The role of the Senior Civil Service will be key in doing this and in providing leadership to the rest of the Service.

We have risen successfully to huge challenges in the past. I have no doubt about our ability to do so again. I am very grateful for the way in which my colleagues in the Civil Service continue to be true to themselves and their best traditions, and continue to do their very best to serve the Government of the day well.

Richard Hibon

**Secretary to the Cabinet and
Head of the Home Civil Service**
October 1998





Modernising Central Government

The Rt Hon Tony Blair MP, Prime Minister and Minister for the Civil Service

Thank you for the extraordinary way in which the Civil Service played its role in the transition from a Conservative to a Labour Government in May last year. It was in the best tradition of a professional, non-partisan service and in the best traditions of our democracy.

This is a government that values public service. For too long public servants in the United Kingdom have been undermined and undervalued. What made you become civil servants is what made me go into politics - a chance to serve, to make a difference. It is not just a job, it is a vocation.

Let me also make it clear that we have no intention of politicising the Civil Service. A neutral Civil Service is one of the great assets of our political system and we will not put it at risk.

The British Civil Service is a priceless asset. But that is not to say that everything is perfect and the Civil Service is exempt from our programme of change. Things could and must be done better.

The Civil Service is good at preparing legislation and managing policy. It is perhaps less good at focusing on outcomes or ensuring effective implementation.

Many parts of the Civil Service culture are still too hierarchical and inward looking. It needs to become more open, and responsibility needs to be devolved.

Like British business, it is too short-termist. We need to encourage a longer term approach to decision-making - and that applies to Ministers too. Above all, the Civil Service is too risk

averse. We need to encourage innovation. There need to be more incentives for trying out new ways of doing things.

Challenges for the Civil Service

First, constitutional reform. A major achievement of our first 18 months has been passing a great raft of constitutional legislation. Even so, we are only at the beginning of the story. Less than a year from now devolution in Northern Ireland, Scotland and Wales will be a reality.

I attach great importance to preserving a unified Civil Service working for all three administrations in Edinburgh, Cardiff and Westminster. I also attach great importance to establishing efficient machinery for close working between the UK Government and the devolved administrations.

Second, Europe. The EU is a living community. It does not create its policies merely by taking papers from the Commission and discussing them at meetings. Ideas are born, discussed, take shape in endless negotiations across the Community, bilaterally as well as in Brussels.

This Government is positive about Europe. I want every Department to be close to our partners in Europe. I want you and your staff to know your opposite numbers in other member states and to stay in touch with them in the formulation of policies.

Third, improving services. Public services should be first rate services. People are not interested in whether something falls within the responsibility of this department or that department, of central government or local government. For the public what matters is what is achieved.

Few people noticed the radicalism of the Comprehensive Spending Review in this area - three year deals, letting departments keep savings, public service agreements to focus on outcomes. We are therefore all focusing as never before on implementation and reviewing performance.

Fourth, innovation. We say to business that it must be innovative. That we are entering a knowledge economy. The same applies to government. Too often there is a fear of risk and change and experiment. Of course, we need to use public resources carefully. But if we are to raise our game then a lot of the talent there is in the Civil Service and public services more generally needs to be tapped into.

Fifth, joined-up government. I used the phrase last year when launching the Social Exclusion Unit because I believe this is one of the greatest challenges. We owe it to citizens to focus on what needs to be done, not on protecting our turf. More and more that will require working across boundaries.

Sixth, personnel management. All of these challenges reduce to one management challenge: people. In some respects, our personnel function is brilliant - it picks and nurtures able people. A lot of effort has gone into improving Civil Service training. But my impression is that we need to do a lot more. We need no less than a new vision for how the Civil Service will work in the 21st century.

For example, we need to question the traditional view of a Civil Service career. Recruitment out of university for work through to retirement is clearly no longer valid as a single universal model. The Civil Service will offer a range of





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is renowned for the quality of its advice.
But in a world of ever faster change,
we need continually to review
and modernise how we perform
that core function”*



careers, with continuous retraining. Some will develop as policy analysts. Many will specialise in service delivery. Others will develop specialisms such as IT, press or finance. But all must understand the worlds in which others work, and their needs, and wherever possible gain experience of those worlds. While a clear majority of the future leadership will be grown within the service we must also be ready to infuse new blood at all levels. For those developed internally, there will be greater emphasis on spells of secondment to widen experience.

Finally, the future. For the last 18 months our focus - your focus - has been on the manifesto. And it will continue to be so. But I do not want to find, a year or two from now, that we are losing momentum and coming to rest as our pledges work through the system.

Now is the moment when we should be moving on to develop our policies. We

should be thinking ahead to the next steps, the next priorities, the new measures which will follow through in the last years of this Parliament to meet the Government's long-term goals.

To do this, we need to think about how we form policy. The British Civil Service is renowned for the quality of its advice. But in a world of ever faster change, we need continually to review and modernise how we perform that core function.

So at all levels, we need to ask ourselves searching questions about policy making. Do we devote enough time to developing new policies? Do we know enough about how other countries are tackling the same problems that we are trying to deal with? Do we think long-term enough, strategically enough? Do Ministers always act in a way to get the best out of the Civil Service machine? Do we still too often fall back on primary legislation and state action over

partnership and self-regulation? Can we respond to failures by learning from mistakes rather than looking for someone to blame?

Conclusion

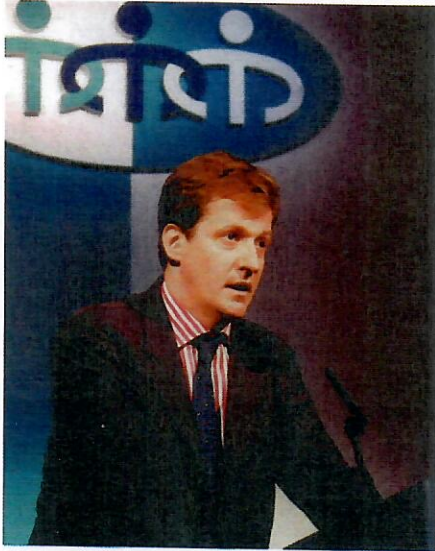
You also have a government which sets itself, and you, an ambitious but attainable agenda. Our success depends on you. I've outlined today the challenges which governments and civil servants around the world face. I don't believe that any other government is better served than we are by the British Civil Service. My specific challenge to you over the next year, and through the Better Government White Paper, is to think radically about ensuring that is still true in ten years time.

***This speech has been edited.
For a full copy of the speech
please contact Kevin Case, SCSG,
on: 0171 270 6369
website: www.open.gov.uk/co.scsG/index/conference***





Effective Co-ordination and Communication



Alastair Campbell
Chief Press Secretary

Communication in the broadest sense has got to be central to everything that we do, not an optional extra. And despite the significant, recent improvements in government communications, the attitude that communication is not a fully-fledged part of the policy making

operation, but something that gets added on towards the end is still too prevalent around the Civil Service. In this media age we cannot rely on the way we have always done things before.

Effective government communications should be based on six principles:

1. Develop policy and presentation hand in hand at every stage of the process.
2. Schedule presentation well, as planning is vital. Avoid clashes with other news events. Make use of the Strategic Communications Unit.
3. Constantly reiterate your key messages to give your policy definition e.g. on education 'Driving Up Standards'.
4. Keep in mind our focus on joined-up government with cross-cutting themes. The media expect Ministers to be able to talk right across the piece. Again, the Strategic Communications Unit is a powerful resource.
5. There needs to be a strong Centre co-ordinating scheduling and planning. But press briefings can be a prime opportunity for departments to get their points across. It's not a competition between the Centre and departments; it's about us working better together.
6. Policies should not appear then simply die. A good policy needs good handling. There are three parts to every story. There is a build-up; there is an event which launches it; there is then constant follow-through and repetition.

If you fail to dominate the media agenda it dominates you and whatever good things you do they simply get drowned out.

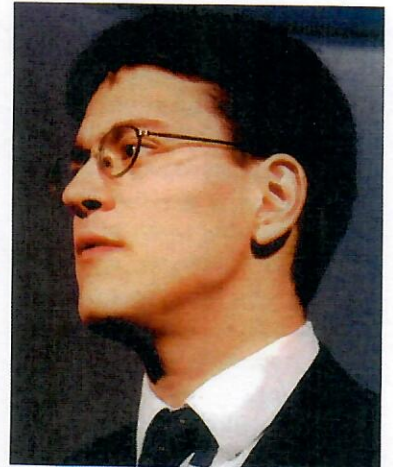
David Miliband
Head of No.10 Policy Unit

David Miliband began his speech by making three points.

The first is that it is much better to have the Policy Unit working with you on devising a policy, than advising the Prime Minister cold. The Unit is an opportunity for departments, not a threat. Secondly, that we all need to improve the Government's capacity to anticipate policy problems and take advantage of policy opportunities. The third, that in the coming period, many of our biggest challenges are going to call for innovation in policy process as well as content.

The Policy Unit has a key role to play in maintaining the clarity and strength of the Government's core narrative. It will also work with those inside and outside Government on the renewal of the Government's programme. We need to innovate together, both to implement policy successfully on the ground, but also to carry the agenda forward. The manifesto and achieving it is first base. And we want to be involved early on in policy formation rather than just vetting finalised ideas. The successes of the first year - the School Standards programme, the New Deal, the strategy for crime reduction - have been the product of close working with departments.

To help with this we are trying to improve our contacts with officials at all levels to make sure you know who we are and see us around your department. We can also help make connections across Government so that departments can learn from each other. We think it is important to increase for the future the capacity of Government as a whole to work on a project basis on policy priorities, as the Social Exclusion Unit does.



There may be a temptation for you to see a strong Centre as a meddling nuisance. The links that we have with politicians may seem annoying. And of course if you reveal your policy thinking to us, we may disagree with it. But having the Prime Minister and his machine on board can add an enormous turbo-boost to your policy launch and your policy success. And through working together, we might improve the product. We can't do the work of departments but I think we can add value in terms of policy and politics.





Modernising Public Spending

Gordon Brown

Chancellor of the Exchequer

The Civil Service has brought two great traditions to the history of this country - public service and a willingness to adapt to changing circumstances. We are now in a global economy and our national policies have to reflect that. And that means changes in the way we think about economic policy and public expenditure. We must invest for the future. We must provide opportunity all round so that we can get the best out of people's potential. And we must achieve fairness because the success of a society depends not just on its economic efficiency but on its cohesion as well. These are all long-term objectives which we have clearly set down in the Comprehensive Spending Review.

But then of course you must have targets and timetables for achieving your objectives. So that:

- We move away from the annual round, and incrementalism, and a concern about inputs and outputs in the Treasury.
- We encourage cross-departmental working to achieve those long-term objectives, as we do with Sure Start and the Welfare to Work measures.
- Public and private sector must work closer together in partnership.
- We emphasise public sector productivity as much as private sector productivity.
- We have openness and accountability through Public Service Agreements so that we can be judged by the targets that we set.

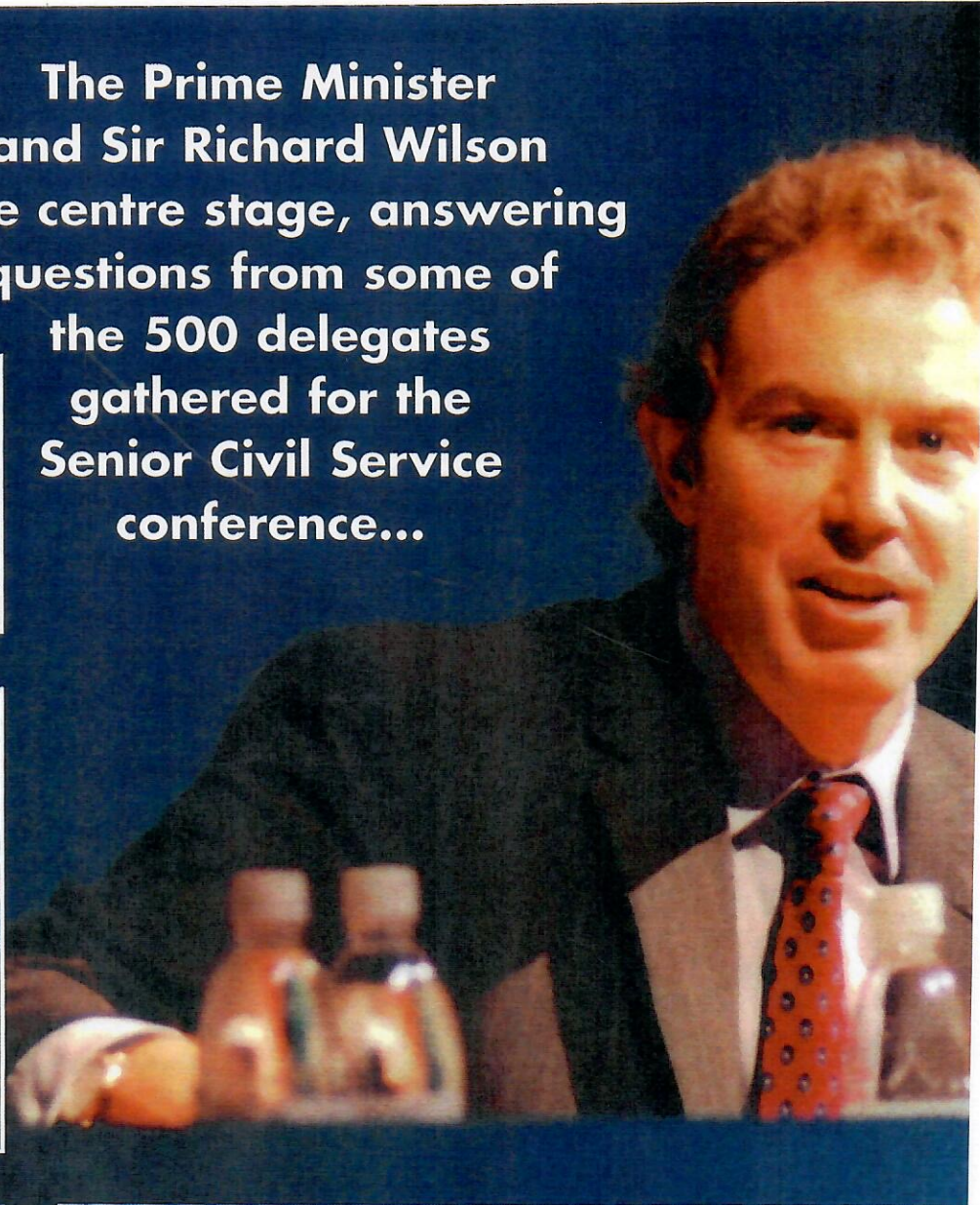
And that does mean a huge change for the Treasury. The Treasury is traditionally seen as the department that says no. Instead of that, I want a Treasury that can facilitate and enable departments to meet the targets and timetables that you have all set for yourself. I hope that the changes that we have made make it easier for departments both to plan ahead and to achieve the long-term targets that they have set.

“The Civil Service has brought two great traditions to the history of this country - public service and a willingness to adapt to changing circumstances.”





The Prime Minister
and Sir Richard Wilson
take centre stage, answering
questions from some of
the 500 delegates
gathered for the
Senior Civil Service
conference...





...and still the questions came
as the day progressed,
causing discussion between
fellow delegates





Delegates' Views

Maureen McGinn, Director of Information Technology in The Scottish Office. As someone recently promoted into the SCS, the Conference was part of her induction process.

As a recent entrant to the SCS I particularly appreciated that such key figures from Government were prepared to set time aside to speak and face questions. The Government's general goodwill towards the Civil Service was reinforced by the opening remarks in all their speeches. However, the Prime Minister and others placed equal emphasis on what they wanted done better and why. All speakers made it clear that they believed in the ability and professionalism of the civil service to deliver desired outcomes. Equally this Government is determined to secure those outcomes. They are not prescribing the models or the mechanisms we should use, except within the broadest parameters. But it was made clear that they will not tolerate any failures caused by departmentalism or administrative boundaries.

As The Scottish Office is heavily involved in preparations for the Scottish Parliament, questions about future relations with other tiers of government are very much to the fore. So I opted to attend the afternoon session on central/ regional/ local relationships led by Hilary Armstrong MP and Sir Richard Mottram. Hilary Armstrong used local examples to illustrate how administrative structures have undermined cross-cutting activities and how perverse incentives worked against desired outcomes. The discussion which followed from Richard Mottram's presentation explored some of the trickier issues surrounding devolving power and balancing that with accountability for public funds. And, as with the rest of the event, a core message was - it is our job to co-ordinate services efficiently,



As Director of Information Technology, I was interested in the references to the use of IT to support Better Government. The importance of IT in supporting work across boundaries was stressed by Sir Richard Wilson who encouraged all Departments to join the Government Secure Intranet. The Scottish Office joined in June and we're keen to exploit the potential.

The key message I took away from the day was that good relationships would be the crucial factor in delivering the desired outcomes. Relationships between departments and other tiers of Government to produce joined up government; relationships between Government, the public and non-governmental organisations to produce effective policy solutions; and relationships between the Centre and departments for two-way communications and the sharing of best practice.

These are issues which we have been considering in The Scottish Office as part of our preparations for devolution. The Prime Minister referred to the new constitutional framework in his speech and emphasised the importance of efficient machinery for close working between the UK Government and the devolved administrations. On a more personal note, I took heart from the emphasis which was placed on the importance of preserving a unified Civil

Service and as Sir Richard Wilson put it "ensuring that we do not give the civil servants in those Departments a sense that they are being cut adrift."

Concordats with Whitehall Departments will help formal contact but relationships and more informal contact such as at events like this will also be important in the future.

Robert Green, Department for Education and Employment (Divisional Manager, Corporate Change and Senior Staff)

I travelled up the Northern Line with more questions than expectations. It looked as though the conference was going to involve a lot of being talked at. Would the messages be familiar? Was there going to be an uncomfortably political agenda?

Doubts weren't instantly dispelled. Five hundred senior civil servants includes a lot of men in suits; something about which it is possible to feel increasingly uncomfortable. And there was a lot of being talked at.

But what talkers:

the Chancellor, with his version of "a huge change" in the role of the Treasury;

David Miliband, on the Policy Unit's absolute commitment to the Government's values, but flexibility about means;

Alistair Campbell, robustly arguing for presentation and policy to go hand in hand;

Sir Stuart Hampson's description of staff commitment in John Lewis.

When we broke into concurrent sessions, I joined a presentation by Estelle Morris and David Normington





on Building Partnerships in Policy Making. Drawing on DfEE experience, they argued that effective partnerships involve:

- a genuinely shared agenda;
- effective communications;
- trust;
- clear decision making
- accountability;
- and must build in arrangements for review.

David Normington described the linked action - performance management, training, secondments, values - which DfEE has taken, with active support from Ministers, to encourage staff to be outward-looking. He also spoke about the real barriers to partnership including the difficulty of getting beyond interest groups, the risk of the lowest common denominator in policy making, and the power of Whitehall's vertical structures.

Then there were the opening and closing sessions. Perhaps it was not

surprising to hear the Prime Minister say that the Civil Service was too risk averse; that he wants more innovative approaches, more incentives for trying things out. He placed these challenges in a context that included constitutional reform and departments' relationships with Europe. His passion was infectious. His openness in answering questions was refreshing.

The Prime Minister did not shy away from the big implications of Ministers' belief in joined up, active Government. Ministers were determined not to lose momentum. They were prepared to be "very bold, very radical, very innovative" in delivering their objectives. The Civil Service needed to be very radical, too.

Sir Richard Wilson put his speech to one side, and spoke directly about the things he thought important. He balanced reassurance with challenge. Ministers knew what outcomes they wanted. They were looking to the Civil Service to help them deliver, and get beyond departmentalism in doing so. If it did not, they would look for other ways of achieving their goals. David Normington's last slide quoted the

mission statement of DfEE's sister department in Australia:

"To be the Government's preferred supplier for policy advice".

Sir Richard sent us out with the message that the Civil Service should feel confident about its ability to rise to the challenge: the next few years would be an exceptionally interesting time to be a civil servant.

Never mind the cramped surroundings, or the scramble for chocolate pudding at lunch. This conference was inspiring. It felt like a watershed.



What are the key messages you are taking back to your department - feedback from delegates

Tony Blair is determined to re-invent Government. It is clearly for us to re-invent the Civil Service - and we are not only encouraged but expected to do so.

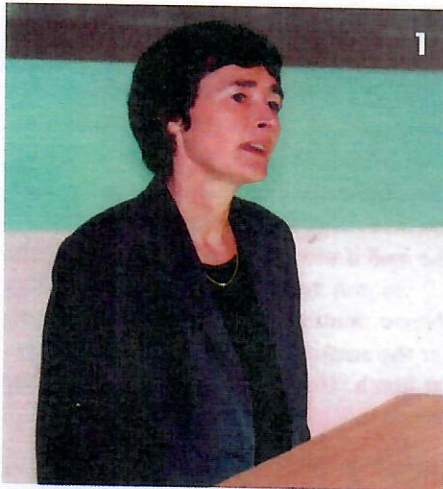
Work closer with other government departments and other sectors, to develop co-ordinated action.

Be more radical and innovative so that past practice does not obstruct the pursuit of effective outcomes.





Also appearing



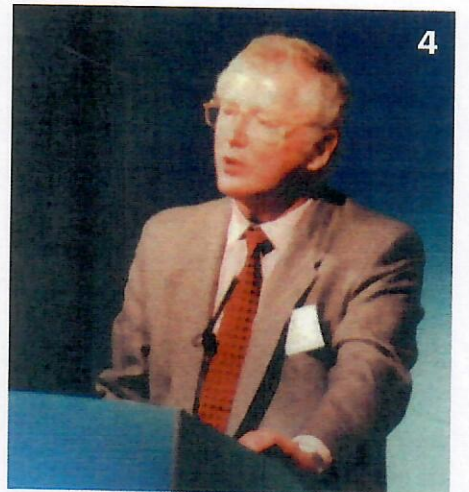
1 Estelle Morris MP,
Minister for School Standards



2 Hilary Armstrong MP,
Minister for Local Government
and Housing



3 David Normington,
Director General, Schools Directorate,
DfEE



4 Sir Richard Mottram,
Permanent Secretary, DETR

**5 Alun Michael, then Minister for
Criminal Policy and David Omand,**
Permanent Secretary, Home Office





Key Messages To Take Back



What are the key messages you are taking back to your department - feedback from delegates

I think it was a good day, and I am glad I went. The PM was good and I felt quite uplifted by what Sir Richard Wilson said at the end. You felt there was real direction and purpose there, that somebody has a real vision, that we are on the edge of a real move forward.

Need to be confident that senior staff will support responsible risk taking and a more creative approach to delivery of services.

Effective partnerships are based on a shared agenda, effective communications and a clear decision making process.

The 24hr media society means that we must rise to the challenge of developing policy and presentation together. But it is the substance that matters not the spin.

We need to gain more first hand experience of the world beyond Central Government.





An External Perspective

Sir Stuart Hampson
*Chairman,
John Lewis Partnership*

Inevitably I'm going to draw on my experience before and after my own personal privatisation. But I want to focus on where common interests and opportunities lie, rather than on any differences.

Let me start then with some reflections on organisation and my conviction that partnership is more than a part of my company's name. It's a philosophy, and I see it as directly applicable to a modern Civil Service.

You're probably as conscious as I am of the fashionable management theory that hierarchies are dead and the only way to achieve innovation and rapid response to a changing environment is through flat organisation. My belief is that the existence of a hierarchy doesn't matter. It's how that hierarchy operates. How it communicates. Whether it feels like a unity and whether it works together.

I've observed that Investors In People is being pursued increasingly in the Service and I can only say that real effort put into systems of open management and communication are essential for any organisation that's going to be effective in the future. It pays dividends in terms of efficiency as well as motivation and job satisfaction.

Management in John Lewis has to be ready to operate in a goldfish bowl. Ready to answer questions from any partner, to take time to explain. But the response is loyalty, and a shared agenda for making the business better. We don't have the adversarial conflict of Trade Unions, instead we're able to tap into the energy and enthusiasm and creativity of every one of our thirty-seven and a half thousand staff.

I can only urge that organisation, working relationships, and internal



communication are placed high on the agenda of a modern Civil Service. Now let me move on to the qualities which I think are essential to that modern Civil Service. They are integrity, efficiency, and restraint

In a world where spin threatens to drown substance, I very much hope that the Civil Service will hold on to its standards for ferreting out the truth and for doing its very best to ensure that Ministers don't get carried away with their own prejudices. The Civil Service needs to be able to take the broadest view. To be able to see all sides of the argument and to identify where the balance of advantage truly lies.

Secondly, efficiency. Having sat in both camps, I realise just how difficult it is for the public sector to struggle with the broad approach to efficiency which we would take in business. There's got to be more to efficiency than slashing estimates and cutting numbers. The public appetite to name any expense as lavish misuse of public funds, causes a

real problem here, but I hope that the Civil Service will be able to find a way of winning the real efficiency gains which come from having a well equipped, highly motivated, high quality staff.

And so to my final quality, restraint, which flows from the previous heading of efficiency. Amid the continuing cries of more rapid change in every aspect of life, from re-engineering and down-sizing onwards, I feel very much in a minority in railing against the inefficiency of change. I have been told that this is the last thing that I should say to a Civil Service audience, but I do believe deeply in it. Let's face it, one of the reasons why there is so much pressure now to have *rapid* change is the failure of management in industry to recognise in the past the need for *constant and gradual* change. Steering a good course means looking well ahead, and making a succession of small adjustments. That's the way I want to run my business. How much more important for the country.





What Happens Next?

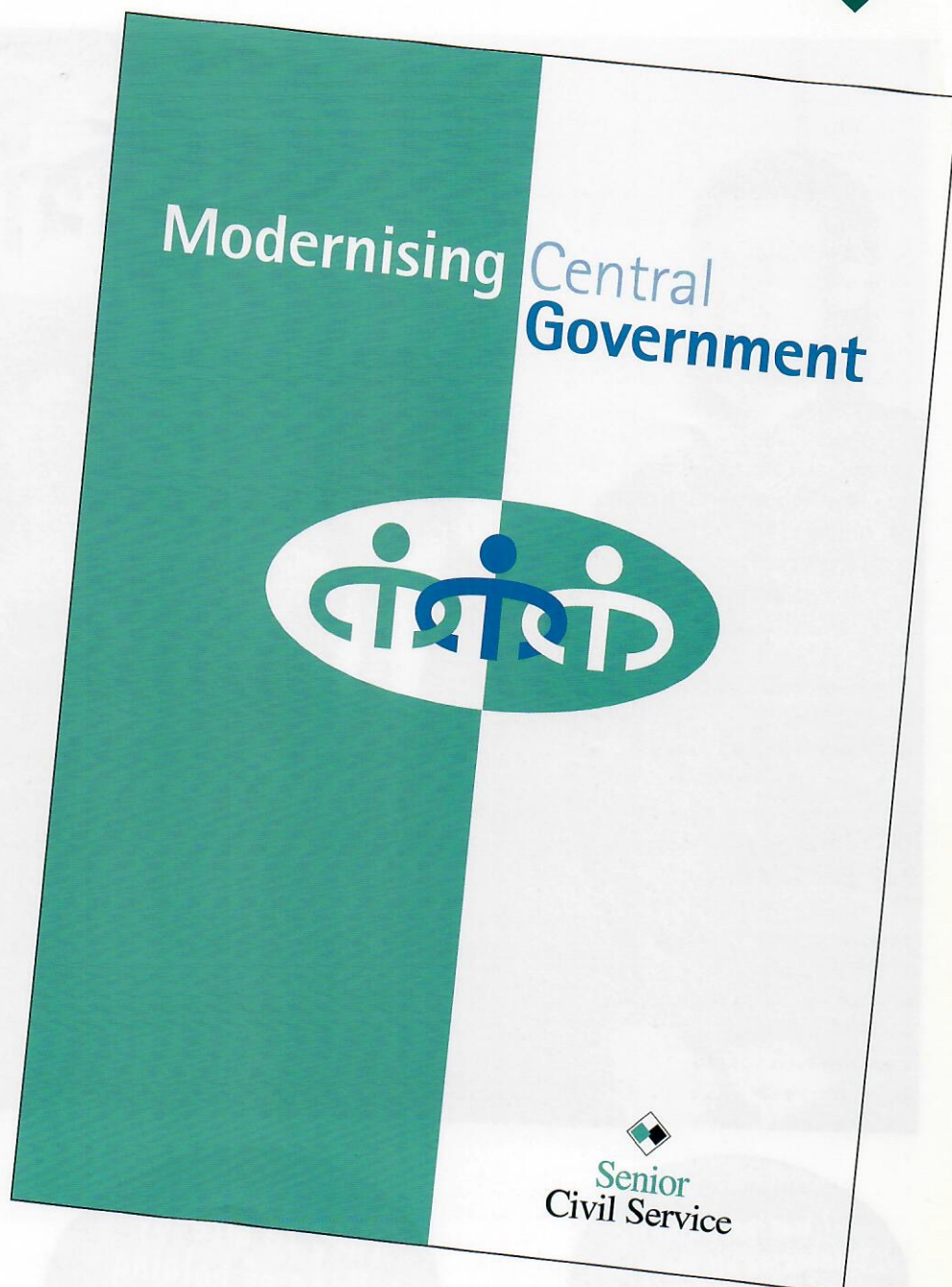
Of course, setting out the challenges ahead for the Civil Service is only the first stage. Sir Richard Wilson described the Modernising Central Government conference as opening a new chapter in the development of the Civil Service. A necessary next step will be to discuss how we can best meet those challenges.

Much of that discussion will take place within departments and agencies. Arrangements will vary - some departments are holding conferences, others smaller group meetings - but wherever you are, you should have an opportunity to air your views on the issues.

The Cabinet Office will be producing a video, facilitator packs, information packs, and a Conference Report. You can also visit the Modernising Central Government website at www.open.gov.uk/co.scs/index/conference. These will help with cascading the messages but just as importantly, we hope to encourage feedback from the Service through forms in the packs and the website. We've already received several ideas from staff, particularly on how to follow-up the conference, and we hope to see many more.

We will use your feedback to stimulate debate on the website and in the pages of our publications. We expect that the issues arising will help us draft an agenda for a possible second SCS conference next year. So watch this space.

The material outlined above should be circulated around your department via your Principal Establishment Officer but if you would like more information on what is available please contact Kevin Case in SCSG on 0171 270 6369.



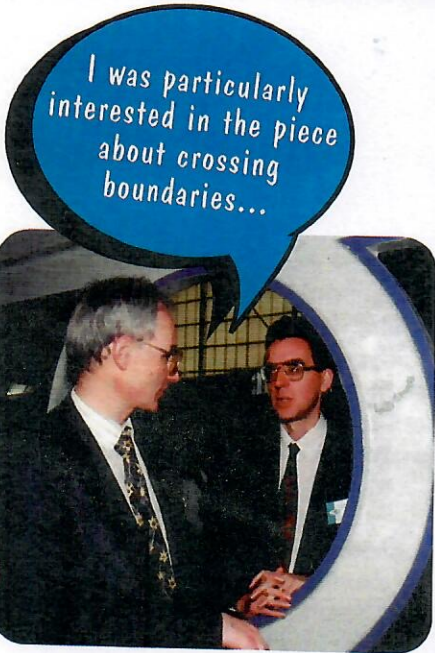
What you think should happen next - ideas from delegates

- Professional group clubs for cross-departmental networking
- Seminars for junior staff
- Cross-departmental mentoring schemes
- Discussion in smaller groups
- Personal assessment of what I am doing to meet the challenges
- Departmental visits by the Performance and Innovation Unit
- Interdepartmental focus groups on key issues
- More flexible project team working
- Establish development programmes to reflect the modern agenda
- Stock-take the position in a years' time for evaluation and renewal

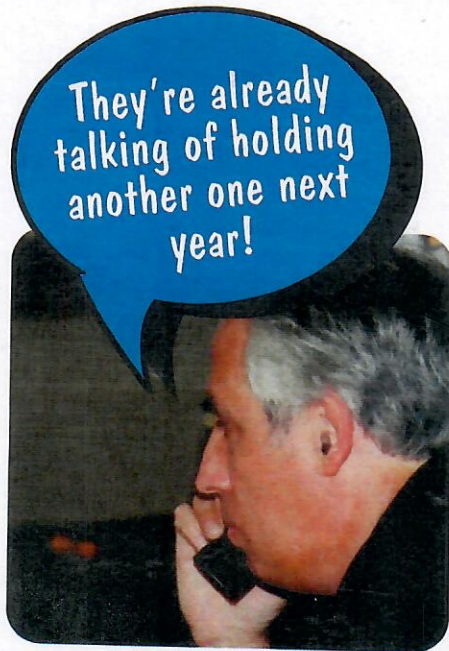




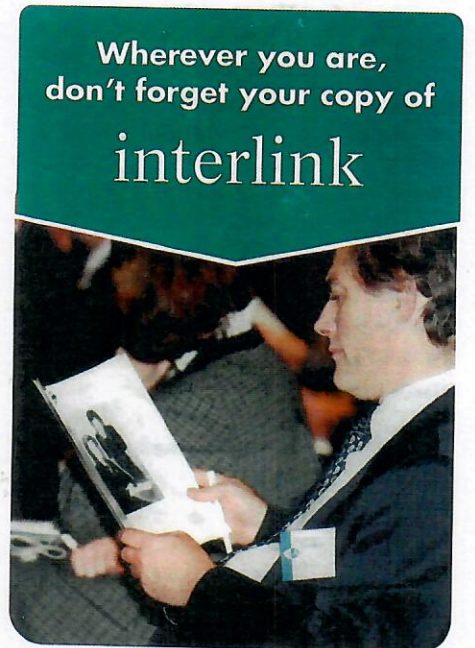
The conference organising team from the SCS Group.
Left to right: Malcolm Horwill, Tom Liptrot, Gina Cole and Kevin Case



I was particularly interested in the piece about crossing boundaries...



They're already talking of holding another one next year!



Wherever you are, don't forget your copy of interlink

