

MANAGEMENT IN CONFIDENCE



MO 8/14

MINISTRY OF DEFENCE

MAIN BUILDING WHITEHALL LONDON SW1

Telephone 01-~~218 2111~~ 218 2111/3

19th February 1981

Dear Clin,

EFFICIENCY IN CENTRAL GOVERNMENT:  
SCRUTINY PROGRAMME 1981

My Secretary of State regrets that, because of the recent nature of his appointment here, a Ministry of Defence response to your circular letter of 1st December last year has been delayed.

My Secretary of State, after careful consideration of the Department's advice to him, wishes to propose that the Ministry of Defence should mount scrutinies of our policy on Movement of Service Personnel, Defence Telecommunications, and Dissemination of Information. Information sheets in the form requested are attached.

Reporting arrangements for the above projects will follow the 1980 procedures; scrutiny officers will be attached to the Management Services (Organisation) Division but will report directly to the 2nd Permanent Under Secretary of State and the Parliamentary Under Secretary of State for the Army.

My Secretary of State is very conscious of the point made in the third paragraph of your letter of 1st December that some, or all, studies should concentrate on areas which are manpower intensive. Much work is, however, already being done in the main manpower intensive areas of the Ministry of Defence, particularly, but not necessarily confined to, follow-up of the major studies completed last year. This work includes the review of the future status of the Royal Ordnance Factories in which my Secretary of State is personally involving himself;

C A Whitmore Esq

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*B*  
*Mr. Bettman*  
*God Mad.*  
*Comments will come from D.R. M.D.*  
*A pretty heavy opening.*  
*MW*  
*1981*

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our move, following Lord Strathcona's study, to move more post design and R & D supporting services out of government and to secure greater industrial involvement in several of our establishments; a drive, following the Under Secretary of State for the RAF's study of Quality Assurance, to reduce substantially the Civil Service manpower engaged in this task; the Under Secretary of State for the Royal Navy's study of the Royal Dockyards on which my Secretary of State is now urgently considering next steps; and, in the light of Mr Hayhoe's supply management studies, work on further contracting out of food procurement and on the possibility of making substantial manpower savings by letting Servicemen play a greater part in furnishing their own married quarters. It is in the light of all this work, and also of the general problem in a Department of this size of identifying likely scrutiny subjects which are both of manageable size and organisationally discrete, that Mr Nott makes the proposals in my second paragraph. He may wish to make further proposals for studies as the year goes on.

The Prime Minister has already asked, and my Secretary of State has agreed, that Sir Derek Rayner be associated with a scrutiny of Defence Sales and with our two linked studies of the Control of Expenditure and Financial Accountability. The Ministry of Defence is also contributing to the inter-Departmental review of administrative support for R&D.

I am sending copies of this letter to the Private Secretaries to the Chancellor of the Exchequer, the Lord President, the Head of the Home Civil Service, the Secretary of the Cabinet, the Head of the CPRS and Sir Derek Rayner.

*Your cord,  
B.M.*

(B M NORBURY)

## MOVEMENT OF SERVICE PERSONNEL

### SUBJECT

The arrangements for group travel on duty by Service personnel within the UK.

### COST

The cost of all Service duty personnel movements by commercial means within the UK is about £33M a year. Costs of the provision of Service transport for group duty travel are as yet unquantified.

### REASONS FOR SELECTING THE SUBJECT

The Services operate their own coach fleets for group travel within the UK but also have arrangements with British Rail and other commercial operators. The standing agreement with British Rail is due for re-negotiation during 1981. The study is designed to review the cost-effectiveness of present arrangements.

### TERMS OF REFERENCE

To examine the Services' present arrangements for group duty travel within the UK and, in particular, to consider whether the balance between nationalised industries, other commercial operators and Service transport represents the most cost-effective use of resources; and to recommend what changes may be required.

### DATES

May - August 1981

### EXAMINING OFFICER

Mr D R J Pollock (Principal)

## DEFENCE TELECOMMUNICATIONS

### SUBJECT

The organisation within the Ministry of Defence for the provision and effective utilisation of fixed facilities for telecommunication.

### COSTS

About 300 telecommunications staff are employed in Headquarters locations at an annual cost of £3.5M. Telecommunications rental charges for all three Services and the Procurement Executive cost about £53M a year.

### REASONS FOR SELECTING THE SUBJECT

This is an area of rapid technological change. At present there are a number of different organisations within MOD with responsibilities in this field. The same organisations are normally responsible for both administrative and operational traffic for which the same facilities are generally used. The aim of the study will be to assess whether the present structure within MOD is the most effective way of ensuring the economic use of existing fixed telecommunications facilities (excluding tactical facilities) and of exploiting technological developments, for both administrative and operational purposes.

### TERMS OF REFERENCE

To review the organisational arrangements within MOD for the provision and utilisation of fixed telecommunications facilities and to recommend where improvements can be made.

### DATES

September - December 1981

### EXAMINING OFFICERS

Miss A M J Walker (Principal)

Service Officer (Communications Expert)(to be nominated)

## DISSEMINATION OF INFORMATION

### SUBJECT

The means of disseminating information to staff within the Ministry of Defence.

### COSTS

The total cost of disseminating information to staff is not known.

The annual cost of editing and printing the five most widely distributed publications (Defence Council Instructions, Office Memoranda, Notices to Directors and Heads of Divisions and Office and Telephone Directories) is £0.5M; this figure takes no account of the costs of either the considerable additional staff effort involved in preparing contributions, storage and subsequent local distribution and amendment, or other relevant publications, such as Ministry of Defence Manuals. (In all, 66,000 copies of nine current MOD Manuals are amended regularly through the publication of revised pages and chapters for incorporation in looseleaf binders).

### REASONS FOR SELECTING THE SUBJECT

Considerable effort is devoted to disseminating information within the Department by a variety of manuals, directories and Departmental instructions. Effort is devoted to writing, editing, printing, storing, distributing and amending each publication. This review would examine whether there is scope for rationalisation and improvement including the use of new technology.

### TERMS OF REFERENCE

To examine the requirement and cost-effectiveness of present arrangements for disseminating information to staff within MOD by means of Departmental instructions and similar recurring publications and to recommend improvements.

### DATES

To be decided. (Depending on availability of examining officer)

### EXAMINING OFFICER

Probably Civil Service Specialist (to be nominated)