



OPERATIONAL SELECTION POLICY OSP24

OPERATIONAL SELECTION POLICY FOR RECORDS
RELATING TO THE MACHINERY OF GOVERNMENT
AND THE MANAGEMENT OF THE CIVIL SERVICE
MARCH 1974 TO 2000

March 2004, Revised December 2005

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1 Authority

1.1 In 1998 The National Archives published its first Acquisition Policy. This set out the principles which would guide the selection of records for permanent preservation in The National Archives. The following year The National Archives produced a complementary Disposition Policy dealing with the selection of public records to be held in other places of deposit.

1.2 Both policies are being implemented through the production of Operational Selection Policies. These are detailed statements of appraisal plans as they apply to categories of records found in one or more departments. They are developed by The National Archives in partnership with other government departments and in consultation with other repositories appointed by the Lord Chancellor as places of deposit. They are subject to public consultation.

1.3 Operational Selection Policies are intended to be working tools for those involved in the selection of public records for permanent preservation. They may be reviewed and revised at any time in the light of comments from record producers, reviewers or users of the records or as a result of newly discovered information. The extent of any review or revision exercise will be determined according to the nature of the comments received.

1.4 If you have any comments upon this policy, please e-mail records-management@nationalarchives.gov.uk or write to:

Acquisition and Disposition Policy Project Manager
Records Management Department
The National Archives
Kew
Richmond
Surrey
TW9 4DU

1.5 Operational Selection Policies do not provide guidance on public access to selected records.

2 Scope

2.1 This Operational Selection Policy should be read in conjunction with Operational Selection Policies OSP12 and OSP15. Operational Selection Policy *OSP12 Central Direction and Oversight of Policy, 1970-2000* includes how selection will be applied to the records of those branches of the Cabinet Office which directly support the collective responsibility and operation of the Cabinet: most if not all the issues and events listed in Section 5 of this Policy had political aspects which will be touched on within those records. Operational Selection Policy *OSP15 Control of Central Government Expenditure 1969-1997* relates to Treasury records generated by the annual estimates, public expenditure surveys (PES) and spending reviews, the short-

lived programme analysis and review (PAR) system, and the mechanism of control through cash limits introduced in 1976.

2.2 Because of the size of the civil service and of its overall pay and allowances bill, civil service numbers, costs and efficiency are always political issues. During the period prior to the Report of the Fulton Committee on the Civil Service the Treasury was directly concerned with all these issues. However, this Operational Selection Policy is confined to records of those issues of machinery of government, from the structural level down to the day-to-day management of the civil service, which were hived off from the Treasury in 1968 and passed largely to the newly created Civil Service Department (CSD), and which were not re-transferred back to the Treasury after the demise of the CSD in 1981.

2.3 This Operational Selection Policy lists (at Section 5) those events and initiatives which had or were intended or expected to have an impact on the structures, culture, and mechanisms of operation of central government and the civil service. These events, reactions to them, and initiatives taken in the context of them will be reflected in the records created in the CSD (including the Civil Service Commission), and in the offices more or less closely associated with the Cabinet Office following the abolition of CSD – the Management and Personnel Office (MPO), the Office of the Minister for the Civil Service (OMCS), and the Office of Public Service (OPS) (originally Public Service and Science). Successively, these departments bore responsibility for the implementation of machinery of government changes and for new and recurrent initiatives and measures to improve the day-to-day management and efficiency of the civil service, up to the time of the assimilation of the Office of Public Service into the mainstream Cabinet Office in 2001.

2.4 Many of the issues listed will also be reflected in the records of the principal policy departments which had executive responsibility for carrying changes into effect, and this Operational Selection Policy has application also to records review in these departments.

2.5 There are clearly overlaps between machinery of government issues at ministerial and official working levels and wider structural and constitutional issues. The list of events and initiatives at Section 5 includes these machinery of government issues when they are bound up with the management of the civil service and the delivery of central government services. Wider constitutional issues will be addressed in other Operational Selection Policies. This policy does not address records relating exclusively to Scotland, Wales, or Northern Ireland.

2.6 The initiatives listed exclude those of the ministers in the central departments in the area of civil science. The records of central government intervention in the area of civil science will be addressed by a future Operational Selection Policy.

2.7 Future Operational Selection Policies will also address records of the executive agencies sponsored by the core executive departments:

- Central Computer (and Telecommunications) Agency (CCA/CCTA)
- HMSO
- Chessington Computer Centre
- The Buying Agency
- Recruitment and Assessment Services
- Property Advisers to the Civil Estate (PACE)
- Security and Facilities Executive
- The Civil Service Medical Advisory Service; and also the following non-departmental public bodies:
 - Royal Commission on Environmental Pollution
 - Women's National Commission
 - Committee on Standards in Public Life
 - Advisory Committee on Business Appointments
 - Commissioner for Public Appointments

2.8 As the 1990s advanced the types of records in all the departments referred to in this Operational Selection Policy were increasingly created in electronic form (although policy and practice continued to be to print out hard copies of business documents to paper files). Appraisal criteria for digital records are expected to mirror closely those for paper records.

2.9 The events and initiatives listed in this Operational Selection Policy at Section 5 are not an exhaustive statement of all the records that should be selected for permanent preservation. The list is intended to provide general direction to the records staff of central government departments in adjudging which records must be permanently preserved at The National Archives.

3 The National Archives' Acquisition Policy themes

3.1 This selection policy addresses the Acquisition Policy theme 2.2.1.1: formulation of policy and management of public resources.

4 The Records

4.1 The principal policy files of, successively, the Civil Service Department (1968-1981), the Management and Personnel Office (1981-1987), the Office of the Minister for the Civil Service (1987-1992) and the Office of Public Service (1992-2000), including those of non-departmental ministers holding ministerial responsibility from time-to-time, on the issues and events listed at Section 5 below, will be selected.

4.2 Operational Selection Policy for records of the Prime Minister's Office is covered within Policy *OSP12 Central Direction and Oversight of Policy 1970-2000*. That Policy provides for the selection of significant files on all issues with which the prime minister at the time was concerned.

4.3 Where an issue listed at Section 5 had or would have been expected to have a major impact on the structure and/or organisation of one or more of the principal policy departments and involved substantial consultation with

them (in advance of or subsequently to any public announcement), and/or where implementation was a major issue, the policy files of that or those departments will also be selected.

5 List of Issues and Events 1974 - 2000

This list has been prepared as the principal source of guidance for departmental reviewers, identifying those events and initiatives the key records of which must be preserved. However, it is not necessarily an exhaustive list, and reviewers retain discretion to select additional records if they adjudge them important (see paragraph 2.9).

The following abbreviations are used throughout the list:

*CDL Chancellor of the Duchy of Lancaster
CS civil service
CSD Civil Service Department
LC Lord Chancellor
LPC [Lord] President of the Council
MCS Minister for the Civil Service (ie the Prime Minister)
MPO Management and Personnel Office
OMCS Office of the Minister for the Civil Service
OPS [S] Office of Public Service [and Science]
PM Prime Minister*

1974

- **Feb** General election (28th) – Labour won largest number of seats, but no overall majority
- **Mar** Prime Minister Edward Heath consulted with the leader of the Liberal Party, Jeremy Thorpe (2-3rd)
- Liberal MPs declined coalition terms; PM resigned; the Queen called Harold Wilson to form government (4th)
- End of State of Emergency (11th)
- **May** Commons voted for register of MPs' interests
- **June** Prince of Wales made maiden speech in House of Lords
- Ministers of the Crown Act amended existing provision in relation to salaries of ministers and whips; provided for functions of the Minister of Overseas Development; and powers to make Orders in Council for transfers of functions between ministers
- **July** Lord Chancellor (Tenure of Office and Discharge of Ecclesiastical Functions) Act (enabled roman catholic to be LC)

- Consumer Credit Act established the Office of Fair Trading
- Abolition of Pay Board Order
- Dispersal of 31,000 CS jobs over 10 years announced
- **Sept** *Democracy and Devolution Proposals for Scotland and Wales* white paper (*Cmnd 5732*) published
- **Oct** General election gave Labour overall majority of 3 (10th)
- PM created 2 ministerial posts and special unit for Scottish and Welsh devolution legislation, under LPC

1975

- **Jan** PM announced referendum on renegotiated terms of entry to the EEC, and, in a break with the convention of collective Cabinet responsibility, that members of the Cabinet were free to campaign for either side
- **Feb** PM announced increase in Civil List (for some discussion of selection of Civil List records see OSP15 section 13)
- **Mar** Commons agreed to cash aid for opposition parties
- **May** Ministers of the Crown and Ministerial and Other Salaries Acts amended existing provisions for payment of salaries to ministers, to officers of the Opposition, for transfers of functions between ministers; provided a statutory mechanism for identifying the Leader of the Opposition, and re-iterated provision for the functions of the Minister of Overseas Development
- CDL given special responsibility for economic and financial matters, reporting directly to the PM
- **July** *Attack on Inflation* white paper (*Cm 6151*)
- Northern Ireland Act (dissolving Assembly)

1976

- **Jan** Report of the (Radcliffe) Committee of Privy Counsellors on Ministerial Memoirs (*Cmnd 6386*)
- **April** First *Directory of Paid Public Appointments made by Ministers* published by CSD

- **June** Commons debate on leak of Cabinet documents (postponement of increase to child benefits)
- **July** Chancellor of the Exchequer referred to 'our new techniques of control [of public expenditure], notably cash limits' (for some discussion of the Treasury records on this topic, see OSP15)
- **Oct** Civil Service College Edinburgh Centre closed
- **Nov** PM announced intention to publish factual and background material relating to major policy studies, during debate on the Address (24th)
- Commons voted to set up select committee to investigate alleged involvement of MPs in the Poulson affair
- **Dec** Civil List Bill (providing for annual reviews)

1977

- **Feb** Labour became a minority government when Conservatives held City of London and Westminster South at by-election
- **Mar** The Government and Liberal MPs reached an arrangement for Liberal support of the Government for the remainder of the Parliamentary session (the "Lib-Lab Pact")
- **July** The Prime Minister and the Liberal leader exchanged letters setting out accepted terms for renewal of the Lib-Lab pact for the forthcoming session
- Douglas Allen instructed heads of departments on implementation of the disclosure of official information policy signalled by the PM on 24 Nov 1976 (the 'Croham Directive')

1978

- **July** White paper on reform of Official Secrets Act, including studies in open government (*Cmnd 7285*)

1979

- **Mar** Robert Armstrong appointed Cabinet Secretary and Head of the Home Civil Service on retirement of John Hunt
- Open Government green paper (*Cmnd 7520*)

- **May** General election (3rd) gave Conservatives overall majority of 43 - Conservative manifesto contained a commitment to reduce 'waste and bureaucracy in government'
- Freeze on CS recruitment, designed to reduce manpower costs by 3%
- Options exercise to cut CS by up to 20%
- **June** Cash limits imposed on departmental CS pay costs
- Policy Unit constituted in No 10 headed by Derek Rayner, with David Wolfson as Chief of Staff and Sir John Hoskyns as Special Adviser
- **Oct** Launch of Efficiency Scrutinies programme under Derek Rayner
- House of Lords accepted Government claim of Crown privilege and certificates of public interest immunity for 62 documents in the Burmah Oil case
- **Nov** House of Commons debated the Anthony Blunt affair; HMG decided not to proceed with the Protection of Official Information Bill
- Treasury and Civil Service Select Committee established

1980

- **Jan** Annual scrutiny of departmental running costs initiated to improve departmental efficiency management
- Pliatzky report on non-departmental bodies (*Cmnd 7797*)
- **Mar** HMG announced that an additional 15 – 20,000 CS jobs were to be cut over the succeeding 12 months
- **Apr** *Interception of Communications* white paper (*Cmnd 7873*)
- **May** PM announced (Scott) inquiry into index-linking of public service pensions
- PM dinner with permanent secretaries in attempt to create new management ethos (6th)
- PM announces reduction of CS numbers to 630,000 to be achieved by 1984
- PM launches Rayner's 'Lasting Reforms' programme (leading to the financial management initiative in May 1981 – see OSP 15)

- *Memorandum of Guidance for Officials Appearing Before Select Committees* (the “Osmotherly Rules”) published by CSD
- **Aug** PM asked for report on merits of re-integrating CSD with the Treasury
- **Oct** Suspension of CS Pay Agreement, leading to selective strike action 9 Mar to 29 Aug 1981

1981

- **Jan** Establishment of Council for Social Democracy announced by four Labour former cabinet ministers
- Future of CSD white paper (*Cmnd 8170*)
- Index-Linking of Public Service Pensions report (*Cmnd 8147*)
- **Mar** Diplock report on the *Interception of Communications in Great Britain* (*Cmnd 8191*)
- PM announced reviews by Security Commission of measures to safeguard security procedures against penetration by hostile intelligence services, and of excluding from sensitive public appointments those whose allegiances might be in doubt or who might be open to pressure or blackmail
- **April** PM issued a special list of life peers: 8 Conservative, 6 Labour and 1 Liberal
- Wardale Report on the Chain of Command signalled major reduction in senior CS posts
- White paper (*Cmnd 8236*) on result of review of government statistical services
- **July** Charging departments for common services signalled, in white paper on efficiency measures and savings (*Cmnd 8293*)
- White paper on role of Comptroller and Auditor General (*Cmnd 8323*)
- **Nov** Civil Service Department abolished; Management and Personnel Office (MPO) constituted, including Ceremonial Branch and Public Appointments Unit, with CDL as minister
- Civil Service Commission and Civil Service College transferred to MPO

- Robert Armstrong appointed Permanent Secretary of MPO, and, with the Permanent Secretary to the Treasury, joint Head of the Home Civil Service
- Lady Young succeeds Lord Soames as CDL

1982

- **Feb** Megaw report on CS pay (*Cmnd 8590*): abandonment of 1955 Priestley Commission “comparability” principle
- White paper *Administrative Forms in Government (Cmnd 8504)* published, setting out government’s proposals on forms as part of streamlining and simplification of administrative processes
- **April** MPO document, *Early Tasks* published
- PM brought Derek Rayner’s Efficiency Unit into the MPO from the Cabinet Office
- **July** PM rejects concept of a prime minister’s department
- **Sept** *Efficiency and Effectiveness in the Civil Service (Cmnd 8616)*: launch of Financial Management Initiative (see OSP 15 section 6.4), with aims of:
 - Clarifying departments’ and civil servants’ objectives
 - Aligning structures, costs and responsibilities
 - Concentrating on results, rather than processes
 - Defining information needs
 - Devolving freedom to manage
 - Measuring and rewarding performance; and
 - Providing appropriate training
- Government Accountancy Service functional specialism inaugurated
- **Nov** First report on ethnic monitoring in the CS

1983

- **May** National Audit Office Act
- **June** Central Policy Review Staff disbanded
- MPO brought within Cabinet Office structure
- Lord Gowrie succeeds Lady Young as minister with day-to-day responsibility for CS matters

- **July** Robin Ibbs appointed as Prime Minister's adviser on efficiency; Efficiency Unit goes back into 10 Downing Street
- **Sept** Financial Management Initiative in government progress report (*Cmnd 9058*)
- **Dec** Race relations: review of policies and procedures within CS

1984

- **Jan** Government Communications Headquarters de-unionised
- Unified CS grading extended down to principal/grade 7 level
- **Feb** CDL announced a programme of action to follow up the Joint Review Group report *Equal Opportunities for Women in the Civil Service*
- **June** Second progress report on review of government forms published
- **Oct** PM identifies reduction of controls and regulations as one of the responsibilities of the Minister without Portfolio, Lord (David) Young, and establishes the Enterprise Unit supporting the Minister within the Cabinet Office
- **Nov** Cabinet Office/Treasury Financial Management Unit report on improving management and control systems within non-departmental public bodies published
- **Dec** CDL announced experimental programme of performance related civil service pay affecting 2,000 staff from G3 to principal

1985

- **Feb** Armstrong Memorandum issued following Clive Ponting's acquittal of charges under the Official Secrets Act. The Memorandum restated the duties and responsibilities of civil servants and, in particular, set out procedures to be followed if civil servants found themselves with crises of conscience
- **Mar** DTI report *Burdens on Business*; PM asked Minister without Portfolio (Lord Young) to lead the government's drive to cut the regulatory burdens on business
- **July** *Lifting the Burden* white paper (*Cmnd 9571*); Central Task Force constituted in Enterprise Unit, to work on reducing burden of regulation

- Third annual report on review of government forms
- Richard Luce succeeds Lord Gowrie as minister with day to day responsibility for CS matters

1986

- **Mar** Unified CS grade 7 announced by Civil Service Minister Richard Luce
- **June** Amalgamation of Cabinet Office Medical Advisory Service and MoD Civilian Medical Services Directorate to form the Civil Service Occupational Health Service, within the MPO, announced by Civil Service Minister Richard Luce
- Treasury report "Using Private Enterprise in Government"
- *Civil Servants and Ministers: Duties and Responsibilities (Cmnd 9841)*, the government response to the Treasury and Civil Service Select Committee report

1987

- **July** Management and Personnel Office renamed, Office of the Minister for the Civil Service
- The Ibbs Report, *Improving Management in Government: The Next Steps* delivered to the PM (published in Feb 1988)

1988

- **Jan** Robin Butler appointed Cabinet Secretary and Head of the Home Civil Service on retirement of Robert Armstrong
- **Feb** PM announced plans to set up agencies within government departments ('Next Steps' agencies) to deliver government services; Peter Kemp appointed as second permanent secretary in Cabinet Office/ OMCS and project manager for the executive agency programme (the Next Steps Project Team)
- **Nov** Financial Secretary to the Treasury announced that the agency chief executive would be the principal accounting officer where an agency had its own vote or would be a separate department; in other cases the agency chief executive would be designated agency accounting officer (published in 1989 as *Cm 914*)

1989

- **Apr** Treasury Chief Secretary relaxed the Ryrie rules on public sector access to private sector capital
- Cabinet Office Central Statistical Office, Department of Trade and Industry Business Statistics Office and some other statistics units brigaded together under the Chancellor of the Exchequer
- Sir Angus Fraser appointed as adviser on efficiency to the PM.

1990

- **April** Civil Service Minister Richard Luce announced setting up of 18 more Executive Agencies; and the extension of the Next Steps principles to non-departmental public bodies (NDPBs)
- **May** Richard Luce announced a Programme of Action to strengthen equal opportunities in CS departments and agencies
- **Aug** David Mellor appointed Civil Service Minister (and Minister for the Arts)
- **Nov** Tim Renton appointed Civil Service Minister (and Minister for the Arts)

1991

- **July** *The Citizen's Charter: Raising the Standard* white paper (Cm 1599)
- *Competing for Quality* white paper (Cm 1730) signalled market testing programme within government
- **Nov** Chancellor of the Exchequer launched the Private Finance Initiative

1992

- **April** William Waldegrave appointed CDL and Minister of Public Service and Science
- Ministerial responsibility for civil science transferred from the Department of Education and Science to the Cabinet Office, and Office of the Minister for the Civil Service renamed, Office of Public Service and Science, including the new Citizen's Charter Unit, and the Office of Science and Technology
- Peter Levene appointed as PM's adviser on efficiency and effectiveness

- Civil Service Management Functions Act provides for delegation of CS appointments and management functions

1993

- **July** *Open Government* white paper (Cm 2290) declared objective of replacing traditional government and CS culture of secrecy with one of openness
- **Sept** Technology Foresight Steering Group constituted by CDL

1994

- **Mar** *Code of Practice on Access to Government Information* published by Cabinet Office
- **May** Efficiency Unit report on management of government civil estate
- **July** David Hunt appointed CDL and Minister of Public Service and Science
- Cabinet Office/OPSS report on responsibilities for recruitment to the CS, proposing reduction in role of the Civil Service Commission
- Independent Deregulation Task Force constituted by the PM, to be chaired by Francis Maude
- **Sept** Equal Opportunities Advisory Panel constituted, reporting to the Cabinet Secretary
- **Oct** Standards in public life: appointment of the Nolan Committee
- Major restructuring of the Treasury
- **Nov** Chancellor of the Exchequer pledged to increase the use of private finance in government, and referred to PFI as 'the funding mechanism of choice for most public sector projects'
- Open Government Information Service on the Internet inaugurated (run by CCTA)
- Treasury and Civil Service Select Committee report included (bipartisan) endorsements of Citizen's Charter and Next Steps initiatives
- Government Offices for the Regions constituted, managing the Single Regeneration Budget

- *Competitiveness* white paper committed HMG to achievement of *Investors In People* standard throughout the CS
- *Continuity and Change* white paper (Cm 2627) foreshadowed increased delegation to departments and agencies of:
 - CS pay and grading below the most senior levels
 - Efficiency measurement

And announced:

- Departments and agencies to prepare annual efficiency plans
- Five-year gaps between reviews of agencies (The 'prior options' reviews)
- The adoption of a code of ethics for civil servants

1995

- **Jan** *Taking Forward Continuity and Change* (Cm 2748) declared that:
 - Tight grip to continue on costs of running CS
 - Citizen's Charter to be used to keep up pressure to raise standards in public services
- **May** *Tackling Drugs Together* white paper (Cm 2846) launched by Lord President of the Council, responsible with Central Drugs Coordination Unit for coordinating departmental action on misuse of drugs
- Efficiency Unit scrutiny into management information and planning systems published (HMSO); departments asked to draw up action plans; implementation of plans to be monitored by Efficiency Unit
- **June** Joint OPSS/Treasury review of legal framework for propriety, accountability and audit of non-departmental public bodies announced, in response to Committee on Standards in Public Life recommendation
- **July** Michael Heseltine appointed as First Secretary of State and Deputy Prime Minister
- Competitiveness and Deregulation divisions transferred from DTI to Cabinet Office under the Deputy Prime Minister
- Office of Science and Technology transferred to Department of Trade and Industry; Office of Public Service remained in Cabinet Office
- Roger Freeman appointed CDL

- Compilation of employment market statistics transferred to Central Statistical Office
- Government response to Committee on Standards in Public Life report published (*Cm 2931*): proposal for a civil service code; new introduction to *Questions of Procedure for Ministers*; proposal for new commissioner for public appointments; ministers' appointments to be brought within scope of Advisory Committee on Business Appointments
- **Sep** CDL announces sale of Chessington Computer Centre, and appointment of advisers to consider options for future of HMSO
- **Oct** *Civil Service Code* published with written Parliamentary answer by CDL (30th)
- **Nov** Proposed sales of Occupational Health and Safety Agency and Recruitment and Assessment Services announced by Parliamentary Secretary OPS
- **Dec** Central Information Technology Unit (CITU) constituted within OPS

1996

- **Jan** *Civil Service Code* came into force
- Deregulation: revised *compliance cost assessment guidance* issued to departments (*prev 1992*)
- CDL announced that Central Computers and Telecommunications Agency (CCTA) to be retained within public sector, but to become a Next Steps executive agency from 1 April
- **Feb** CDL announced that operations of HMSO to be privatized, with retention of only a minimal residuary body to administer Crown copyright, but with a view to making official information as widely and readily available as possible and with free rights of reproduction
- Attorney General asked for views of interested parties on the use of public interest immunity certificates
- **Mar** CITU took over responsibility for PFI work on IT and IS from Treasury Private Finance Panel Executive
- *Spending Public Money: Governance and Audit Issues* white paper (*Cm 3179*)
- **Apr** CCTA and PACE re-constituted as executive agencies

- **June** Deputy Prime Minister announced award of contract to British Quality Foundation to use the business excellence model to benchmark civil service executive agency performance
- **July** CDL published first white paper on training and development of civil servants (*Cm 3321*)
- **Aug** Efficiency Unit report on *Objective Setting and Monitoring in Executive Non-Departmental Public Bodies* published
- **Sept** *The Citizen's Charter – Five Years On* white paper (*Cm 3370*)
- **Oct** First report of Commissioner for Public Appointments published
- CDL announced new, simplified Crown copyright licensing arrangements, in Parliamentary answer (29th)
- **Nov** CDL launched *government.direct* (*Cm 3438*): green paper on electronic delivery of government services direct into the home and public places
- Machinery of Government and Standards Group constituted within OPS
- Office for National Statistics constituted

1997

- **Jan** Revised *Code of Practice on Access to Government Information* incorporated within revised *Departmental Evidence and Response to Select Committees*, announced by CDL
- **Feb** *The Governance of Public Bodies: A Progress Report* (*Cm 3557*), white paper in response to Committee on Standards in Public Life Second Report on local public spending bodies
- **Mar** Four *government.direct* pilot projects launched by Minister for Public Service
- **May** General election: Labour administration came in (1st)
- John Prescott named Deputy PM and appointed secretary of state to head department formed out of the former departments of Environment and Transport to be called the Department of Environment, Transport and the Regions (DETR)
- Competitiveness Division transferred back from Cabinet Office to DTI

- David Clark appointed CDL; Peter Mandelson appointed Minister without Portfolio at Cabinet Office with responsibilities for presentation and implementation of government policy, and for the Millennium Experience
- Constitutional Secretariat created in Cabinet Office to take forward manifesto programme of constitutional reform
- Strategic Communications Unit constituted in 10 Downing Street
- **May** Freedom of Information Unit formed in Cabinet Office
- Social Exclusion Unit constituted in Cabinet Office
- Policy responsibility for all aspects of physical, personnel and IT security transferred to the Intelligence Coordinator

1998

- **Jan** Richard Wilson appointed Cabinet Secretary and Head of the Home Civil Service, on retirement of Robin Butler
- Responsibility for advice and guidance on use of private finance on IT expenditure transferred to the Treasury
- March: *Statistics* green paper published by the Treasury
- **June** Changes to framework for planning and control of public expenditure announced in *Economic and Fiscal Strategy Report 1998 (Cm 3978)*
- **July** Jack Cunningham appointed CDL and Minister for the Cabinet Office; PM announced review of the Cabinet Office
- Conclusions of new government's comprehensive spending review published as *Modern Public Services for Britain (Cm 4011)*
- Cabinet Office restructured:
 - OPS merged with rest of Cabinet Office
 - Performance and Innovation Unit constituted
 - Freedom of Information Unit transferred to the Home Office
 - Head of the Government Information and Communications Service relocated to Cabinet Office
 - Women's Unit and Women's National Commission transferred into Cabinet Office from Department of Social Security
- **Dec** White paper *Public Services for the Future: Modernisation, Reform, Accountability (Cm 4181)*

1999

- **Feb** Civil Service Corporate Management Command formed
- **Mar** Royal Commission on Reform of House of Lords appointed
- White paper *Modernising Government (Cm 4310)* set out framework for a change programme over 10 years with five key themes:
 - Forward-looking policy making
 - Responsive public services
 - High quality public services
 - Information age government, and
 - Valuing public serviceModernising Government commitments were to be embedded in departments' public service and service delivery agreements
- *Public Service Agreements 1999-2002 (Cm 4315)* set out objectives and measurable targets for all departments
- Modernising Public Services Group and Modernising Government Secretariat both constituted in Cabinet Office
- **Apr** New Centre for Management and Policy Studies established in Cabinet Office incorporating the Civil Service College, to support the modernising government and CS reform programmes
- Regulatory Impact Unit given tighter regulatory control, requiring it to be consulted on any policy proposal likely to impose a significant regulatory burden
- **May** Draft concordat on CS management issues agreed with Welsh and Scottish administrations
- **Sept** e-envoy appointed within Cabinet Office, to act as high level champion for Information Age issues across government
- **Oct** Marjorie Mowlam replaced Jack Cunningham as Minister for the Cabinet Office and CDL
- **Dec** PM agreed Sir Richard Wilson's recommendation that there should be a CS reform programme lasting 3-5 years based on:
 - Stronger leadership
 - Better business planning
 - Sharper performance management
 - Increased diversity
 - More openness to people and ideas and better bringing on of talent
 - A better deal for staff

- Civil Service Modernisation Fund (£100 million) established
- House of Lords Reform Commission reported

2000

- **Mar** House of Lords Reform Commission disbanded
- **Oct** Knowledge Network went live in initial twelve departments providing IT infrastructure to support cross-departmental interactive working
- Public Sector Benchmarking Service established
- **Dec** Civil Service Management Board published first annual report on CS reform programme

6 Implementation

An implementation strategy for this Operational Selection Policy was agreed with the relevant departments during the consultation period.