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# public service magazine

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Don't forget you can follow your union on Twitter  
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## Welcome

### Craig Ryan, Editor



Some of you may have been around long enough to notice that mine is not an entirely new face. After a gap of 17 years, I'm back in the editor's chair for a

year while Kay Hender is on maternity leave – congratulations to Kay and FDA General Secretary Dave Penman on the birth of their daughter Mollie in March.

I certainly picked a lively time for a comeback. Since the last issue, we've seen a snap election with a shock result, the shaky formation of a minority government, a (sort of) Queen's Speech, a (sort of) cabinet reshuffle, despicable terrorist attacks in London and Manchester, the unspeakable tragedy at Grenfell Tower and the starting gun finally fired on the Brexit talks.

All of this underlines why public service has never been more vital and valuable than it is right now. Which is what the FDA's new campaign – "Britain needs a strong civil service" – is all about. Enjoy this issue and send me your comments at [craig.ryan@fda.org.uk](mailto:craig.ryan@fda.org.uk).

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# Organising

Organising across departments throughout the UK



**Alan Bailey, who replaced Rebecca Billington as FDA Organiser in May, sets out his stall and looks ahead to the union's busy events calendar this summer.**

It's very exciting to have started work at the FDA. My background isn't in the FDA or the civil service; my previous roles have been in the student movement, working with local students' unions and the National Union of Students, and with Unison as the branch secretary for a large higher education branch.

It was a busy start for me, attending the 2017 Annual Delegate Conference in my first week (see page 16) and then preparing for our recruitment activity at Civil Service Live events across the country. I'm looking forward to meeting members and talking about the issues that matter to them, supporting reps and working on finding ways to make it easier for members to play an active role in their union.

If you are interested in getting more involved I would love to hear from you. I'm also very keen to hear your experiences and thoughts on getting involved in the union (including any reasons that stop you from getting

Main picture: Sue Hollywood-Powell, Keystone Organiser; Alan Bailey, FDA Organiser. Inset: Jawad Raza, National Officer; Rob O'Neill, Assistant General Secretary; Tami Richardson, Project Co-ordinator; Sue Hollywood-Powell; Wynne Parry, National Officer; Alan Bailey.

involved), so please share them by email to [organiser@fda.org.uk](mailto:organiser@fda.org.uk).

## What is organising?

Organising may seem a bit abstract but, in a practical sense, it's really about empowering members to take an active part in their union and thus increasing

the collective strength, capacity and effectiveness of the union.

There are many barriers that can stop members from getting more involved, and we need to identify them and be creative about overcoming them. The FDA has an incredibly skilled membership and our collective potential is even greater still. The more members we engage with, the more effective we will be at representing members, addressing workplace issues and improving conditions, both locally and nationally.

### Getting involved

'Strength through unity' is a common slogan for trade unions and, while it might seem a bit of a cliché, it's true. On an individual level, union work gives opportunities for personal development, especially for reps and branch officers. In the short time I've been here, I've already met reps who are gaining new skills through the work they do for the FDA.

It's important to stress that if you become a rep or branch officer you will not be left to figure everything out for yourself. Training is available for new reps, and branches get support from national officers and people like me. You will also get a lot of support from your fellow reps and branch officers. One of my key jobs as FDA Organiser is to look at how we can better support and develop our reps and branches.

Being a rep isn't the only way to get involved. If you can give some of your time, even occasionally on an ad hoc basis, that really helps. Think about how you might be able to help or what skills you have that would be useful to the branch. You could write an article for a newsletter or help with recruiting members, either on a stall or just by advocating for the union in conversations with colleagues. However you feel able to help, it all adds to the strength of your branch and the FDA as a whole.

Get in touch with your local rep or branch secretary and find out what issues the branch is working on and what opportunities there are for you to get involved.

### Civil Service Live

Civil Service Live is one of the biggest events in the FDA and Keystone's organising calendar, giving us an



### Looking ahead

2017 is set to be the busiest year yet for Women into Leadership (WiL), with additional dates and locations confirmed across the UK.

Last year saw WiL come to London for the seventh time, and marked the first time the conference series reached Scotland and Leeds. Following the success of these events, this year sees a further expansion - with WiL returning to Scotland and Leeds alongside new events in Cardiff and Belfast, giving people from across all parts of the UK the opportunity to attend.

All WiL events offer hands-on advice and coaching to women on how to further develop their career, with inspirational

**Belfast | 27th July 2017**

**London | 20th September**

**Leeds | 19th October**

speakers representing all grades and levels from within and outside the civil service.

WiL Cardiff and WiL Scotland were resounding successes, with attendees hearing from the likes of Leanne Wood, Leader of Plaid Cymru, and Leslie Evans, Permanent Secretary of the Scottish Government (pictured above).

Further information can be found at [www.womenintoleadership.co.uk](http://www.womenintoleadership.co.uk), where you can register to attend your nearest event.

unparalleled opportunity to promote the many benefits of belonging to the union, as well as raising our profile across the civil service and giving us the chance to speak with hundreds of civil servants whom we might not normally reach. This year, the 2017 Civil Service Live roadshow will take us to Belfast, Manchester, Gateshead, Cardiff, Birmingham, Edinburgh and London, and we hope to recruit many more new members. If you are attending any of these events please come to the FDA/Keystone stand or, better still, bring a non-member with you so that we can talk to them about the benefits of becoming an FDA member.

If you are interested in becoming more active in your branch, please contact your local branch officer (you will find their details on the My FDA page on the FDA website), or email [organiser@fda.org.uk](mailto:organiser@fda.org.uk) for more information.



# Women into Leadership



**Vicky Johnson, President of the FDA's HM Revenue and Customs section, reflects on her experience as chair of Women**

**into Leadership Cardiff in March this year.**

Women into Leadership Cardiff was a special event for me – not only did it mark the first time that the conference series has come to Wales, but it was also the first time I've chaired a Women into Leadership event.

The expansion of Women into Leadership across the UK is a testament to the high quality speakers and attendees the conference attracts, and Cardiff was no different. Delegates heard from Claire Moriarty, Permanent Secretary at DEFRA, who spoke about her career journey – from how she handled her first week on the job to becoming a Permanent Secretary. Claire believes in 'bringing yourself to work' – this means giving a little away about yourself so you are real to those who work for you. She also told attendees that "the door may be

further ajar than you think", encouraging them to aspire to achieving further promotions.

Preparing for retirement, Claire Clancy, chief executive and clerk of the National Assembly for Wales, spoke of the joys and tribulations of leadership. She reflected on some of the mistakes she had made putting work ahead of life, and how she might not do that now. She ended with a quote from Amelia Earhart, telling the audience: "decide then whether or not the goal is worth the risks involved. If it is, stop worrying."

A session led by Shan Morgan, Permanent Secretary to the Welsh Government, was titled 'How I got here and how you can too'. Shan focused on the choices you can make about the jobs you take. She firmly believes that "you are likely to do best at what

you are best at". While this may seem obvious, it was borne out in one of the breakout sessions led by Keela Shackell-Smith, who spoke about taking a job in finance because she thought that she should, and finding she was at sea most of the time!

The panel discussion produced some searching questions and some honest answers about career paths outside of London. Shan urged attendees to "break the glass ceiling, feel the air and get hold of your confidence" – an exhortation which was very well received by the room.

The final speaker was Leanne Wood, leader of Plaid Cymru, who told the audience that if we want to bring about change, we have to make our voices heard and keep working to inspire the next generation of women into leadership.

Reflecting on the range of thoughts we had heard from the brilliant line-up of speakers, I closed the conference by asking everyone there to become the change they wanted to see by taking these messages back to their workplace and encouraging people to attend a future Women into Leadership event.

**“Decide whether or not the goal is worth the risks involved – if it is, stop worrying”**





## Upcoming courses

Find out about all the latest FDA Learn/Keyskills events and book your place at: [bit.ly/fda-workshops](http://bit.ly/fda-workshops)

### 'Lean In' to your Career With Confidence

**19 July 2017, Cardiff**

Explore why it's important for women to keep challenging themselves and show how to build confidence and competence.

### Performance in Presentation

**28 July 2017, London**

Get the tools and techniques to incorporate performance skills into presentations and communications.

### Effective Networking

**19 & 21 August 2017, Cardiff**

Increase the impact and effectiveness of your networking approach.

### How to Have a More Productive Working Day

**15 September 2017, London**

A three-hour workshop full of practical tips and exercises to help you work more productively on the things that matter.



# New learning opportunities for members in Scotland



**Neil Rider explains how FDA Learn and Keyskills are expanding development opportunities for members in**

**Scotland - and how you can get involved.**

Although times are tough in the public sector, the FDA believes that members should still be able to pursue challenging and flexible career paths – and our FDA Learn and Keyskills services are designed to give members the best possible professional development opportunities. But we also believe that these opportunities should be available to all FDA members, regardless of where they live and work, so we have been stepping up our activity in Scotland.

The past few months have seen a whole range of courses and events designed to equip members north of the border with the skills they need to make progress. Our one-day 'Improving Your Performance' courses, run by our partners NewzPark, take members at all grades through the various skills needed to succeed in the civil service's competency based

interviews, using practical exercises to master every stage of the process. We've so far run courses at HMRC Bathgate, SG Edinburgh and COPFS Edinburgh and Glasgow, with uniformly excellent feedback.

For those who want to sharpen their tech skills, we have also run a series of short coding workshops at HMRC Cumbernauld and Education Scotland, as part of the wider Digital Unions Project. These workshops are provided through Scottish Union Learning in partnership with the Scottish Government, and have been very popular. We've also offered sessions in social media, digital storytelling, digital photography and the best use of handheld devices.

Expanding diversity in leadership has been another strong area of work for the FDA in Scotland. Between October and February, we ran four full-day masterclass events and five mentoring sessions around this theme, engaging 70 public servants in total. We worked with employer partners in Education Scotland, HM Revenue and Customs, the Home Office, COPFS, DWP and the Scottish Government, and the events led to new recruits as well as a new relationship with the HMRC Race

Network in Scotland.

Our focus on Scotland is already paying off, and since January this year, more members north of Newcastle have attended our masterclasses than in the south, with employers keen to book places and courses. But there's more we can do, and we are very interested in bringing further workshops and events to your workplace. The more members who get their employer's support – even if it's just providing a venue – for an FDA Learn/Keyskills event, the more likely it is that we can extend our activities to your workplace. So if you would like us to run a session where you work, please do get in touch by emailing [neil@fda.org.uk](mailto:neil@fda.org.uk).

Neil Rider is head of FDA Learn and Keyskills

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# Work

## An insight into the changing roles of public servants

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### My Working Life

#### Working in private office

**A Keystone member tells us about the dynamism, variety and growing demands of working in private office.**

I've been in the civil service now for over 30 years and if it wasn't interesting I probably wouldn't have stayed this long! Working in private office gives me such a good overview of everything that's going on - not just of the team or the department, but of the wider political agenda.

It's pretty fast paced and, as initiatives ebb and flow with ministerial whim, the direction of our activity can shift dramatically, sometimes in a very short period of time.

While some may find that daunting, I find that dynamism to be quite engaging. It's possible that I have difficulty concentrating on things because I seem to like moving from subject to subject, and knowing that when I come into work I won't have a whole day dealing with one particular subject is actually quite appealing.

In addition, I'm also a manager. This reinforces the fact that not only are no two days the same, but also within one day, no morning or afternoon is the same. Even when the work is getting a little straightforward, there's a raft of background management activity that has to be taken forward, and every management role is a different individual, so there's endless diversity in what I do.

This kind of work attracts a particular kind of person and I think people who prefer to work rigid hours would probably find themselves looking for something different.



**"As I look back and think of the demands we put on our people now, we just have to be cautious about what we're asking."**

While quiet days do come along - though they tend to be further and further apart nowadays - late nights and early mornings can become a part of the job, especially if we've got a particular push on something. To me, there's not much that can be done about this - an operational demand is an operational demand after all.

However, based on my experience, I do think we're on the cusp of having a culture of 'virtual presenteeism'. It's so easy to ask for stuff on BlackBerry, on Surface Pro or on email at all times of the day, which has led to this creeping tendency towards long hours working.

We have senior managers that say,

"Hey, I send some emails on a Sunday afternoon because it suits me". Well that's great, but it's still the person receiving the mail that has to deal with somebody else's Sunday afternoon brain dump on a Monday morning when they thought they'd cleared their inbox before leaving the office on Friday.

I hear people talking about companies that shut off their services at 6 o'clock on a Friday so people can't get emails out of working hours. I hear people talking about it, but no suggestion that there is an appetite for it in the civil service. I believe there should be some flexibility if that suits people, but there needs to be greater awareness of the burden this can impose on people in a different situation, and that's where I don't think we've got the right balance.

I'm grateful I've been given the chances to do what I do, and to grow into what I do, but I'm conscious that I'm coming to the end of my working life. As I look back and think of the demands we put on our people now, we just have to be cautious about what we're asking. You're supposed to work to fund the rest of your life; work shouldn't be your life. That's the main change that I've seen.

#### What's your story?

My Working Life allows FDA and Keystone members to talk frankly about their jobs and experiences at work. If you'd like to work with one of our reporters on your own story, drop us a line to [psm@fda.org.uk](mailto:psm@fda.org.uk). Anonymity is guaranteed.



# Revolving Door

## Civil service starters, movers and leavers



Department for International Development Permanent Secretary **Mark Lowcock** is set to leave DfID to

succeed Stephen O'Brien as the head of the UN Office for the Coordination of Humanitarian Affairs. Lowcock has served as the department's most senior official since 2011, and has spent all of his three decades in the civil service at DfID and its predecessor, the Overseas Development Administration. His successor as DfID Permanent Secretary had not been announced at the time of writing.

**Bernadette Kelly** has been promoted to Permanent Secretary at the Department for Transport, succeeding Philip Rutman, who moved to become Home Office Permanent Secretary earlier this year. Kelly moves to the top DfT job after serving as Director General of the department's rail group since September 2015. She has also worked in senior roles at the business department, and her appointment makes her the fifth woman now leading a Government department.



**Helen Bower-Easton**, who was the Prime Minister's official spokesperson from 2015 to 2017, is returning to the FCO as its new

director of communications. Prior to her Number 10 roles, Bower-Easton served as the head of communications and UK spokesperson at the UK's Representation to the European Union, part of the FCO. Bower-Easton has also worked at the Home Office.

**Leo Castledine**, the Head of Civil Service Local, is set to retire from the civil service at the end of September. Castledine has been a civil servant for almost four decades, and she will be succeeded by **Kathie Bates**, who is currently CS Local's north west co-ordinator. Bates's previous roles include change director and director of operations at HM Revenue and Customs. **Andy Ashworth** will take over the north west job from Bates.

**Peter Jones** has been appointed as chief operating officer at the Foreign and Commonwealth Office, after a three-year stint as the FCO's director for defence and international security. He joined the Diplomatic Service in 1985, and has also served as British High Commissioner to Ghana.

## My alternative career Richard Mulcahy



FDA a Keystone,  
Llywodraeth Cymru  
Ochr yr Undebau Llafur

FDA and Keystone,  
Welsh Government  
Trade Union Side

I grew up with 'Z Cars' and 'Dixon of Dock Green', so as a boy I always wanted to become a police officer. My main worry was whether I would be tall enough to get in! But by the time I left school, it was politics – and the impact of the miners' strike – that kept me away from the thin blue line. A bit later, a careers questionnaire suggested another route – 'civil servant' or 'minister of religion' – an idea I laughed off, especially when I joined the DTI as an EO. But these things have a way of catching you out – over ten years later I went to theological college before ending up as both a civil servant for the Welsh Government and an Anglican priest in the Church in Wales. Of course, had I joined the police, I would now be able to retire on a full pension!

**Philip Rycroft** has been appointed to the role of Second Permanent Secretary at the Department for Exiting the European Union. Rycroft will continue to hold his other role as Second Permanent Secretary and head of UK governance group in the Cabinet Office, where he has responsibility for constitutional and devolution matters. Rycroft previously served as Director General in the office of the then-Deputy Prime Minister Nick Clegg from 2012 to 2015.



**Helen Stephenson** has been named as the next Chief Executive of the Charity Commission. Stephenson has been director of early years

and childcare at the Department for Education since 2014, and prior to that was director of the Office for Civil Society. She succeeds Paula Sussex in the Charity Commission role.

**Jason Feeney** has been promoted to Chief Executive Officer at the Food Standards Agency, having served as its Chief Operating Officer since 2015. Feeney joined the then-Department of Health and Social Security (DHSS) in 1981, and has served in senior jobs including pensions and benefits director at the DHSS's successor ministry, the Department for Work and Pensions.



**David Norgrove** has taken up post as Chair of the UK Statistics Authority, succeeding Sir Andrew Dilnot. Norgrove was previously Chair of

the Low Pay Commission, and served as the first Chair of The Pensions Regulator from its creation in 2005 until 2010. His civil service career also includes stints as a Treasury economist and as private secretary to Margaret Thatcher.

**Have you or someone you work with recently joined or left the public service? Please let us know at [psm@fda.org.uk](mailto:psm@fda.org.uk)**

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# News

Share your news with us at [psm@fda.org.uk](mailto:psm@fda.org.uk)

## ADC 2017

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### Conference freezes FDA subs

**The big news coming out of this year's Annual Delegate Conference (ADC) was the decision to freeze FDA subscription rates until 2022.**

A motion from ARC Cambridge proposed that subscriptions should be frozen for three years, but delegates overwhelmingly backed an amendment from the Executive Committee (EC) extending the subs freeze to five years for all FDA members.

Honorary Treasurer John McCullagh urged delegates to vote for the amended motion, saying it was "probably the first time in the history of unions that the treasurer is moving an amendment to increase a subscriptions freeze from

three years to five years".

Writing to members following the decision, FDA President Gareth Hills explained that the EC had proposed the subs freeze in light of the challenging circumstances facing members, many of whom have seen their real incomes fall as a result of the government's pay policy.

Hills said the EC had been "looking to see what more the union could do" to keep membership affordable and relieve the financial pressure on members, while protecting the FDA's financial health.

He explained: "We recently took two decisions that will help secure the long-term future of the union. Last year we purchased a property, which is currently being refurbished, and two years ago we launched Keystone, our membership offering to colleagues in the HEO/SEO and related grades.

"But the Executive Committee, whose members are all serving civil servants like you and me, have been looking to see what more the union could do. Having reviewed our financial health, the Executive Committee took the decision to restructure our finances to enable us to commit to a five-year subs rate freeze for members."

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Read more reports from the FDA's 2017 conference on page 16.

## New government prunes manifesto commitments

The unexpected outcome of the 2017 general election triggered a number of ministerial changes, as some senior government figures signalled that Prime Minister Theresa May could drop key parts of the Conservative manifesto.

May appointed Damian Green (pictured) - the former Work and Pensions Secretary - as the new Cabinet Office minister, replacing Ben Gummer, who lost his Ipswich seat to Labour on election night.

Green is a longstanding ally of the Prime Minister, serving under her as a Home Office minister for four years during the coalition government. His Cabinet Office role will cover policy coordination and implementation, civil service workforce issues, and public sector reform. Green also becomes First Secretary of State, a role akin to that of Deputy Prime Minister.



The post-election reshuffle also saw the cabinet return of Michael Gove, the former Education and Justice Secretary who challenged May for the Conservative Party leadership in 2016.

Gove was appointed as Environment Secretary, replacing Andrea Leadsom at the helm of a department set to be heavily affected by Brexit. Since leaving office last year, Gove has argued that civil servants are not held sufficiently accountable for failure - prompting a

robust response from the FDA which pointed out that Brexit meant civil servants were now working harder than ever "with little or no extra resource".

As PSM went to print, the government unveiled a slimmed-down Queen's Speech which omitted many of the proposals outlined in the Conservative manifesto, although the fate of measures directly affecting the civil service remained in doubt.

The manifesto made several pledges on the future of civil service, including a promise to expand the geographic reach of the organisation by moving more senior posts away from Whitehall.

Responding to that pledge, the FDA said any relocation programme must prioritise the retention of skilled and experienced staff. "Employers also need to make sure that they do all they can to minimise the impact of any programme on civil servants, including by implementing proper flexible working and offering relocation packages to those affected," said Assistant General Secretary Rob O'Neill.



## FDA in the media

### May

In May, the FDA launched its Britain Needs A Strong Civil Service campaign, calling for a fresh spending settlement to ensure the civil service has the resources it needs for the challenges of Brexit and beyond. The campaign was launched at the Annual Delegate Conference, and several titles picked up on General Secretary Dave Penman's speech and the results of the union's working hours survey.

How will civil servants implement Brexit? Not by being barked at

THE GUARDIAN

UK senior civil servants fed up with six-day Brexit-filled weeks

POLITICO

Hammond accused of 'backward step' on Whitehall finances

FINANCIAL TIMES

Civil service 'needs to be properly resourced' for Brexit

PUBLIC FINANCE

UK union chief warns that civil servants lack resources to tackle Brexit

GLOBAL GOVERNMENT FORUM

Civil servants working while sick or on holiday to manage workloads, survey finds

CIVIL SERVICE WORLD

### April

April saw Department for International Development Permanent Secretary Mark Lowcock leave the civil service for a United Nations job. His departure was reported in the press before it was officially confirmed, accompanied by negative briefings from political sources. That prompted a response from the FDA, which criticised anonymous briefings against civil servants, and which was reported on by the Daily Express and Civil Service World.

FDA slams 'cowardice' of briefing against perm secs as Lowcock's DfID departure confirmed

CIVIL SERVICE WORLD

Top civil servant who oversaw £60billion of foreign aid spending quits for UN role

DAILY EXPRESS



### Election 2017

## FDA praises "professional" civil service after election shock

**The FDA's General Secretary Dave Penman has stressed the crucial role that civil servants will play as the country deals with the ramifications of an inconclusive general election result.**

The election saw the Conservatives lose their overall majority just days before the start of formal talks on Britain's exit from the European Union, with the Tories now relying on a negotiated arrangement with Northern Ireland's Democratic Unionist Party (DUP) to govern in a hung Parliament.

As well as continuing to run vital public services and helping ministers to prepare for Brexit negotiations, civil servants must now support ministers as they plan a legislative agenda that can survive the complex parliamentary arithmetic thrown up by the result.

In such a situation, the FDA General Secretary stressed it was vital that the hard work of officials in providing stability was recognised. Penman said: "As politicians grapple with the inconclusive consequences of the general election, the country should once again be proud that it is served by a professional, politically neutral and permanent civil service."

"As was demonstrated following the 2010 general election, when the civil service had the foresight to prepare for the possibility of a hung parliament, civil servants will ensure that government

continues to function and that the interests of citizens are protected in the absence of clear political leadership."

He added: "The civil service will also be there to provide support, expertise and guidance to the political parties as they wrestle with conflicting manifestos and difficult electoral arithmetic. Over the coming days and weeks – and in negotiations over our exit from the EU – Britain needs a strong civil service."

**Former Scottish Government Permanent Secretary Sir Peter Housden tweeted in the immediate aftermath of the election: "Thank heavens for a strong and stable civil service."**

In a message to staff, Cabinet Secretary Sir Jeremy Heywood said he had "no doubt that the civil service will demonstrate once again our adaptability, commitment and professionalism", praising officials for their "deep commitment to public service".

Former Scottish Government Permanent Secretary Sir Peter Housden tweeted in the immediate aftermath of the election: "Thank heavens for a strong and stable civil service."

## Working conditions

# "It's a time bomb" - surveys flag concern over pay and workloads

**More than two-thirds of FDA members have worked while on sick or annual leave in the past year, according to the latest working hours survey carried out by the union.**



Just over 1,400 members took part in this year's survey, which sheds light on the realities of working life in the civil service.

The study reveals that 68% of members have carried on working through sick or annual leave in the past twelve months, while just over half were unable to take their full entitlement last year.

Workload was the most common reason for not taking annual leave – given by 57% of members. A third (33.3%) of members said they felt unable to take leave because of their team's workload, while 32.9% said they had carried forward a leave deficit from a previous year.

The study also found that more than 90% of staff across all departments regularly work longer than their contracted hours each week, with more than a quarter (28.7%) saying they

regularly work more than an entire day's worth of additional hours every week.

Just over two-thirds of those surveyed said working excessive hours was a problem in their department or agency, but only one in six said their employer had taken steps to tackle the problem.

"If I didn't work additional hours I could not get everything done," said one member. "But even then I find myself doing things at the last minute, as there is never time to plan."

Another member told the FDA: "I sometimes feel that it isn't worth taking time off because the amount you have to catch up on puts additional pressure on an already busy job."

The findings came as the separate FDA pay survey revealed widespread dissatisfaction with the civil service pay system.

Almost 2,000 members took part in the latest study – the highest ever number of participants for an FDA pay survey – which found that 82% are either dissatisfied or very dissatisfied with the overall pay arrangements in the civil service.

Just one in every eight members (12.6%) said they could see a clear link between their performance and their pay, while more than two-thirds (67.6%) said there were recruitment or retention difficulties in their organisation.

The overwhelming majority of respondents (85.7%) said that they did not believe their organisation was sufficiently resourced to meet the challenges of the year ahead, and 60.6% said their morale had fallen in the past 12 months – with pay the most commonly cited reason for this.

"My net pay is lower now than it was when I started in the organisation in 2010," one member told the FDA, while another said: "It's a time bomb. People are getting more and more fed up."

Following the two surveys, the FDA launched its new Britain Needs a Strong Civil Service campaign – calling on the new Government to give the civil service a fresh spending settlement to ensure it has the resources needed for the major challenges of Brexit and beyond.

By mid-June, the survey findings had been reported in the *Guardian*, *Civil Service World*, *Politico Europe* and *Public Finance*. The findings for each department are also being used by FDA negotiators in meetings with employers, with the union focusing efforts on securing compensation for all hours worked, and pressing employers to properly record overtime and provide the resources needed to reduce excessive working hours.

Meanwhile, the FDA's Annual Delegate Conference backed a series of motions on pay and working hours in May, calling on the Government to ensure that all departmental plans reflect the resources available.

**68%** of members have carried on working through sick or annual leave in the past twelve months

**A third (33.3%) of members said they felt unable to take leave because of their team's workload**

**90%** of staff across all departments regularly work longer than their contracted hours each week



## Media

# FDA slams "cowardly" attacks on civil servants

**The FDA has leapt to the defence of a senior civil servant after his departure from Whitehall was trailed by negative briefings to the press from anonymous political sources.**

Sir Mark Lowcock's resignation as Permanent Secretary at the Department for International Development – a job he has held since 2011 – was officially confirmed in May. Lowcock is to take on a new role at the United Nations, with DfID's Nick Dyer stepping up to lead the department in the interim.

However, news of Lowcock's departure was given to the media a day before the official announcement, accompanied by quotes from anonymous figures criticising his performance.

Responding to the media coverage, in a statement that was picked up by the Daily Express and Civil Service World, FDA General Secretary Dave Penman said: "Once again we are witness to the unedifying spectacle of committed public servants being undermined and attacked through 'anonymous' sources close to ministers.

"All too often this particular brand of political cowardice rears its ugly head as ministers feel the pressure to look for a convenient scapegoat," he added. "Instead of preaching about leadership it's time some politicians demonstrated it and publicly defended their staff from these unwarranted, vicious attacks."

Speaking at the FDA's Annual Delegate Conference in May, Penman also hit out at the failure of ministers to defend officials after the departure of Sir Ivan Rogers as the UK's most senior diplomat in Brussels.

He said: "You don't get a strong civil service by sending out former ministers to tramp around the TV studios trashing the reputation of civil servants for having the audacity to speak truth unto power, whilst ministers stay silent, refusing to voice their support and giving those attacks their tacit approval."

## ARC Conference 2017

Delegates from all parts of the UK gathered at the Manchester Conference Centre on 16-17 May for the annual general meeting of the Association of Revenue and Customs (ARC), the section of the FDA representing members in HM Revenue and Customs.

Chaired by ARC President Vicky Johnson, the AGM debated 83 motions on topics as diverse as government pay policy, hot desking, managing Brexit and changes to travel allowances.

Delegates voted to end ARC's long-standing political fund and backed motions calling for an end to the government's 1% cap on pay rises and a return to pay progression for staff within the existing pay bands.

The conference's liveliest debate came on a motion calling on the ARC Committee to set up an informal 'buddy support system' for members taking career breaks. After a fiercely contested

debate, delegates eventually backed the motion's claims that existing support systems set by the department to keep staff on career breaks in touch with developments at work were inadequate.

But a motion calling for ARC to explore the possibility of exchanging some terms and conditions in return for HMRC being treated as a "special case" in pay negotiations was rejected by delegates.

Delegates also heard keynote speeches from FDA General Secretary Dave Penman and Paul Novak, Deputy General Secretary of the TUC, who spoke about the future of trade unions and the workforce in the aftermath of Brexit.

A full report on the ARC conference will be published in the next issue of ARC News and on the ARC website at: [arcunion.org.uk](http://arcunion.org.uk).

## The cutting list

### FDA in the media

#### April continued

MSPs on the Scottish Parliament's Justice Committee published a report warning that the Crown Office and Procurator Fiscal Service (COPFS) is operating under "considerable pressure", with an increased workload and stretched resources. Media coverage featured analysis by the Procurator Fiscal's Section of the FDA union, showing that the service is facing a real-terms budget cut of 21.5%.

Scotland's prosecution service 'under considerable pressure', say MSPs

BBC

'Serious failings' in Scots justice system, say MSPs

STV NEWS

Criminal justice system 'failings' must be addressed, MSPs say

PRESS ASSOCIATION

#### March

March saw extensive coverage of the FDA's call for more civil service resources to cope with the additional challenges of Brexit. Coverage in Bloomberg, the Financial Times, Politics Home, Civil Service World and Public Sector Executive came after the union released statements on the triggering of Article 50 as well as on reports by the National Audit Office and the Institute for Government think tank.

Brexit Set to Begin With Fewest UK Civil Servants Since 1940s

BLOOMBERG

Whitehall feels the pinch

FINANCIAL TIMES

National Audit Office sounds alarm over civil service workload as Brexit looms

POLITICSHOME

Article 50: Heywood pledges extra resources for departments most affected by Brexit

CIVIL SERVICE WORLD

Civil Service 'woefully underprepared' for Brexit as Article 50 triggered

PUBLIC SECTOR EXECUTIVE

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# Opinion

Got an opinion? Let's hear it at [psm@fda.org.uk](mailto:psm@fda.org.uk)

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## Reality intrudes on the Westminster spectacle



**Forget the staged dramas at Westminster - the recent tragedies in London and Manchester show us what politics and public service are supposed to be about, writes Dave Penman.**

As I sit down to write this, the news is filled with the unfolding tragedy at Grenfell Tower in west London. I was going to write this column on the chaotic political outcome of the election and the role of the civil service. Yet over the last few weeks, in Manchester, London Bridge and now in north Kensington, dramatic and tragic events have brought into sharp relief the reality of what politics and political discourse is ultimately supposed to be about.

The result of the election has led to endless speculation about the fate of the Prime Minister, her likely successors, the rise and fall of politicians and the power games that have come to define our political scene over the last few years. This is politics for the sake of it – a story wrapped around the fate of key characters like some prime-time drama, endlessly seeking a new plot twist.

The Grenfell Tower fire, a tragedy of unimaginable scale, is already becoming the focus of a debate about the reality of life in modern Britain and the type of society we want to live in. This social housing tower block sits in the middle of one of the wealthiest areas on the planet. As is the case in many great cities, the wealthiest and poorest often

live surprisingly close together, but physical proximity is no way to measure the reality of their very different lives. Kensington and Chelsea has the biggest gap between the mean and median salaries of its residents of any borough in the country.

Questions over the quality and availability of public housing and the resources available to local authorities to provide safe and habitable homes did not feature heavily in the election campaign debate. Yet in the space of a few hours, they became the backdrop to

a debate on why this tragedy happened and the stark contrasts that are evident in a few square miles of west London.

Regulation and enforcement of standards for housing, as well as levels of fire protection, will inevitably feature in the promised public inquiry. The debate over regulation versus guidance, the 'red tape challenge' and the resources available for enforcement are among the issues that will come under detailed scrutiny.

Parallels are obvious between the events in Manchester and London





Bridge. First responders from all the emergency services put themselves in harm's way to protect their fellow citizens. The bravery and commitment of those individuals shines like a beacon of hope in what has been some of the country's darkest hours. Those emergency services rely on tens of thousands of fellow public servants to support them. All of those public servants have faced a sustained period of cuts to staffing levels, pension provision and terms and conditions, as well as sustained pay restraint.

Government is there to protect its citizens, allow them to prosper and care for them in times of need. These services are either directly or indirectly delivered by public servants. The level of resources available to be distributed is, in part, determined by the capacity and capability of the public servants tasked with collecting them.

The work of government matters every day to every citizen of the UK. Since 2007 and the financial collapse, austerity has been the dominant political message. As a politically neutral union, we have tried to steer a difficult course through this debate, recognising the democratic mandate governments have to determine the size of the civil service and the resources available for public services.

But as a union whose members provide many of those services, we have challenged government to match the commitments it makes with the resources it provides. We recognise that public services have to be delivered efficiently and this must be an integral element of managing services, not simply a response to ministerial pressure. That is just as important when additional resources are made available as when budgets are cut.

This parliament, if it lasts, will see us through our exit from the European Union. Many of the issues raised above will be determined by the success or otherwise of that process. The strength of our economy and our ability to invest in public services will be determined by the nature of our ability to trade with the EU and wider world. Many of the regulations

that govern our daily lives are currently determined by agreement with our EU partners. The red tape challenge and 'regulation lite' philosophy has also just been given a brutal new context.

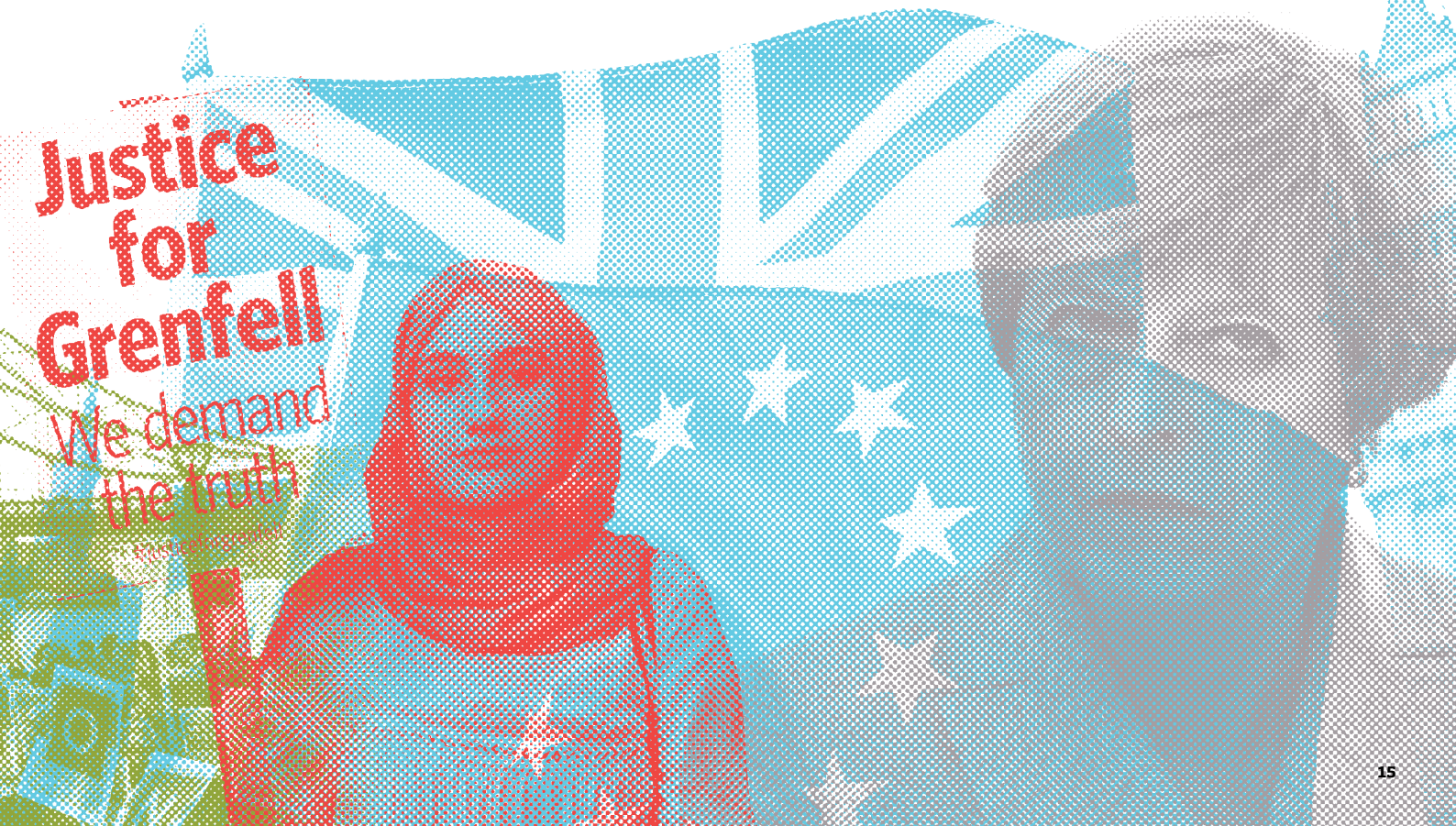
As the election result unfolded, once again I said that the country should be proud that it is served by a professional, politically neutral and permanent civil service. I said that over the coming days and weeks, and throughout our exit from the EU, Britain needs a strong civil service – and that requires investment.

Despite all of the challenges, as public servants you make a tremendous contribution to the success of our country and help transform people's lives. We will continue to insist that public servants deserve to be treated fairly by government, that pay restraint should end, and that well managed investment in public services can be both effective and efficient.

It may well be that the period of reflection on these tragic events, and the analysis of what drove the outcome of the election, will lead to some changes in the Government's approach to public services and public servants. Certainly, we will be making the case for change as loudly and as often as we can.

Dave Penman is FDA General Secretary.

**“Government is there to protect its citizens, allow them to prosper and care for them in times of need”**





Below right (from left): FDA General Secretary Dave Penman, FDA President Gareth Hills and Assistant General Secretary Naomi Cooke.



Over 200 delegates from government departments, agencies and public bodies met in London on 11 May for the FDA's 2017 Annual Delegate Conference.

# BRITAIN NEEDS A STRONG CIVIL SERVICE

**F**DA General Secretary Dave Penman kicked off the 2017 Annual Delegate Conference (ADC) by reprising the unpredictable events of the previous 12 months. Not only

did his beloved Partick Thistle secure a top-six finish in the Scottish Premier League, but the UK voted to leave the EU and found itself in the midst of a third national plebiscite in as many years.

On the implications of Brexit, Penman told delegates: "Whether you agree with the referendum result or not, Brexit is the most important issue our country faces". Despite the election campaign rhetoric about 'strong and stable leadership' from politicians, "the reality is that it will be the civil service that will be asked to do the heavy lifting", he added.

Penman introduced what became the recurring theme of the conference, telling





**ADC speakers**  
Left: Stephen Head, CPS section  
Below (from left): Frances Hunter, ARC Cambridge; Matthew Lownds, Diplomatic Service Association; Fiona Eadie, Executive Committee.



delegates that “Britain needs a strong civil service” to deliver the best possible outcome from the Brexit negotiations and maintain quality public services. Conference later unanimously approved the launch of a new campaign to press the incoming government to invest in the strong civil service we need to meet the challenges ahead.

### Strengthening our finances

A proposed change to the financing of FDA sections led to a lively debate on the day’s first motion, which set out plans to reduce rebates to sections that already have large reserves.

Moving the motion on behalf of the Executive Committee (EC), David Chrimes from the Crown Prosecution Service (CPS) section explained that the new rules were “all about ensuring a strong stable future for the FDA” and avoiding “pockets of money” building up which “perhaps are not invested in the best way”.

Delegates from the Association of Revenue and Customs (ARC) Cambridge branch opposed the motion, with Graham Flew warning that the change could potentially “take a third of the income” from sections, and Frances Hunter describing it as “a little bit like a money grab”. But they were followed by a string of speakers from other ARC branches, the Diplomatic Service Association (DSA), Procurator Fiscal Service, Ofsted and CPS supporting the rule change.

While acknowledging ARC Cambridge’s concerns, the EC’s Fiona Eadie said she was confident that sections would get financial assistance when required and argued the change would allow union funds to be used for “the greater benefit of all of our membership”.

Eugene Mitchell, ARC Glasgow, also voiced strong support, telling delegates: “This is not a motion about taking subscriptions away. It’s not a money

grab. It’s all about good governance, recognising that we are all members of one union.”

The motion was ultimately passed, paving the way for conference to later freeze FDA subscription rates for five years (see page 10) – reducing financial burden on members at a time of pay restraint and providing an important recruitment tool for the FDA.

### Backing our civil servants

Conference called on ministers to extend their support for worker directors on company boards to include civil service departments, agencies and public bodies. “You look at most successful football clubs, they have fans on boards. Most successful companies have trade union representatives on boards, with non-executive directors who are experts in those fields,” said EC member Stephen Head from the CPS section.

Conference also backed a motion from





## GUEST SPEAKER DAVID WALKER

This year's guest speaker, Guardian journalist David Walker, urged the FDA to publicly challenge small-state Tories who, he said, "despise you and want fewer of you around".

He warned that the next government may further undermine civil service impartiality and tighten the squeeze on public services, and called on the union to noisily defend the value of the public sector.

Walker did not deny the risks involved: "I'm asking you, to some extent, to put your head on the chopping block." But he argued that "lying doggo" leaves the floor to the small-statists, and "may be just as detrimental to the long-run interests of the public service".

In discussion, FDA General Secretary Dave Penman pointed to the conference motion on impartiality and his own media work in defence of former EU ambassador Sir Ivan



Rogers. "Influence is not necessarily about speaking publicly," he said, arguing that the FDA does speak up when public servants come under fire - and encourages others to do so.

"I've stood in front of colleagues at the Wednesday morning [permanent secretaries'] meetings and said: 'It is a lonely place defending the civil service, because no one else seems to do it'," he added.

## FDA CONFERENCE 2017

the DSA calling on ministers to publicly defend civil servants and the political impartiality of the civil service. The DSA's Matthew Lownds condemned media attacks on British diplomats and judges, and the lack of a robust response from ministers. He urged ministers to ensure public servants are "duly recognised, not denigrated at every opportunity when things may seem to be going wrong from a narrow political point of view".

Richard Hobbs from the British Museum branch successfully moved a motion calling for greater recognition for the expertise of staff working in museums, galleries and libraries. "The intellectual heart of those institutions is being undermined," he warned. "There is a sense that... the specialist knowledge that is required to understand the collections, material, culture and so on is not really being supported by management and ministers," he added.

### A new deal on pay

"The Government expects top quality policy advice and service to be delivered on mean, out-of-date and falling-behind levels of pay," DWP delegate Mike Buckley told delegates during the debate on civil service pay, which saw conference back calls for an independent pay review body for the entire civil service and an end to the Government's 1% cap on pay rises.

Chris Mills from HM Land Registry said many members felt "the Government treated public sector staff with disdain", with pay falling in real terms and higher pension contributions for reduced benefits. "Pay restraint is going to have an effect on public sector workers for the rest of their lives," he added.

Conference also called for an end to the policy of capping pay on promotion, which leads to external candidates being offered higher starting salaries than civil servants applying for promotion.

Speaking for the EC, ARC President Vicky Johnson said: "What these adverts are saying is that people who do not work in the public sector are more worthy, better qualified and better than the people who already work in the public sector... This seems to fly in the face of everything that we do as a department to develop our own talent."

### Better workplaces

Delegates backed a motion calling on the Cabinet Office to learn the lessons from the extensive machinery of government changes that followed Theresa May's accession as prime minister last year. Conference heard how staff transferred to the new Department for Exiting the EU and the Department for International Trade faced delays in receiving appointment letters, payroll problems and confusion over terms and conditions.

Diplomatic Service Association delegate Shaun Cleary said: "Cabinet



Left: David Chrimmes, Executive Committee and CPS section. Below: Patricia Watson, Education Scotland.

Opposite page: Dave Penman, FDA General Secretary (top); Chris Mills, HM Land Registry (bottom)



## WENDY JONES EQUALITY AWARD

Helen Baird-Parker (above) from HMRC was named as this year's winner of the Wendy Jones Equality and Diversity Award, which recognises FDA members who have made an outstanding contribution to promoting equality in public life.

As an FDA rep, Helen has helped to push diversity and equality issues to the top of the agenda in HMRC, as well leading the union's equal pay tribunal claim, which is currently at the appeal stage. FDA President Gareth Hills said Helen had "worked tirelessly" on behalf of members and developed into "a fantastic advocate and rep for the FDA and others".

Helen, who was presented with her award by the Guardian's David Walker, told delegates, "I'm proud on behalf of all of our members who have contributed to work around equal pay. Thank you very much."

Office have decades of experience of machinery of government changes... We were gobsmacked to see that they seemed to still make it up as they went along." He added: "The centre really needs to review, learn the lessons and apply these to any future machinery of government changes."

Delegates strongly backed a motion calling on departments to prioritise retaining skilled and experienced staff as ministers press ahead with the Government Hubs relocation programme, which aims to reduce the government estate from around 800 to 200 buildings by 2023.

Moving the motion for the EC, Tony Wallace from ARC Nottingham told conference the FDA has a "crucial role to play" in protecting jobs and easing the strain on staff, and pressing departments to implement proper flexible working and relocation packages. "Every person in this room and across our wider membership

is a skilled professional in one discipline or another and the Government can ill-afford to lose those skills," he said.

### Realistic workloads

Delegates strongly supported a motion from the Scottish Government branch calling on all UK administrations to ensure civil servants are fully paid for all the hours they work. David Howdon from the DWP branch explained how the FDA has successfully negotiated compensation for excess hours in some departments and encouraged all members to claim for them where they can.

Workload frustrations were also echoed in a successful composite motion from the Ofsted and Education Scotland sections. Education Scotland's Patricia Watson revealed that some members had worked up to 28 excess hours in a week, which she lambasted as "unlawful" and "unacceptable".

David Chrimmes, CPS section, said heavy workloads often lead to work-related stress, and delegates backed his call for civil service employers to remove sources of stress and ensure workloads remain reasonable.

Conference reporting by Matt Foster, Tommy Newell, Matt Ross and Craig Ryan. Photographs by Graham Martin.

Read further reports from the ADC online at: [bit.ly/fda-adc17](http://bit.ly/fda-adc17). For more on the future of civil service pay, see page 20.



# Breaking point?



With prices rising and staff shortages spreading across public services, cracks are already appearing in the government's public sector pay policy, writes **Ken Mulkearn**.

**H**as the current public sector pay policy – a cap of 1% on basic pay awards – reached the end of the road? It's certainly under severe pressure, with growing evidence of recruitment, retention and morale problems across the public sector. Manifesto commitments by the opposition parties to lift the pay cap were one sign of this. But employers have spoken out too – particularly in the NHS, where the impact on recruitment and retention has been especially acute. And a number of the Pay Review Bodies, which are constrained by their remits to recommend increases in line with the policy, have signalled their concerns that the approach is unsustainable.

By contrast, private sector pay awards have been running at a median of 2% for

a while – double the level of public sector settlements. And the latest data analysed by Income Data Research, for the three months to the end of April, shows that the median settlement in the private sector has increased to 2.4%. The main reason for this is a greater number of awards at 3% or above, with most connected to the recent increase in the National Minimum Wage.

## **Pressure from rising inflation**

This comes at a time when inflation is also rising. The Retail Price Index stood at 3.5% in the year to April, up sharply from 3.1% in the year to March. This was partly a result of air fares rising this year, in contrast to a fall last year – with Easter falling in April, the airlines took advantage of the school holidays to raise ticket prices.

But other upward pressures on inflation came from clothing, footwear and electricity prices. These have risen because of the impact of sterling's earlier weakness on import prices. The ongoing influence of currency fluctuations is one reason why economists predict that inflation is likely to keep rising, and could reach 4% on the RPI measure by the autumn.

Higher inflation is adding to the existing strain on public pay policy, as demonstrated by special deals for



groups that have been most affected by recruitment, retention and morale issues. NHS paramedics have been re-banded nationally from band 5 (currently worth between £21,909 and £28,462) to band 6 (£26,302 to £35,225). According to the Department for Health, the move “is in recognition of the increasing responsibilities of being a modern paramedic” and partly reflects the burden being placed on paramedics when hospitals are more hard-pressed than before.

Meanwhile, the Government has announced that pay for new prison officers and some staff in jails in London and the South East will increase by up to £5,000. The move is also aimed at boosting recruitment and retention, but the Prison Officers' Association described the it as “a plaster over a gaping wound”.

Since then, talks have taken place about the possible creation of a new ‘band 4’ prison officer role for staff on the new entrant scales. This would provide a pathway for progression to a higher pay band for those currently on band 3 who develop their skill levels.

### Progression squeezed out

These developments highlight the importance of progression for public sector employees. In both the civil service and schools, progression has been largely squeezed out by a combination of reduced funding for pay and the adoption of so-called ‘performance’ or ‘merit-based’ pay systems that roll up progression with the basic award, with total pay movements limited to 1% under the current policy. But in other parts of the public sector, notably local government and the NHS, progression continues to be paid to eligible staff who have not reached the top of their pay grade.

Restoration of progression rights is likely to be on the agenda as the pay policy comes under more critical scrutiny in the near future. This is especially so as progression is important for private sector pay growth. The latest Annual Survey of Hours and Earnings (ASHE) showed that, while earnings for all employees grew by 2.2% in 2016, earnings for those who remained in the same job between 2015 and 2016 – around 80% of the workforce – grew by 4.6%. Most of the difference is explained

## Higher inflation is adding to the strain on public pay policy - demonstrated by special deals for some staff

by the latter group receiving ‘progression’ increases based on experience, skills or performance, as well as basic pay rises of around 2%.

In the civil service the Government has said it may give special treatment



### FDA looks for new deal on civil service pay

Ken Mulkearn (above) took part in a debate on civil service pay with FDA General Secretary Dave Penman at the union's annual conference in May. Fielding questions from delegates, Mulkearn said the Government's seven-year pay policy “is probably unprecedented in the history of this state”, while “pay progression has been squeezed out” of the system. “You cannot really talk about organisational change without putting careers and pay at the heart of that,” he added. “Good careers usually means having some structure to pay and that usually means some possibility of progression for people.”

Turning to the prospects for pay after the general election, Penman warned, “If there is any loosening of the purse strings, it's not going to be because you deserve it; it's going to be because they want something for it.” He pointed to the Agenda for Change system introduced into the NHS in 2004, in which better pay rates were agreed in return for a more flexible, harmonised pay system, as one model the new government might be willing to talk about.

to commercial specialists, ‘digital, data and technology’ specialists, those in science and engineering jobs, technical specialists such as data analysts, and senior civil servants. The Government Office for Science recently set out its strategy for science and engineering posts. Part of this will involve a review of critical skill gaps and the commissioning of an external review of pay and reward, “with a benchmarking exercise against industry and academia”.

These are areas where competition with the private sector has put upward pressure on pay, and the government's skills needs – particularly those related to Brexit – are also likely to be a factor. Already some civil service pay deals have departed from the letter of the pay policy. And outside central government, teachers in England and Wales saw their scale maximums increased by 2% in 2015 because of recruitment and retention pressures – though the increase reverted to 1% in 2016.

The Government has also signalled that it is to soften its policy of requiring pre-set quotas or ‘forced distribution’ for performance-related pay increases for civil servants. Widely disliked by staff, these meant that managers were compelled to place pre-determined proportions of staff in the different performance categories of ‘expected’ (65% of staff), ‘exceeding’ (25%) and ‘poor performance’ (10%), with those in the latter receiving no pay increase. New arrangements will be based on principles that no longer require departments to impose these quotas.

So where is the pay policy likely to go next? The 1% cap is unprecedented both in terms of its longevity and its severity, and we are now seeing the negative effects on staffing. We have been here before: in the 1990s, a lengthy period of pay restraint produced a similar range of issues. Then, the remedy was to end pay restraint and funnel new money towards public sector pay. It would be surprising if similar remedies were not being considered this time.

Ken Mulkearn is a director of Income Data Research, a leading provider of independent research on pay. IDR's full report on pay in the public services is available at £295 + VAT. To order a copy, email [enquiries@incomesdataresearch.co.uk](mailto:enquiries@incomesdataresearch.co.uk) and quote ‘PSR2017’.

# Direct action

FDA members at CPS Direct work all hours under the sun to keep the justice system running – but it took a two-year fight by the union to claim the holiday pay members were owed. **Matt Foster** reports.

**S**enior Crown Prosecutor Sandra Carrera-Sanchez was listening to the radio one morning when something caught her ear. “I’m always reading the papers and trying to keep abreast of what’s going on in the employment law world,” she says. “But as I was listening to the news, I heard about a case that had just been decided, entitling shift workers to holiday pay. I decided to pay more attention!”

Like hundreds of other prosecutors across England and Wales, Sandra works for CPS Direct, which provides 24-hour criminal charging advice to the police, 365 days a year.

CPS Direct staff play a vital part in the smooth running of the justice system, working remotely from home or from local CPS offices to field calls from police when they need to decide whether to charge someone with an offence. Sandra tells *PSM* that shift patterns can be both “random and antisocial” and can include working weekends, bank holidays, Christmas and Easter. “Everybody wants to be eating turkey on Christmas Day,” she says. “But we are working!”

To compensate for the gruelling hours worked by CPS Direct staff, the employer grants them ‘premium payments’ – extra money on top of their basic pay, determined by the timing of their shift. According to this system, the more antisocial the hours worked, the more staff would receive in their monthly pay packet. But, as Sandra explains, there was a flaw in the system. Whenever staff took annual leave they would only get basic pay for that time off – meaning that those who usually worked premium

shifts were left out of pocket for taking a break.

“I thought: ‘Is it really worth taking annual leave if I’m going to be punished for taking it?’”

## A race against time

Armed with more detail on the case – an Employment Appeal Tribunal ruling in the case of *Bear Scotland Ltd v Fulton* – Sandra, who has been the FDA Convenor for the CPS Direct branch since 2013, raised the issue with the FDA’s National Officer, Jawad Raza.

In June 2015, Jawad and Sandra began contacting members to alert them of the issue and find out just how many were affected – no easy task given their complicated shift patterns – and sought advice from Joy Drummond at Simpson Millar Solicitors on possible next steps.

While Jawad says early negotiations with the CPS on the issue were “positive”, the FDA believed members would be best served by lodging a protective employment tribunal claim on their behalf. As Joy explains, the situation was made more complicated by a tight deadline for taking action.

“In response to an employer outcry following the decision in the *Bear*



**“I probably would never have found out about it [without the FDA]”**

Dave Dohrn, CPS Direct

Scotland case, the Government had rushed in regulations just before Christmas 2014 restricting the scope to claim back pay in all unlawful deduction of wages claims,” she tells *PSM*. “This meant claims had to be lodged before 1 July 2015, or suffer a two year cut-off for repayment of outstanding holiday pay.”

If the FDA had missed that deadline, it would have directly affected any payouts received by long-serving CPS Direct staff, and Jawad and Joy now had less than two weeks to lodge their protective claim.

As Joy explains, there were still no lead claimants at this point – members Neil Swire and Steven Hearn would later take on that role – and the two sides were required to go through an early conciliation process with ACAS before proceeding with a tribunal claim. Burning the midnight oil, Jawad and Joy raced to get the claim ready in time.

“I advised on applying for group early conciliation and for it to be cut short, to finish in time to meet the deadline,” she says. “I also drafted a template for the details of the claim. Jawad then did a fantastic job, managing to put together and lodge 49 claims on the last day!”



**“Every time you took annual leave, your pay would effectively be reduced”**

Sandra Carrera-Sanchez, CPS

## Crunching the numbers

Once lodged, the employment tribunal case was then ‘stayed’ to allow the FDA

to seek a resolution with the CPS, who quickly admitted liability. The FDA then contacted members to get more detail on the amount of annual leave they had taken since joining the organisation, so these could be cross-referenced with any calculations made by the CPS.

One of those members was Dave Dohrn. Dave lives in the Welsh valleys and has worked at CPS Direct for eight years. He has been an FDA member for a quarter of a century, and first heard about the case when he received an email from the union asking for details on his annual leave. He says the process was made as simple as possible by the FDA, and his involvement as a member was limited to providing details on the leave he had taken.

"I think I was one of the lucky ones because I'd kept all my leave applications going right back to 2009," he says. "It was quite easy for me to do. I used documents that I'd extracted from the CPS Direct electronic rota system."

The majority of the work was then done behind the scenes, explains Jawad, who handled the complex task of calculating what staff were owed, and then led 21 months of negotiations with the CPS and Government Legal Department.

"Once an offer was made, the mathematical challenge began," he says. "All calculations had to be checked and cross-referenced with the information members had provided us. If we got these wrong, then members wouldn't receive the correct amounts."

### **"Dogged persistence"**

After months of talks with the employer, a binding agreement to settle the case on behalf of the 49 claimants was finally issued by ACAS earlier this year – with the final settlement topping £200,000.

Although Joy believes the negotiations were made "unnecessarily complicated" by the Government Legal Department, she is quick to credit Jawad's "sheer dogged persistence and hard work, not to mention mathematical ability" in securing an offer that the union could put to members.

"This is a great success for the FDA, delivering valuable benefits for members collectively," she says. "It's a good example of the vital importance of union representation and what can be achieved by FDA representatives and national officers and their legal advisers bringing



### **“Some colleagues received life-changing sums that helped to ease money worries”**

their different skills and working together as a team."

For his part, Jawad says the expert guidance provided by Joy played a major role in securing victory for members.

"Joy was available at every turn, from the ACAS early conciliation process, helping draft the group employment tribunal claim, providing case law when we hit sticking points in negotiations with the Government Legal Department, and ensuring any issued guidance was legally correct – as well as being an invaluable sounding board."

Lead claimant Neil Swire – an FDA member since the mid-90s – says the support offered by the union was "fantastic from start to finish". He adds that many of his "delighted" colleagues have received "life-changing" sums that have, in some cases, helped to ease both money worries and some of the pressures of the job.

"Money's tight for a friend of mine," Neil explains. "Her son is fourteen and a

great footballer. Last year he went to play in Sweden. The family paid for him to go – but they couldn't afford to go with him.

"This year, thanks to the money they have received, they're all able to go to Sweden as a family to watch him play. For her, that's an amazing thing to do... because our job – working evenings and weekends – does impact on the rest of the family. Because of what the FDA did, she can repay some of that debt to her family."

Dave, who received a payment of around £7,500, says he is "very grateful to the FDA for all the work that they have done". And he's clear about what would have happened had the union not been there to raise the issue. "I probably would never have found out about it," he tells *PSM*. "And if I had found out about it I probably wouldn't have gotten around to doing anything about it!"

Sandra – who also received a sizeable payout – believes the support she received in raising the issue was invaluable. "Jawad was amazing. He was very understanding," she says. "He knew what we had to do. He gave me clear directions and we took it from there. He was an excellent point of contact and I'm really very grateful to him."

### **Looking to the future**

The FDA's work to ensure that members in CPS Direct are properly compensated is far from over, and Jawad tells *PSM* that the union is now looking to negotiate on behalf of the remaining members who could not be part of the original claim.

"I'm often asked 'what can the union do for me?'" he says. "The end result here demonstrates the value and the benefit of being a FDA member, and how the FDA will fight to get the best possible deal for its members. The FDA's aim, as always, has been to take the pressure off members and to make the whole process as seamless and as painless as possible for them."

For Sandra, the success of the CPS Direct claim has served as a reminder of the reasons she joined the FDA in the first place. "It just makes the workplace better," she says. "If you are outside the union then you won't get advice when you need it. And you will not have a voice when you want that voice to be heard."

Matt Foster is staff writer for the FDA and Public Service Magazine.





## **The clock's still ticking**

With Brexit Day just 21 months away, Britain's government, parliament and civil service face perhaps their greatest peacetime challenge. **Craig Ryan** asks the experts if we have the resources, skills and time we need to make Brexit work.

**I**f Brexit was hard before the election, how much harder is it now? Theresa May's government faces the greatest policy and legislative challenge since 1945 without a clear mandate or a majority in parliament, and with the prospect of a change of leadership or a fresh election hanging in the air. And with the smallest civil service since the war to boot.

"For the civil service, the problem is the Brexit clock is still ticking," says Sir Paul Jenkins, Treasury Solicitor and head of the Government Legal Service from 2006 to 2014. "When will they be able to get on with negotiating and will they even get near having something they can implement before the end of the Article 50 period?"

If the parliamentary arithmetic doesn't change, or moves further against the Government, he warns that it's far from certain that any deal negotiated with Brussels will be approved – increasing both the risk of a 'cliff-edge' exit, and the need for parallel planning. "With time running out fast, the civil service urgently needs clarity and direction from ministers. It appears they're getting neither at the moment. But, who knows, it might all change tomorrow!"

Despite the political rhetoric, Jenkins believes some ministers – David Davis, in particular – now "get it", and realise there's no chance of securing a long-term trade deal by Brexit Day. This means they

will have to ruthlessly prioritise what they do with the 21 months that remain.

In negotiating terms, that probably means agreeing the basic package on withdrawal terms – the "divorce settlement" – and a transitional agreement, lasting perhaps two to five years, while Britain's future relationship with the EU is worked out in detail. "The transitional deal won't be the status quo or a long-term settlement; it will be something different. In what way, we don't really know," says Jenkins.

Running in parallel with the negotiations, but interacting with them in a wickedly complex way, will be the process of legislating for Brexit –



**“With time running out fast, the civil service urgently needs clarity and direction from ministers.”**

Sir Paul Jenkins

transferring the huge 'acquis' of EU and EU-derived legislation into UK law and making sure everything will work in the post-Brexit environment.

That means replacing every law made under the powers of the 1972 European Communities Act, and trawling through other UK legislation which has an EU dimension or refers to EU standards or institutions, including thousands of EU directives. EU regulations, which apply directly in UK law, will have to be carried across to British law. Perhaps the trickiest job will be identifying and replacing the large volume of judge-made law – much of EU tax legislation, for example, exists only in European Court rulings.

The white paper published by the Department for Exiting the European Union (DExEU) before the general election won praise from some experts for not trying to do too much. "The white paper was not as ambitious as I thought it might be, and others feared it might be," says Sir Stephen Laws who, as First Parliamentary Counsel, was Westminster's chief drafter of laws from 2006 to 2012. "It confines itself to two issues: what you need to do to preserve continuity after Brexit, and what you need to do to implement the deal."

As ever, the devil will be in the detail. One big problem the white paper doesn't address is what exactly constitutes "EU-derived" legislation. Laws cites the example of the 1985 Consumer Credit Act, which was supposed to implement

## Taxing times - HMRC's Brexit to-do list

HM Revenue and Customs is not a designated "Brexit department" and won't be getting any extra resources – the department insists Brexit work must be "absorbed" alongside existing business. But Brexit will have a wide-ranging impact on the UK's tax regime and revenue collection services. The formidable workload includes:

- Designing and implementing appropriate system for customs and security checks for roll-on-roll-off freight traffic from the EU at Dover and other ports
- Designing and implementing a customs service for the highly-porous

land border on the island of Ireland, depending on the outcome of Brexit negotiations

- Establishing the legal framework and physical infrastructure for a standalone customs regime at ports and airports around the UK that is as frictionless as possible – and provides continuity for businesses
- Recruiting and training extra customs officers and agents
- Legislating for possible import duties and tariffs on goods from EU and other countries with trade agreements with the EU

- Providing new domestic legislation to replace EU customs legislation to allow the UK to operate a standalone customs and indirect tax regime, whatever the outcome of negotiations



the UK's obligations on product liability. "The European Court of Justice ruled that, whatever it actually says, it's got to be construed as if it's consistent with the European obligations." After Brexit, that that ruling will presumably lose its force – but then how should the law be interpreted? "What you do about that, I just don't know," Laws says.

Despite the slimmed-down Queen's Speech, the legislative workload for Brexit still looks formidable. Emma Norris, programme director at the Institute for Government (IfG), reckons Brexit will require at least 15 new bills, plus the Repeal Bill itself. "On top of all that, you've got everything that's in the Queen's Speech and there's lots of legislation left over from the last session that didn't get through in time. This is a parliament under strain," she warns.

The IfG's recent report, *Legislating Brexit*, said the government and MPs need to strike a balance between proper scrutiny of potentially controversial legislation and the need to move at speed to meet the Brexit deadline.

"I see parliament as a political filter for proposals coming from the government," says Laws. "It's really up to parliament to set its priorities for what it thinks it needs to scrutinise, and if it's a question of how rather than what, fairly often parliament can adopt a looser approach to scrutiny, as they already do with legislation coming from Europe."

Laws, who was more optimistic than many commentators before the election, says the inconclusive poll will make things much tougher. "The government is more vulnerable in the Commons to people trying to extract a price, more vulnerable in the Lords because it has no mandate, and more vulnerable in committee because it may not have a majority," he warns.

"We have all the same problems as before, but now it's politically difficult as well as technically difficult," he adds. "They can't use broad brush solutions because people have the power to unpick them – and that makes it technically more difficult too."

What makes Brexit so fiendishly complicated for legislators is that they are aiming for a moving target. No one knows what the final settlement will be, or if there will be one at all.

To deal with this, the repeal bill will give the government similar powers

to those granted under the 1972 Act it will be repealing. "It will be a power to implement whatever rules we come up with in negotiations with the other European countries," Laws explains.

But the "nightmare scenario", says Sir Paul Jenkins, is no deal at all: "The legal consequences of no deal are much greater. If we just run out of time and there's no extension – all the treaties would cease to apply overnight, so there's nothing."

While much EU law could be copied across to the UK statute book, treaties involving third parties would not operate. As an example, Jenkins cites the EU-US

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**“We have the same problems as before, but now it's politically difficult as well as technically difficult.”**  
Sir Steven Laws

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**“Departments are taking on roles they simply haven't played for decades. It's enormously increasing their workloads.”**  
Emma Norris

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open skies treaty, without which there will be no legal basis for planes flying from the UK to America.

"What I would like to ask David Davis is: 'At what point in the next two years are you going to begin bilateral negotiations with the US government for a contingent treaty so the planes can keep flying the day after we fall out of the EU?'" he says. Jenkins warns against leaving such contingency planning too late, because the entire Brexit deal could fall apart at the last minute over a single issue, even when the rest of it has been agreed.

There's also a big risk that Brexit will become all-consuming, devouring ministerial attention and leaving departments unable to cope with anything else. Norris reels off a list of initiatives which were already going

nowhere fast before the election: Heathrow expansion, the national funding formula for schools, grammar schools expansion and English devolution – not to mention Theresa May's vague personal commitments to social mobility and industrial strategy.

"There's definitely a strain on ministerial attention. It's absolutely critical that ministers are absolutely clear about what the priorities are, so that ministerial intention will guide the system," she says.

She adds: "This is not just about the Brexit departments – it's about departments like DEFRA, the Ministry of Justice, Revenue and Customs – they're going to be taking on roles they simply haven't played for decades. It's enormously increasing their workload and they've got to carry on with business as usual as well."

There are already signs that government is short of skills it needs to negotiate and implement Brexit. In mid-May, it emerged that the five departments most affected by Brexit – DExEU, DIT, DEFRA, BEIS and the Home Office – were urgently trawling other departments for policy staff, mainly at EO to Grade 6 level – with candidates expected to move with just two weeks notice.

"I'm not sure the government has a proper understanding of the capacity and capability it needs to deliver Brexit, and what the implications are for departments," says Norris. "This is one of the key planning questions the new government will need to get a grip on."

Jenkins insists press reports about Remain-supporting civil servants dodging Brexit-related jobs are wide of the mark. "Everything I pick up suggests that's rubbish. What I love and admire about the bright kids that I had working with me is that so many of them, whatever their personal views, have done what the British civil service does and gone rushing into those departments because that's where the action is."

Despite the intense pressure, Jenkins believes Whitehall can still pull it off. "I wind all sorts of people up by saying I was a proud bureaucrat for 35 years and I'm still proud of it. If something can be sorted out, the great British civil service is capable of sorting it out."

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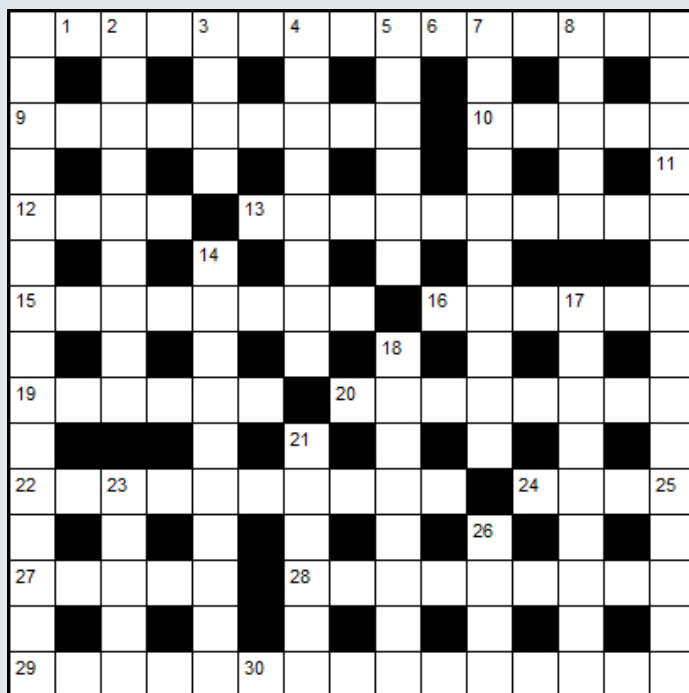
Craig Ryan is a freelance journalist and acting editor of *Public Service Magazine*.



# Crossword

## Ego Trip by Incognito

The clockwise perimeter starting at cell 19 is to contain a 9-word definition of X; seven of these words are clued. Solvers must highlight the two clued entries which together form an anagram of X. Perimeter answers are clued as if they are entered from left to right.



### CLOCKWISE PERIMETER

- 1 Agreeable emotions certain to follow prayer (8)
- 6 Old profligate American in debt prevailed (8)
- 11 Beginning at 24 across at sea (4)
- 25 More than one disaster for Melody in Dodge (11)
- 30 Additional concern abandoned by bachelor (5)
- 29 Father's touring Spain and the French nation (6)
- 19 Wicked woman out of Austria enthralled by Sumo wrestling (9)

### ACROSS

- 9 Curt very loud worker interrupting Ohio newspaper chief (9)
- 10 Implant that is finally approved stopped by doctor (5)
- 12 Boat carrying square shed (4)
- 13 Performer (a non-smoker) occupying farm vehicle (10)
- 15 Note one who sells perfume (8)
- 16 Move quickly overcoming river current (6)
- 19 Metaphysical poet doesn't finish Something Wonderful (6)
- 20 Excellent work not accepted by tense chaplain (8, hyphenated)

- 22 Nervous client worried about international Presbyterian preacher (10)
- 24 School class in favour of master (4)
- 27 Language of wise man (5)
- 28 Great skill shown by acting department head (9)

### DOWN

- 2 Flies agitated a very short beach attendant? (9, hyphenated)
- 3 Absent means not at home (4)
- 4 German and freed criminal not given sufficient grub (8)
- 5 Conclusion not fully completed with page missing (6)
- 7 Seawater covering giant foundering sailing boat (10)
- 8 Small piece supporting live circuit (5)
- 14 Tea with this detention could provide bizarre entertainment (10)
- 17 Outgoing executive trustee recovered from the effects of temperature (9)
- 18 Beneficial to lock stronghold (6)
- 21 Some pupil afforded an Asian dish (6)
- 23 Engrave part of a gun barrel (5)
- 26 Shock crazy people from the south (4)

## Win and learn!

There will be a prize of a free FDA Learn/Keyskills course or workshop, worth approximately £150, for the first correct entry drawn after the closing date. Find out more about the courses on offer at: [www.fda.org.uk/professionaldevelopment/FDA\\_Woorkshops.aspx](http://www.fda.org.uk/professionaldevelopment/FDA_Woorkshops.aspx) or [www.wearekeystone.org.uk/keyskills-courses](http://www.wearekeystone.org.uk/keyskills-courses) Solution next issue.

## Solution and winner

Members by Schadenfreude (Solution)



The thematic items (italicised) are the 12 counties of Leinster, with **WESTMEATH** and **MEATH** overlapping in the grid. **MEATH** was unclued and was to be highlighted.

**Winner:** J.S. Elliott, Home Office (retired).

## How to enter

Crossword entries should be sent by Friday 18 August 2017 to: Public Service Magazine crossword, FDA, 8 Leake Street, London SE1 7NN or by email (with 'PSM crossword' as the subject) to [psm@fda.org.uk](mailto:psm@fda.org.uk) Please provide an email address so we can tell the winner how to claim their prize.

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# Books

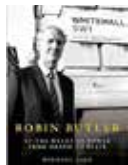
**Our look at the latest books on work, politics and public service**



## **Robin Butler - At the heart of power from Heath to Blair**

By Michael Jago

Biteback, 432pp, £25



He was pilloried by the late Robin Cook as “a wonderful specimen of the British establishment”, ripe for display in the Victoria and Albert Museum “as a prize example of our ruling classes”. Journalist Owen Jones dismissed him as “born to rule”. And Jonathan Powell, Tony Blair’s chief of staff, viewed him as one of the last of “the old mandarin class”.

Yet, as this new biography from historian Michael Jago argues, there’s more to Robin Butler – the Harrow head boy who went on to become the bike-riding cabinet secretary to three prime ministers and a close confidant of two more – than such crude caricatures permit.

For sure, critics of Butler and his ilk will find plenty of ammunition here: the education in “Greats”, complete with Oxford sherry parties; the list of

distinctly elitist interests ranging from opera to archaeology; the civil service career that gets going only after a family friend arranges a chat with the Treasury’s Auditor General... as you do.

But Butler’s gilded career path – within a decade he was directly advising Ted Heath as private secretary – also owed much to the civil service’s pride in its ability to “groom high-fliers and to shape their careers on their way to the top”.

While Butler may have benefited from the Old Boys’ Network, Jago’s book depicts a ferociously hard-working, highly competitive, but good-humoured and dedicated public servant, who threw himself into every new post with boyish enthusiasm. As one former Treasury colleague puts it: “He made his way to the top by being very good at all his jobs and not, I think, by stabbing people in the back.”

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**“His civil service career only gets going after a family friend arranges a chat with the Treasury’s Auditor General... as you do”**

Jago concedes early on that the confidential nature of a cabinet secretary’s job means “few beans will be spilled in the pages that follow”, but he has interviews with the man himself and access to Butler’s personal memoirs, which were originally written solely for the eyes of his family.

The book’s best chapters draw heavily on these to shed new light on some of the defining political moments of the past four decades, putting readers in the room during the Brighton bombing, the ERM crisis, and the arrival of New Labour’s coterie of “sofa government” advisers. Throughout, Jago makes a case for Butler as the “last in a line of generalist, apolitical mandarins”, and as the final cabinet secretary “who truly believed in the sacrosanctity of cabinet government”.

Less successful are fairly turgid passages on Butler’s extra-curricular and post-civil service activities, including an entire chapter on his time as Master of University College. Jago’s tendency to hive off details of Butler’s personal and family life into their own chapters drains the main narrative of some much-needed colour.

Yet there’s plenty in here for today’s civil servants to get stuck into, and Jago makes a strong argument for Butler as a determined “conservative moderniser”. Butler, he argues, left the organisation much more diverse than when he joined it, fought hard to get permanent secretaries on board with major reform initiatives and, crucially, made it a big part of his job to get out and meet officials on the frontline.

The world may have changed immeasurably since Robin Butler’s day but, with such immense challenges now facing the civil service, its leaders could do worse than turn to Jago’s book for a bit of perspective.

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Reviewed by Matt Foster

## Dismembered: How the attack on the state harms us all

By Polly Toynbee and David Walker

Guardian Faber, 336pp, £9.99



If you had been messing about in a dinghy and suddenly found yourself floating out to sea, who would you expect to pull you out of the briny? I suspect an American helicopter services firm wouldn't immediately spring to mind. However, you would be wrong – at least since April 2015, when Bristow Group won an 11-year contract to provide search and rescue services around the UK coastline.

It has been an article of faith with governments since the 1980s that the state is cumbersome and costly and should be reduced in size whenever possible. *Dismembered* challenges this position with data and personal narratives demonstrating the impact it has had upon British society.

Toynbee and Walker remark on the

extent to which public services have been fragmented, and on “the crazy Gormenghast of tiers, bodies and agencies” which has been constructed – a process which, they claim, has been driven by political dogma rather than clear evidence as to the efficiency of its outcomes. They are also critical of the use of private sector techniques to run services whose focus is public welfare rather than profitability.

Workers in the public sector have been all too aware of the constant war of attrition that has been waged in recent years on public services and

on the concept of public service itself. The authors suggest that “a calmer, non-partisan affirmation of public value” is urgently needed, and that public servants need to demonstrate more clearly the link between services provided to the public and the work of the offices and departments that organise and maintain them.

However, the authors admit we need an open discussion between politicians and the public about the size of the state – about what services it should deliver and how much they would cost.

*Dismembered* provides a valuable overview of the changing face of public services. Written in a pacy and accessible style, it's a book well worth reading for anyone with an interest in social history or public affairs.

Reviewed by Anne Grikitis

**The fragmentation of public services has been driven by political dogma rather than clear evidence of outcomes**

## Off the shelf Other recent reads

### Kind of Blue

Ken Clarke

Macmillan, 498p, £25



Kind of Blue is, famously, a studio album by Miles Davis. It's also the name of Ken Clarke's autobiography – though this is only 'kind of' an autobiography:

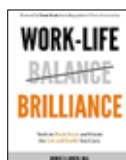
having never kept a diary, Clarke simply recorded his memories into a Dictaphone and let his long-suffering editors do the rest. Similarly, these days Clarke is only kind of blue: since he entered the Commons in 1970, his beloved Tory party has become progressively more Eurosceptic, creating tensions with a Europhile part of his identity almost as important as cricket, football, jazz and cigars. This book's a highly enjoyable read for anyone interested in the Thatcher, Major or Cameron governments, but don't expect a happy ending: as Clarke concludes, “David's chancer-like gamble, taken for tactical internal party-management reasons, turned out to be the worst political

mistake made by any British prime minister in my lifetime.” We may now, of course, have a new contender.

### Work-Life Brilliance: Tools to Break Stress and Create the Life and Health You Crave

Denise R Green

Amazon Kindle £7.98



Denise Green thinks that those looking for ‘work-life balance’ are fighting a losing battle in today's always-on world, arguing that we only make

ourselves feel guilty when we cut our working hours for family time. Instead, she believes, we need to start taking better care of ourselves so that we're more equipped for life's challenges – a process she dubs, in a rather American way, ‘Whole Life Integration’. As self-help books go, this one is actually rather warm, funny and humane, and there are plenty of common-sense tips for battling stress. But Green ignores the elephant in the room – having a positive

attitude alone is unlikely to cut it when the workload keeps piling up.

### Post-Truth: How Bullshit Conquered the World

James Ball

Biteback, 320pp, £9.99



Heard the one about the Pope backing Donald Trump? Or Hillary Clinton bulk-buying guillotines for two million of her political opponents? How about that £350m a week for the NHS after Brexit? As this timely new book from BuzzFeed's James Ball reminds us, we're living in the age of political bullshit, with little in the armoury to combat it. Analysing both the Brexit and Trump campaigns to find out how telling fibs became the new normal, Ball's book is a rallying cry for a better media, a better politics – and a lot less time spent agreeing with each other in the social media echo chamber.

Reviewed by Matt Foster and Matt Ross



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## THE MORAL HEART OF PUBLIC SERVICE

Edited by Claire Foster-Gilbert

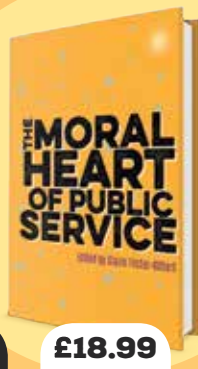
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Underwritten and finance provided by Zurich insurance plc



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## \* TRAVEL

### Our Worldwide Annual travel policy includes:

- ✓ Pre-existing medical conditions can be included but may incur an additional premium
- ✓ USA and Canada up to and including age 75
- ✓ 17 day automatic sports cover up to and including age 65

**We also offer both Annual and Single trip travel policies for European and UK trips.**

- ✓ Pre-existing medical conditions can be included provided you are fit to travel. A full summary of cover can be found on our website

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# Facing divorce?

# Worried about your pension?

As the UK's number one divorce and pensions specialists, we understand how valuable your pension is to you. The law in this area is not straightforward and it's paramount that you seek advice from a specialist who understands your scheme. We offer:

- Unrivalled experience advising on pensions on divorce
- Over 20 years' experience in advising on the right pension option for you
- A variety of payment options to suit your case
- 15% discount on fees as a member of FDA
- Personal face to face meeting in our offices nationwide or via Skype

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