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Procedure for Public Appointments

GOVERNMENT MACHINERY

MAY 1979

In attached folder:
Guide on Public Appointments
Review of Public Appointments Procedures

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Cabinet / Cabinet Committee Document

The following document, which was enclosed on this file, has been removed and destroyed. Such documents are the responsibility of the Cabinet Office. When released they are available in the appropriate **CAB** (CABINET OFFICE) CLASSES.

Reference: CC (84) 14th Conclusions, Minute 1

Date: 5 April 1984

Signed R Wayland Date 22 October 2016

PREM Records Team

CONFIDENTIAL

File JR

Cf to file.

10 DOWNING STREET
LONDON SW1A 2AA

From the Principal Private Secretary

SIR ROBIN BUTLER

REVIEW OF PUBLIC APPOINTMENTS PROCEDURES

The Prime Minister has seen the recent Cabinet Office study and the advice in your minute of 4 December. She agreed with your conclusions on which recommendations to endorse, which to reject and which to modify.

She has noted that you will be looking at the list of public appointments to see whether the numbers submitted to her can be reduced, subject of course to a requirement that any which are expected to be controversial or have political significance, would be submitted.

ANDREW TURNBULL
14 December 1989

CONFIDENTIAL

Appts

PRIME MINISTER

REVIEW OF PUBLIC APPOINTMENTS PROCEDURES

The Cabinet Office have just completed a study of the way public appointments are handled. The operation is vast: 51,000 public appointments, of which about 10,000 are made or reviewed each year. Most are made by departments without consulting you, a few are made by them after seeking your approval and there are a small number of appointments which you make yourself or recommend to The Queen. The report is principally aimed at the appointments made by departments.

The review considered:

- the procedures for identifying candidates and processing recommendations;

- ways of enlarging the pool of candidates to bring in more younger people, some women and more members of minorities.

There are a large number of recommendations set out at Annex A, most of which Sir Robin Butler endorses. He rejects:

- the proposal for a consultant to be retained by the Public Appointments Unit to handle women's appointments (recommendation vii at the bottom of page 6);

- the proposal that PAU offer a 'headhunting' service to departments (recommendation xxi at the bottom of page 9);

- published targets for minorities, though the outcomes would be published (recommendation xii on page 7).

Sir Robin has modified the proposal for a high profile initiative by yourself to encourage the chairmen and chief executives of

major firms to suggest names. The difficulty with this idea is that it overlooks the continuing nature of the appointments business. A once and for all effort would be pointless if, after a year, the names on the list were not replenished or checked to see if those suggested are still available. There is also the difficulty that, having urged a particular chairman to put forward a candidate, you would not want to feel obliged to take that person if they were not suitable.

The report originally suggested that instead of consulting the Cabinet Office separately, departments should make recommendations to you and copy the papers at the same time to Sir Robin. Paul and I objected to this as it would mean that we would have to establish with the Cabinet Office whether they had any objections. The procedure agreed is that departments will send an advance copy of their submission to Sir Robin and will send it here only if they know that he has no objection. This ensures that, when a submission arrives here, we know that all the clearance procedures have been completed and we can put the matter to you straight away. This is important as we are often pressed for time at this stage.

Sir Robin proposes to review the list of appointments and to make recommendations on the coverage of those for which departments are required to seek your approval. Departments are hoping that the list can be shortened subject, of course, to consulting you on any appointments which are likely to be controversial or have political significance.

Agree the recommendations which Sir Robin endorses? Yes

Agree his advice on those to be rejected or modified? Yes

Agree the proposal for a review of the rules on the appointments to be approved by you? Yes

ANDREW TURNBULL

13 December 1989

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(slh)

cc N Carland

ANNEX A

cBoulton

PUBLIC APPOINTMENTS REVIEW

SUMMARY OF RECOMMENDATIONS AND PROPOSED ACTION

Paragraph 5	
(i) responsibility for public appointments work should remain, as now, with Ministers and their departments except where the Prime Minister needs to be involved (paragraph 5.2);	
(ii) Departments should draw up job specifications for all public appointments as a matter of course, to be agreed in advance with Ministers (5.5, 5.6);	
(iii) Departments should provide public appointees on appointment with a clear statement of the role and tasks Ministers expect them to perform (5.5);	
(iv) Departments should consider the possible benefits of executive search in relation to all full-time paid appointments; and bear in mind the possible value of executive search consultancy for unusual major appointments projects (5.11);	I recommend acceptance
(v) Departments should consider the possible benefits of advertising for full-time and major part-time posts, and where a large number of appointments to part-time posts are being made simultaneously (5.11);	

(vi) The PAU should maintain links with departments and with the executive search/selection sector, to enable it to give advice to departments on projects where these techniques might be of value, and on the choice of consultants for particular projects (5.11);	I recommend acceptance with the added closer co-operation between the Civil Service Commission and the PAU, especially that the Commission should pass across to the PAU promising but unused names from the increasing number of open competitions
(vii) The Civil Service Commission should consider offering a recruitment selection facility to departments (ie managing and advertising plus preparation of a short list for subsequent Ministerial decision) on a repayment basis (5.11);	
(viii) A series of improvements should be made to the PAU central list, specified in paragraph 5.16, designed to improve the presentation of citations, keep the list up to date and keep the list stocked with candidates who meet the basic requirements for credibility, backed by better quality references/referees to whom Ministers can turn for a view. Individuals on this list should be asked periodically to confirm their willingness in principle to serve, and to update their career statements (paragraph 5.16);	I recommend acceptance with the proviso that it should be made clear at the outset that names will be placed on the central list for two years and then removed unless the nomination is renewed (rather than returning to candidates on the central list every two years)
(ix) Departments should continue to access the PAU central list as they do now;	I recommend acceptance
(x) All Departments should have a central contact point for appointments matters, to - ensure that staff are aware of any **mandatory departmental** requirements, together with the **mandatory central** requirements set out in the 'Guide on Public Appointments Procedures' produced by the PAU; - provide advice on handling public appointments matters;	

- hold and keep updated any departmental lists (other than highly specialised ones better held in a functional division);	
- provide advice on possible sources of names in other departments, typically in other departmental central contact points in the first instance and generally to improve networking between departments in this field (5.20);	
(xi) The PAU's role should be:	
(a) adviser, through the Head of the Home Civil Service, to the Prime Minister on appointments in which she has an involvement and which do not fall to the No.10 Appointments Secretary;	I recommend acceptance
(b) the central source of procedural guidance to departments on appointments matters, and the central source of professional guidance to departments on the recruitment methods applicable to public appointments;	
c. an initial/central point of contact for individuals seeking public appointments generally, and for personnel directors in firms and others seeking to place people;	
(d) holder of the PAU central list;	
(e) the holder of information about other departments' lists and other sources of information relevant to apointments work, so that it can put staff in departments rapidly in touch with individuals in other departments who may be able to help in resolving appointments problems;	
(f) the orchestrator of any new overall Government initiatives on public appointments (5.21-2)	I recommend rejection (the PAU is not seen as the orchestrator of any new Government initiatives on public sector appointments).

(iii) in order to attract the essential backing of Chairmen/Chief Executives in major firms, the initiative should be launched with a high profile campaign, starting with a Prime Ministerial reception or seminar, and followed up by individual approaches to Chairmen/Chief Executives at Ministerial or Permanent Secretary level - personal contacts are all in this field;	As in my submission, I recommend that this task should fall to Permanent Secretaries and myself to approach the Chairmen of companies, especially those on whose boards civil servants sit as non-executive directors, to encourage nominations for public appointments, representing it as the obverse of the non-executive director scheme
(iv) younger managers in major firms should be the initial target, but smaller firms, the professions and employees' organisations could be tackled later as well;	
Paragraphs 7.10-19 of the report give more details.	
Substantial part-time posts	
(v) Departments should, where possible, avoid creating new substantial part-time posts, since the pool of available candidates is inevitably much more restricted than for full-time posts or one day/month posts (3.6);	I recommend acceptance
(vi) Departments which anticipate difficulties in filling posts of this type should forward details to the PAU in good time for contacts to be approached (7.23);	
Women	
(vii) establishment of a network consisting of at least one senior women official at around Grade 3 for each main department as a point of contact for providing names of suitable women candidates. This would build on existing informal arrangements both within Government and outside it and would be aimed at enabling departments to draw more easily and freely on each other's knowledge;	I recommend acceptance although I do not intend that there should be a too formal structure for this arrangement. The senior women civil servants will provide a source of advice when they have names to contribute

(viii) more systematic efforts to spot women in the public appointments which they already occupy, eg as prison visitors or parole board members or as magistrates (over 40% of whom are women), whose talents could be used to advantage in wider appointments;	I recommend acceptance
(ix) greater recognition in central guidance and, for example, the PAU nomination form, that women can offer alternative experience as evidence of suitability;	
(x) more extensive consultation by the PAU and, especially, departments with women's organisations such as the Women Architects Group, Women in Dentistry, Women in Business which provide access to a widespread network of women. A full list of such organisations is issued biennially by the Women's National Commission;	
(xi) greater willingness by departments to reduce obstacles to women's participation by, for example, allowing childcare costs for expenses purposes and by arranging meeting times appropriately;	
(xii) Ministers in charge of departments should be asked to set a target for an increased percentage of women in the appointments for which they are responsible by end 1994. The PAU should produce an annual comparison of the existing position and the target set for each department, for circulation to Ministers, and should monitor progress against the targets year by year;	I am not in favour of departmental targets. We publish the figures annually and I can see sense in recording our progress but it is for each department to determine how far it is able to go
(xiii) The work of Women into Public Life in identifying women candidates, researching procedural obstacles to the appointment of women and explaining the system to women and women's organisations should be carried forward by a suitable individual employed by the PAU on a part-time consultancy basis (7.27-9);	I accept the tenor of this but think that we have enough existing sources of advice to turn to and that we do not need the addition of a consultant

Ethnic Minorities

(xiv) as an initial step, ethnic monitoring of public appointees should be conducted, similar to that carried by departments of their own staff. The results should be published annually (7.31);

(xv) a campaign to promote greater awareness in ethnic communities of opportunities for public appointments. Plans on the model of the WNC publication 'Women into Public Appointments' should be drawn up, with the objective of promoting a greater flow of nominations and self-nominations from the ethnic communities;

(xvi) expansion of the Home Office list of potential candidates from the ethnic minority communities, in the light of (xv) above. This list at present includes about 1,000 names of varying quality which have been put foward by various nominees, gathered from newspaper cuttings etc , or identified during official contact with the communities. It is currently being systematised and placed on computer. The expanded list should be made available to departments;

(xvii) Departments should be encouraged to give active consideration to members of ethnic minority communities as possible candidates for public appointments generally, and to look to the Home Office as a good source of advice;

(xviii) the Home Office should discuss with departments which specific public bodies would benefit, in terms of the quality and nature of their work, from the appointment of members of ethnic minorities;

Sir Clive Whitmore has agreed that the Home Office should take the lead on all the recommendations relating to ethnic minorities

(xix) since publication of the initial results of the monitoring exercise can be expected to show a very low figure, efforts should be made to ensure that this could be accompanied by a substantial number (say 20) of new and significant appointments of good ethnic minority candidates, both to offset any adverse publicity that might otherwise result, and to provide a visible launch to the other proposals (7.33);

Verifying candidates

(xx) the PAU should develop guidance for departments on the various ways of establishing the credibility of candidates not known to Ministers in departments (7.35);

I recommend acceptance

A PAU search facility?

(xxi) in the light of further research on the likely level of demand from departments, consideration should be given to the establishment of a PAU search capability, akin to the consultancy service provided by headhunters. This would focus mainly on candidates **outside** the business sector, but would nonetheless be in partial competition with private sector headhunters, and should therefore operate, if at all, on a full repayment basis to the departments using it ()7.38-9).

As in my submission, I recommend rejection of the proposed establishment of a PAU search capability. When necessary this role can be undertaken by the Civil Service Commission or by private sector headhunters.

10 DOWNING STREET

LONDON SW1A 2AA

From the Principal Private Secretary

SIR ROBIN BUTLER

REVIEW OF PUBLIC APPOINTMENTS PROCEDURES

The Prime Minister has not yet seen Jonathan Spencer's report but when she does I doubt if she will find many difficulties with the recommendations as modified in your submission. (A possible exception is that she may still wish to be consulted about the Chairmen of Regional Health Authorities.)

There is, however, one proposal that neither Paul Gray nor I are happy with. At present, when an appointments recommendation is received in No. 10, we know that all the processes in Whitehall have been completed. We can therefore go ahead with confidence in seeking the Prime Minister's views. Answers on such recommendations are frequently sought at short notice to meet specific deadlines, e.g. a Parliamentary Statement or an annual meeting. Because we do not have to make further enquiries of the Cabinet Office we are usually able to meet Departments' wishes.

Under the proposed system we would no longer have the assurance that Cabinet Office had been consulted and were content, and we would have to make enquiries to this effect. For this system to work requires that:

(a) copies of the submissions reach you at the same time as they reach us;

(b) more time is allowed than at present to complete these processes.

Frankly, I have very little confidence that these conditions would be satisfied. We know from experience that top copies of submissions often arrive here much faster than the remaining copies. I also doubt whether Departments are going to change their ways about leaving things to the last minute.

All the proposed procedure achieves is to transfer clearance with the Cabinet Office from where it is now to a point where there is a premium on speedy despatch of the business. I doubt if much time would be saved, while No. 10 and your office could be subjected to a more frantic way of handling the papers.

I would prefer therefore to retain the status quo.

ANDREW TURNBULL
6 December 1989

X. Constituency interests

94. It is wrong in principle for Ministers to use for constituency work facilities provided at public expense to enable them to carry out their public duties. This point of principle is reflected in the entitlement of Ministers to a Parliamentary salary in recognition of the time spent in attending to the interests of the constituents, and to the reimbursement of their secretarial expenses and the expenses of living away from home when attending to constituency business, within the limits prescribed by the Resolutions of the House of Commons of 19 and 26 July 1983, 20 July 1984 and 16 July 1986. Ministers should thus have their constituency work done at their own expense, as they would if they were private Members of Parliament.

Parliamentary Commissioner for Administration (PCA) Cases

95. Ministers in the Commons who are asked by members of the public to submit cases to the PCA should, where possible, act no differently from other MPs. Ministers should accordingly consider requests on their merits in deciding whether to refer complaints to the PCA, to take them up with the Minister of the Department concerned, to refer the case to another MP (where the complaint is not from a constituent of the Minister) or to decline to take action. Any Minister who has in mind the reference of a case to the PCA would naturally wish to inform in advance the Minister of the Department concerned.

96. Where a complaint from a constituent is against the Minister's own Department the Minister will generally wish to investigate it personally unless he or she, or one of the other Ministers in the Department, has already been directly involved in the case. Where a Minister has been so involved, the PCA should be asked to investigate if the case is within his jurisdiction; and there may be other circumstances in which a Minister will prefer to refer a case to the PCA straight away.

Deputations

97. Ministers should not take part in any public representations (or in deputations) to other Ministers; but they are free to make their views about constituency matters known to the responsible Minister by correspondence or by personal interview provided that this is not given publicity.

XI. Appointments by Ministers

98. The Prime Minister should be consulted in good time about any proposal to set up—

(i) Royal Commissions: these can only be set up with the sanction of the Cabinet and after The Queen's approval has been sought by the Prime Minister.

(ii) Independent Committees of inquiry into any aspect of public policy: the Chancellor of the Exchequer should be given an opportunity to comment on these.

(iii) Committees chaired by a civil servant but appointed by a Minister, which consist partly of civil servants and partly of individuals outside the government.

Submissions proposing any of the above should contain details of the proposed size and structure of the body. This requirement is separate from the provisions concerning appointments set out in paragraph 99 below.

99. The Prime Minister should also be consulted in good time about the appointment or re-appointment of—

(i) The Chairman and other Members of Royal Commissions.

(ii) The Chairman of—

(*a*) Nationalised Industry Boards

(*b*) Public Boards including the Chairman of Regional Health Authorities

(*c*) The more important Departmental committees, including those at 98 (ii) and (iii)

In all such cases she will need to be informed about the particular requirements of the post in present circumstances, the attributes essential for a candidate and the extent to which proposed candidates meet such requirements. She will also wish to be informed about any intention to advertise any post in these categories.

(iii) Deputy Chairman where they are being appointed with a view to the succession.

(iv) Deputy Chairman and Members of Boards, Commissions or Committees of Enquiry in cases where the appointment is likely to have political significance. Ministers should take a wide view of what constitutes political significance. Local or regional appointments may from time to time excite an unusual amount of public interest because of the circumstances surrounding the appointment or the background of the candidate. In all cases involving political considerations submissions to the Prime Minister by an appointing Minister should be copied to the Chief Whip. The Chief Whip should invariably be consulted before a Member of the House of Commons is approached about the appointment to an office which would result in the vacation of a Parliamentary seat. As in (ii) above, the Prime Minister will wish to be informed about any intention to advertise a post of Deputy Chairman.

Where there is doubt about the need for consultation with the Prime Minister the Management and Personnel Office should be consulted.

100. In all cases falling within paragraphs 98 and 99 on which a submission is to be put to the Prime Minister, Ministers should arrange for their Permanent Secretary to consult the Head of the Home Civil Service beforehand; and the submission to the Prime Minister, which should be copied to the Head of the Home Civil Service should indicate that this has been done. In such cases no commitment should be made to any individual before the Head of the Home Civil Service and the Prime Minister have been consulted. In the case of Royal Commissions, the Private Secretary to the Prime Minister should be consulted before any informal soundings are undertaken. In other cases, any informal soundings should be made in such a way as to preserve freedom of action and avoid any appearance of commitment. And there should be no reference, either directly or indirectly by implication, to the fact that names have to be submitted to the Prime Minister.

101. Subject to the above paragraphs and to the constitution of the body to which the appointment is made, public (non-Civil Service) appointments are the responsibility of the Minister concerned, who is free to appoint the persons he or she considers best qualified after making such enquiries as he or she thinks appropriate. The Minister should keep under review the relevance and appropriateness of the criteria for selecting people, bearing in mind that it may be necessary to defend them in Parliament or the Courts because, for example, of the Sex Discrimination Act.

102. More detailed guidance for Departments is contained in the Guide to Appointments procedures, produced by the Management and Personnel Office.

Personal Appointments

103. Ministers who wish to make personal appointments within their own Departments should consult their Permanent Secretary at the outset. Permanent Secretaries will consult the Head of the Home Civil Service who will decide on each occasion whether or not it would be appropriate to consult the Prime Minister.

Special Advisers

104. The employment of Special Advisers on the one hand adds a political dimension to the advice available to Ministers, and on the other provides Ministers with the direct advice of distinguished experts specialising in a particular field of public administration. Special Advisers are appointed directly by the Ministers they serve. No appointments of this kind should be made until the Prime Minister's approval has been secured in each case, and no commitments to make such appointments should be entered into in the absence of such approval. Guidance on the arrangements for the appointment and employment of Special Advisers is issued separately.

cc NSCotland
cBaylis

Ref. A089/3165

PRIME MINISTER

Towards the end of 1987, as part of a discussion in MISC 128, the (then) Home Secretary expressed dissatisfaction about the way in which public appointments were handled. This led you to ask my predecessor to set in hand a review of the way in which names are gathered for public appointments, with suggestions on how a wider range of candidates might be brought into the field.

2. The review has been undertaken by Mr Jonathan Spencer, until recently the head of the Machinery of Government Division in the OMCS. A copy of his report is attached, together with a schedule of the recommendations and of the action I propose to take on them. The review covered both central and departmental arrangements for gathering and submitting names to Ministers for appointments to public bodies and the cost of effectiveness of those arrangements, as well as suggestions on how a wider range of candidates might be brought into the field. The commissioning of the report was not announced and, given the confidential nature of the appointments procedures, I do not propose that it should be published.

3. I have discussed the report with Permanent Secretaries and we are agreed that the report is generally to be welcomed and contains many useful recommendations. As the report makes clear, the majority of the appointments are made by departments and it is proper that the responsibility should continue to reside with them. The Public Appointments Unit (PAU) here in the Cabinet Office will be able, as hitherto, to provide advice and guidance as required. But, as the schedule shows, my inclination is

against the recommendation that the staff of the PAU should be expanded to include a full-time Director and a consultant on women's appointments and that it should offer a 'headhunting' service to departments. When this is necessary it is preferable that it should be done by outside professional specialists or the Civil Service Commission. I am sympathetic with the proposals for enhancing the PAU computer facilities and for some modest strengthening of the staff at the junior levels to see through the recommended changes, but I would not wish to go beyond that.

4. There are two recommendations to which I draw your particular attention:

- that in the interests of speeding up the process, departments should not be required to consult me separately in my capacity as Head of the Home Civil Service before submitting advice to you on those appointments or re-appointments about which you should be consulted. I should be content to see an advance copy, by fax, of any submission to you and will give clearance by telephone provided the Department confirms in the submission that the Public Appointments Unit has been consulted at an earlier stage about any names put forward and that any salary proposals have been agreed with the Treasury;

- that you should launch a campaign to enlarge the pool of candidates for public appointment by attracting the backing of Chairman/Chief Executive in major firms. This seems to me to give the exercise too high a profile and risk creating expectations that cannot be satisfied. I recommend, instead, that I and Permanent Secretaries - with the help of the Department of Trade and Industry in selecting the right targets - approach Chairmen of companies to encourage nominations for public appointment.

5. In the interests again of streamlining the procedures, I should like to explore whether all appointments which under present rules have to be submitted to you need to be approved by you. For example, I doubt whether you need to approve the appointment of Chairmen of Agricultural Training Boards or of the Oil and Pipelines Agency. It may be desirable to shorten the list but to stipulate that Ministers should consult you on appointments which they expect to be controversial or to have political significance. If you are content, I will review in this light the list of appointments for which Departments are required to seek your approval.

6. I should be glad to know whether you are content that I should handle the recommendations in the report as indicated in the schedule, and carry out the review proposed in paragraph 5.

FRRB.

ROBIN BUTLER

4 December 1989

H M Treasury
Parliament Street London SW1P 3AG
Switchboard 01-233 3000
Direct Dialling 01-233 3620

Sir Peter Middleton KCB
Permanent Secretary

RI Norgrove
PO Adelman
F.

Sir Robert Armstrong GCB CVO
Cabinet Office
70 Whitehall
LONDON
SW1

7 March 1986

Dear Robert,

PUBLIC APPOINTMENTS - PAY AND RECRUITMENT

There have been a number of cases recently where discussions with individuals about their possible appointment to public service jobs or to public sector commercial Boards have gone a very long way before the question of the remuneration package has been properly addressed. This can lead to a situation in which departments are so far committed in informal talks that when the question of remuneration does come up the Government may be faced with a choice of either disappointing the person with whom the discussions have been carried on, with possible accusations of bad faith, or being forced into accepting a remuneration package which is too expensive, or which might have other otherwise unacceptable features. As well as poor value for money it can also lead to a manifest lack of fairness in the appointment procedure.

It is therefore important for all special and Board appointments that the level of remuneration should be clarified and approved before any approach is made to a potential candidate. This should invariably be sorted out before any submission is made to the Prime Minister. Sometimes there will be no problem - for instance where candidates for a Civil Service job can be expected to offer themselves at the appropriate grade pay (though even here it is necessary to be clear in advance what grade is in question). But in many cases, particularly with secondments and for prospective Chairmen and members of commercial and public Boards, there will be a lot to sort out.

The standing instructions on appointments (the Cabinet Office "Guide on Appointments Procedures" and the relevant parts of "Questions of Procedure for Ministers", and the guidance which I circulated with my letter to Michael Franklin of 31 May 1984), must therefore be clearly observed. In particular it is essential for remuneration to be discussed with the appropriate Treasury Divisions before any approach is made to possible candidates whether by advertising, or the use of headhunters, or through personal contacts. Where appointments need the Prime Minister's approval the aim should

be to seek the Chief Secretary's agreement on pay before going to the Prime Minister.

I appreciate that establishing a remuneration package before candidates have been approached can itself be difficult. People of the sort we are discussing increasingly tend to see the recruitment procedure itself as a substantial negotiation, in which they may wish to bid up any opening offers; and the packages themselves can be complex eg in relation to Superannuation. At the end of the day there may be reasons why it may be necessary to move to a bigger total remuneration package than initially might have been thought was necessary or desirable. The purpose of this letter is not to suggest that the Treasury would want to stand in the way of any particular appointment just because higher pay than had been originally contemplated proved necessary to secure a particular person. But it is necessary to have some initial idea of what the job is worth, and to have settled that with us, so that it can be made clearly known to the potential appointee or appointees from the outset of the selection procedure.

... I am copying this to Heads of Departments on the attached list and I should be grateful if they would ensure that their people concerned with appointments or recruitment bear these points in mind.

Yours ever,

Peter

P E MIDDLETON

Sir Michael Franklin KCB CMG	MAFF
J Hibbert Esq	CSO
Sir Angus Fraser KCB	Customs and Excise
Sir Clive Whitmore KCB CVO	MOD
Sir David Hancock KCB	DES
Sir Michael Quinlan KCB	Department of Employment
P L Gregson Esq, CB	Department of Energy
T M Heiser Esq, CB	DOE
Sir Antony Acland KCMG KCVO	FCO
Sir Kenneth Stowe GCB CVO	DHSS
Sir Brian Cubbon GCB	Home Office
Sir Lawrence Airey KCB	Inland Revenue
Sir Derek Oulton KCB	Lord Chancellor's Department
Miss A E Mueller, CB	MPO
Sir Robert Andrew KCB	Northern Ireland Office
Sir Crispin Tickell KCVO	ODA
Sir George Engle KCB QC	Parliamentary Counsel
A G Manzie Esq, CB	PSA
Sir Thomas Hetherington KCB CBE TD QC	DPP
Sir William Fraser GCB	Scottish Office
Sir Brian Hayes KCB	DTI
A M Bailey Esq, CB	Department of Transport
J B Bailey Esq, CB	Treasury Solicitor's Department
R A Lloyd Jones Esq, CB	Welsh Office
Dr K Dexter, CB	Crown Estate Office
N Taylor Esq, CB	COI
J Gill Esq, CB	ECGD
Sir Peter Marychurch KCMG	GCHQ
W J Sharp Esq, CB	HMSO
E J Pryer Esq	HM Land Registry
S W Gilbert Esq, CB	DNS
H Steel Esq, CMG OBE	Law Officers' Department
A R Thatcher Esq, CB	OPCS
W P Smith Esq, CB OBE MA FRICS	Ordnance Survey
L A Andrews Esq	Paymaster General's Office
Dr D J Gerhard	Royal Mint
R W L Wilding Esq, CB	OAL
Miss E M Llewellyn-Smith, CB	Office of Fair Trading
E A Johnston Esq, CB	Government Actuary's Department

Mr. Addison

I have spoken to the Cabinet office. The head of the Government's Central Purchasing Unit is a new post which explains why I do not have any papers.

It is being dealt with in the MPO by Miss Mueller. If you need any advice contact Peter Martin 233 5009.

Confidential Filing have some papers on this unit and will send them up.

[illegible] 27/3/85.

DA

APPOINTMENT.

10 DOWNING STREET

From the Private Secretary

MR. HATFIELD
CABINET OFFICE

I enclose a copy of a letter from Mr. D. Wilson Bell about the appointment of the head of the Central Purchasing Unit. I imagine this falls either to the Chief Secretary's or Lord Gowrie's office to respond to, and I should be grateful if you would, if that is right, send it on its way for a Ministerial or Private Secretary reply. Meanwhile we have acknowledged from this office.

(Mark Addison)

Ack/ 20 March 1985

GJ

Wilson Bell and Company

International Management and Selection Consultants

Chesham Executive Centre, 150 Regent Street, London W1R 5FA

Telephone: 01-734 5351 (24 hour service). Telex 261426 Telecopier 01-734 4166

Visitors, by appointment only please, take the lift to our fifth floor reception

Please reply to: 150 Regent Street Your ref: N/A Our ref: 11 M20S

PRIVATE AND CONFIDENTIAL

14 March 1985

The Right Honourable Margaret Thatcher MP PC FRS
Prime Minister
and First Lord of the Treasury
10 Downing Street
LONDON S21

Dear Mrs Thatcher

As a fellow 'Yellowbelly' and member of the management committee of St Stephen's Club, I had the pleasure of entertaining you a few years ago.

It is therefore of some concern that, as Senior Partner of a firm of executive search consultants recognised by the Financial Times for its efficiency and ethical conduct, I have read that the Cabinet Office is employing the US-based company Korn Ferry to recruit a head of the Government's Central Purchasing Unit.

Only a few years ago, when Korn Ferry first came to this country, they approached us for advice. Since then, despite their claim to be executive search consultants, they have made frequent use of advertisements.

For the last eight years we have dealt with salaries in the range quoted for the above mentioned post. We would welcome very much an opportunity to recruit without obligation, so that at least a UK company could show its mettle. I rely on this fairness from a fellow "yellowbelly" and look forward to hearing from you.

Kind regards
Yours sincerely

David Wilson Bell

D Wilson Bell
Senior Partner

Encs:

PS: I hope you will find the enclosed Sports and Events Calendar of interest both to yourself to Mr Thatcher who may have a little more leisure time!

Department of Employment Licence No.SE (A) 1871

pa DMB 23/11

Mr Butler

David Barclay Thanks RAB 23.11

We are innocent. But depts have got rather lax about copying to RSA and we have had to do it for them. There have also been some omissions at the initial consultation stage, in which we are not involved.

70 WHITEHALL, LONDON SW1A 2AS

01-233 8319

From the Secretary of the Cabinet and Head of the Home Civil Service

Sir Robert Armstrong GCB CVO

PS(84) 29

22 November 1984

DMB 23/11

Dear Private Secretary,

Public Appointments

There have been a number of recent occasions when difficulties have arisen over the clearance of proposed public appointments. The purpose of this letter is to remind Departments of the correct procedures, which are set out in paragraphs 91-95 of Questions of Procedure for Ministers (C(P)(83) 6). They are also reproduced at Annex 1C of Section 1 of the Guide to Public Appointments Procedures, which provides much useful guidance on other public appointments matters.

In sum, the Prime Minister should be consulted about:

(a) all appointments to Royal Commissions;

(b) appointments of Chairmen of Nationalised Industries, Public Boards and the more important Departmental Committees;

(c) appointments of Deputy Chairmen which are being made with a view to the succession; and

(d) appointments of Deputy Chairmen and members in cases where the appointment is likely to have political significance (of which a wide view should be taken).

In all such cases Permanent Secretaries should consult the Head of the Home Civil Service before a submission is put to the Prime Minister and reasonable time should be allowed for this step in the process (although we will make every effort to respond rapidly in cases of genuine urgency). The submission to the Prime Minister should indicate that this consultation has taken place and should be copied to Sir Robert Armstrong (this last point is quite frequently overlooked and can cause delay in clearing submissions).

/Finally,

Finally, I would like to remind you that the Public Appointments Unit of the Cabinet Office (MPO) exists to provide Departments with help in this area and maintains a central record of people who may be suitable for public appointments.

I am sending copies of this letter to Private Secretaries to all Permanent Secretary Heads of Departments and should be grateful if they would draw it to the attention of all those concerned with public appointments matters in their Department.

Yours sincerely,

(Signed) R P HATFIELD

Mr D K Barrows
Public Appointments Unit

Thank you for your minute of 1 May and for a copy of the revised Guide on Public Appointments Procedures which will replace the existing copy held at No 10.

ROBIN CATFORD

4 May 1984

CABINET OFFICE

MANAGEMENT AND PERSONNEL OFFICE
Great George Street
London SW1P 3AL
Telephone 01-233 5581

MR R CATFORD
No 10 Downing Street

GUIDE ON PUBLIC APPOINTMENTS PROCEDURES

The exercise to revise the Guide on Public Appointments Procedures about which I last minuted you on 4 January has now been completed.

I accordingly now attach a copy of the finished product to replace the existing copy which is held at No 10.

Thank you once again for your help.

in folder attached to file.

David Barrows

D K BARROWS
Assistant Director
Public Appointments Unit

1 May 1984

CONFIDENTIAL

PRIME MINISTER

PUBLIC SECTOR APPOINTMENTS

You propose to raise in Cabinet the question of public sector appointments in order to express your concern at the time being taken to establish terms of reference, recruit candidates, and agree conditions of service. You wish to urge colleagues to carry these cases through with much greater despatch, perhaps setting the time limit of two months, or alternatively by requiring that departments agree in each case a date by which they intend to complete the procedures.

You can quote three examples:

(i) The Director-General of OFTEL where delay very nearly caused us to lose a candidate;

(ii) HOTGAS which is still vacant, with Mr. Stonefrost having been lost because he had agreed an extension with the GLC before we approached him.

(iii) The Chairman/Chief Executive of the NHS where head-hunters are still searching for a candidate.

I have warned the Secretaries of State for Social Services and Trade and Industry, the Chancellor and Sir Robert Armstrong that you may raise this issue.

AT

4 April, 1984

CONFIDENTIAL

CABINET OFFICE

No answer needed.
5/1/84

MANAGEMENT AND PERSONNEL OFFICE
Great George Street
London SW1P 3AL
Telephone 01-233 5581

MR R CATFORD
10 Downing Street

Thank you for the helpful comments in your minute of 6 December about the "Guide to Public Appointments Procedures".

You particularly raised a number of points in (d), (e) and (f) of your minute and you may like to have, for the purposes of the record, the result of our further researches.

On (d) although the full-time members of the Crown Estate and Forestry Commission are dealt with as if they are or were civil servants and therefore do not strictly come within the ambit of this Unit, there seems no reason why they should not be counted in the numbers to avoid any confusion which might occur.

Appointments to the Civil Service College Advisory Council come under the responsibility of the MPO and the responsibility for appointments to the Government Hospitality Committee for the Purchase of Wine was transferred to the Foreign Secretary in April 1982.

Finally you asked whether the Civil Service Pay Research Unit still existed. The answer is "no"; it was abolished in June 1981 and the Board presumably went with it.

A copy of this minute goes to Richard Hatfield.

D K BARROWS
Assistant Director
Public Appointments Unit
4 January 1984

Mr D K Barrows
Public Appointments Unit
Management and Personnel Office

Thank you for your minute of 25 November about the Guide to Public Appointments Procedures.

Annexes 1H and 1J of Section 1 of the Guide have been amended and are enclosed herewith. The following comments, in amplification, may be helpful:

(a) The Chairman of the Royal Commission on Historical Manuscripts has normally been the Master of the Rolls, but he is not Chairman ex officio. The present Chairman is Lord Blake, not Sir John Donaldson.

(b) The Victoria and Albert and Science Museums should now be included. Appointments to the former have been announced: only the Chairman of the latter has so far been appointed. Maximum statutory numbers are shown.

(c) The membership of the Nurses Pay Review Body has been announced, although one appointment is still to be made.

(d) I am not sure whether you want the full-time Commissioners included in the numbers for the Crown Estate Commission and Forestry Commission. If so, the former has one (the Second Commissioner) and the latter has four.

(e) I am not aware that the Prime Minister appoints members of the Civil Service College Advisory Council and the Government Hospitality Committee for the Purchase of Wine. These bodies were not included in the list published in the first edition of this Guide (issued in 1977) but appeared in, and were presumably overlooked, in the 1980 edition.

(f) It is not clear from our papers whether the Civil Service Pay Research Unit is still in existence.

I am copying this minute to Richard Hatfield, Cabinet Office.

ROBIN CATFORD

6 December 1983

Section 1
Annex 1H
(paragraph 42)

CROWN APPOINTMENTS ON WHICH BOTH DEPARTMENTAL MINISTERS AND THE PRIME MINISTER ADVISE

Listed below are ~~those~~ the main public appointments (excluding ministerial, judicial, ecclestiastical, ~~and~~ certain Civil Service appointments and Lord-Lieutenancies) in the gift of The Queen on which the Prime Minister makes the final recommendation. Also noted is the involvement of other Ministers at prior stages (in some cases departmental Ministers may have a statutory obligation to advise the Prime Minister).

A. ROYAL COMMISSIONS

Apointment	**Advice given to Prime Minister by:**
HISTORICAL MANUSCRIPTS Chairman and members	~~Master~~ Chairman ~~(Minister of the Rolls)~~ and ~~Secretary of the Commission~~ Office of Arts & Libraries
ANCIENT AND HISTORICAL MONUMENTS IN WALES Chairman and members	Chairman of the Commission and Secretary of State for Wales
*HISTORICAL MONUMENTS (ENGLAND) Chairman and members	Chairman of the Commission and Secretary of State for the Environment
*ROYAL FINE ART COMMISSION (ENGLAND) Chairman and members	Chairman of the Commission and Secretary of State for the Environment
ENVIRONMENTAL POLLUTION Chairman and members	Secretaries of State for the Environment, Wales, Scotland and Northern Ireland
CRIMINAL PROCEDURE Chairman and members	Home Secretary
LEGAL SERVICES Chairman and members	Lord Chancellor and Home Secretary
LEGAL SERVICES (SCOTLAND) Chairman and members	Secretary of State for Scotland

Reparticulate & wound up.

* In the case of the Royal Fine Art Commission for Scotland and the Ancient and Historic Monuments for Scotland Commission, the Secretary of State for Scotland advises The Queen.

B. OTHER BODIES (excluding Judiciary and Parliamentary appointments)

Appointment	**Advice given to Prime Minister by:**
BANK OF ENGLAND Governor, Deputy Governor and other Members of Court of Directors	Chancellor of the Exchequer

BRITISH BROADCASTING CORPORATION Chairman, Vice-Chairman; 3 National Governors for Scotland, Wales and Northern Ireland' 7 Ordinary Governors	Home Secretary and Secretaries of State for Scotland, Wales and Northern Ireland
Council of the British School at Rome	(Crown Representative)
CROWN ESTATE COMMISSIONERS 1 First Commissioner and Second Commissioner 6 part-time Commissioners	Chancellor of the Exchequer and Secretary of State for Scotland
DEVELOPMENT COMMISSION Chairman and 7 Commissioners	Secretary of State for the Environment
FORESTRY COMMISSION Chairman, and four full-time & 6 part-time members	Minister of Agriculture, Secretaries of State for Scotland and Wales
HEALTH SERVICE COMMISSIONER FOR ENGLAND	Secretary of State for Social Service
HEALTH SERVICE COMMISSIONER FOR SCOTLAND	Secretary of State for Scotland
HEALTH SERVICE COMMISSIONER FOR WALES	Secretary of State for Wales
PARLIAMENTARY COMMISSIONER FOR ADMINISTRATION	Head of the Civil Service
COMPTROLLER AND AUDITOR GENERAL	Head of the Civil Service
PUBLIC WORKS LOAN BOARD Chairman, Deputy Chairman and 10 Members	Chancellor of the Exchequer
School of Oriental & African Studies (5 members)	Foreign & Commonwealth Office & Dept. of Education & Science.

Section 1
Annex 1J
(paragraph 49)

APPOINTMENTS MADE BY THE PRIME MINISTER

The following is a list of the main appointments to public bodies made by the Prime Minister. (Where the number of appointments is not statutory, the figure quoted is for those in post at June 1979.)

Body:	Number of appointments:
Advisory Committee on Acceptance of Business Appointments by Crown Servants	~~8~~ 6
British Museum	15
British Museum (Natural History)	8
City Parochial Foundation	5
[Civil Service College Advisory Council	15] ? Not P.M.
Civil Service Pay Research Unit Board	5?
Council of the British School at Rome	1
[Government Hospitality Committee for the Purchase of Wine	4] ? Not P.M.
Imperial War Museum	9
Kennedy Memorial Trust	6
Museum of London	6
Museums & Galleries Commission	14
National Gallery	10
National Heritage Memorial Fund	11
National Maritime Museum	~~11~~ 12
National Portrait Gallery	14
Police Complaints Board	~~15~~ 15
Police ~~Council~~ Arbitration ~~Panel~~ Tribunal	3
Police Negotiating Board, Chairman & Deputy Chairman	2
Political Honours Scrutiny Committee	3
Review Body on Armed Forces' Pay	~~18~~
Review Body on Doctors' and Dentists' Remuneration	8
Science Museum	20
Security Commission	7
[Standing Commission on Pay Comparability	6] Wound up
Tate Gallery	9
The Three Advisers	3
Top Salaries Review Body	~~8~~ 9
Victoria & Albert Museum	20
Wallace Collection	7
Women's National Commission: Co-Chairman	1

Review Body for Nursing & Midwifery Staff and Professions Allied to Medicine - 8.

CABINET OFFICE

MANAGEMENT AND PERSONNEL OFFICE
Great George Street
London SW1P 3AL
Telephone 01-233

Miss Parker [OK]
Advice please.
28/11

MR J R CATFORD
No 10 Downing Street

cc Mr R Hatfield

GUIDE ON PUBLIC APPOINTMENTS PROCEDURES

We are currently revising the Guide on Public Appointments Procedures to reflect a number of changes which have occurred since the present edition was issued nearly three years ago in January 1981. A copy of the Guide was sent to Clive Whitmore with Jonathan Charkham's letter of 22 January 1981.

I have already written to Departments seeking contributions for the revised edition which we plan to issue early next year. The purpose of this minute is to seek your assistance with the updating of two of the Annexes to Section 1 of the Guide, namely Annexes 1H and 1J; a copy of these is attached.

I would be grateful if you could let me know of any addition or deletions to the appointments in each Annex; I note in Annex 1J the "Standing Commission on Pay Comparability" comes out and should the Science and V & A Museum be added now that they have Trustee status? I am not sure what should happen about the Nurses Pay Review; the Chairman has been appointed but membership is not yet settled.

Additionally for Annex 1J it will be necessary to amend the number of appointments and I suggest we show these as at December 1983.

It would be helpful if I could have these amendments etc before Christmas so that we can send the material for typing early in the New Year.

David Barrows

D K BARROWS
Assistant Director
Public Appointments Unit
25 November 1983

Section 1
Annex 1H
(paragraph 42)

CROWN APPOINTMENTS ON WHICH BOTH DEPARTMENTAL MINISTERS AND THE PRIME MINISTER ADVISE

Listed below are those public appointments (excluding ministerial, judicial, ecclestiastical and certain Civil Service appointments) in the gift of The Queen on which the Prime Minister makes the final recommendation. Also noted is the involvement of other Ministers at prior stages (in some cases departmental Ministers may have a statutory obligation to advise the Prime Minister).

A. ROYAL COMMISSIONS

Apointment	**Advice given to Prime Minister by:**
HISTORICAL MANUSCRIPTS Chairman and members	Chairman (Master ~~Minister~~ of the Rolls) and Secretary of the Commission
ANCIENT AND HISTORICAL MONUMENTS IN WALES Chairman and members	Chairman of the Commission and Secretary of State for Wales
*HISTORICAL MONUMENTS (ENGLAND) Chairman and members	Chairman of the Commission and Secretary of State for the Environment
*ROYAL FINE ART COMMISSION (ENGLAND) Chairman and members	Chairman of the Commission and Secretary of State for the Environment
ENVIRONMENTAL POLLUTION Chairman and members	Secretaries of State for the Environment, Wales, Scotland and Northern Ireland
CRIMINAL PROCEDURE Chairman and members	Home Secretary
LEGAL SERVICES Chairman and members	Lord Chancellor and Home Secretary
LEGAL SERVICES (SCOTLAND) Chairman and members	Secretary of State for Scotland

* In the case of the Royal Fine Art Commission for Scotland and the Ancient and Historic Monuments for Scotland Commission, the Secretary of State for Scotland advises The Queen.

B. OTHER BODIES (excluding Judiciary and Parliamentary appointments)

Appointment	**Advice given to Prime Minister by:**
BANK OF ENGLAND Governor, Deputy Governor and other Members of Court of Directors	Chancellor of the Exchequer

BRITISH BROADCASTING CORPORATION Chairman, Vice-Chairman; 3 National Governors for Scotland, Wales and Northern Ireland' 7 Ordinary Governors	Home Secretary and Secretaries of State for Scotland, Wales and Northern Ireland
CROWN ESTATE COMMISSIONERS 1 First Commissioner and 6 part-time Commissioners	Chancellor of the Exchequer and Secretary of State for Scotland
DEVELOPMENT COMMISSION Chairman and 7 Commissioners	Secretary of State for the Environment
FORESTRY COMMISSION Chairman and 5 part-time members	Minister of Agriculture, Secretaries of State for Scotland and Wales
HEALTH SERVICE COMMISSIONER FOR ENGLAND	Secretary of State for Social Service
HEALTH SERVICE COMMISSIONER FOR SCOTLAND	Secretary of State for Scotland
HEALTH SERVICE COMMISSIONER FOR WALES	Secretary of State for Wales
PARLIAMENTARY COMMISSIONER FOR ADMINISTRATION	Head of the Civil Service
COMPTROLLER AND AUDITOR GENERAL	Head of the Civil Service
PUBLIC WORKS LOAN BOARD Chairman, Deputy Chairman and 10 Members	Chancellor of the Exchequer

Issue 2 - December 1980

Section 1
Annex 1J
(paragraph 49)

APPOINTMENTS MADE BY THE PRIME MINISTER

The following is a list of appointments to public bodies made by the Prime Minister. (Where the number of appointments is not statutory, the figure quoted is for those in post at June 1979.)

Body:	Number of appointments:
Advisory Committee on Acceptance of Business Appointments by Crown Servants	5
British Museum	15
British Museum (Natural History)	8
City Parochial Foundation	5
Civil Service College Advisory Council	15
Civil Service Pay Research Unit Board	5
Council of the British School at Rome	1
Government Hospitality Committee for the Purchase of Wine	4
Imperial War Museum	9
Kennedy Memorial Trust	6
Museum of London	6
National Gallery	10
National Maritime Museum	11
National Portrait Gallery	14
Police Complaints Board	19
Police Council Arbitration Panel	3
Political Honours Scrutiny Committee	3
Review Body on Armed Forces' Pay	7
Review Body on Doctors' and Dentists' Remuneration	8
Security Commission	7
Standing Commission on Pay Comparability	6
Tate Gallery	9
The Three Advisers	3
Top Salaries Review Body	6
Wallace Collection	7
Women's National Commission: Co-Chairman	1

MR. BARCLAY

Noted
17/11

cc. Mr. Hatfield

PROCEDURE ON PUBLIC APPOINTMENTS

You will want to see the attached copy of a letter from the Chief Whip, which has been sent to Cabinet Ministers and Lord Gowrie, about the procedure in the Chief Whip's Office for suggesting nominations for public appointments.

The Chief Whip raised this with the Prime Minister earlier in the week, and the Prime Minister referred to the recent incident when somebody was put forward by the Chief Whip's Office, and subsequently recommended by the Minister, who was found to be quite unsuitable. The Prime Minister said that the Chief Whip's arrangements needed tightening up if they were to be valuable.

This underlines the importance of checking with Sir Robert Armstrong's office nominations put forward by Ministers, before they are submitted to the Prime Minister. As I understand it, the Chief Whip's Office may put a suggestion to a Minister for a public appointment without having cleared it with the Public Appointments Unit, and if the Minister then puts forward that name to the Prime Minister, our reference to Sir Robert Armstrong's Office is the last line of defence against an unsuitable name getting through.

Mr. Hatfield has assured me that he will always try to advise us on such names very quickly so that there is not an interval between a Minister putting forward recommendations to the Prime Minister and the Prime Minister considering them.

F.E.R.B.

16 November 1983

010

12 Downing Street,
Whitehall,
London, S.W.1

F E R Butler Esq.

For information

With the Compliments

of the

Chief Whip

Sent to most Cabinet
Ministers and Lord Gowrie

The Rt Hon John Wakeham MP

IN CONFIDENCE

14 November 1983.

I hope it will be helpful if I reaffirm the arrangements in the last Parliament for names to be submitted to Ministers for consideration when they are making appointments to public bodies.

It is not my intention at this stage to make any substantial changes in the procedure. I should be grateful, however, if your department would continue to help in the following ways:

1. By providing advance lists of appointments which will come up during a given period.

2. By giving particulars of the sort of person needed for an appointment nearer the time that names are to be considered.

3. By providing information on appointments made, by copy of the press notice or in whatever way is most convenient.

I have been very grateful for the work done by Miss Saunders-Davies, who is retiring at the end of the year. Miss Sarah Boscawen, who is already working with Miss Saunders-Davies, will be taking over. Communications should continue to be sent to 12 Downing Street and the telephone number remains 222 1804.

I should welcome the opportunity of discussing the procedure with you when you have the time.

JOHN WAKEHAM

27 February 1981

Guide on Public Appointments Procedure

Thank you for your letter of 5 February. As you know this only reached me today.

It would indeed be most helpful if the Chief Whip's interest in appointments can be restated in the letter which Jeremy Colman is to send. I think it might be helpful to rephrase the final sentence as follows:

> "Furthermore the Prime Minister attaches importance to his having the opportunity to make nominations over as wide a range of public appointments as possible before decisions are taken by Departmental Ministers."

MAP

J.P. Charkham, Esq.,
Civil Service Department.

jfh

27 February 1981

Guide on Public Appointments Procedure

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It would indeed be most helpful if the Chief Whip's interest in appointments can be restated in the letter which Jeremy Colman is to send. I think it might be helpful to rephrase the final sentence as follows:

> "Furthermore the Prime Minister attaches importance to his having the opportunity to make nominations over as wide a range of public appointments as possible before decisions are taken by Departmental Ministers."

MAP

J.P. Charkham, Esq.,
Civil Service Department.

Mr Pattison

I attach Mr Chaukham's letter to you of 5 February. With many apologies. Somehow or other it became caught up with other papers.

I am extremely sorry.

Margery Collins
P.A. to Mr Chaukham.

26.2.81

CIVIL SERVICE DEPARTMENT
WHITEHALL LONDON SW1A 2AZ
Telephone Direct line 01 273 4380
Switchboard 01 273 3000
from the Director, Public Appointments Unit

M Pattison Esq
10 Downing Street
Whitehall
LONDON SW1

5 February 1981

Dear Mike,

GUIDE ON PUBLIC APPOINTMENTS PROCEDURE

Thank you for your letter of 30 January about Departments overlooking the Chief Whip's interest in appointments matters.

We can certainly amend the text of the Guide in due course but as it would be some time before this is due, I wondered if we could deal with the matter in another way. We were on the point of writing to Private Secretaries from Sir Ian Bancroft's office about the new edition we have just circulated to remind Departments - which sometimes forget - that the procedures require them to consult Sir Ian's office before putting submissions to the Prime Minister.

Would it meet your point if this letter were to cover consultation with the Chief Whip as suggested in the attached draft?

Yours ever

JPC

J P Charkham

DRAFT LETTER FROM MR COLMAN TO PRIVATE SECRETARIES ON THE ATTACHED LIST

GUIDE ON PUBLIC APPOINTMENTS PROCEDURES

The second edition of the Public Appointments Unit's Guide on Public Appointments Procedures has recently been circulated to Departments with a request that the copies held in Permanent Secretaries' offices should be brought up to date.

2. May I take this opportunity of reminding you particularly about two parts of the procedure.

3. The first is the long established rule that submissions to the Prime Minister should be cleared with this office first - and the final submission copied to us.

4. Secondly, No 10 is concerned that the Chief Whip's interest should not be overlooked. It is essential that in cases of political significance he be among the Ministers consulted. Furthermore the Prime Minister attaches importance to his interest in making nominations before decisions are taken.

J Colman

APPOINTMENTS IN CONFIDENCE

10 DOWNING STREET

From the Private Secretary

30 January 1981

Thank you for sending us a copy of the new edition of the "Guide on Public Appointments Procedures". It is helpful for us to have this on record here.

We have only one comment to make. Our one continuing problem, with the small proportion of appointments which come through this office, concerns consultation with the Chief Whip. A number of departments sometimes overlook the Chief Whip's interest in making nominations before decisions are taken, and, as you know, the Prime Minister attaches importance to this. I realise that this cannot readily be enshrined in the official document on procedure. But even the reference to the Chief Whip's role where there is political significance is buried deep in the new text. When it is next revised, it might be helpful to add a new second sentence to paragraph 17 on the following lines:

> "It is essential that in cases of political significance the Chief Whip is among the Ministers consulted."

We realise that this is made clear elsewhere, but I suspect that many departments will consult only your document when initiating the selection process.

MBP

J.F. Charkham, Esq.,
Civil Service Department.

MR. WHITMORE

CSD's Public Appointments Unit have forwarded their revised bible on public appointments.

I suppose it is a useful document for middle level officials who have to deal with these matters. As far as the cases that come to us are concerned, I think it is unfortunate that the guide studiously avoids any reference to the major role which the Prime Minister allocates to the Chief Whip in nominating candidates for senior public appointments. I suppose the theory of political/public service distinctions prevents us pressing for any more detailed reference to this, other than is buried in paragraph 18 and the extract from "Questions of Procedure" included at Annex 1c. But the absence of any firm guidance on the need to bring in the Chief Whip may account for the number of cases where Ministers submit to the Prime Minister without consulting the Chief Whip, despite the instructions circulated from here and No. 12 in 1979.

MAD

Mr Cattermole

I agree.

Why don't we make the need to consult the Chief Whip a bit clearer — perhaps by inserting a new second sentence in paragraph 17 on the following lines: —

"It is essential that in cases of political significance the Chief Whip is among the Ministers consulted."?

MAD
29.

29 January 1981

APPOINTMENTS IN CONFIDENCE

CIVIL SERVICE DEPARTMENT
WHITEHALL LONDON SW1A 2AZ

Telephone Direct line 01 273 4380
Switchboard 01 273 3000

from the Director, Public Appointments Unit

C A Whitmore Esq
Principal Private Secretary to
the Prime Minister
10 Downing Street
London SW1

22 January 1981

Dear Clive,

attached to front cover of file.

GUIDE ON PUBLIC APPOINTMENTS PROCEDURES

We have over the last year been preparing amendments to the Guide on Public Appointments Procedures of which Douglas Croham sent your predecessor a copy of the original version in 1977 and to whom I sent the first batch of amendments in 1978. As we have used word processors on this occasion it has proved simpler to reproduce the whole Guide rather than issue amended pages. A copy is attached for insertion into the cover in which you hold the previous edition and any future up-dating should be much easier and quicker.

Many minor amendments have been made to the wording, with which we need not trouble you in detail. We have also streamlined the contents by removing details of allowances, fees etc, which change frequently and can be found in either the Civil Service Pay and Conditions of Service Code or the Establishment Officers' Guide. Former Annexes 4B, C and D which dealt with the application of income tax and VAT have been deleted since authoritative advice on these matters should be sought from the contacts given in paragraph 222.

The main alterations and additions are as follows:-

- Annex 1C - the Extract from Questions of Procedure for Minister of 24 May 1979, as amended by the Note by the Secretary of the Cabinet dated 5 June 1980.

- Revised paragraph 25 on consultation with the Treasury. We have asked that special note should be taken of this, since there have been several occasions when embarrassment and inconvenience have been caused to those being considered for major appointments through lack of proper consultation with the Treasury.

- The Security Service has sought to increase the user's awareness of security considerations by making minor amendments to paragraph 23, Annex 2A, paragraph 199 and paragraph 252.

- Addition of new paragraphs 126 and 127 dealing with the appointment of younger people.

- The list of computer classifications used by the PAU in making selections to offer to Departments has been added as Annex 3A.

contd

CONFIDENTIAL

Subject file - Quangos
Govt Machinery - July 79 DSG

Govt Mach.

FILE

bc: Mr. Peterson

10 DOWNING STREET

From the Private Secretary

SIR LEO PLIATZKY

The Prime Minister has seen your minute to me of 9 January about appointments to public bodies.

She is content with the line that you propose to take on this topic if it arises in your press briefings associated with the publication of your Report.

The Prime Minister is not attracted by the possibility of introducing Parliamentary Select Committees into public appointments procedure. As you suggest, her preference is to stick to a policy of reducing the scale of patronage by holding down the number of public bodies. For the present, she has no intention of making any further adjustment in public appointments procedure.

I am sending copies of this minute to Mr. Green (Minister of State's Office, CSD) and to Mr. Laughrin (Sir Ian Bancroft's Office, CSD).

M. A. PATTISON

KRBy.

14 January 1980

CONFIDENTIAL

Subject file - Oranges
Cont. Machinery - July 79

PRIME MINISTER

Sir Leo's thoughts on public appointments procedure - not an immediate issue, but it may arise from reactions to his report.

Agree that we should resist pressure for any more formal or more public procedure?

Yes ok

MAP 9/1

CONFIDENTIAL

FROM SIR LEO PLIATZKY

MR PATTISON

PUBLIC BODIES - APPOINTMENTS

1. The report on Non-Departmental Public Bodies describes the arrangements for making appointments to these bodies, and suggests that more information should be given about salaries and expenses paid, but says that it would have been outside the practicable scope of this exercise to review the basic principle of filling posts solely through appointments by Ministers. I am sure that a different sort of exercise would have been needed in order to do justice to a political and constitutional issue of this kind.

2. We must reckon, however, with the possibility - though of course it may not materialise - that questions may be put, either at the Press briefings when the report is published, or to the Prime Minister in questions in the House at a later stage, about the Government's attitude on this matter, and especially on the idea, which has been canvassed recently in Parliamentary debate, of submitting proposed appointments to an appropriate Select Committee. It will of course be for the Civil Service Department to brief the Prime Minister if such questions are put to her, but they do not propose to initiate any response themselves to such ideas.

3. So far as the Press briefings are concerned, it will be best not to encourage expectations of further developments on this subject. I propose, therefore, if occasion should arise, to take the following line: "These are matters for the Prime Minister but, so far as I know, there are no plans for a change in existing procedures or for a special review of this subject."

4. It may just be worth briefly recording some comments of my own on the question of substance, since I did in fact discuss it with a number of people during the review as a matter of interest. From the Government's point of view, a crucial objective is to appoint the best possible people. The present arrangements may be a bit hit and miss - there is no substitute for actually knowing someone who is suitable and available, and often one does not know any such person - but neither I nor those to whom I talked had any clever ideas for doing better. Some people have expressed to me the hope that party politics can be left out of the choice of candidates so far as human nature allows, and some think that more use could be made of "headhunters" and advertisements; there is nothing in the present system to prevent that, or to

CONFIDENTIAL

prevent particular Ministers from casting their nets wider in any other way that occurs to them.

5. Giving a role in this matter to Select Committees might go down well with the school of thought which hankers after something like an executive role for backbenchers, but it would not help to get good people for public posts, and some of the best people would probably decline to submit themselves to this procedure. Therefore, if there were serious cause for concern about the patronage issue, it would be better to think in terms of a scrutiny procedure not involving the Select Committees. But I imagine that the Prime Minister will prefer to stick to her own policy of reducing the amount of patronage by holding down the number of public bodies.

6. I am sending copies of this to Mr Paul Channon's office and to Sir Ian Bancroft.

L.P.

LEO PLIATZKY

9 January 1980

For information -

(Mr. Pattison)

✓ MAP.

Government Chief Whip

12 Downing Street, London SW1

APPOINTMENTS IN CONFIDENCE

12 December 1979

MINISTERS IN CHARGE OF DEPARTMENTS

PROCEDURE FOR PUBLIC APPOINTMENTS

I have recently reviewed procedure and other matters concerning the recommendations for public appointments submitted through my office, about which I wrote to you on 8 June 1979 and 15 October 1979. It would be very helpful if action could be taken in respect of the following:

1. CHANNELS OF COMMUNICATION

In some cases communication through the PPSs has worked extremely well, in others less satisfactorily. With this system the extra post-box between Ministers or their Private Secretaries and this office causes delay. This was most apparent during the summer recess, when many of the PPSs were not available either at their offices or their homes.

When communication has been through the Private Secretaries it has been quicker and it has usually been easier to get full details of appointments, which are vital if the right names are to be sent forward.

I have therefore asked Miss Saunders-Davies to agree with your office which channel communication is most suitable in the case of your department.

2. FORWARD LISTS OF APPOINTMENTS

Forward lists of appointments have now been received from most departments, and unless otherwise advised Miss Saunders-Davies will submit suitable recommendations without further reference to the department, unless she needs more detailed information. She will also be in a position to deal promptly with requests for names for any appointments not included in the lists, or for the filling of casual vacancies, but in these instances it would be appreciated if as much notice as possible could be given.

3. FEED-BACK OF INFORMATION

With a very few exceptions there has been no feed-back of information regarding appointments made. It is important for Miss Saunders-Davies to have this information in order to keep her records up to date. To avoid putting extra work on your private office a convenient way of ensuring that she gets all the information she needs might be for her to receive all press handouts on appointments put but by your department. I should be grateful if this could be arranged.

Government Mach.

MAP

For information.

Government Chief Whip

12 Downing Street, London SW1

APPOINTMENTS IN CONFIDENCE

MINISTERS IN CHARGE OF DEPARTMENTS

PROCEDURE FOR PUBLIC APPOINTMENTS

I wrote to you on 8th June about the consultation process which I was setting up. In my letter I asked Ministers to provide me with a forward list of appointments expected to be made by October this year. I am now writing to ask for a list to cover the next period from October until March 1980, specifying as before:

1. The date on which the vacancy will occur.

2. The target date for making a decision.

3. Whether the vacancy is one on which the Minister is normally consulted.

After the Recess we shall be reviewing the working of this procedure, and in this connection I shall be glad to have any comments and criticisms, in particular how satisfactory the link through the PPS is proving. It will also be helpful if Ministers will let me know if they have been able to appoint any of Miss Saunders-Davies's recommendations.

In case there is any misunderstanding of the purpose of this procedure, it is to establish a routine by which names on Miss Saunders-Davies's list are considered with others, before an appointment is made. It is <u>not</u> for me to be seen to be dictating to Ministers as to who is eventually chosen.

As an alternative to 839 5317, Miss Saunders-Davies can be contacted on 222 1337.

15th October 1979

APPOINTMENTS: IN CONFIDENCE

FILE

VLS

Good Lady

10 DOWNING STREET

Bc CSD

From the Private Secretary

7 September 1979

Thank you for your letter of 3 September to Clive Whitmore, about your proposed internal guidance on public appointments procedures. I am grateful to you for giving us an opportunity to comment.

Your draft covers the ground admirably, and should not lead to embarrassment if it does leak. But we would hope that you would do your best to avoid a leak, and I suggest that you should give the guidance a privacy marking, and that you might consider a somewhat more restricted circulation than that suggested on the note.

I have two textual changes to suggest. The last line of paragraph 3 might read: "in suitable cases by the Minister's Parliamentary Private Secretary, and this should be initiated by Private Office.". This more accurately reflects the instructions given on this point. Paragraph 5 might begin: "In the case of appointments which are to be referred ...". As you know, there is some discretion on these matters, and we prefer to avoid making public the Prime Minister's precise role in public appointments.

I hope you can accommodate these points.

M. A. PATTISON

Don Brereton, Esq.,
Department of Health and Social Security.

APPOINTMENTS: IN CONFIDENCE

SB

APPOINTMENTS IN CONFIDENCE

CIVIL SERVICE DEPARTMENT
WHITEHALL LONDON SW1A 2AZ
Telephone 01 273 5400

Sir Ian Bancroft G.C.B.
Head of the Home Civil Service

M Pattison Esq
10 Downing Street
LONDON SW1

6 September 1979

Dear Mike,

Thank you for your minute of today's date enclosing the DHSS draft circular about public appointments procedures.

Whilst we fully understand the need for such a document to be circulated to bring to the attention of those concerned recent changes in appointments procedures, there are two possible areas of embarrassment in it should the document be "leaked" - though given the restricted circulation proposed it is to be hoped that the danger of this is minimal.

We have no qualms about paragraph 2 which describes the PAU's function which is well enough known already. Paragraphs 3 and 4 however refer to two parts of the public appointments procedures which are not generally known and which Ministers, including the Prime Minister, might prefer to remain so. The first is the reference to the Chief Whip's list - this has been referred to obliquely in the Press but the circular provides official confirmation of its existence. Paragraph 4 refers to the Prime Minister's role in certain major appointments and, as you know, under the guidance in Questions of Procedure for Ministers, we have always gone to some lengths not to reveal publicly the Prime Minister's involvement.

The circular has been delicately worded and may well, as you say, cause no embarrassment but, in the light of the above and subject of course to the Prime Minister's views, Sir Ian Bancroft would recommend a rather more restricted circulation if this is practicable, and a privacy marking.

With these considerations in mind he also has two small amendments to suggest. The last phrase in paragraph 3 should reflect No 10's instructions by changing the wording of the last line to read "in suitable cases by the Minister's Parliamentary Private Secretary, and this should be initiated by Private Office." And paragraph 5 might begin "In the case of appointments which are to be referred.....".

Yours sincerely,
David

DAVID LAUGHRIN
Private Secretary

APPOINTMENTS IN CONFIDENCE

tmw

Govt Mach

MR. LAUGHRIN,
CIVIL SERVICE DEPARTMENT.

I enclose a copy of a letter from Don Brereton, seeking our clearance of a proposed internal circular about public appointments procedures. This seems to me to be a sensible document and I see no cause for embarrassment if it eventually passes outside DHSS.

Perhaps you could confirm to me over the telephone that you see no objection.

MAP

6 September 1979

DEPARTMENT OF HEALTH & SOCIAL SECURITY

Alexander Fleming House, Elephant & Castle, London SE1 6BY

Telephone 01-407 5522

From the Secretary of State for Social Services

3 September 1979

Clive Whitmore Esq
Private Secretary
10 Downing Street
LONDON
SW1

Dear Clive

PUBLIC APPOINTMENTS

I am sorry to bother you with a rather minor problem I have. But I would like your advice on the attached circular, which the Department proposes to circulate to Headquarters Staff. As you know, we have responsibility for making a large and disparate range of public appointments and I am advised that this is the best way of ensuring that we meet the guidance set out in your letter of 2 July. I think its content is quite unexceptionable, but you will appreciate that any large circulation of this kind carries the risk that it may become public property. I do not think that there is anything in the guidance which would embarrass you if it became publicly known, but I felt that I should not authorise its issue without letting you know what we propose.

Yours sincerely

D Brereton
Private Secretary

Circular HQ /79

PUBLIC APPOINTMENTS

1. This circular concerns the appointment of outside members to Committees, Boards etc whether the appointments are made by Ministers or by officials. It amplifies the guidance given in Circular HQ 60/72 (part XIV).

2. Those responsible for making recommendations on appointments are reminded that the Public Appointments Unit of CSD hold a list of names, now 3,500 strong, which may be consulted either direct or through EP6A. The Public Appointments Unit have put in considerable effort in recent years into extending and updating the list which is now held on a computer for easy access. They have also considerably extended the range of names so that it is not now restricted to those suitable for major appointments only. With the extension of the PAU list the departmental list (paragraph 21 of HQ 60/72 (part XIV) has been abandoned and those useful names remaining on it have been combined with the main list.

3. In addition to the PAU list a separate register of names is held by the Chief Whip's Office. This list contains a proportion of professional and technical people. The Prime Minister's Office have asked that this list should be consulted in suitable cases, and this should be done through Private Office.

4. The Prime Minister's Office have also asked that in making appointments, whether by Ministers or not, every effort should be made to get in more younger people, particularly in the 40 to 50 age group, and far fewer retired people.

5. In the case of those major appointments which have to be referred to the Prime Minister informal soundings must be made in such a way as to preserve the Prime Minister's freedom of action and to avoid any commitment. Submission of names should be accompanied by a report on the consultations which have taken place and the alternative candidates who have been considered. The submission should be made in ample time for alternative names to be submitted if necessary.

6. The number of this circular [ ] should be noted against paragraphs 9 and 21 of Circular HQ 60/72 (part XIV).

CIRCULATION RESTRICTED TO PRINCIPALS AND ABOVE.

Government Chief Whip
12 Downing Street, London SW1

APPOINTMENTS
IN CONFIDENCE

10th July 1979.

Dear Private Secretary

PROCEDURE FOR PUBLIC APPOINTMENTS

With reference to the Chief Whip's minute of 8 June to Min isters in charge of Departments, a telephone has now been installed at 12 Downing Street for Miss Saunders-Davies's use. The number is 839 5317. This number will normally be manned in the mornings only, but at other times Miss Saunders-Davies can be reached through me.

Miss Saunders-Davies will not have a desk at the House of Commons, but she will be very glad to come to the House to see Parliamentary Private Secretaries by arrangement.

Yours sincerely,

Felicity Yonge

Felicity Yonge

Copied & Master Set

Govt. Mach.

10 DOWNING STREET

From the Principal Private Secretary

2 July 1979

Dear Private Secretary,

Ken Stowe wrote to you on 13 June about appointments by Ministers. The Prime Minister has now asked me to remind Ministers of the procedure for consulting her about appointments. This is set out in paragraph 90 of 'Questions of Procedure for Ministers'. The essence of it is that, where a Minister wishes to consult the Prime Minister, he must ensure that any informal soundings are made in such a way as to preserve the Prime Minister's complete freedom of action, and to avoid any appearance of commitment. The aim is to allow the Prime Minister plenty of time to consider a submission, and to ask for alternative names to be submitted to her if she should so wish.

In a number of recent cases, submissions on appointments have been presented to the Prime Minister leaving inadequate time for her to consider the proposal. In one case, the instructions in 'Questions of Procedure for Ministers' were completely disregarded, with the result that the Prime Minister was in effect presented with a fait accompli. I would be grateful if you could ensure that the instructions are carefully followed in future, to avoid any recurrence of these unsatisfactory cases.

I am sending copies of this letter to the Private Secretaries to Cabinet Ministers including the Minister of Transport, the Attorney General and the Chief Whip, and to Sir John Hunt and Sir Ian Bancroft.

Yours sincerely,

John Thomson.

The Private Secretary

DSG

Subject

cc Chief Whip

SJN

Govt March.

10 DOWNING STREET

From the Principal Private Secretary

13 June 1979

Dear Private Secretary,

General guidance on appointments by Ministers is contained in Section XI of the recently circulated "Questions of Procedure for Ministers". The Prime Minister wishes to draw her colleagues' attention to some further aspects of these arrangements.

In addition to Departmental advice, there are now two other main sources from which Ministers may obtain nominations for public appointments. One is a list held by the Chief Whip's Office. You will have seen his recent minute to Ministers in Charge of Departments about this. The second is the Public Appointments Unit in the Civil Service Department. With the approval of the Prime Minister, this Unit is taking further steps to broaden the range of candidates on this list and, in particular, to increase the number of younger people. There is no formal age limit, but the Prime Minister would like to see a much higher proportion of people in, say, the 40-50 age group taking up public appointments, with far fewer retired people. The Prime Minister will have this in mind in considering those appointments which are submitted to her, but she would also like Ministers to bear this in mind for those appointments which they make without reference to her, or which their Departments make without reference to them.

The Prime Minister has also asked me to emphasise that, where proposed appointments are to be submitted to her, this should be done in plenty of time and with a report on the consultations which took place and alternative candidates who have been considered.

I am sending copies of this letter to Private Secretaries to Cabinet Ministers, including the Minister of Transport, to Sir John Hunt and to Sir Ian Bancroft.

Yours sincerely,

K. R. Stowe.

11

10 DOWNING STREET

From the Principal Private Secretary

MR. LAUGHRIN
CIVIL SERVICE DEPARTMENT

I am grateful for the draft "Dear Private Secretary" letter on public appointments, enclosed with Sir Ian Bancroft's minute of 11 June.

This draft did not put across the message in the direct but informal style which the Prime Minister favours. I am enclosing with this minute Sir Ian's copy of the revised version which I have sent out today. I know that these are largely matters of taste but it would perhaps be helpful if those in the CSD who are preparing drafts which will be going out in the Prime Minister's name could take a look at the two versions, to see what we wanted.

K. R. STOWE

13 June 1979

10 DOWNING STREET

Ken

Sir I. Bancroft proposes that you circulate the PM's guidance on appointments in ~~to~~ a Private Secretary letter as below.

This meets the need, and should go a.s.a.p: but PM should approve first.

Letter should go to Cabinet Ministers, with request that it be seen by all ~~Ministers~~ Junior Ministers who deal with appointments.

MAP 12/11.

APPOINTMENTS IN CONFIDENCE

MR K R STOWE cc Mr Charkham

PUBLIC APPOINTMENTS

In response to your note of 1 June I have prepared draft guidance for the Prime Minister's consideration. It is in the form of a letter for you to send to Private Secretaries: this appeared to be the most convenient way of making the points the Prime Minister wishes to emphasise without duplicating either the section in "Questions of Procedure for Ministers" or the Chief Whip's letter which was, I understand, sent last week to Ministers in charge of Departments.

IAN BANCROFT
11 June 1979

APPOINTMENTS IN CONFIDENCE

APPOINTMENTS
IN CONFIDENCE

DRAFT NOTE FROM MR STOWE TO MINISTERS' PRIVATE SECRETARIES

PUBLIC APPOINTMENTS

The Prime Minister would be grateful if Ministers who have appointments to make would pay particular regard to the following points.

Collecting Names

The Chief Whip has already minuted Ministers in charge of Departments drawing their attention to the list of names held by his office and procedures for consulting it - through Parliamentary Private Secretaries - before appointments are made or recommended.

The Public Appointments Unit in the Civil Service Department is also available to supply names on request and give advice. The Unit, with the approval of the Prime Minister, is taking steps further to broaden the range of candidates on its list and, in particular, to increase the number of younger people.

Selecting Names

In formulating criteria for selection Ministers should bear in mind not only their general accountability to Parliament but also the legislative provisions in respect of sex and race discrimination.

Though there is no formal age limit the Prime Minister would be glad to see a higher proportion of people between 40 and 50 being appointed and far fewer retired people.

Clearing Appointments

Appointing Ministers will have familiarised themselves with Section XI of Questions of Procedure for Ministers. More detailed guidance is set out in the Guide on Public Appointments Procedures produced by the Civil Service Department. A copy of this is held in each Minister's and Permanent Secretary's office.

The Prime Minister stresses the importance of timeliness at all stages. She herself requires adequate time to consider submissions. She also considers it important that a person holding an appointment should receive adequate notice of the Government's intention to renew it or not, especially if he or she depends on it for a livelihood.

FROM: THE RT HON MICHAEL JOPLING MP

APPOINTMENTS IN CONFIDENCE

Government Chief Whip

12 Downing Street, London SW1

MINISTERS IN CHARGE OF DEPARTMENTS

PROCEDURE FOR PUBLIC APPOINTMENTS

As you will know, a list of names suitable for appointments to public bodies was compiled during the years in opposition and will continue to be reviewed while we are in office. The Prime Minister hopes that all Ministers will ensure that this list is consulted before they make or recommend appointments to Committees, Commissions and other public bodies. Nothing in the arrangements should derogate from existing procedures and the need for Ministers to appoint the person best qualified for the post.

This list was compiled by a group serviced by Miss Meredydd Saunders-Davies who will continue to keep the register of names and will work in my office with a desk in the House of Commons and at 12 Downing Street. Telephone numbers will be circulated later.

The procedure for consultation is still being considered, but the Chairman of the Party, who is of course associated with these arrangements, and I have agreed that the most appropriate channel of communication is via Ministers' Parliamentary Private Secretaries.

Every effort will be made to see that this consultation process does not result in undue delay, and with this object in view I should be grateful if, as a first step, Ministers would provide me with a list covering all senior appointments which require to be made between now and October this year, together with such information as is readily available on other appointments due in this period. The list should specify:-

1. The date on which the vacancy will occur
2. The target date for making a decision.
3. Whether the vacancy is one on which the Minister is normally consulted.

M.J.

8 June, 1979

EDVL Mach.

10 DOWNING STREET

From the Principal Private Secretary

SIR IAN BANCROFT

The Prime Minister has seen your minute of 22 May about broadening the CSD list of candidates for public appointments.

She wishes to see a far smaller proportion of retired people nominated for appointment, and would like to see a corresponding increase in the number of people in the 40-50 age bracket we put forward. She would therefore welcome moves to widen the range of candidates on the CSD list, particularly with this in view, but she would not wish this to involve additional costs, nor would she wish to publicise these moves through a press statement or an inspired Question, at a time when Ministers are attempting to reduce the number of quangos.

The Prime Minister has also seen a draft of the minute which the Chief Whip proposes to circulate to Cabinet colleagues, explaining the arrangements to bring the Central Office list of names into consideration for appointments. She is content with this, and I attach a copy for information.

The Civil Service Department Guide to Public Appointments will continue to be of assistance to officials who handle appointments, but new guidance for Ministers is now necessary to take account of the Prime Minister's preferences and to draw attention to the interest of the Chief Whip in these matters. Could you please let me have draft guidance which the Prime Minister could consider issuing in the Procedure series.

K.R.S.

1 June 1979

DRAFT PRESS NOTICE

MINISTERIAL APPOINTMENTS TO PUBLIC BODIES

Government widens opportunities for people to serve

The Government is taking steps to widen opportunities for members of the public to register their interest in serving on the wide range of committees, commissions and boards to which Ministers make appointments.

Invitations will shortly be sent to some 370 representative organisations (such as Age Concern, British Youth Council, Confederation of British Industries, Disabled Living Foundation, National Federation of Women's Institutes and Trades Union Congress) asking them to nominate people for service on public bodies or to invite people they consider suitable to nominate themselves. Applicants are asked to say what areas interest them most such as industry, consumerism, health or education.

Particularly sought are the names of young people and those from groups at present under-represented - women, ethnic minorities and the disabled.

The Government stresses in a leaflet which accompanies the nomination forms that nomination in no way guarantees appointment. On the other hand no-one need feel obliged to accept an appointment if one is offered. Appointments are in the main part-time and unpaid. Comparatively few attract a salary of any size and even fewer are full-time.

When nominations are received they will be sorted in such a way that they are most easily accessible to the Departments in whose work applicants are interested. The Public Appointments Unit which forms part of the Civil Service Department is taking the lead in co-ordinating the arrangements.

DRAFT WRITTEN QUESTION AND ANSWER

Q. Has the Government any plans to improve the range of names available to Ministers who make public appointments?

A. Yes. [I have authorised an approach to] [An approach will shortly] be made to some 370 representative organisations inviting them to send in nominations with particular emphasis on younger people, women, minority groups and the disabled. The names supplied will be available to appropriate Departments whose Ministers have public appointments to make.

CC C80 HS

1 June 1979

The Prime Minister has now seen the draft minute which the Chief Whip intends to send to Cabinet colleagues about the Central Office list of candidates for public appointments. She is content with this. I am enclosing a copy of the text as she saw it, and I am copying this letter with enclosure to Sir Ian Bancroft in the Civil Service Department.

K.R. STOWE

Murdo MacLean, Esq.,
Chief Whip's Office.

MBO

DRAFT MINUTE FROM THE CHIEF WHIP TO MINISTERS IN CHARGE OF DEPARTMENTS

PROCEDURE FOR PUBLIC APPOINTMENTS

As you will know, a list of names suitable for appointments to public bodies was compiled during the years in opposition and will continue to be reviewed while we are in office. The Prime Minister hopes that all Ministers will ensure that this list is consulted before they make or recommend appointments to Committees, Commissions and other public bodies. Nothing in the arrangements should derogate from existing procedures and the need for Ministers to appoint the person best qualified for the post.

This list was compiled by a group serviced by Miss Meredydd Saunders-Davies who will continue to keep the register of names and will work in my office with a desk in the House of Commons and at 12 Downing Street.

The procedure for consultation is still being considered, but the Chairman of the Party, who is of course associated with these arrangements, and I have agreed that the most appropriate channel of communication is via Ministers' Parliamentary Private Secretaries.

Every effort will be made to see that this consultation process does not result in undue delay, and with this object in view I should be grateful if, as a first step, Ministers would provide me with a list covering all senior appointments which require to be made between now and October this year, together with such information as is readily available on other appointments due in this period. The list should specify:-

1. The date on which the vacancy will occur.
2. The target date for making a decision.
3. Whether the vacancy is one on which the Minister is normally consulted.

By 'youth' - I mean 1.
up 40-50 I suppose I am
only talking retired people.
MG.

PRIME MINISTER

Public Appointments

We have reported to you the Chief Whip's intentions to ensure that the Central Office list of names is consulted by Ministers when they make public appointments. The text of the minute he proposes to send around to Cabinet colleagues is at Flag A.

You earlier said that you wanted to see more public appointments filled by younger people. Sir Ian Bancroft has now submitted (Flag B) his proposals to widen the range of those included in the Civil Service Department's list of possible candidates. He seeks your approval for an exercise to add names from a wider range of sources, and suggests that an emphasis on youth could be built in.

This might not be the best moment to launch such an exercise. Whilst the plans have apparently been developed with an eye on costs, these are not specified. In the process of consulting a wide range of bodies, and adapting the procedure for nomination, costs will be incurred - not to mention the forms that will be generated: this might give the wrong impression at the time when your Cabinet colleagues are launching a critical examination of the quangos under their control. Nevertheless, we need to get new and younger blood on the bodies that matter, and it would be sensible, if you agree, for the Lord President to consider, in H Committee, the need for this and how best to meet it without proliferating paper. This could best be done concurrently with the receipt of the first responses on quangos.

It can be done K.R.S.
without cost. But
no rush - I will just keep
burning down names until we get
the right ones. MG

30 May 1979

MR. STOWE

Mr. Bottom. I am much troubled by CSD's approach: do you agree with it. If not I'll put P.M. will buy it. See my note below. K.E.S.

Public Appointments

We now have several exercises under way simultaneously on public appointments. It is time to draw it all together. I suggest that we should put something to the Prime Minister in her weekend box.

In the case of the Chief Whip's exercise, there should be no difficulty in meeting Sir Ian Bancroft's doubts. His minute (Flag A) suggests that only Cabinet Ministers, including Mr. Fowler, should be asked to provide returns: this is what the Chief Whip means by Ministers in Charge of Departments. (We will need to ensure that the FCO take responsibility for ODM appointments which are numerous.) He also asks that the request should not be for a comprehensive list. His suggested wording may make it too easy for Departments simply to restrict themselves to senior appointments: the purpose of the exercise is to let Miss Saunders-Davies of the Chief Whip's Office have a clearer picture of the range of appointments coming up in the next few months, to examine alongside her 3,000 names. A reference to "a list covering all the senior appointments due to be made by October this year, as well as information on other appointments falling due in that period to the extent that this is readily available" would suffice. The Central Office list is not confined to people qualified for senior appointments. It is also worth encouraging Ministers to seek within their Departments a longer list of forthcoming appointments, as this may well help them to understand the scope of their quango responsibilities, with which they will also need to grapple quickly. (The Chief Whip's draft is at Flag B.)

Sir Ian Bancroft has now provided his promised submission on how to improve the Civil Service list (Flag C). My first reaction is that, if his list of 3,500 names is to be computerised alongside new names drawn up by his new form of trawl, then the 3,000 Central Office names could easily be integrated into the computer store. There could be a special entry by these names which could allow them to be withdrawn if there was a change of administration. But those who have developed the Central Office list might not take kindly to such a proposal at this stage: they would fear that this was an attempt to take it over and effectively lose it within the traditional procedure.

/ The CSD

The CSD scheme has been "devised (with) a firm eye on costs" but these are not spelt out in the submission. Sir Ian places an emphasis on youth in view of the Prime Ministers' earlier comments on a submission of his about public appointments. I am not confident that the Prime Minister will be keen to go in for a wider public advertising for nominations at a time when the Government wishes to reduce the number of such appointments in its gift, but I think that she should see the proposal.

Once we have secured the Prime Minister's views on the future of the CSD scheme, and achieved a text for the Chief Whip's minute acceptable to all, we will need to arrange for guidance on public appointments to be issued by the Prime Minister. This needs doing quickly. Too many applications to make or renew appointments are being put to the Prime Minister without the kind of preparation she expects, and with too little time allowed for consideration. We owe it to Departments to provide clear guidance, but cannot usefully do this until the two current exercises are sorted out.

Should I now go ahead to:

(1) settle an amendment to the Chief Whip's minute with his office;

(2) submit this and Sir Ian Bancroft's proposals on the CSD scheme to the Prime Minister this weekend;

(3) commission a draft instruction from the Prime Minister in the "Procedure" series when she has responded?

Yes.

Yes but draw her attention to "wide range of bodies", new terms, cost-ok. suggest how the whole operation shd be considered by Ministers in Cabinet (AH)

MPK.

23 May 1979

when they get the first reactions (by June 7?) on queries.

I will sign.

KMS.

MR K R STOWE

PUBLIC APPOINTMENTS

The Prime Minister has recently made known her wish to improve the arrangements made for public appointments, and in particular to increase the number of younger people appointed. I would therefore like to consult her about a scheme which could, both in its presentation and in its practice, lay emphasis on youth.

At the present moment there are about 3,500 names on the central list held by the Public Appointments Unit here suggested by Departmental officials, Ministers, Members of Parliament and various representative and professional organisations. A computerised retrieval system means that names can be made available according to their suitability when departments consult the CSD about appointments, under the arrangements set out in detail in the Guide on Public Appointments Procedures, a copy of which is available to you. Coverage has improved steadily but more needs to be done to improve the flow of names - particularly of young people, women, the disabled, ethnic minorities and people from the regions. Under the present arrangements many good names cannot be used because insufficient is known about them and the people concerned cannot easily be approached direct without raising false hopes. The proposed scheme is designed to remedy these defects and thus improve the service the unit can give to departments.

The scheme devised has a firm eye on costs. It would have been possible simply to invite applications from members of the public but this would have resulted in a flood of paper much of which would be useless. Instead it is proposed to seek nominations from representative and professional organisations and a list of about 370 of these has been suggested by Departments. You will note that the coverage is restricted to England and Wales. This is because the Scottish Office and Northern Ireland Office wish to handle consultation with their regional organisations separately.

All the basic work has been done including preparation of leaflets and nomination forms: copies are enclosed. Most of the replies would be handled by the Public Appointments Unit here and a simple drill for listing or distributing suitable names has been arranged with Departments. Cost would be minimal and good names can be absorbed in the existing retrieval system.

The government's policy is to reduce the number of bodies to which such appointments are made and therefore the number of appointments themselves. Nevertheless there would be both substantive and presentational advantages in having a more open process of assembling lists of candidates for those that remain.

If the Prime Minister agrees that this scheme should go ahead it will be necessary to consider its publicity. An arranged Parliamentary Question and Answer are attached for consideration. The reply could be made by the Prime Minister if she wishes, or by the Minister of State, Civil Service Department. I also attach a suggested Press Release for issue either by the No 10 Press Office or by CSD.

I should be grateful if you would seek the Prime Minister's views on this scheme to ascertain whether it meets with her approval.

I am copying this to the Lord President and Minister of State, CSD, for information.

IRB

IAN BANCROFT
22 May 1979

CIVIL SERVICE DEPARTMENT

SERVICE ON PUBLIC BODIES

How to nominate people for consideration for public appointments made by Ministers

Every year, hundreds of men and women are appointed by Ministers to various advisory, consultative or executive boards and committees which are needed to help in the running of public business.

The aim of this leaflet is to explain what qualities are needed and how suitable people can be brought to the notice of those who advise on appointments.

Types of appointment

The appointments are to public bodies which cover a very wide range of Government work, for example health and social services, education, environmental matters and consumer affairs. In almost every area of public business there are advisory and consultative bodies to which Ministers need to appoint members of the public. Nearly all appointments to them are part-time: they take up anything from one day a month to two days a week, depending on the work. The majority are unpaid; some carry a salary or are fee-paid (these are listed in the Directory of Paid Public Appointments Made by Ministers, obtainable from HM Stationery Office). Assistance is given towards the cost of travelling and other expenses necessarily incurred in fulfilling an appointment.

Most appointments are to local and regional bodies throughout the country including Scotland and Wales.

How appointments are made

Sometimes appointments are advertised, but more often Ministers will make their choice from names suggested to them in various ways. They may be brought to their attention by interested organisations, for example local authorities, or they may be men and women whose interest in and suitability for an appointment are known by Departments. There is a need to provide Ministers with the widest possible field from which to make their choice and Departments are always pleased, therefore, to hear about those who are willing and considered suitable for this type of work.

Qualities needed

The wide range of appointments provides opportunities for people with widely different qualities and experience. Since many appointments involve committee work, however, an ability to contribute effectively in group discussions is essential. There is also a need to be able to analyse problems and to assess evidence impartially. In addition, many appointments call for an expert knowledge and experience of a subject.

Executive appointments call for previous experience in a senior executive or administrative position eg in commerce or industry.

There are certain categories or groups of people who are at present under-represented on government committees for example women, young people, representatives of ethnic minorities, disabled people or people with knowledge of the problems of the disabled. Nominations of any of these would be particularly welcome.

How to nominate someone for an appointment

The Government hopes that your organisation will be able to nominate suitable people especially from those known to be effective in committee work and who might have a valuable contribution to make in a public appointment. It does not matter if they have not previously undertaken public work.

It would be wrong to give the impression that more than a small proportion of those whose names are suggested will be offered an appointment; although there are many appointments of different kinds, there will be many suitable and willing candidates for most of them. Equally, of course, there would be no obligation upon anyone to accept an offer of appointment. People's commitments vary from time to time, and this - and the fact that they may not wish to accept a particular post for other reasons - is perfectly understood.

If your organisation knows of people with the required qualities for public service, whether paid or unpaid, part-time or full-time, it is invited to suggest them for consideration. Personal information provided on the nomination form would be treated in strict confidence and used for no other purpose.

If your organisation wishes to sponsor an individual, it should use the two part nomination form. One section is to be completed by your nominee, giving details of his or her background and experience and the areas of work in which he or she is interested; the other section is for your organisation to complete.

If your organisation wishes to forward nominations from individuals without sponsoring them a "self nomination" form is available for this purpose.

Please send completed forms (whether sponsored or not) to the address overleaf.

APPOINTMENTS IN CONFIDENCE

PUBLIC APPOINTMENTS: SELF NOMINATION FORM (PAN 3)

Please use BLOCK CAPITALS

SURNAME	FORENAMES	TITLE	FOR OFFICIAL USE

DATE OF BIRTH	MARRIED YES/NO	CHILDREN YES/NO	EDUCATIONAL/PROFESSIONAL QUALIFICATIONS/DECORATIONS

HOME ADDRESS	OFFICIAL OR BUSINESS ADDRESS
Telephone Number	Telephone Number
PRESENT OCCUPATION AND POSITION	PREVIOUS MAIN JOBS
Date taken up	

PREVIOUS OR EXISTING APPOINTMENTS OR VOLUNTARY SERVICE (eg Central or Local Government committees, charity professional,political or social committees) OR ANY BACKGROUND RELEVANT TO A PUBLIC APPOINTMENT
(If more space is needed please use the reverse side of this form)

PLEASE INDICATE PARTICULAR AREAS OF INTEREST BY MARKING THE APPROPRIATE BOX

1	Agriculture	11	Construction
2	Food	12	Transport
3	Fisheries	13	Energy
4	Arts	14	Trade and Industry
5	Education	15	Finance/Economic
6	Consumer Affairs	16	Treatment of offenders
7	Health Services	17	Race relations
8	Social Services	18	Sex discrimination
9	Environment	19	Other (please give details overleaf)
10	New Towns		

PLEASE INDICATE THE AMOUNT OF TIME YOU WOULD BE ABLE TO MAKE AVAILABLE

- Possibly full-time
- Part Time ½ - 1½ days per month
- 2 - 3½ days per month
- 1 - 1½ days per week
- 2 - 2½ days per week
- More ( )

PLEASE INDICATE LOCATION OF WORK PREFERENCE

- London Area only
- Local area only (eg County Council area)
- Regional Area (N.Ireland, Scotland, Wales, SE England etc)
- Anywhere in UK

I confirm that I should like to be considered without commitment either way for a public appointment.
References, if needed, can be obtained from:

1. (Name) ..... (Address) .....

.....

2. (Name) ..... (Address) .....

.....

Signature of Nominee ..... Date .....

Please return when completed to:

NOMINATION FORM PART A: TO BE FILLED IN BY THE PERSON NOMINATED

PAN 3A

Please note: *If the answer to any question is "none" or "not applicable" please say so.*

SURNAME	FORENAMES	TITLE

DATE OF BIRTH	MARRIED YES/NO	CHILDREN YES/NO	EDUCATIONAL/PROFESSIONAL QUALIFICATIONS/DECORATIONS

HOME ADDRESS	OFFICIAL OR BUSINESS ADDRESS
Telephone Number	Telephone Number

PRESENT OCCUPATION AND POSITION	PREVIOUS MAIN JOBS
Date taken up	

PREVIOUS OR EXISTING APPOINTMENTS OR VOLUNTARY SERVICE (eg Central or Local Government committees, trade union offices, charity, professional, political or social committees) OR ANY BACKGROUND RELEVANT TO A PUBLIC APPOINTMENT

PLEASE INDICATE PARTICULAR AREAS OF INTEREST BY MARKING THE APPROPRIATE BOX

1	☐ Agriculture	7	☐ Health Services	13	☐ Energy	19	☐ Other: please give details here
2	☐ Food	8	☐ Social Services	14	☐ Trade and Industry		
3	☐ Fisheries	9	☐ Environment	15	☐ Finance/Economic		
4	☐ Arts	10	☐ New Towns	16	☐ Treatment of offenders		
5	☐ Education	11	☐ Construction	17	☐ Race relations		
6	☐ Consumer Affairs	12	☐ Transport	18	☐ Sex discrimination		

For official use only please

PART A: *CONTINUED*

PLEASE INDICATE THE AMOUNT OF TIME YOU WOULD BE ABLE TO MAKE AVAILABLE

½ - 1½ days per month	☐	2 - 2½ days per week	☐
2 - 3½ days per month	☐	More ( )	☐
1 - 1½ days per week	☐	Possibly full-time	☐

PLEASE INDICATE PREFERENCE FOR LOCATION OF WORK

London Area only	☐
Local area only (eg County Council area)	☐
Regional Area (N. Ireland, Scotland, Wales, SE England etc)	☐
Anywhere in UK	☐

A second reference , if needed, can be obtained from: (Name) .....

(Address) .....

I confirm that I should like to be considered for a public appointment, without commitment either way.

(Signature of person nominated) ..... (Date) .....

NOMINATION FORM PART B: TO BE FILLED IN BY THE NOMINATOR

PAN 3B

YOUR SURNAME	FORENAMES	TITLE

ADDRESS

Telephone Number

OCCUPATION, POSITION & NAME OF PRESENT EMPLOYER
(If no present employer, please say so)

I should like to nominate (name of nominee) ..... to be considered for a public appointment

Please state in what capacity you know or have met your nominee

Please give a brief pen picture of your nominee (mention special characteristics, skills, aptitudes and areas of interest) and an assessment of the kind of work in which you feel he or she might best make a contribution

Signature of nominator .....

Date .....

For official use only

Age concern
Bernard Sunley House
60 Pitcairn Road
MITCHAM
Surrey
CR4 3LL

Agricultural Engineers
Association
6 Buckingham Gate
LONDON SE1E 6JU

Agricultural Lime
Producers Council
14 Waterloo Place
LONDON SW1Y 4AR

Association of Agriculture
16/20 Strutton Ground
LONDON
SW1P 2HP

Association of British
Abattoir Owners
5 Charterhouse Square
LONDON
EC1M 6EE

Association of the British
Pharmaceutical Industry
162 Regent Street
LONDON
W1A 6DD

Association of British Salted
Fish Curers and Exporters
Pyewipe
GRIMSBY
Lincs
DN31 3SJ

Association of Cereal
Food Manufacturers Ltd
40 Cotswold Way
ENFIELD
Middlesex
EN2 7HJ

Association of Certified Accountants
29 Lincolns Inn Fields
LONDON
WC2

Association of Community Workers
Westhill College
Wooley Park Road
SELLY OAK
Birmingham B29 6LL

Association of Consulting Engineers
87 Vincent Square
LONDON
SW1

Association of County Councils
Eaton House
699 Eaton Square
LONDON
SW1W 9BH

Association of Directors of
Social Services
Civic Centre
NEWCASTLE-UPON-TYNE
NE1 8PA

Association of Disabled Professionals
14 Birch Way
WARLINGHAM
Surrey
CR3 9DA

Association of District Council
25 Buckingham Gate
LONDON SW1E 6LE

Association of Fish Meat Manufacturers
Hoval House, Orchard Parade
Mutton Lane
POTTERS BAR
Herts EN6 3AR

Association of Malt Products Manufacturers
Columbia House
60 Aldwych
LONDON WC2B 4DY

Association of Malt Products Manufacturers
Sardinia House
52 Lincolns Inn Fields
LONDON WC2A 3LX

Association of Metropolitan Authorities
36 Old Queen Street
LONDON SW1H 9JE

Association of Sea Fisheries Committee of England and Wales
Newton Oyster Fishery Limited
Noahs Ark
Newton
NEWPORT
Isle of Wight

Association of Seed Crushers
8 Salisbury Square
(PO Box 31)
LONDON
EC4P 4AN

Association of Spina Bifida and Hydrocephalus
Tavistock House North
Tavistock Square
LONDON WC1H 9HR

The Automobile Association
Fanum House
BASINGSTOKE
Hants
RG21 2EA

Bacon and Meat Manufacturers Association
18/19 Cornwall Terrace
LONDON
NW1 4QP

Bakery Allied Traders Association
6 Catherine Street
LONDON
WC2B 5JJ

Brewers Society
42 Portman Squart
LONDON
W1H OBB

British Agricultural Exports Council
35 Belgrave Square
LONDON SW1

British Agrochemical Association
Alembic House
93 Albert Embankment
LONDON SE1 7TU

British Association of Canned and Preserved Food Importers and Distributors
1 London Bridge
LONDON SE1 9SZ

British Association for Commercial and Industrial Education
16 Park Crescent
LONDON W1N 4AP

British Association of Feed Supplement Manufactors Ltd
3 Crane Chambers
CRANBROOK
Kent TN17 3DL

British Association of Plant Breeders
Woolpack Chambers
Market Street
ELY
Cambridgshire

British Association of Settlements and Social Action Centre
7 Exton Street
LONDON SE1 8UE

British Association of Social Workers
16 Kent Street
BIRMINGHAM 5

British Caramel Manufacturers Association
55 New Oxford Street
LONDON WC1A 1BY

British Computer Society
29 Portland Place
LONDON W1

British Dental Association
64 Wimpole Street
LONDON W1M 8AL

British Dental Trade Association
64 Wimpole Street
LONDON W1M 8AL

British Dietetic Association
305 Daimler House
Paradise Street
BIRMINGHAM

British Epilepsy Association
Crowthorne House
NEW WOKINGHAM
Berks

British Essence Manufacturers Association
6 Catherine Street
LONDON
WC2B 5JJ

British Fishing Federation
12 Trinity House Lane
HULL
Humberside
HU1 2JF

British Frozen Foods Federation
Honeypot Lane
Colsterworth
GRANTHAM
Lincs NG33 5LY

British Glucose Manufacturers Association
55 New Oxford Street
LONDON WC1A 1BY

British Hay and Straw Merchants Association
Hoval House, Orchard Parade
Mutton Lane
POTTERS BAR
Herts EN6 3AR

British Limbless Ex-Service Men's Association
Frankland Moore House
185-187 High Road
CHADWELL HEATH
Essex RM6 6NA

British Maize Refiners Association
55 New Oxford Street
LONDON WC1A 1BY

British Modified Starch Manufacturers Association
55 New Oxford Street
LONDON WC1A 1BY

British Oat and Barley Millers Association
6 Catherine Street
LONDON WC2B 5JJ

British Pest Control Association
Alembic House
93 Albert Embankment
LONDON SE1 7TU

The British Polio Fellowship
Bell Close
West End Road
RUISLIP
Middlesex

British Poultry Federation
High Holborn House
52-54 High Holborn
LONDON WC1X 6SX

British Red Cross Society
9 Grosvenor Crescent
LONDON SW1X 7EJ

British Rheumatism and Arthritic Association
6 Grosvenor Crescent
LONDON
SW1X 7EE

British Shippers Council
Hermes House
St John's Road
TUNBRIDGE WELLS
Kent

British Soft Drinks Council
6 Catherine Street
LONDON
WC2B 5JJ

British Veterinary Association
7 Mansfield Street
LONDON
W1M OAT

Cake and Biscuit Alliance Limited
Westmoreland House
127/131 Regent Street
LONDON W1R 7HA

Campaign for the Mentally Handicapped
96 Portland Place
LONDON W1N 4EX

Chamber of Coal Traders
Victoria House
Southampton Row
LONDON SW1

Chemical Industries Association Limited
93 Albert Embankment
LONDON SE1 7TU

Chest and Heart Association
Tavistock House North
Tavistock Square
LONDON WC1H 9JE

Cocoa Chocolate and Confectionery Alliance
11 Green Street
LONDON
W1Y 3RF

Commission for Racial Equality
Elliot House
10/12 Allington Street
LONDON SW1E 5EH

Committee of Vice-Chancellors and Principals of the Universities of the United Kingdom
29 Tavistock Square
LONDON WC1H 9EZ

Community Relations Commission
15/16 Bedford Street
LONDON
WC2E 9HX

Computer Services Association
109 Kingsway
LONDON WC1

Confederation of Fried Fish
Caterers Association
479 Bromley Road
DOWNHAM
Bromley
Kent BR1 4PQ

Co-operative Bakery Technical
Panel
c/o Co-operative Wholesale Society
Limited
New Century House
MANCHESTER M60 4ES

Co-operative Meat Trade
Technical Panel
PO Box 53
New Century House
MANCHESTER M60 4ES

Co-operative Union Limited
158 Buckingham Palace Road
LONDON SW1

Country Landowners Association
16 Belgrave Square
LONDON SW1X 8PQ

CRUSE (National Organisation for
Widows and their Children
Cruse House
126 Sheen Road
RICHMOND
Surrey

Dairy Trade Federation
19 Cornwall Terrace
LONDON
NW1 4QP

Disabled Drivers Association
Ashwell Thorpe Hall
Ashwell Thorpe
NORWICH NOR 89W

Disabled Living Foundation
346 Kensington High Street
LONDON
W14 BN5

Disablement Income Group
28 Commercial Street
LONDON
E1 6LP

The Electrical Association
for Women
25 Fouberts Place
LONDON
W1V 2AL

Engineering Employers' Federation
Broadway House, Tothill Street
LONDON SW1H 9NQ

English Vineyards Association
Horam Manor, Horam
HEATHFIELD
East Sussex

Equal Opportunities Commission
Overseas House
Quay Street
MANCHESTER
M3 3HN

Family Welfare Association
501-505 Kingsland Road
Dalston
LONDON E8 4AU

Federation of Agricultural
Co-operatives (UK) Limited
Agriculture House
Knightsbridge
LONDON SW1X 7NJ

Federation of Bakers
20 Bedford Square
LONDON
WC1

Federation of British Port
Wholesale Fish Merchants
Association
Fleetwood Docks, Fleetwood
LANCS FY7 6PN

Federation of Civil Engineering
Contractors
Romney House
Tufton Street
LONDON SW1P 3DV

Federation of Fresh Meat
Wholesalers
Harts Corner
London Central Markets
LONDON EC1A 9AA

Federation of Oils, Seeds and
Fats Association Limited
24 St Mary Axe
LONDON EC3A 8ER

Fertiliser Manufacturers Association
Alembic House
93 Albert Embankment
LONDON SE1 7TU

Fisheries Organisation Society
558 London Road
North Cheam
SUTTON
Surrey SM3 9AA

Flour Milling and Baking Research
Association
Chorley Wood
RICKMANSWORTH
Herts WD3 5SH

Food and Drink Industries Council
25 Victoria Street
LONDON
SW1H OEX

Food Manufacturers Federation
6 Catherine Street
LONDON
WC2B 5JJ

Friends of the Earth
9 Poland Street
LONDON
W1

Fruit and Vegetable Canners
Association 6 Catherine Street
LONDON
WC2B 5JJ

Fruit Importers Association
D 114/5 Fruit and Vegetable Market
New Covent Garden Market
LONDON SW8 5LP

Fruit Juice Importers Association
Bridges House
Balcombe Street
Haywards Heath
West Sussex
RH16 1NU

General Produce Brokers
Association
Cereal House
58 Mark Lane
LONDON EC3R 7HP

Gin Rectifiers and Distillers
Association
37 Waterford House
110 Kensington Road
LONDON W11 2PJ

Grain and Feed Trade Association
24/28 St Mary Axe
LONDON
EC3A 8EP

Haemophilia Society
PO Box 9
Trinity Street
LONDON
SE1 1DE

Health Food Manufacturers
Association
50 Grays Inn Road
LONDON WC1

Help the Aged
8/10 Denham Street
LONDON W1A 2AP

Honey Importers and Packers
Association
6 Catherine Street
LONDON WC2B 5JJ

Horticulture Trades Association
18 Westcote Road
READING
Berks RG3 2DE

Ice Cream Alliance
90/94 Grays Inn Road
LONDON
WC1X 8AH

Ice Cream Federation
6 Catherine Street
LONDON
WC2B 5JJ

Imported Meat Trade Association
5 Charterhouse Square
LONDON
EC1M 6EE

The Industrial Law Society
28 Boundary Road
SIDCUP
Kent

Industrial Society
Peter Runge House
3 Carlton House Terrace
LONDON SW1Y 5DG

Institute of Chartered Accountants
in England and Wales (ICAEW)
Moorgate Place
LONDON EC2

The Institute of Chartered
Secretaries and Administrators
16 Park Crescent
LONDON W1N 4AH

Institute of Cost and Management
Cost Accountants (ICMA)
63 Portland Place
LONDON W1N 4AB

Institute of Directors
116 Pall Mall
LONDON SW1Y 5ED

The Institute of Fuel
18 Devonshire Street
LONDON W1

Institution of Civil Engineers
Great George Street
LONDON SW1P 3AA

The Institution of Electrical Engineers
Savoy Place
Victoria Embankment
LONDON WC2R OBL

Institution of Industrial Safety Officers
222 Uppingham Road
LEICESTER
LE5 OQE

The Institution of Mechanical Engineers
1 Birdcage Walk
LONDON SW1

Institution of Production Engineers
Rochester House
66 Little Ealing Lane
LONDON W5 4XX

Institution of Training Officers
5 Baring Road
BEACONSFIELD
Bucks
HP9 2NX

Institution of Water Engineers and Scientists
6-8 Sackville Street
Piccadilly
LONDON W1X 1DD

Institution of Works Managers
45 Cardiff Road
LUTON
Bedfordshire
LU1 1RO

The Law Society
The Law Society's Hall
113 Chancery Lane
LONDON WC2A 1PL

Liverpool Corn Trade Association Limited
The Corn Exchange
Fenwick Street
LIVERPOOL L2 7RB

Livestock Auctioners Market Committee for England and Wales
Norden House
Basing View
BASINGSTOKE
Hants RG21 2HN

Livestock Traders Association of Great Britain Limited
Regent House
Clinton Avenue
NOTTINGHAM NS9 1AZ

London Boroughs Association
Westminster City Hall
Victoria Street
LONDON SW1E 6QW

London Chamber of Commerce
69 Cannon Street
LONDON EC4N 5AB

London Rice Brokers Association
Brooks House
48 Upper Thames Street
LONDON EC4Y 3EP

Multiple Food and Drink Retailers Association
Commonwealth House
1-19 New Oxford Street
LONDON WC1A 1PA

Multiple Sclerosis Society
4 Tachbrook Street
LONDON SW1V 1SJ

National Association of British and Irish Millers Limited
21 Arlington Street
LONDON
SW1A 1RN

National Association of British Wine Producers
14 Villiers Road
Kingston Upon Thames
Surrey
KT1 3AS

National Association of Cider Makers
Georgian House
Trinity Street
DORCHESTER
Dorset
DT1 1UP

National Association of Master Bakers, Confectioners and Caterers
50 Alexander Road
Wimbledon
LONDON SW19 7LB

National Association for Mentally Handicapped Children
117-123 Golden Street
LONDON EC1Y ORT

National Association for Mental Health
22 Harley Street
LONDON W1N 2ED

Malsters Association of Great Britain
Lindpet
Market Place
GRANTHAM
Lincs
NG31 6LR

The Manpower Society
c/o BP Limited
PO Box 148
Shellmex House
Strand
LONDON SW1

Margarine and Shortening Manufacturers Association
6 Catherine Street
LONDON
WC2B 5JJ

Medical Womens Federation
Tavistock House North
Tavistock Square
LONDON
WC1

Merseyside Chamber of Commerce and Industry
1 Old Hall Street
LIVERPOOL
L3 9HG

National Association of Perry Makers
c/o Coats Gaymers Limited
Kilver Street, Shepton Mallet
Somerset BA4 5WD

National Chamber of Trade
Enterprise House
HENLEY-ON-THAMES
Oxon
RG9 1TU

National Commercial Salmonmens Circle
558 London Road
North Cheam
SUTTON
Surrey
SM3 9AA

National Computing Centre
Oxford Road
MANCHESTER
M17 ED

National Council of Single
Women and their Dependants
29 Whitworth Mews
LONDON
W2 3RG

The National Council of
Social Service
26 Bedford Square
LONDON
WC1B 3HU

National Egg Packers
Association Limited
No 1 London Bridge
LONDON
SE1 9SZ

National Egg Producer Retailers
Association Limited
Oxford House
40 Sudley Road
BOGNOR REGIS
Sussex
PO 21 1ER

National Farmers Union
(for England and Wales)
Agriculture House
Knightsbridge
LONDON SW1X 7NJ

National Federation of Building
Trades Employers
18/20 Duchess Mews
LONDON
W1N 3AD

National Federation of Fishermens
Organisations
Exchange Building
Fish Dock Road
GRIMSBY DN31 3NJ

National Federation of Fishmongers
Queensway House
2 Queensway
REDHILL
Surrey RH1 1JQ

National Federation of Fish
Friers Limited
Federation House
289 Dewsbury Road
LEEDS
LS11 5HW

National Federation of Fruit and
Potato Trades Limited
308 Seven Sisters Road
Finsbury Park
LONDON N4 2AD

National Federation of Inland
Wholesale Fish Merchants
Subscription Rooms
Billingsgate Market
LONDON EC3R 6BL

National Federation of Meat Traders
29 Linkfield Land
REDHILL
Surrey
RH1 1JQ

National Federation of Neighbourhood
Advice Centres
18 Queen Anne's Gate
LONDON
SW1H 9AA

National Federation of Wholesale
Grocers and Provision Merchants
18 Fleet Street
LONDON
EC4Y 1AS

National Federation of Womens
Institutes
39 Eccleston Street
LONDON
SW1W 9NT

National Food and Drink Federation
Federation House
17 Farnborough Street
FARNBOROUGH
Hants

National Joint-Committee of Working Womens Organisations
Transport House
Smith Square
LONDON SW1P 3JA

National Union of Agricultural and Allied Workers
Headland House
308 Grays Inn Road
LONDON
WC1X 8DS

Newspaper Publishers Association Limited
6 Bouverie Street
LONDON
EC4Y 8AY

The Newspaper Society
6 Carmelite Street
LONDON
EC4

Order of St John
1 Grosvenors Crescent
LONDON
SW1X 7EF

Retail Consortium
19 Buckingham Gate
LONDON
SW1E 6LB

Retail Fruit Trade Federation
8-15 Russell Chambers
Covent Garden
LONDON
WC2E 8AD

Rights of Women
374 Grays Inn Road
LONDON
WC1

Royal Agricultural Society of England
National Agricultural Centre
KENILWORTH
Warwickshire

Royal Association for Disability and Rehabilitation
25 Mortimer Street
LONDON
W1N 7RJ

The Royal Automobile Club
PO Box 100
RAC House
Lansdowne Road
CROYDON

Royal British Legion
49 Pall Mall
LONDON
SW1

Royal College of Veterinary Surgeons
32 Belgrave Square
LONDON SW1X 8QP

Royal Institute of British Architects
66 Portland Place
LONDON W1N 4AD

Royal Institution of Chartered Surveyors
12 Great George Street
Parliament Square
LONDON
SW1P 3AD

Royal Institute of Chemistry/
Chemical Society
30 Russell Square
LONDON
WC1

Royal National Institute for
the Blind
224 Great Portland Street
LONDON
W1N 6AA

Royal National Institute for the Deaf
105 Gower Street
LONDON
WC1E 6AH

Rusk Manufacturers Association
c/o Dowgate Hill House
LONDON
EC4R 2SY

Salmon and Trout Association
Fishmongers Hall
LONDON
EC2R 7EL

Secretary to the Senate of the
Inns of Court and the Bar
11 South Square
Grays Inn
LONDON WC1

Seed Crushers and Oil Processors
Association
6 Catherine Street
LONDON
WC2B 5JJ

Shellfish Association of
Great Britain
Fishmongers' Hall
London Bridge
EC4

Smithfield Market Fresh Meat
Traders Association
327a Central Markets
Smithfield
LONDON
EC1A 9BP

Smithfield Market Tenants Assoc
327a Central Markets
Smithfield
LONDON EC1A 9BP

Soldiers' Sailors' and Airmen's
Families Association
27 Queen Anne's Gate
LONDON SW1

The Spastics Society
12 Park Crescent
LONDON
W1N 3EQ

UK Agricultural Supply Trade
Association
3 Whitehall Court
LONDON
SW1A 2EQ

UK Association of Fish
Producers Organisation
New Fish Quay
BRIXHAM
Devon

UK Association of Frozen Food
Producers
1 Green Street
Grosvenor Square
LONDON W1Y 3RG

UK Association of Manufacturers of Bakers Yeast
6 Catherine Street
LONDON
WC2B 5JJ

UK Egg Producers Association
Rocklea
EAST DUNDRY
Bristol
BS18 8NJ

United Kingdom Federation of Business and Professional Women
"Torrington"
Brandon Road
THETFORD
Norfolk

UK Flour Importers Trade Association Limited
c/o Mardorf Peach and Company Limited
52 Mark Lane
LONDON EC3R 7PE

UK Offshore Operators Association Limited
192 Sloane Street
LONDON
SW1

UK Rice Millers Association
c/o Thames Rice Milling London Ltd
19 Leadenhall Street
LONDON EC3V 1NN

Vinegar Brewers Federation
24/28 Moorgate
LONDON
EC2R 6EA

Vodka Trade Association
60 Montford Place
Kennington Lane
LONDON SE11 8DP

The Watt Committee on Energy Ltd
1 Birdcage Walk
LONDON
SW1H 9JJ

Wine and Spirit Association of Great Britain
Five Kings House
Kennet Wharf Lane
Upper Thames Street
LONDON EC4 3BH

Womens Royal Voluntary Service
17 Old Park Lane
LONDON
W1Y 4AJ

Youth Aid
38 Thurloe Place
LONDON
SW7 2HP

Standing Conference of Women Organisations
Administered by:
National Association of Women's Organisations
26 Bedford Square
LONDON WC1

British Standards Institute
2 Park Street
LONDON
W1

Child Poverty Action Group
1 Martin Street
Drury Lane
LONDON WC2

Consumers Association
14 Buckingham Street
LONDON
WC2

The British Insurance Association
PO Box No 538
Aldermary House
Queen Street
LONDON EC4P 4JD

National Association of Local Councils
100 Great Russell Street
LONDON WC1

Council for Environmental Education
School of Education
University of Reading
London Road
READING RG1 5AG

The Institute of Geological Sciences
Exhibition Road,
South Kensington
LONDON SW7

Institute of Electrical Engineers
Savoy Place
LONDON
WC2

Multiple Shops Federation
Commonwealth House
1-19 New Oxford Street
LONDON WC1A 1PA

National Association of Consumers Advice Bureaux
26 Bedford Square
LONDON WC1

The National Union of Townswomen's Guilds
2 Cromwell Place
LONDON SW7

The Royal Academy of Arts
Burlington House
Piccadilly
LONDON W1

The Royal College of Art
Kensington Gore
LONDON SW7

The Royal Society
6 Carlton House Terrace
LONDON
SW1Y 5AG

The Royal Society of Arts
John Adam Street
Adelphi
LONDON
WC2N 6EZ

The Social Administration Association
Loughborough
LOUGHBOROUGH

Youth Hostels Association (England and Wales)
Trevelyan House
St Albans
HERTS AL1 2DY

Ancient Monuments Society
St Andrew-by-the-Wardrobe
Queen Victoria Street
LONDON EC4

British Consultants Bureau
55-58 Pall Mall
LONDON SW1Y 5LH

British Property Federation
35 Catherine Place
LONDON
SW1E 6DY

Builders Merchants Federation
15 Soho Square
LONDON
W1V 5FB

Building Societies Association
14 Park Street
LONDON W1Y 4AL

Camping Club of Great Britain and Ireland
11 Lower Grosvenor Place
LONDON SW1N OEY

Caravan Club
East Grinstead House
EAST GRINSTEAD
RH19 1VA

Chartered Institution of Building Services
49 Cadogan Square
LONDON
SW1X 0JB

The Committee for Environmental Conservation (COEnCO)
29 Greville Street
LONDON
EC1N 8AX

Commons, Open Spaces and Footpaths Preservation Society
166 Shaftesbury Avenue
LONDON WC2H 8JH

Contractors Plant Association
28 Eccleston Square
LONDON SW1 9PY

Council for British Archaeology
112 Kennington Road
LONDON
SE11

Council for the Protection of
Rural England
4 Hobart Place
LONDON SW1W OHY

The Countryside Commission
John Dower House
Crescent Place
CHELTENHAM
Glos
GL50 3RA

The Development Commission
11 Cowley Street
LONDON
SW1P 3NA

Fauna Preservation Society
c/o Zoological Society of London
Regents Park
LONDON NW1

Federation of Master Builders
33 John Street
LONDON
WC1N 2BB

The Georgian Group
2 Chester Street
LONDON SW1

Greater London Council
The County Hall
LONDON SE1 7PB

Historic Houses Association
64 St James Street
LONDON SW1

House-Builders Federation
82 New Cavendish Street
LONDON W1

British Ports Association
3 Queen Square
LONDON
WC1N 3AR

The Confederation of British
Road Passenger Transport
Sardinia House
52 Lincolns Inn Fields
LONDON
WC1A 3LZ

The English Tourist Board
4 Grosvenor Gardens
LONDON
SW1

The Fellowship of Engineering
2 Little Smith Street
Westminster
LONDON SW1

The Freight Transport Association
Hermes House
St John's Road
TUNBRIDGE WELLS
Kent TN4 9UZ

The General Council of
British Shipping
30/32 St Mary Axe
LONDON EC3A 8ET

The Institution of Highway
Engineers
3 Lygon Place
Ebury Street
LONDON SW1W OJS

The National Ports Council
Commonwealth House
1-19 New Oxford Street
LONDON WC1A 1DZ

The Road Haulage Association
Roadway House
22 Upper Woburn House
LONDON WC1

The Royal Yachting Association
Victoria Way
WOKING
Surrey
GU21 1EQ

The Society of Motor Manufacturers and Traders
Forbes House
Halkin Street
LONDON SW1X 7DS

Trinity House Lighthouse Service
Trinity House
Tower Hill
LONDON
EC3N 4DH

The Housing Centre Trust
62 Chandos Place
LONDON WC2

The Housing Corporation
Sloane Square House
LONDON
SW1W 8NT

The Institute of Building
Englemere
Kings Ride
ASCOT
Berks
SL5 8BJ

The Institute of Housing
Victoria House
Southampton Row
LONDON WC1

The Institute of Municipal Building Management
57 Marine Drive
RHOS-ON-SEA
Colwyn Bay LL28 4HT

Institute of Quantity Surveyors
98 Gloucester Place
LONDON W1

Institute of Structural Engineers
11 Upper Belgrave Street
LONDON
SW1X 8BH

The Institution of Municipal Engineers
25 Eccleston Square
LONDON SW1V 1NX

The Institution of Public Health Engineers
32 Eccleston Square
LONDON SW1V 1PB

Landscape Institute
(Institute of Landscape Architects)
12 Carlton House Terrace
LONDON SW1

The London Boroughs Association
Westminster City Hall
Victoria Street
LONDON
SW1

National Association of Citizens' Advice Bureaux
110 Drury Lane
LONDON
WC1

National Council of Building Material Producers
26 Store Street
LONDON
WC1E 7BT

The Society for the Promotion of Nature Conservation
The Green
NETTLEHAM
Lincoln LN2 2NR

National Federation of Housing Associations
30/32 Southampton Street
Strand
LONDON WC2 7HE

The Society for the Protection of Ancient Buildings
55 Great Ormond Street
LONDON WC1

National House Building Council
58 Portland Place
LONDON
W1N 4BU

The Sports Council
70 Brompton Road
LONDON
SW3 1EX

National Water Council
1 Queen Anne's Gate
LONDON
SW1H 9BT

Town and Country Planning Association
17 Carlton House Terrace
LONDON SW1Y 5AH

Nature Conservancy Council
19/20 Belgrave Square
LONDON
SW1X 8PY

The Tree Council
35 Belgrave Square
LONDON
SW1X 8QN

New Towns Association
Glen House
Stag Place
LONDON SW1

The Victorian Society
1 Priory Gardens
Bedford Park
LONDON W4 1TT

The Ramblers Association
1/4 Crawford Mews
York Street
LONDON W1H 1PT

The Central Council for Physical Recreation
70 Brompton Road
LONDON SW3 1HE

The Royal Society for the Protection of Birds
The Lodge
SANDY
Beds SG19 2DL

The British Hotel Restaurant Catering Association
13 Cork Street
LONDON W1

The Royal Town Planning Institute
26 Portland Place
LONDON
W1N 4BE

The British Medical Association
Tavistock Square
LONDON
WC1H 9JR

Disablement Alliance
5 Netherall Gardens
LONDON
NW3

Dr Barnardo's
Tanners Lane
Barkingside
ILFORD
Essex

The Medical Sub-Committee of the University Hospital Assoc - (The University Hospital Assoc of England and Wales)
Keats House
26 St Thomas Street
LONDON
SE1 9RT

National Children's Homes
85 Highbury Park
LONDON
N5 1UD

National Federation of the Blind of the United Kingdom
20 Cannon Close
Raynes Park
LONDON
SW20 9HA

National Schizophrenia Fellowship
29 Victoria Road
SURBITON
Surrey
KT6 4JT

Shaftesbury Society
112 Regency Street
LONDON
SW1P 4AX

The Association of Nurse Administrators
13 Grosvenor Place
LONDON
SW1X 7EN

The Joint Committee of Opthalmic Opticians
65 Brook Street
LONDON
W1Y 2DT

The Royal College of Midwives
15 Mansfield Street
LONDON
W1M OBE

The Conference of Royal Colleges and Faculties
Royal College of Physicians
11 St Andrews Place
LONDON
NW1 4LE

The Overseas Doctors Association
11 St Peters Square
MANCHESTER
M2 3DN

Invalid Children's Aid Association
126 Buckingham Palace Road
LONDON
SW1W 9SB

MIND (National Association for Mental Health)
22 Horley Street
LONDON
W1N 2ED

National Council for Civil Liberties
186 King's Cross Road
LONDON
WC1 9DE

National League of the Blind and Disabled
Tottenham Trades Hall
7 Bruce Grove
LONDON
N17 6RA

National Society for Mentally Handicapped Children
Pembridge Hall
Pembridge Square
LONDON
W2 4EP

The Spinal Injuries Association
24 Nutford Place
LONDON
W1H 6AN

The Guild of British Dispensing Opticians
22 Nottingham Place
LONDON
W1M 4AT

Patients Association
Suffolk House
Banbury Road
OXFORD

Royal College of Nursing of the United Kingdom
Henrietta Place
LONDON
W1M OAB

National Hearing-Impaired Organisations
31 Gloucester Place
W1H 4EA

Parliamentary Committee of the Co-Operative Union Limited
158 Buckingham Palace Road
LONDON
SW1W 9TR

The Partially Sighted Society
40 Wordsworth Street
HOVE
East Sussex

Pet Food Manufacturers Association
6 Catherine Street
LONDON
WC2B 5JJ

Petroleum Industry Advisory Committee
94-98 Victoria Street
LONDON
SW1E 5JW

Pharmaceutical Society of Great Britain
1 Lambeth High Street
LONDON
SE1 7JN

Pre Packed Flour Association
6 Catherine Street
LONDON
WC2B 5JJ

Pre-Retirement Association
Greenfield House
69/73 Manor Road
WALLINGTON
Surrey SM6 ODQ

The Pre-Retirement Association of Great Britain and Northern Ireland
19 Undine Street
Tooting
LONDON
SW17 8PP

National Council of Women of Great Britain
36 Lower Sloane Street
LONDON
SW1W 8BP

Royal Statistical Society
25 Enford Street
LONDON
W1H 2BH

UK Provision Trade Federation
1 Bridge Street
LONDON SE1 9SZ

National Association of Womens Clubs
26 Bedford Square
LONDON
WC1

The British Sociological Association
13 Endsleigh Street
LONDON
WC1

The Civic Trust
17 Carlton House Terrace
LONDON
SW1Y 5AW

British Youth Council
57 Chalton Street
LONDON
NW1 1HU

Universities Council for the Educations of Teachers
1 Crawford Place
LONDON
W1

Library Association
7 Ridgmount Street
LONDON
WC1

London Board of Jewish Religious Education
Woburn House
Upper Woburn Place
LONDON
WC1

Methodist Education Committee
25 Marylebone Road
LONDON
NW1

Museums Association
87 Charlotte Street
LONDON
W1

Society of Education Officers
The London College of Printing
Elephant and Castle
LONDON
SE1

Committee of Directors of Polytechnics
St Katherines House
204 Albany Street
LONDON
NW1

Chartered Institute of Public Finance & Accountancy
1 Buckingham Place
LONDON
SW1E 6HS

Catholic Education Council
41 Cromwell Road
LONDON
SW7

Council for National Academic Awards
13 Devonshire Street
LONDON
W1

Advisory Centre for Education
32 Trumpington Street
CAMBRIDGE

Assistant Masters and Mistresses Association
29 Gordon Square
LONDON
WC1

Association of Colleges of Further and Higher Education
16 Balderton Street
LONDON
W1

Council for Local Education Authorities

Standing Conference of Regional Advisory Councils for Further Education

Advisory Council for Further and Higher Education

Association for Adult and Continuing Education

General Synod Board of Education (CofE)

Free Church Council

Campaign for the Advancement of State Education

Association of Principals of Colleges

Committee of Vice Chancellors and Principals

Secondary Heads Association

National Association of Head Teachers

British Institute of Management
Parker Street
LONDON
WC2B 5PT

Confederation of British Industry
21 Tothill Street
LONDON
SW1H 9LP

Association of British Chambers of Commerce
68 Queen Street
LONDON
EC4N 1SN

The Association of Independent Businesses

The Council of Engineering Institutions

The Women's Engineering Society

The Council of Science and Technology Institute

The Design Council

The Society of Industrial Artists and Designers

Chartered Institute of Patent Agents
Staple Inn Building
High Holborn
LONDON
WC1

Institute of Trade Mark Agents
69 Cannon Street
LONDON

Trade Union Congress
23-28 Great Russell Street
LONDON
WC1B 3LS

Institute of Personnel Management
Central House
Upper Woburn Place
LONDON
WC1H OHX

British Bankers Association
10 Lombard Street
LONDON EC3V 9EL

Committee of London Clearing Bankers
10 Lombard Street
LONDON EC3V 9AP

Confederation of Employee Organisations
69b High Street
HARPENDEN
Herts AL5 2SL

Industrial Life Offices Association
Aldermany House
Queen Street
LONDON EC4N 1TL

National Association of Pension Funds
c/o Reed International Ltd
Reed House
82 Piccadilly
LONDON W1A 1EJ

Business Graduates Association
Rutland House
Rutland Gardens
LONDON SW7 1BY

Stock Exchange
LONDON EC2N 1HP

Association of Community Health Councils for England and Wales
362 Euston Road
LONDON NW1 3BL

British Council of Churches
10 Eaton Gate
LONDON SW1W 9BT

British Diabetic Association
3/6 Alfred Place
LONDON WC1E 7EE

Salvation Army
PO Box 249
101 Queen Victoria Street
LONDON EC4P 4EP

Health Visitors Association
36 Eccleston Square
LONDON SW1V 1PF

373

MAP
~~Dr. Saunders~~
Pl. consider.
KAS.

MR K R ~~STOWE~~

PROCEDURE FOR PUBLIC APPOINTMENTS

Thank you for letting me see a copy of the note which the Chief Whip is proposing to circulate to Ministers. The details of this kind of politically sensitive arrangement are of course very much a matter for the Chief Whip and the Prime Minister.

From the point of view of handling I have two comments. First, of the large number of appointments made each year, only a proportion involve consultation with Ministers. Many are made by officials under delegated authority. The burden on departments and Miss Saunders-Davies of preparing and handling a comprehensive list of forward appointments, as suggested in the last paragraph, could therefore be very great. It might ease this burden without, I would have thought, detracting from the usefulness of the list to Miss Saunders-Davies if the minute referred to "as full a list as can readily be provided, covering at least all the senior appointments..."

Second, I wonder if the Minute needs to be addressed to all Ministers so that they each have the responsibility of providing returns. I would have thought it might be better to address the minute and request to Cabinet Ministers, including the Minister of Transport, asking them to co-ordinate action within their departments.

IRB

IAN BANCROFT
21 May 1979

10 DOWNING STREET

Yes.

Kerr Appointments

We extracted this from Sir Ian Bancroft's submissions to the PM, after discussing with Richard Ryder the ideas developed in opposition. Richard suggested that it should not be submitted without a covering note showing that No 10 were aware of the proposals to locate someone in No 12. This now seems to be overtaken MAP

PUBLIC APPOINTMENTS MADE BY MINISTERS

Arrangements for consultation are set out in 'Questions of Procedure for Ministers' supplemented by a Guide issued by the Civil Service Department. This directs Ministers to consult the Prime Minister about all important appointments and their Permanent Secretaries to consult the Head of the Home Civil Service beforehand. Apart from this (and other statutory or conventional requirements) Ministers have a free hand. The Public Appointments Unit in the CSD maintains a list (with computerised retrieval system) to produce names on request to Departments for specific appointments.

There are two items of outstanding business. CSD is preparing a submission to the Prime Minister on a scheme to make it easier for members of the public to register their interest in appointments: this would improve the service it gives Departments. Secondly a paper has been prepared by CSD in consultation with Departmental officials for submission to Ministers in response to representations by the Nationalised Industries Chairmen's Group about appointments procedures and security of tenure.

10 DOWNING STREET

Note for file

I told David Laughrin by phone that the PM would not want to issue guidance on appointments until this could take full account of the integration of the Central Office list into the process

M.A.P. 8/6

Govt Machinery

10 DOWNING STREET

From the Private Secretary

17 May 1979

Thank you for sending me a copy of the draft letter which the Chief Whip proposes to send to Ministers in Charge of Departments about procedures for public appointments.

I told the Prime Minister of the conclusions of our discussion in the Chief Whip's Office earlier this week. She was content with this, and emphasised that Ministers should themselves have the opportunity to consider nominations from Miss Saunders-Davies's list.

On this basis, I am sure that the draft minute proposed by the Chief Whip will be acceptable to the Prime Minister. It might be helpful to expand the third paragraph as follows:

> " ... and I have agreed that the most appropriate channel of communication is for Miss Saunders-Davies to make nominations from the list to Ministers through their Parliamentary Private Secretaries."

MAP

Murdo MacLean, Esq.,
Office of the Government Chief Whip.

cc CWO HS

10 DOWNING STREET

From the Private Secretary

17 May 1979

APPOINTMENTS - IN CONFIDENCE

The Prime Minister has seen Sir Ian Bancroft's minute of 14 May about public appointments made by Ministers.

For the present, she is content to await Sir Ian's proposals for approaching representative organisations for names and generally for widening and opening the system for collecting names.

The Prime Minister is also aware of the instructions which the Chief Whip proposes to circulate to Cabinet colleagues about the Central Office list, and is content that he should proceed on this basis.

I am sending a copy of this letter to Murdo MacLean (Chief Whip's Office).

M. A. PATTISON

David Laughrin, Esq.,
Civil Service Department.

B

DRAFT MINUTE FROM THE CHIEF WHIP TO MINISTERS IN CHARGE OF DEPARTMENTS

CONFIDENTIAL

PROCEDURE FOR PUBLIC APPOINTMENTS

As you will know, a list of names suitable for appointments to public bodies was compiled during the years in opposition and will continue to be reviewed while we are in office. The Prime Minister hopes that all Ministers will ensure that this list is consulted before they make or recommend appointments to Committees, Commissions and other public bodies. Nothing in the arrangements should derogate from existing procedures and the need for Ministers to appoint the person best qualified for the post.

This list was compiled by a group serviced by Miss Meredydd Saunders-Davies who will continue to keep the register of names and will work in my office with a desk in the House of Commons and at 12 Downing Street.

The procedure for consultation is still being considered, but the Chairman of the Party, who is of course associated with these arrangements, and I have agreed that the most appropriate channel of communication is via Ministers' Parliamentary Private Secretaries.

Every effort will be made to see that this consultation process does not result in undue delay, and with this object in view I should be grateful if, as a first step, Ministers would provide me with a comprehensive list of appointments which require to be made between now and October this year, together with the following information:

1. The date on which the vacancy will occur.
2. The target date for making a decision.
3. Whether the vacancy is one on which the Minister is normally con sulted.

16.5.79

B

Government Chief Whip

12 Downing Street, London SW1

16th May 1979

Dear Michael,

Further to the meeting which the Chief Whip held yesterday, I now attach a draft letter which the Chief proposes to send to his colleagues. Mr Charkham (Head of the Public Appointments Unit in the CSD) has seen the letter and suggested two amendments but there has not as yet been an opportunity to clear the draft with Sir Ian Bancroft. Given the need to make fairly rapid progress on this, I shall be most grateful if you would confirm that the Prime Minister is content for the letter to be issued as drafted. We should know by tomorrow whether Sir Ian Bancroft wishes to comment.

Yours ever,

(M MacLean)

M Pattison Esq.,
Office of the Prime Minister
10 Downing Street
SW1

2. A

PRIME MINISTER

Public Appointments

When I submitted to you two proposed re-appointments to the British Gas Corporation Board, you stressed your wish to see more people whose careers lie ahead of them selected for public appointments.

The attached minute by Sir Ian Bancroft records work in hand in the Civil Service Department to try to improve the range of candidates nominated for such posts from that source.

In the final paragraph, Sir Ian refers to the Central Office list with which the Chief Whip is to operate. Richard Ryder and I yesterday attended a meeting called by the Chief Whip with Miss Saunders-Davies and a representative of the Civil Service Department to discuss arrangements. The conclusion was that the Chief Whip should minute Ministers in charge of Departments asking them to inform him of major appointments which they would have to make over the next few months, indicating the dates by which they wished to reach a decision. This list would be made available to Miss Saunders-Davies, in order to allow her ample time to submit names from the Central Office list for consideration alongside any names produced by Departments or by the Civil Service Department.

Suggest that she fully submits the names to the provisional exchange. MAP

16 May 1979 MS

This is the criterion: Miss S-D will make her nominations through PPS to Minister. The Minister can then consider alongside Departmental submissions. MAP 17/5.

MR K R STOWE

PUBLIC APPOINTMENTS MADE BY MINISTERS

In your minute of 14 May you invited my comments on certain points raised by the Prime Minister.

The exact number of appointments made by Ministers is in the region of 25,000. These vary from part-time posts on junior committees to chairmanships of nationalised industries. Many are technical, specialist or quasi-judicial in nature. Roughly 5,000 are salary or fee-paid.

In a relatively small proportion of cases (though by no means a negligible number) Ministers must submit proposals for senior appointments to the Prime Minister after their Permanent Secretaries have cleared them with me. Existing instructions stress that the Prime Minister should be given adequate time to consider submissions and, in the case of chairmanships should be provided with details of the short-list from which the candidate has been selected. (I fancy that the urgent approaches to the Prime Minister in the last few days are largely due to Departments having held up re-appointments out of a sense of propriety because of the Election). Annex 1D in Section 1 of the "Guide on Public Appointments Procedures" sets out the drill in full with a specimen submission. The Prime Minister may feel that it would be useful to draw colleagues' attention to the instructions and to the Guide. I should of course be happy to provide a draft for this and to cover the desirability of appointing younger people.

In this connection the Public Appointments Unit here has made efforts to collect the names of more young people but it has proved an uphill struggle to secure the availability of the best (because they are generally immersed in their careers). I shall however shortly put to the Prime Minister proposals for approaching representative organisations for nominations and generally for widening and opening the system for collecting names. In launching

this exercise - if she agrees it - we could lay emphasis on youth.

I look forward to seeing the Chief Whip's proposals on how the Central Office list can be most effectively integrated into the system. My first thoughts on what I have heard so far is that it is right for the consultations to take place at the time Ministers are collecting names and to be conducted by them. For practical reasons a balance will need to be struck - and I am sure it can be - between underutilising the Central Office's list by failing to consult it for appointments for which it has good names, and overloading it severely, if for example consultation were to be made mandatory in all cases.

I am copying this to Murdo Maclean.

IAN BANCROFT
15 May 1979

12 Downing Street,
Whitehall,
London, S.W.1

With the Compliments

of the

Chief Whip

Hoare

Copies sent to those attending the meeting and Sir Anthony Royle.

PROCEDURE FOR PUBLIC APPOINTMENTS CONFIDENTIAL

Note of meeting held at 12 Downing Street at 10 a.m. on Tuesday, 15 May 1979, to discuss the procedure for public appointments:

Present:
Mr Jopling
Mr J. Charkham
Mr M. Pattison
Mr R. Ryder
Mr M. MacLean
Miss F. Yonge

The number of appointments each year on which Miss Saunders-Davies could expect to be consulted was discussed, and an estimate of 4,000 - 7,000 was given by Mr Charkham. Ways of reducing the consultation process to manageable levels were considered, but it was agreed that some of the constituency level appointments were extremely important, and that it would be wrong to eliminate specialist appointments, and those of lesser importance.

The time scale on which Miss Saunders-Davies would work was also discussed, and it was agreed that Ministers should be asked to provide a forward programme of appointments and reappointments. It was suggested that the programme should include the following information:

1. The precise date on which a vacancy would occur.
2. The target date for making a decision
3. Whether the vacancy was one on which the Minister would normally be consulted.

It was proposed that the forward programme should give appointments to be made between now and October, as a first step.

Summing up, the Chief Whip said that steps should be taken in the following order:

1. Ministers to be asked to provide a forward timetable of appointments as described above.
2. The role of the PPSs to be established as the channel for consultation with Miss Saunders-Davies.
3. Miss Saunders-Davies to put forward names as appropriate.

Mr Charkham offered his services if there were points on which Miss Saudders-Davies wished for advice.

15.5.79

APPOINTMENTS IN CONFIDENCE

10 DOWNING STREET

B/F 18.5.79.

From the Principal Private Secretary

SIR IAN BANCROFT

I understand that we will shortly be receiving from the Chief Whip's Office proposals on the procedure to be adopted for senior public appointments under the present Government.

In the last few days, several reappointments have been submitted to the Prime Minister for urgent approval. The Prime Minister has made it clear that she does not expect to be asked to reach snap decisions on such appointments. She has also asked me to stress that she does not expect to see large numbers of posts offered to those whose reputations stand on their past achievement. She would like to see many more younger people brought in to such posts at a stage when some of their best years are still before them.

I know that the remuneration offered for many of these posts makes it very difficult to attract the kind of people the Prime Minister obviously has in mind. Could you please provide a note for me to put to her about the prospects and problems for the approach which she favours?

I am sending a copy of this minute to Murdo Maclean (Chief Whip's Office).

K.R.S.

14 May 1979

055

Mr. Patterson
to see.

12 DOWNING STREET,
S.W.1.

Mr. Patterson.

With

The Private Secretary's

Compliments

PA –
appointments
file

MAP

CONFIDENTIAL

12, Downing Street,
S.W.

NOTE OF A MEETING HELD AT 7 P.M. ON WEDNESDAY, 9TH MAY 1979, IN THE EHIEF WHIP'S ROOM AT THE HOUSE OF COMMONS

SUBJECT; "The Great and the Good"

PRESENT: Chief Whip (Mr Jopling)
Minister of State, Civil Service Department, (Mr Channon)
Sir Anthlny Royle, MP,
Mr Charkham, (CSD)
Mr Alan Howarth (PA to Lord Thorneycroft)
Mr Murdo MacLean
Miss Felicity Yonge

Sir Anthony Royle described the work done by Miss SAunders-Davies under his supervision during the last four years in compiling a register of "The Great and the Good" who would be acceptable to the Conservative Party for appointments to public bodies (Quangos). The scope of the register was similar to that kept by Mr Charkham, although a more amateur effort. Both had about 3,000 names on them, and/no doubt there was a considerable amount of overlapping. It was envisaged that Ministers in making appointments would seek advice from three sources: their own departments, the CSD Unit and Miss Saunders-Davies's list, and them come to their own decisions. Any names taken from Miss Saunders-Davies's list must be cleared for security etc. in the normal way. He emphasised that the Prime Minister wanted the Party list kept separately from the CSD list. Although it was agreed that Miss Saunders-Davies should remain avoluntary worker with all her expenses paid by Conservative Central Office, prior to the General Election it had been decided that 12 Downing Street would be the best place for her to operate from, and Sir Anthony believed that should would be ineff ective an ywhere else. At No 12 she would have good access to the Chief Whip whose role would be to ensure that whenever appropriate, Ministers should include names from the Register for consideration in making appointments. It was in the nature of an experiment, but this was how he saw it working.

It was agreed that the correct channel for consulting the register was through the Minister's PPS, and that officials should not be involved.
It was agreed that the proposed role for the Chief Whip was unobjectinnable and appropriate to his office of Patronage Secretary.
It was agreed that it was of the first importance that Miss Saunders-Davies's activities must be above reproach. Full consideration to the propriety of her working from 12 Downing Street, and Mr Charkham was asked to seek an interview with Sir Ian Bancroft as soon as possible to obtain his view. The matter should then be discussed with the Prime Minister.

10.5.79

10 DOWNING STREET

From the Principal Private Secretary

SIR IAN BANCROFT

Appointments

You will know, I expect, that the Prime Minister wishes Sir Derek Raynor and Departmental Ministers to make a vigorous attack on the number and size of QUANGOs. At the same time the Prime Minister wishes Ministers' recommendations for appointments to be considered by the Chief Whip in the light of Conservative Central Office consideration of suitable candidates. I have today received from the Chief Whip's Office the attached note which explains the background, in part. I understand that Mr. Charkham is to have a talk with them tomorrow and you and he will wish to be aware of this memorandum before that meeting takes place.

KRS

8 May 1979