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To: MR MOUNT  
From: G J WASSERMAN

18 June 1982

RENEWING THE VALUES OF SOCIETY, ETC:  
ADMINISTRATIVE SUPPORT

We had another talk yesterday morning about the administrative arrangements which might be established to support the programme of work which is likely to flow from the ad hoc meeting of Ministers to be held next week to discuss your paper on Renewing the Values of Society.

We agreed that in considering this matter, a clear distinction should be drawn between the ideas in your paper and the more limited programme of work set out in Sir Robert Armstrong's minute of 19 March to the Prime Minister about tackling crime and public disorder and that separate - but mutually reinforcing - administrative arrangements should be established for each. We agreed also that while the latter was probably best handled by a new Cabinet Office Unit of the kind proposed by Sir Robert, work on your paper - which is more speculative in nature and more overtly political in tone - should remain the responsibility of the No.10 Policy Unit.

Both initiatives would, however, come together at Ministerial level where they would both be "steered" by the Prime Minister and a small group of colleagues chosen not simply for their departmental responsibilities but also for their willingness and ability to think radically about issues of social policy. This group might meet three/four times a year to oversee the "Renewal Enterprise" as a whole, leaving it to the Cabinet Office Unit, the No.10 Policy Unit, and Departments to get on with particular parts of it with the help and advice of the conventional machinery of Ministerial and Official Committees.

The new Cabinet Office Unit and the No.10 Policy Unit would, of course, have to work very closely together. But, at least in the early days, the former would be concerned principally with the proposals in Sir Robert Armstrong's minute. It might, however, be given further responsibility in due course as some of the ideas canvassed in your paper come to the implementation stage.

The No.10 Unit, while contributing to (and keeping an ideological eye on) the work of the Cabinet Office Unit, would be responsible mainly for developing, in collaboration with other departments, the other proposals in your paper as well as other ideas which are likely to emerge in time. Your unit might also call upon the Cabinet Office Unit for professional or expert support and advice and, as pointed out above, might in due course hive off particular projects to it.

Finally, we spoke on the telephone this morning about how best to relate the work of the new Cabinet Office Unit to the Home Secretary's proposal that the Home Office should take the lead in carrying forward the work described in the report prepared by an Interdepartmental Group of Officials on what Departments outside the ordinary ambit of the Criminal Justice System are doing and could do to help reduce crime in England and Wales.

We agreed that despite the fact that the Home Secretary's letter to Sir Keith Joseph is entitled "Crime" - a term which we agreed should not appear in the name of the new Cabinet Office Unit - the work described in that document is such that it would be appropriate for the new unit to be responsible for overseeing it, possibly with the help of a new Ministerial Committee under the Home Secretary. This would ensure that all the new initiatives in this general field were presented as forming part of a coherent strategy and would, as you point out, bring these matters closer to the centre of Government concern and activity.

#### Summary

We agreed that the following administrative arrangements might be made to carry forward the programme of work described in your paper on Renewing the Values of Society, Sir Robert Armstrong's minute to the Prime Minister about crime and

the Home Secretary's letter to Sir Keith Joseph;

- (i) All these activities should be steered by an ad hoc Ministerial Committee chaired by the Prime Minister.
- (ii) The programme of work described in Sir Robert Armstrong's paper should be the responsibility of a new unit established in the Cabinet Office.
- (iii) The other proposals contained in your paper should be developed by the No.10 Unit in collaboration with the new Cabinet Office Unit, other Whitehall Departments and others.
- (iv) The work described in the report attached to the Home Secretary's letter should be overseen by the new Cabinet Office Unit, perhaps with the help of a new Ministerial Committee under the Home Secretary.

G/W

G J WASSERMAN