



DINNER

In honour of
Sir John Hunt, G.C.B.
and Lady Hunt

10, Downing Street
25th October, 1979

Chassagne Montrachet la Boudriotte, 1973

Château Gruaud Larose, 1962

Louis Roederer, 1966

Graham, 1948

Hine, 1906

Vegetable Consommé

Fillet of Sole in White Wine Sauce

Roast Lamb
Peas
New Potatoes

Caramelized Oranges

Cabinet Secretaries

Robert W. Spoke -

Maurice Hankey	1916-1938	- 22 years
Edward Bridges	1938-1946	8
Norman Brook	1947-1962	15
Burke Trend	1963-1973	10
John Hunt	1973-1979	6

In the same period there have been
15 Prime Ministers.

Baker
Chancellor? W... ..
convinced they had achieved
something - but no-one knew what
what the hell was going on

*Over
contains
No. 6 & 11.
members.*



Sir John has attended 317 Cabinet,
271 other PM's Committees/Ministerial
meetings. In his time, there have
been 70 Cabinet Ministers and
5 Chief Whips.

~~13~~

One innovation in his period of Cabinet Secretary has been economic summitry. His role as the Prime Minister's personal representative in the preparations is therefore, to date, unique. He has been at five summits - Rambouillet, Puerto Rico, London, Bonn, Tokyo, as well as the so-called "Sherpa" meetings (scope for horrible puns comparing with Lord Hunt of Everest).

Quotation from Tom Jones on Lord Hankey:

"the prince of secretaries... He was endowed with immense vitality, a prodigious memory, high organising capacity and a gift for distilling circumambient conversations into well-ordered memoranda."

Something I wish that
he had done we'd think we ought
to have thought.

A

Quotation from Sir Edward Spears'
"Prelude to Victory"

"He has probably never said a foolish thing in his life, betrayed a secret, made a tactless remark or spoken out of turn. I have often thought that in the next world he will certainly be selected to help St. Peter in his arduous duties. He will put difficult questions so as to cause the minimum of embarrassment, and always he will be writing, in longhand, in an enormous book."

Pearl - Remon's

~~fact~~

~~fact~~

Integrity, (wisdom - energy)

0 know how change address
Thought seen to come out in the
neighborhood

None will ^{suppose} ~~change~~ the route ~~to~~

have done for us ~~to~~

Britain .

Very amusing, but with it have any effect.

J.R.J.

Enclosure

(11)

The following is circulated by direction of the Prime Minister:-

"Men are very porous, weighty secrets oozing out of them, like quicksilver through clay jars".

(Carlyle. Frederick the Great).

"But let princes beware that the unsecreting of their affairs comes not from themselves. And as for cabinet counsels, it may be their motto "plenus rimarum sum" (I am full of leaks): one futile person, that maketh it his glory to tell, will do more hurt than many, that know it their duty to conceal".

(Bacon's Essay. Of Counsel).

"Oftentimes I could wish that I had held my peace when I have spoken; and that I had not been in company".

(Of the Imitation of Christ. Thomas à Kempis).

"The most part of men are given to talk much, and therefore little confidence is to be placed in them."

(Of the Imitation of Christ).

"It is necessary, moreover, not only to be silent with the tongue, but much more so in the mind".

(Polybius).

"Fourthly, in Deliberations that ought to be kept secret (whereof there be many occasions in Publique Businesse) the Counsells of many, and especially in Assemblies, are dangerous; And therefore great Assemblies are necessitated to commit such affairs to lesser numbers, and of such persons as are most versed, and in whose fidelity they have most confidence".

(Hobbes' Leviathan. Chapter XXV).

Quotations on silence sent to and with MS. comments by King George V (see para. 514).

THE RT. HON. THE PRIME MINISTER

Sir John Hunt

His Eminence the Cardinal
Archbishop of Westminster

Mrs. Kingman Brewster

Mrs. Pym

MR. DENIS THATCHER

His Excellency the Ambassador of
the United States of America

Lady Hunt

The Lady Maclean

The Rt. Hon. Francis Pym

The Rt. Hon. Lord Maclean

The Rt. Hon. Lord Soames

The Rt. Hon. James Prior

The Hon. Lady Charteris

The Lady Rothschild

The Lady Plowden

The Lady Lever

The Rt. Hon. Lord Lever

The Rt. Hon. David Howell

The Lord Rothschild

The Rt. Hon.
Lord Charteris of Amisfield

The Lady Soames

The Lady Zuckerman

Mrs. Hayhoe

Mrs. Prior

The Lord Plowden

Mr. Barney Hayhoe

The Lord Carver

The Lord Zuckerman

Mrs. Howell

The Lady Carver

Lady Palliser

Lady Bancroft

Sir Ian Bancroft

Sir Michael Palliser

Sir Claus Moser

Sir Ronald McIntosh

Lady Moser

Lady McIntosh

Lady Cooper

Lady Wass

Sir Robert Armstrong

Sir Douglas Wass

Mr. Kenneth Stowe

Sir Philip Rogers

Lady Rogers

Mrs. Stowe

Lady Berrill

Lady Armstrong

Sir Frank Cooper

Sir Kenneth Berrill

Mr. William Charles

Mr. John Hickman

Mrs. Whitmore

Mrs. Hickman

Mrs. Brearley

Mr. Michael Hunt

Mr. Christopher Brearley

Mr. Martin Hunt

Mrs. Hunt

Mrs. Vile

Mrs. Charles

Mr. Martin Vile

Mr. Clive Whitmore

The Rt. Hon. The Prime Minister

31
16
22

MR. WHITMORE

Sir John Hunt's Farewell Dinner

Card
62
4)
15

1.	Cabinet Secretaries:	<i>Planis</i> Hankey	1916-1938	- 22 years
		<i>Kidwood</i> Bridges	1938-1946	8 years.
		<i>Norman</i> Brook	1947-1962	15
		<i>Burke</i> Trend	1963-1973	10
		<i>John</i> Hunt	1973-1979	6 years.
		<u>15 Prime Ministers</u>		
2.	Sir John Hunt.			

Wife's brother is Cardinal Hume.

Two sons, both of whom will be at the dinner.

Married daughter in the USA: he heard just this weekend that she is expecting her first child.

Interests: I cannot discover anything beyond gardening.

1575.
1916.
576's
12.

Card 3

One innovation in his period of Cabinet Secretary has been economic summitry. His role as the Prime Minister's personal representative in the preparations is therefore, to date, unique. He has been at five summits - Rambouillet, Puerto Rico, London, Bonn, Tokyo, as well as the so-called "Sherpa" meetings (scope for horrible puns comparing with Lord Hunt of Everest).

He has served four Prime Ministers, starting with Edward Heath.

Card 2

Has attended 317 Cabinet, 271 other PM's Committees/ Ministerial meetings. In his time, there have been 70 Cabinet Ministers and 5 Chief Whips.

3. Cabinet Office History.

Flag A is a review by Lord Trend of the Official History of the Cabinet Office published in 1973. This provides a useful short summary.

A quote from Austen Chamberlain from that History:

"No one would think of going back to the old unbusinesslike system which nothing but the comparative simplicity of the matters dealt with in those days rendered possible at all I have known Cabinets to break up under the impression they had settled something, and every minister going away asking his neighbour what was the decision to which they had come. The institution of a secretariat makes that impossible because the decision must be recorded, and if not clear the secretary has to ask what have I to record."

Flag B, also from the Official History, is a note passed to the Prime Minister by Hankey containing quotations on silence. This followed a number of leaks late in 1931. This copy was sent to the King and includes his manuscript comments.

A number of quotations from Roskill's biography of Hankey would not seem out of place if applied to Sir J.H.:

Page 19 (quotations from The Times obituary notice in 1953):

"The description of him as "the man of a million secrets" is no exaggeration; and his extreme discretion never caused anyone who had confided in him to regret it. That he exerted great power and influence is beyond doubt; and it is not surprising that, especially towards the end of his official career, this should have made him some enemies. It is equally true that he relished the exercise of power behind the scenes and invariably exhibited "a matchless tact", which together made him "at once unobtrusive and formidable."

Page 339 (quotations from T.J. Jones):

Roskill's biography of Hankey

"the prince of secretaries.... He was endowed with immense vitality, a prodigious memory, high organising capacity and a gift for distilling circumambient conversations into well-ordered memoranda."

Card 4

Page 634 (from Sir Edward Spears' "Prelude to Victory")

"He has probably never said a foolish thing in his life, betrayed a secret, made a tactless remark or spoken out of turn. I have often thought that in the next world he will certainly be selected to help St. Peter in his arduous duties. He will put difficult questions so as to cause the minimum of embarrassment, and always he will be writing, in longhand, in an enormous book."

*Cond
S⁷*



Page 116: Haldane's biographer has remarked on Hankey's

"wisdom, vigilance, imagination and organising ability, coupled with a character of charm and kindness," "constantly referred to Hankey's invaluable and imaginative assistance."

Quotation from the Haldane Committee on the Machinery of Government, which reported in December 1918:

"we think there is one feature in the procedures of the War Cabinet which may well assume a permanent form, namely, the appointment of a secretary to the Cabinet charged with the duty of collecting and putting into shape its agenda, of providing the information and material necessary for its deliberation, and of drawing up records of the results for communication to the departments concerned."

*YD
23/4*

- ① Quoted expression
- ② They are common in the neighbourhood

I have the quoted sources, if required.

YD.

14.vii.77

There was no agenda, there was no order of business . . . : no record whatever was kept of our proceedings . . . the Cabinet often had the very haziest notion as to what its decisions were . . . cases frequently arose when the matter was left so much in doubt that a Minister went away and acted upon what he thought was a decision which subsequently turned out to be no decision at all or was repudiated by his colleagues The speaker was Curzon; the occasion a debate in the house of lords in June, 1918. It is difficult to dispute his own conclusion that 'the old Cabinet system had irretrievably broken down, both as a war machine and as a peace machine.' It is Mr S. S. Wilson's purpose in *The Cabinet Office to 1945* (London: H.M.S.O., 1975. £6) to describe the means by which new and more efficient arrangements for evolving Governmental policy and administering the nation's affairs were gradually introduced. As keeper of Public Records from 1960 to 1966 and the administrative officer in charge of the historical section of the Cabinet Office from 1967 to 1969, he has brought exceptional qualifications to his task; and the result amply justifies the decision to include in the series of Public Record Office handbooks a study of the Cabinet Office to the end of the Churchill administration in 1945. Mr Wilson chronicles the fluctuating fortunes of the Office with scholarly accuracy and detachment - from its origins in 1916, as one element in Lloyd George's threefold re-organization of the machinery of Government to meet the challenge of a major war; through the critical year 1922, when the Treasury, claiming to be 'the central Department of Government', sought, and failed, to absorb the fledgling upstart; to the final, incontestable, demonstration of its title to independent existence in the years of the Second World War, when it came to full maturity under the masterful leadership of Edward Bridges and Norman Brook. Mr Wilson's detailed appendices illustrate how inevitable the process became. One of the most instructive of them lists the Cabinet committees which had to be established, at one point or another, in the years to 1945; and these demonstrate, more vividly than many pages of descriptive prose, the inexorable extension of the Government's responsibilities in response to the steady increase of public expectations, political and social, domestic and international. A competent apparatus was needed to service these committees. It was by the same natural process that the Cabinet Office gradually acquired the additional function of co-ordinating departmental views in an attempt to submit a problem to ministers in a form which would focus the issues for decision without failing to do justice to the, often inevitably conflicting, interests of the departments concerned. Mr Wilson observes that the practice of appointing inter-departmental committees of officials, 'to assemble material in a digestible form', dates back at least as far as 1939 and that, whatever some critics may subsequently have thought about a practice which they regarded as derogating from ministerial freedom of choice, 'there is evidence that Departments attached some importance to meeting on neutral ground and to having the minutes recorded by the Cabinet Office as a central and impartial secretariat'.

Is it significant, however, that the Office was less successful in discharging this co-ordinating role in the economic context than elsewhere? Mr Wilson records, without comment, the various efforts in the years between the wars to implement the Haldane Committee's recommendation that better provision should be made for the organized acquisition of facts and information as an essential preliminary to the formulation of policy. These culminated in the Cabinet's decision in 1930 to establish an economic General Staff, in the form of an Economic Advisory Council charged with the duty of making 'a continuous study . . . of all aspects of national, imperial and international economy with a bearing on the prosperity of the country'. Its membership was sufficiently eminent to justify the highest expectations of achievement; and the Cabinet Office, within whose ambit its staff were to work, gave it full administrative support. But 'by mid-1931 the Council was virtually dead and most of its sub-committees withered away during the next twelve months'. Mr Wilson adds that 'those with the longest life were the tsetse fly and locust control committees' - an ironic comment on the mental climate of the years which the locusts subsequently devoured. It is a pity that he has not been able to carry his chronicle forward to 1970, when the government of the day made a fresh attempt to create within the Cabinet Office, in the form of the Central Policy Review Staff, an instrument of collective research and reflection which would go some way towards implementing Haldane's suggestion that governments should think before they decide. But in every other respect his book is an admirable account of the genesis and growth of an administrative organization which is now accepted, without dispute, as an essential element in the machinery of government.