

copies to Mr. Horgan  
Mr. Verker.

1.  
Prime Minister.

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Agree to have a meeting, as Lord Soames suggests?

Yes.  
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MS  
Sri

PRIME MINISTER

CIVIL SERVICE PAY: INDEPENDENT INQUIRY

We need to get on and settle the membership of the proposed inquiry into Civil Service pay. I suggest that you might hold a meeting with myself, the Chancellor of the Exchequer, and the Secretary of State for Employment.

In the light of comments made by yourself and others on my minute of 1 May I attach a list of possible candidates divided into the following categories (which of course overlap to some extent):

- a. chairman;
- b. members;
- c. managers with substantial experience in business employing large numbers of relatively low-paid people;
- d. representatives of the small business interest;
- e. former civil servants who left early in their careers;
- f. women;
- g. economists;
- h. trade unionists.

Categories c., d., e. and g. were suggested by the Chancellor. It would be helpful if the Employment Secretary could suggest the names of further suitable trade unionists from whom we might choose.

I suggest we aim at a membership of about 8. It is essential that the members as well as the Chairman should be persons of standing. (If the inquiry took the form of a Royal Commission it might be a bit easier to get good people to serve but it also has its drawbacks). As a rough guess, I think it might take up about two full days a week. This will rule out a number of people. I have inserted "Time?" against some leading names on account of this.

I believe that Sir Hector Laing would make a good chairman, and that we should approach him. If he is unable to spare the time, I suggest we go for Sir Alastair Pilkington. I am sending a copy of this minute to the Chancellor of the Exchequer, the Employment Secretary, and to Sir Robert Armstrong.

SOAMES  
5 June 1981 S.

PROPOSED INQUIRY INTO CIVIL SERVICE PAY

Chairman

Sir Hector Laing (57) Chairman, United Biscuits Time?  
Sir Alastair Pilkington (2)(61) Non-executive Chairman, Chloride  
Lord Carr (64) Chairman, Prudential Corporation Time?  
✓ A judge (1) The Chancellor has suggested  
Mr Justice Lloyd or Mr Justice Webster.  
If we do wish to go for a judge, we shall, of course, need to consult the Lord Chancellor.

Members

✓ Sir Kenneth Berrill (60) Vickers da Costa Time?  
Alan Lord (52) Dunlop Time?  
William Rees-Mogg (52)  
Another candidate whom we should not exclude without a conscious decision is:  
Lord Shepherd (62) Chairman, National Bus Company

Managers

✓ Robert Ramsay (59) Ford Time?  
Sir John Sainsbury (53) Chairman, J Sainsbury Ltd Time?  
Keith Showering (50) Chairman, Allied Breweries Time?  
P D Carter (c50) Littlewoods  
D S Greensmith (c60) Lewis/selfridge Group  
Nicholas Horsley (47) Northern Foods  
Ian MacLaurin (44) Tesco

Small Business

✓ *Ken Peach*  
John Bolton (60) Growth Capital Ltd  
L V D Tindale (60) Finance for Industry  
J W E Helliwell (44) Triplex Safety Glass  
(not a candidate if Sir A Pilkington is selected as Chairman)  
M J Ashton (45) Ashton & Moore Ltd  
J D Merrilees (68) Bendix Westinghouse Ltd  
Bernard Dabell (60) Former Chairman of the Council for Small Industries in Rural Areas  
James Ackers (c40) Garage proprietor

Former Civil Servants

William Plowden	(46)	Royal Institute of Public Administration
John Sadler	(51)	John Lewis, formerly a Principal in the Board of Trade and the Treasury
Quentin Morris	(51)	Finance Director, BP

Women

✓ Detta O'Cathain	(43)	Chief Group Planning Executive Unigate until March 1981
Frances Cairncross	(36)	Guardian Time?
Sarah Hogg	(c36)	Economics Editor, Economist
Louisa Service	(c50)	Municipal Group of Companies (publishers)
Ann Mackie (Mrs Ann Davies)	(49)	Personnel Manager, Unilever

Economists

Prof Jim Ball	(47)	London Business School Time?
✓ Prof Tom Wilson	(64)	Glasgow University
✓ Prof Christopher Foster	(50)	Coopers & Lybrand Associates

Trade Unionists

Frank Chapple	(59)	EETPU
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