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Civil Service  
HOUSE OF LORDS,  
SW1A 0PW

From Sir Wilfrid Bourne, K.C.B.

7. May 1980

Dear Prime Minister,

May I thank you ~~GDH~~ for your  
hospitality last week & for the opportunity  
you gave to me, among others, to listen  
to, & take part in, such a stimulating  
debate? If it had not had a sinister  
implication, I should describe it as  
a night to remember.  
A long time since the

days g lccus!

Yours sincerely,

Weynd Banne



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DEPARTMENT OF TRADE  
1 VICTORIA STREET  
LONDON SW1H 0ET

TELEPHONE DIRECT LINE 01 215  
SWITCHBOARD 01 215 7877

*From the Permanent Secretary  
Sir Kenneth Clucas, K.C.B.*

7. v. 80

Dear Prime Minister,

Thank you so much  
for your hospitality at dinner yesterday  
evening.

I think Permanent Secretaries  
share your desire to see less  
government, smaller departments and more  
efficient administration. If the political  
will is there to reduce the area over

which government busies itself I see  
no reason why, as civil service managers,  
we cannot achieve the complementary  
increase in efficiency. There is a good  
deal that can be done; and for  
myself I shall be perfectly content  
to be judged by results!

Yours sincerely,

Lennox Tweed



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H M Treasury

Parliament Street London SW1P 3AG

Switchboard 01-233 3000

Direct Dialling 01-233 .....

Sir Anthony Rawlinson KCB  
Second Permanent Secretary  
Public Services

7/5/80

Dear Prime Minister

Ian Bancroft is I believe writing on behalf of all of us to thank you for last night's dinner, but I should like also to express my own appreciation of your invitation and generous hospitality.

If I may say so, the idea of the dinner seemed to me a

very good one. Douglas Wass, who is  
away in the United States, will I  
am sure be sorry to have missed it.  
For me it was a piece of good fortune  
to come in his place. I venture to  
hope that if, as you indicated at the  
end, a further gathering is planned  
next year, room might be found for  
at least one or two of the second permanent  
secretaries.

Yours sincerely  
Arthur Rowland



Personal

**DEPARTMENT OF HEALTH & SOCIAL SECURITY**

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

Telephone 01-407 5522 ext 6981

From the Permanent Secretary

Sir Patrick Nairne KCB MC

7 May '80

Dear Prime Minister,

Thank you very much for your excellent hospitality yesterday evening — and for your kind & imaginative idea of inviting my colleagues & myself to a discussion with yourself alone round the dinner table.

I hope that we may have made progress, by the end of the evening, in convincing you that we are not only committed servants of the Government, but also enthusiasts on your side! But — & this is why you invited us — we have to deliver the goods. That is why we did not want to lose a unique opportunity of discussing with you some of the major factors on which successful delivery depends. I am grateful for the patient way in which you listened. We shall continue to do all we

Can to translate your message into measures  
in the D. K. S. S. I very much hope  
that you may be able, as you suggested, to  
arrange another occasion of some kind before  
the end of the year in order to take stock  
of progress.

Again, thank you for having me as  
one of your guests.

Yours sincerely,

Patrick Cairne

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GWYDYR HOUSE

WHITEHALL LONDON SW1A 2ER

Tel. 01-233 3000 (Switsfwrdd)  
01-233 (Linell Union)

Oddi wrth yr Ysgrifennydd Parhaol



WELSH OFFICE

GWYDYR HOUSE

WHITEHALL LONDON SW1A 2ER

Tel. 01-233 3000 (Switchboard)  
01-233 (Direct Line)

From the Permanent Secretary

Sir Hywel Evans K.C.B.

7 May 1980.

Dear Prime Minister,

Thank you very much for inviting me to dinner at No 10. last night. It was a most stimulating and interesting occasion which I shall long remember. And your hospitality was marvellous. I am most grateful to have been asked.

With kind regards.

Yours sincerely

Hywel Evans.



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HOME OFFICE  
QUEEN ANNE'S GATE  
LONDON SW1H 9AT

7. 5. 80

Dear Prime Minister

Thank you very much for  
last night's dinner.

I  
much appreciated that you found  
time to explain so clearly what  
you expected from Permanent  
Secretaries.

Yours sincerely  
Diana Cusson



THE PERMANENT SECRETARY  
SIR PETER BALDWIN, KCB

DEPARTMENT OF TRANSPORT  
2 MARSHAM STREET LONDON SW1P 3BB

01-212 4581

7<sup>th</sup> May 1980

Dear Prime Minister,

Thank you for your generous  
hospitality last evening and for  
giving so much time to us.

Success will include the  
economy rising, not by some  
manipulation but by the release of  
abundant energy, enterprise and  
excellence. We want this success for  
the country - and for you, because you  
want it for the country. We want our

Civil Service to raise its game  
likewise. The quality is there. A  
great deal of it is young. It has  
to be discerned and recognised.

Yours sincerely,

RC Baldwin



**PROCUREMENT EXECUTIVE, MINISTRY OF DEFENCE**

Main Building, Whitehall, London SW1A 2HB

Telephone (Direct Dialling) 01-218

(Switchboard) 01-218 9000

*D. CARDWELL CB, F.ENG, FCGI*  
*CHIEF OF DEFENCE PROCUREMENT*

May 7<sup>th</sup> 1980

Dear Prime Minister,

Thank you very much for including me amongst those attending your dinner last evening. It was a most interesting and enjoyable occasion and a privilege to have been present.

My Staff and I will do our utmost

to rise to your challenge and increase  
the management efficiency of the Board &  
Executive to the maximum extent.

Yours Sincerely

David Cardwell



The Permanent Secretary  
Sir John Garlick KCB

Department of the Environment  
2 Marsham Street London SW1P 3EB  
01-212 8051

7th May 1980

The Prime Minister  
No 10 Downing Street  
London SW1

Dear Prime Minister,

Thank you so much for your hospitality last night and for the privilege of taking part in such a significant occasion.

We may not have been able to provide you with the answers to all the concerns you set out; but I believe that a significant number of Departments will deliver more of what you want than you seemed to be expecting at the end of the discussion. We are certainly intending to have a pretty good go here at meeting your objectives.

Again, thanks for a stimulating evening.

Yours sincerely  
John Garlick.  
J Garlick