

SUBJECT



File 26

10 DOWNING STREET

THE PRIME MINISTER

Personal Minute

No. M 10/81

MINISTERS IN CHARGE OF DEPARTMENTS

THE EFFICIENCY OF CENTRAL GOVERNMENT

The purpose of this minute is to inform Ministers in charge of Departments of the arrangements now to be made in connection with Sir Derek Rayner's assignment.

Sir Derek Rayner has been helping us for just over two years, combining his work in Whitehall with his duties at Marks and Spencer. He has asked, and I have agreed, that he should now spend less time in Whitehall so as to spend more in Baker Street.

The unit of my staff which has supported Sir Derek Rayner will continue to do so. It will however be strengthened by the appointment as its official head of Mr. J. S. Cassels, at present the Director of the Manpower Services Commission, on promotion to Second Permanent Secretary. I hope to announce Mr. Cassels' appointment early next week.

Sir Derek Rayner will continue to be available to advise Ministers both generally (for example on the scrutiny of administrative overheads) and individually. I encourage Ministers to seek his help on departmental and other matters as the need arises. He will continue to provide overall leadership for the scrutiny programme and for further Government-wide reviews on the pattern of those of statistical services, supporting services for research and development and administrative forms.

The remit I have given to Mr. Cassels is as follows:

- (i) The scrutiny programme: to help secure the implementation of completed scrutinies; to co-ordinate the current and future programmes; to co-operate with departments, including the central departments, in drawing out any lessons of wider application; and to assist Sir Derek Rayner as required.
- (ii) Government-wide reviews: to assist Sir Derek Rayner as required.
- (iii) Lasting reforms: to contribute to work already in progress (e.g. on repayment for allied services); to contribute to progress with and action on matters lying variously with the central departments and Sir Derek Rayner's unit (e.g. the development of financial responsibility and accountability in line management, equipping financial and resource managers with appropriate training and experience and ensuring that systems of financial and resource management are in all major respects well designed and run in support of Ministers).
- (iv) Civil Service and administrative matters more generally: to provide advice and assistance as required.

I have asked Mr. Cassels to devote a substantial part of his time to helping to bring to fruition work on lasting reforms.

Mr. Cassels will carry out his assignment in consultation and co-operation with Departments. He will need to extend his knowledge of their work and I should be grateful if Ministers and their senior officials would give him the access and the help he may need.

I am sending copies of this minute to Sir Ian Bancroft, Sir Douglas Wass, Sir Robert Armstrong, Sir Derek Rayner and Mr. Cassels.

*Rayner*

*26*

24 July 1981