NOTE/I have spoken to Clive Priestley. Sir Derek has decided he cannot take this on. I suggested that if Mr Larsen returned to the proposal that Sir Derek should consult Sir Ian Bancroft.

WR 20/10

Sir Derek Rayner

cc Mr Pattison
Mr Cassels

TREASURY AND CS COMMITTEE ENQUIRY INTO CS EFFICIENCY AND EFFECTIVENESS

1. I attach a copy letter from Mr Larsen, the Clerk to the TCSC. It is self-explanatory.

2. As Mr Larsen says, he rang me last week to ask whether you would be willing to help the Bray Sub-Committee by commenting on the replies to the questionnaire to certain departments on their efficiency and effectiveness. It was sent to DOI, DHSS, DOE (including PSA), MOD, IR, C&E and DE (including the DE Group). Mr Larsen has now sent me copies of all but the MOD reply; they add up to several pounds weight of paper; and he indicated when we spoke that the Sub-Committee was rather daunted by the prospect of slogging through the returns. I attach the DHSS reply for you to see as one example.

3. Mr Larsen asks whether it would be <u>appropriate</u> and <u>feasible</u> for you to help the Sub-Committee. When he rang, I gave him some off-the-cuff reactions to the "appropriateness" question, namely that

- you are an adviser to the Executive and if you were to advise the legislature you would need your Minister's (the PM's) approval; and

- you would not want to do anything that could reasonably be interpreted by the departments concerned as back-stabbing, given the effort you had had to put into building up their confidence.

4. The <u>feasibility</u> question is serious. It would be potty to expect you to read your way through all the material provided by departments, or indeed to believe that you had. Your staff will need to read the material as time allows because it contains

some very interesting stuff, for example on subjects as various as management services, "professionalism", the impact of Raynerism (Question 22, rather a sniffy set of answers here) and incentives to good management.

5. My preliminary view is that it would be feasible for you to respond to particular questions raised by the TCSC, whether in writing or in person, but that it is not a practical proposition to expect you to get through all the paper and comment at large.

6. Whether it would be appropriate for you to do so depends partly on your wishes but mainly on those of Ministers, in this case the PM and the Leader of the House. If you were willing in principle to help as suggested in para. 5, I should need to obtain an opinion from their offices. This minute is copied to Mr Pattison for information, but if he wants to comment at this stage his views will be welcome.

CP

C PRIESTLEY
27 October 1981

Enc: Copy letter from Mr Larsen
DHSS reply

COMMITTEE OFFICE
HOUSE OF COMMONS
LONDON SWIA OAA
01-219 5767 (Direct Line)
01-219 3000 (Switchboard)

TREASURY AND CIVIL SERVICE COMMITTEE

22nd October 1981

Dear Clive

Enquiry into efficiency and effectiveness in the Civil Service

We spoke on the telephone and I said I would send you a set of the replies we have had from Departments to our questionnaire. They are enclosed together with a copy of the questionnaire (TR(Sub CS)133-139 and TR(Sub CS)128). The Sub-Committee which is carrying out the enquiry thought that Sir Derek Rayner should be given the opportunity of commenting on the replies. The Sub-Committee would value Sir Derek's views and I should be grateful if you would consider whether it would be appropriate and feasible for him to help the Sub-Committee in this way.

Yours sincerely

Tony Larsen

C.A. Larsen

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