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MANAGEMENT IN CONFIDENCE

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Prime Minister

TPM CHAIN OF COMMAND : OPEN STRUCTURE

I have seen a copy of the Chancellor of the Duchy's minute to you of 30 October about the Wardale Report on the Open Structure, enclosing a statement which it is proposed to issue on publication of the Report.

I wish merely to reiterate what I said in my letter of 21 September, namely that while I fully accept and support the need for a review of the open structure in the light of Wardale's findings, I think it would be most unwise to commit ourselves publicly to a target figure of reductions. Many Government Departments, my own for one, have assumed considerably increased responsibilities since the mid-1960s, so there can be no logical basis for the "yardstick" figure of 35%. To publish it, whether as a "yardstick" or a "target", would run a double risk: it would be severely damaging to the morale of the senior staff in the Civil Service on whom we are all dependent, and it would probably prove unattainable in practice.

It follows that I strongly support the suggestion that there should be a collective discussion before a statement of this kind is published.

I am sending a copy of this minute to other members of the Cabinet, Sir Robert Armstrong and Sir Derek Rayner.

H: of S: M.

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