

SECRET



CIVIL SERVICE DEPARTMENT

WHITEHALL LONDON SW1A 2AZ

Telephone 01 273 5400

Sir Ian Bancroft G.C.B.  
Head of the Home Civil Service

Prime Minister

Contract?

MW

bx.

Yes not

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C A Whitmore Esq  
Private Secretary  
Office of the Prime Minister  
10 Downing Street  
LONDON SW1

6 November 1981

Dear Chris,

REORGANISATION OF THE CENTRAL DEPARTMENTS

You asked for an outline timetable for implementing the changes to be announced on 12 November.

On present plans, the new arrangements will be introduced administratively on Monday, 16 November. A short gap between the announcement and the start of the new régime will be required simply to tell the staff concerned about the new arrangement. But the gap should not be more than a very few days, and there is a great advantage in bringing in the new régime at the start of a week. From that date the Chancellor of the Exchequer (acting on behalf of the Minister for the Civil Service) will take day-to-day charge of the functions which are being transferred to the Treasury and the Chancellor of the Duchy of Lancaster will take charge of the Office of Personnel and Management functions. Sir Robert Armstrong and Sir Douglas Wass will become Joint Heads of the Home Civil Service. Staff will know to whom they report and within which organisation (Treasury or OPM) their work falls.

A Transfer of Functions Order is of course needed to legitimise the arrangements. The critical date here is 24 November, when the next meeting of the Privy Council is due. (Should we miss that, we have to wait until 16 December for the next meeting. A 12 November announcement gives us just enough time to get the Order to the meeting on 24 November). We have to wait for a minimum of 5 working days after the Privy Council meeting before the Order is laid in Parliament; this could be done on Wednesday, 2 December. It is then normal to wait for 21 days before

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C A Whitmore Esq

6 November 1981

bringing the Order into effect; however, because of the possible embarrassments (faint though they are) attaching to administrative operation of the new arrangements without legal sanction, we recommend that a short-cut should be taken (by no means unprecedented) to bring the Order into effect on 8 December. A Minister will need to justify this to the Joint Committee on Statutory Instruments, but that seems far preferable to waiting until 23 December to bring the Order into effect.

The Order has to lie in the Houses for 40 days (excluding days when Parliament is in Recess) during which time it may be prayed against by either House. We doubt if that will have any effect in practice.

I am sending a copy of this letter to Clive Priestley, Jim Buckley, David Wright, and Craig Pickering.

*Yours ever,*

*Jeremy Colman*

J G COLMAN  
Private Secretary

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10 DOWNING STREET

From the Principal Private Secretary

9 November 1981

Dear Jeremy,

REORGANISATION OF THE  
CENTRAL DEPARTMENTS

Thank you for your letter of 6 November 1981 setting out the timetable for implementing the changes to be announced on 12 November.

I have shown this to the Prime Minister, and she is content with the proposed timetable.

I am sending copies of this letter to Clive Priestley (Cabinet Office), Jim Buckley (CSD), David Wright (Cabinet Office) and Craig Pickering (Treasury).

Yours sincerely,

Alvin Whittman.

Jeremy Colman Esq.,  
Civil Service Department.

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AND PERSONAL

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*CO*



10 DOWNING STREET

*From the Principal Private Secretary*

SIR ROBERT ARMSTRONG

FUTURE OF THE CENTRAL DEPARTMENTS

I have shown the Prime Minister your minute A05884 of 6 November 1981 about the title of the new office which is to be responsible for those of the Civil Service Department's present responsibilities which are not to be transferred to the Treasury. She has also seen Sir Derek Rayner's minute of 5 November 1981 on the same subject.

The Prime Minister has pointed out that we have a Cabinet Office and not an Office of the Cabinet and she has decided, in the light of this analogy, that the name of the new office should be the Management and Personnel Office (MPO for short).

I am sending copies of this minute to Mr Kerr (Treasury), Mr Buckley (Chancellor of the Duchy of Lancaster's Office), Sir Ian Bancroft, Sir Douglas Wass and Sir Derek Rayner.

*JWH.*

9 November 1981

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AND PERSONAL

*A*



CIVIL SERVICE DEPARTMENT  
WHITEHALL LONDON SW1A 2AZ  
Telephone 01 273 5400

*Sir Ian Bancroft G.C.B.  
Head of the Home Civil Service*

C A Whitmore Esq  
Private Secretary  
Office of the Prime Minister  
10 Downing Street  
LONDON SW1

6 November 1981

*Dear Clive,*

REORGANISATION OF THE CENTRE : CHECKLIST OF ACTION

We thought it would be useful to circulate to those involved the enclosed checklist which describes the major events which will be occurring here during the next week. No doubt others will wish to link into this checklist their own planned activities and actions.

I am sending a copy of this letter and the enclosure to Jim Buckley, Clive Priestley, David Wright and Craig Pickering.

*Yours ever,*

*Jeremy*

J G COLMAN  
Private Secretary

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D - 1 (WEDNESDAY 11 NOVEMBER)

1. after 2.30 pm Chairman of Departmental Staff Side to be invited to a meeting with the Establishment Officer on D-Day.
  
2. before end of day Copies of the Office Notice to be collected from the printers and stored securely overnight.
  
3. before end of day Briefing for Chancellor of the Duchy's Lobby correspondents' meeting on D + 1 (serial 5) to be with Private Secretary.

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D - DAY (THURSDAY 12 NOVEMBER)

1. 9.30 am Office Notice to be made available to HMT and Cabinet Office.
2. 10.00 am IPB and JEH to meet senior staff to:
  - (a) tell them what is proposed,
  - (b) give them copies of the Office Notice and covering message,
  - (c) tell them to tell their Heads of Division later in the afternoon.
3. time to be arranged IPB and JEH to see Chairman of Departmental Staff Side in IPB's room; offer meeting with full Departmental Staff Side at 12.00 on D + 1 (serial 4); Chairman not to invite members before 4.00 pm on D-Day.
4. 11.30 am IPB and JEH depart for Sir Nicholas Morrison's Memorial Service.
5. after 11.30 am JGC to alert Press Office and supply copies of draft statement and Office Notice etc; No 10 Press Office to handle.
6. after 12.00 onwards JGC to continue to maintain touch with No 10 on text of Prime Minister's statement.
7. 3.30 pm Authorise circulation of Office Notice in London buildings and at Basingstoke, Sunningdale, Norwich and Chessington.
8. 3.30 pm JGC sends copies of Office Notice and covering message to Mr Kendall (unless meeting at serial 9 below is on, in which case circulate at meeting).

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D - DAY (2)

9. time to be arranged IPB and JEH to see Union representatives in IPB's room, if requested to do so by Mr Kendall.
  
10. 3.30 pm CSD representative to be in Commons Box and in Lords to hear Prime Minister's statement.
  
11. 3.30 pm and after JGC to dispatch letters under IPB's signature and covering the latest draft of the PM's statement to:
  - (a) Heads of Departments; COI, GAD and any others not at Permanent Secretaries' meeting to go by hand, HMSO to go by hand to either London or Norwich.
  - (b) other interested bodies.
  
12. 3.30 pm and after Notify Regional Offices by telephone.
  
13. 3.30 pm and after JGC to invite Deputy Secretaries, Under Secretaries and Heads of Divisions to meeting with IPB and JEH in room 2/82 at 10.30 am on D + 1.
  
14. before end of day Circulate typed draft Order in Council under cover of explanatory minute to selected Heads of Division for comment

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D + 1 (FRIDAY 13 NOVEMBER)

1. 10.00 am Circulate Prime Minister's statement within CSD.
2. 10.30 am IPB and JEH see Heads of Division (plus Deputy and Under Secretaries) in room 2/82.
3. at end of serial 2 Deputy Secretaries discuss with their Commands the arrangements for escorting:
  - (a) Sir Robert Armstrong and Mr Cassels (Mr Fraser)
  - (b) Sir Douglas Wass (Mr Le Cheminant) and Sir Anthony Rawlinson (Mr Wilding) on their visits to CSD staff.
4. 12 noon IPB, JEH see full Departmental Staff Side in IPB's room.
5. 12.30 pm Chancellor of the Duchy's briefing for Lobby correspondents.

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PRIME MINISTER

FUTURE OF THE CENTRAL DEPARTMENTS

I am submitting these papers to you yet again because the Office Notice which will tell the staff of the Civil Service Department, Treasury and Cabinet Office about the changes you are planning to announce on Thursday 12 November has to go to the printer on the evening of Monday 9 November and so if you wish to make any changes of substance in what is proposed, we need to feed them in in the course of Monday.

There is one outstanding question which will have to be settled in time to catch the Office Notice. This is the title of the new efficiency unit, and there is a minute from Sir Derek Rayner about this elsewhere in the box.

There are one or two other loose ends which are still the subject of discussion: for example, Sir Robert Armstrong is sorting out with the Treasury what is to be said about office accommodation under the new arrangements. But these do not affect the printing of the Office Notice.

May I seek your views on two other points? First, Sir Ian Bancroft's submission of 28 October envisaged that, against the possibility that you would announce the changes in your speech in the Debate on the Address, you would wish to minute your Cabinet colleagues to let them know what was proposed, and he accordingly provided a draft. But now that you are going to make the announcement by means of a statement on Thursday of next week, may I take it that you will tell your colleagues about it at the meeting of Cabinet on the morning of the same day? The draft minute will serve as a speaking note.

Second, you will need to see Mr Du Cann. May I suggest that you do that on the evening of Wednesday 11 November when

*Yes - relax  
colleagues on  
Monday:*

*Yes not*

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*\* now plus one from Sir  
Robert Armstrong.*

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you will be in the House for the winding up speeches in the Debate on the Address? There will hardly be time for you to see him on Thursday.

AWW.

6 November 1981

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Ref. A05884

MR WHITMOREPersonnel Minister,

M

6x:

Future of the Central Departments

The drafts attached to Sir Ian Bancroft's minute of 28 October refer to the proposed new office as the Office of Management and Personnel (OMP).

2. When we were first discussing the title, we were inclined to suggest that it should be called the Office of Personnel and Management (OPM). Sir Derek Rayner was anxious to put management first, partly to emphasise the importance attached to it, and partly to discourage any possible misunderstanding that it might be an office of personnel management (rather than personnel and management).

3. I understand those considerations; but I have to say that I do not think that the resulting acronym is a very happy one to attach to the new office. There is something slightly ludicrous about OMP, and it lends itself too readily to a range of faintly derisive variations. Perhaps I am being unduly sensitive but I should have preferred not to add to the problems with which the new office will have to contend at the outset by saddling it with an acronym which will help people to make fun of it.

4. I should, therefore, greatly prefer to stick to Office of Personnel and Management (OPM).

5. I am sending copies of this minute to Sir Ian Bancroft and Sir Douglas Wass, who will be content to revert to OPM and to Sir Derek Rayner, who would prefer to stick to OMP.



ROBERT ARMSTRONG

6 November 1981

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CJLO  
CO  
Tsy PUS  
S. Rayner

10 DOWNING STREET

*From the Principal Private Secretary*

SIR IAN BANCROFT

FUTURE OF THE CENTRAL DEPARTMENTS

In my minute of 30 October 1981 I said that the Prime Minister had decided to make the statement about the reallocation of the Civil Service Department's functions in the week beginning 9 November.

Following consultations with Lady Young, she has now concluded that the best day in that week to make the statement would be Thursday 12 November.

I am sending copies of this minute to Mr Kerr (Treasury), Mr Buckley (Office of the Chancellor of the Duchy of Lancaster), Sir Robert Armstrong, Sir Douglas Wass, and Sir Derek Rayner.

K.W.

5 November 1981

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Prime Minister,

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PRIME MINISTER

FUTURE OF THE CENTRAL DEPARTMENTS

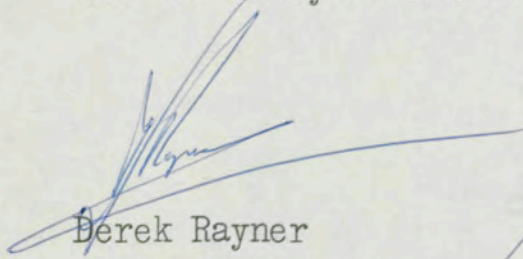
I think Sir Derek Rayner has a good point about the title. But Sir Robert Armstrong fears that the abbreviation O.M.P. will give rise to jokes. He is discussing this alternative with Sir Derek & Mr Cassels. I have suggested that the correct Department of Management and Personnel. "Office" has a slightly different...

I understand that you will be announcing your decision to establish an Office of Management and Personnel and to reinforce the Treasury next Thursday. (If I may say so, incidentally, I strongly support "Management and Personnel" as the title in preference to "Personnel and Management".) *Do you have any views?*

2. As I am leaving London for the Far East and Canada tomorrow, and shall not be back until the end of the month, may I send you my good wishes for the day of announcement and for the new arrangements? *\* There is need a minute from Sir Robert Armstrong or fly it.*

3. If I may, I should like to see you briefly in December to agree on the ways in which I can be of most use to you and your colleagues in the new circumstances. My office will consult Miss Stephens about dates, but I shall in any case let you have a note beforehand of the points I would like to cover.

4. I am copying this to the Chancellors of the Exchequer and the Duchy of Lancaster, Sir Robert Armstrong and Mr Cassels.

  
Derek Rayner  
5 November 1981

*you may like to have a copy of my minute to Robert Armstrong about the title of the office.*

*Why do we need to have the word 'Office' in front? We are not the Office of the Treasury but the Treasury Office. Can't we just be Management & Personnel? or M.P.O.?*

E6 NOV 1981



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on July 21  
1981

*Handwritten notes:*  
A condition in January...  
7 years after...  
of...  
July 21, 1981...  
has been...  
7 years...  
1981



Sir Robert Armstrong

THE FUTURE OF THE CENTRAL DEPARTMENTS

I attach copies of a minute I have sent to the Prime Minister and of letters I have sent to the Chancellors of the Exchequer and the Duchy of Lancaster.

2. I am also writing on a personal basis to Sir Ian Bancroft and Sir John Herbecq.
3. There is nothing I need to add here, save to say that I should like to see Sir Douglas Wass, Mr Cassels and yourself before seeing the Prime Minister and to offer a comment on the title of the new office.
4. I have seen Mr Cassels's minute to you of 3 November on the title, with which I very much agree. I do not think that you should worry too much about the sound of "OMP": we live quite happily with "Marks and Sparks" and indeed call our house magazine "Sparks".
5. More importantly, I think it vital that the word "Management" should have the first place in the title. This represents the Prime Minister's intentions and it could, and I think would, be very damaging if the office were to be thought of as simply a "personnel management" department. I am bound to say that I would be unhappy if, after all that has happened, the preference was for "OPM".
6. I am copying this to the Chancellors of the Exchequer and the Duchy of Lancaster; the Minister of State, CSD; Sir Douglas Wass and Mr Cassels.

  
Derek Rayner

5 November 1981



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*Note -  
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MR. WHITMORE

Future of the Central Departments

*in the case?*

The Chancellor of the Exchequer in his minute of 30th October recommended that the letter about the re-organisation which the Prime Minister is being invited to send to her colleagues, should express her own commitment to the re-location of members of the CSD as closely as possible to their colleagues in their new Departments.

2. It would indeed be a considerable help if the letter to the Home Secretary could state the Prime Minister's view of the matter, and the draft paragraph proposed by the Chancellor would do very well in respect of the CSD staff who go to the Treasury. I am afraid, however, that it will not quite do as it stands for those who come to the Office of Personnel and Management (OPM), because there is no way in which the OPM can be located in the same building in Whitehall as the Cabinet Office. I think that the requirement for re-location should be that those CSD divisions which go to the Treasury should be located in the main Treasury building; and those that go to the OPM should be located as closely as practicable to the Cabinet Office and to the Treasury: this could entail a move out of Old Admiralty Building. On that basis a new paragraph 6(a) in the letter to the Home Secretary could be worded as follows:-

"In order to derive the maximum benefit from the reorganisation, I shall wish to see the staff at present in the CSD located as near as possible to the Treasury and the Cabinet Office."

3. On a small point of detail on the Chancellor's amendment to the first note for supplementaries, I think that the first sentence could, with advantage, be altered to read:-

"There are certain aspects of Civil Service management with which the Prime Minister must be particularly closely concerned, notably personnel management and appointments."



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4. I am copying this minute to the Private Secretaries to the Chancellor of the Exchequer, and the Chancellor of the Duchy of Lancaster, and to Sir Ian Bancroft, Sir Derek Rayner and Sir Douglas Wass.

REA

Robert Armstrong

4th November 1981

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FOR YOUR EYES ONLY

CONFIDENTIAL

CONFIDENTIAL

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