

Govt Mach



10 DOWNING STREET

From the Private Secretary

7 December 1981

The Prime Minister is grateful for colleagues' response to the efficiency strategy for 1982 outlined in the Chancellor of the Duchy of Lancaster's minute to her of 17 November. She hopes that progress can now be made as indicated in the paper.

Achievement of the strategy will, the Prime Minister believes, be an essential contribution to sustained improvement in the efficiency and effectiveness of central government. She thinks the strategy provides a positive presentation of the Government's intentions and offers best wishes for the Chancellor's evidence to the Treasury and Civil Service Select Committee on 9 December.

I am copying this to Private Secretaries to Ministers in Charge of Departments and to David Wright and Clive Priestley.

WR

Jim Buckley, Esq.,
Office of the Chancellor of the Duchy of Lancaster.

JS

MR RICKETT

THE EFFICIENCY STRATEGY 1982

The Chancellor of the Duchy's Office telephoned to say that they would find it helpful to have the Prime Minister's blessing for the Efficiency Strategy 1982 in the light of colleagues' comments; particularly if it could be given before the Chancellor of the Duchy appears before the Treasury and Civil Service Select Committee on 9 December.

2. There are still some Ministerial responses outstanding but I am assured by Mr Board in the Chancellor's Private Office that his contacts with the Ministers' Private Offices indicate a continuing run of agreement such as we've already had.

3. In the circumstances, therefore, you may wish advise supporting the Chancellor of the Duchy before her evidence to the Select Committee. I attach a draft Private Secretary's minute which seeks to do that.



IAN B BEESLEY

4 December 1981

Enc: Private Secretary's minute

DRAFT

The Private Secretary to the
Chancellor of the Duchy of Lancaster

The Prime Minister is grateful for colleagues' response to the efficiency strategy for 1982 outlined in the Chancellor of the Duchy of Lancaster's minute to her of 17 November. She hopes that progress can now be made as indicated in the paper.

2. Achievement of the strategy will, the Prime Minister believes, be an essential contribution to sustained improvement in the efficiency and effectiveness of central government. She thinks the strategy provides a positive presentation of the Government's intentions and offers best wishes for the Chancellor's evidence to the Treasury and Civil Service Select Committee on 9 December.

4 DEC 1981





NEW ST. ANDREWS HOUSE
ST. JAMES CENTRE
EDINBURGH EH1 3SX

WM
8/2

The Rt Hon The Baroness Young
Chancellor of the Duchy of Lancaster
Management and Personnel Office
Old Admiralty Building
Whitehall
LONDON
SW1A 2AZ

WR to see as these come in,
but no action for No 10

MP
14/1

13 January 1982

EFFICIENCY STRATEGY FOR 1982

Thank you for your letter of 11 December about the programme for 1982. I have now seen a copy of the letter of 15 December from the Private Secretary at No 10 addressed to Private Secretaries to Cabinet Ministers inviting Ministers to put forward departmental scrutinies. I think that it would be helpful if the Scottish Office could be added to the list of Departments in the last paragraph of the second page of Mr Whitmore's letter since I have formally agreed that we shall take part in the resource control review of the prison service.

The manpower demands for the Scottish Office of participating in two studies - the resource control review in prisons and the scrutiny of personnel work - will be substantial, and we may have a great deal of work still to do on the biggest of our scrutinies so far, that into the Schools Inspectorate. I do not therefore propose to submit a proposal for a separate departmental scrutiny for 1982 for the Scottish Office. I will put to the Prime Minister's Office a proposal for a scrutiny in one of the small departments for which I am responsible.

I am copying this letter to the Prime Minister, Sir Robert Armstrong and Sir Derek Rayner.

GEORGE YOUNGER

114 JAN 1962





Wm
24/12

SECRETARY OF STATE FOR ENERGY
THAMES HOUSE SOUTH
MILLBANK LONDON SW1P 4QJ

01-211 6402

The Rt Hon Baroness Young
Chancellor of the Duchy of Lancaster
Management and Personnel Office
Whitehall
London SW1A 2AZ

22 December 1981

Dear Chancellor of the Duchy

EFFICIENCY STRATEGY FOR 1982

Thank you for your letter of 11 December. I and my officials are keen to participate in the running costs review, not only for its intrinsic merits but because it should dovetail with our own efforts to reduce costs.

As a small department just over 1,000 strong it would be difficult to embark on a concurrent scrutiny involving a sponsor division and its nationalised industry, the more so since we are busily engaged in implementing a number of matters arising from the CPRS report on nationalised industries. Moreover, in each such Division (Coal, Gas and now Electricity) there are major tasks in hand or in prospect which militate against such a scrutiny at present.

However, I do not rule out either a consecutive, or a 1983 scrutiny, to supplement, or to follow, our participation in the 1982 running costs scrutiny and I hope to arrange a meeting to discuss the possibilities early in the New Year with Derek Rayner (who will I hope accept this letter as also acknowledging and responding to his letter of 11 December).

I am copying this letter to the Prime Minister, Sir Robert Armstrong and Sir Derek Rayner.

Yours sincerely

Derek Lunley

PP NIGEL LAWSON

(Approved by the Secretary of State
and signed in his absence)

23 DEC 1981
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Chancellor of the Duchy of Lancaster

WR 14/12

Management and Personnel Office
Whitehall London SW1A 2AZ
Telephone 01-273 14400
GTN 273 14400

11 December 1981

The Rt Hon Nigel Lawson MP
Secretary of State for Energy
Department of Energy
Thames House South
Millbank
LONDON SW1P 4QJ

Dear Secretary of State

EFFICIENCY STRATEGY FOR 1982

Thank you for your letter of 4 December. I was glad to see that you are content with the general line and direction of my proposals and that your Department will be ready to play its part in these.

I have noted what you say about your Department being able to make a contribution through either participating in the running costs review or undertaking a major departmental scrutiny, but not both. I am bound to say that I was hoping you would be able to take on both. You mention the problem of staff resources in this context. Might it not be possible for you to overcome this by arranging for the studies to run consecutively rather than concurrently or, alternatively, by looking to us for some assistance if absolutely necessary? I should be grateful if you would consider this further whilst Sir Donald Maitland is discussing with Sir Derek Rayner the kind of project you might undertake in next year's scrutiny programme. A final decision on your Department's contribution to the 1982 programme of efficiency work can then be taken in the light of the outcome of these discussions and of the replies to the invitation for proposals for next year's scrutinies which the Prime Minister's Office will shortly be issuing to departments.

I am copying this letter to the Prime Minister, Sir Robert Armstrong and Sir Derek Rayner.

Yours sincerely

Douglas Board
(Assistant Private Secretary)

BARONESS YOUNG

(Approved by the Chancellor of the Duchy and signed in her absence)

1/10/81



174 DEC 1981

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W 4/2

CABINET OFFICE

70 Whitehall, London SW1A 2AS Telephone 01- 233 8224

// December 1981

The Rt Hon Nigel Lawson MP

Nigel Lawson
/ EFFICIENCY STRATEGY FOR 1982

Thank you for sending me a copy of your letter of 1 December to Janet Young.

2. As you know, I do not underestimate the work which scrutinies and similar management investigations cause - not the least in finding good examining officers. And I am in no way in the business of harassing hard pressed departments.

3. In putting together the efficiency strategy for next year we had particular regard to the burdens for departments. We therefore tried to match the programme to the individual priorities of Ministers and their Permanent Secretaries for improving management in central government. In the light of our conversation of October about your intentions for the Department of Energy I had had in mind that if at all possible you might want to make progress across a reasonably wide front.

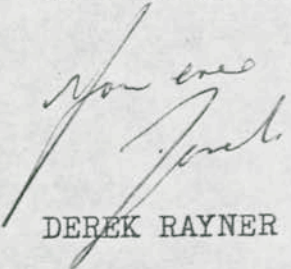
4. Your officials and mine are well on the way to working up a potentially fascinating scrutiny for 1982 into the way the department handles its relationship with the Electricity Board. We are not quite home yet but I think that we should be able to get something good and I would be sorry to see that possibility drop out of next year's programme. (It would, for example, tie in nicely with the conclusions of the discussion at E(NI) last week.)

5. The review of departmental running costs is of course also important because it gives the opportunity to make progress on financial management across a fairly wide front. Some departments have involved financial consultants already (eg DI, MAFF and DHSS) and others will join the co-ordinated review planned to start in March. For my part, I should welcome your participation here too - if you can manage it. It would be good to involve your people with the development of better financial management in the service generally and it would, I think, bring opportunities to influence at one time the way the department does business across a range of activities. An important part of the exercise, for example, will be to examine the structure of delegation and control within the department, and to look at where managerial accountability lies and how responsive it is to costs.

CONFIDENTIAL

6. I hope you might want, and feel able, to join in on both counts. If I can be of help over timing, or the provision of expert help in any way, I will do what I can.

7. I am copying this to recipients of yours.


DEREK RAYNER



14 DEC 1984

20/14/81



Management and Personnel Office
Whitehall London SW1A 2AZ
Telephone 01-273 4400
GTN 273 4400

Chancellor of the Duchy of Lancaster

11 December 1981

The Rt Hon George Younger MP
Secretary of State for Scotland
Scottish Office
Whitehall
LONDON SW1A 2AU

Dear Secretary of State

EFFICIENCY STRATEGY FOR 1982

Thank you for your letter of 27 November. I was glad to see that you agree in principle to your Department taking part in the resource control review in the prisons and in the study of personnel work. The former will be a particularly major task, and I am sure we shall benefit from your Department's involvement.

I have noted what you say about the difficulties in your having a departmental scrutiny in the Scottish Office next year. Perhaps we can return to this once we have a better idea of the size and composition of the 1982 programme. This will soon be available, since the Prime Minister's Office will shortly be inviting proposals from departments for next year's scrutinies.

I am copying this letter to the Prime Minister, Sir Robert Armstrong and Sir Derek Rayner.

Yours sincerely
Douglas Board
(Assistant Private Secretary)

BARONESS YOUNG

(Approved by the Chancellor of the Duchy and signed in her absence)

14-DEC-1993





Chancellor of the Duchy of Lancaster

LMV14/12

Management and Personnel Office
Whitehall London SW1A 2AZ
Telephone 01-273 { 4400
GTN 273 }

11 December 1981

The Rt Hon Peter Walker MBE MP
Minister of Agriculture, Fisheries and Food
Whitehall Place
LONDON SW1A 2HH

Dear Minister

EFFICIENCY STRATEGY FOR 1982

Thank you for your letter of 27 November. I was glad to see that your department will be joining in the review of personnel work.

I have noted your suggested study of the use of written documents as your scrutiny for next year. As in previous years, the Prime Minister's Office will shortly be inviting proposals for 1982 departmental scrutinies, and the composition of the programme will be considered in the light of all the ideas then put forward.

I am sending a copy of this letter to the Prime Minister, Sir Robert Armstrong and Sir Derek Rayner.

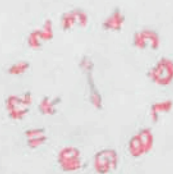
Yours sincerely

Douglas Board
(Assistant Private Secretary)

BARONESS YOUNG

(approved by the Chancellor of the Duchy and signed in her absence)

14 DEC 1961



W^m 14/12

6 PB's,



Management and Personnel Office
Whitehall London SW1A 2AZ
Telephone 01-273 4400
GTN 273 4400

Chancellor of the Duchy of Lancaster

11 December 1981

The Rt Hon Sir Keith Joseph Bt MP
Secretary of State for Education and Science
Department of Education and Science
Elizabeth House, York Road
LONDON SE1 7PH

Dear Secretary of State

EFFICIENCY STRATEGY FOR 1982

Thank you for your letter of 4 December. I was grateful for your support for our programme of efficiency work and was glad to see that your Department will be taking part in the proposed review of running costs.

I have noted what you say about your not wanting to commit DES to a separate departmental scrutiny in 1982. Perhaps we can return to this once we have a better idea of the size and composition of next year's programme. This will soon be available, since the Prime Minister's Office will shortly be inviting proposals from departments for the 1982 scrutinies.

I am copying this letter to the Prime Minister, Sir Robert Armstrong and Sir Derek Rayner.

Yours sincerely

Douglas Board
(Assistant Private Secretary)

BARONESS YOUNG

(Approved by the Chancellor of the Duchy and signed in her absence)

12/11/81



12/11/81



6
 9 DEC 1981
 FILING INSTRUCTIONS
 FILE No.

cc Mr R. ... *Cost Mach*
 DEPARTMENT OF TRANSPORT
 2 MARSHAM STREET LONDON SW1P 3EB
W 11/12

MANAGEMENT: IN CONFIDENCE

The Rt Hon Baroness Young
 Chancellor of the Duchy of Lancaster
 Management and Personnel Office
 Whitehall
 LONDON SW1A 2AZ

CHANCELLOR OF THE DUCHY OF LANCASTER
<i>Mr Gurney</i>
PS <i>9</i> December 1981 PS - Perm Sec
PS - Second Perm Sec LP (DB)
<i>Mr Fraser Mr Pettit Mr Chantbrown Mr Russell Mr Widding</i>

Dec Jan

EFFICIENCY STRATEGY FOR 1982

Thank you for sending me a copy of your minute of 17 November to the Prime Minister on the Efficiency Strategy for 1982.

Your proposed programme seeks a contribution from my Department in two areas: Departmental scrutinies and the co-ordinated review of Departmental running costs. We would welcome a further Departmental scrutiny in 1982, and we are at present considering possible subjects and how the scrutiny work can best be fitted in with our own internal reviews and studies. As you suggest, we shall be in touch a little later on with our proposals.

As for the running cost review, we have already decided to implement a system of management accounting, concentrating on the main executive, common services, and support functions and with it a management information system compatible with the one on which DOE are working following their Rayner scrutiny of non-staff running costs. The management information system will be computerised and will apply comprehensively to the Department, i.e. including the policy directorates, and will be

MANAGEMENT: IN CONFIDENCE

of use both as a means of improving our estimating, monitoring and control of administration costs, including the setting of budgets, and as the basic financial back-up information system for management accounting. Though the circumstances of DTp are, of course, different from those of DOE, the fact that there are common services arrangements between the two Departments (including those affecting control of running costs) means that DTp has been in the best position to absorb the lessons of the DOE scrutiny. I wonder therefore if there would not be a real risk of duplication and delay if we now engaged in a specific Rayner exercise on this subject? We already have a team working out the details and they will be ready to report within three months. Perhaps the most sensible arrangement would be for my officials to keep Sir Derek Rayner closely in touch with this work.

I am copying this letter to Sir Derek Rayner and to Sir Robert Armstrong.

h u
David

DAVID HOWELL

11 DEC 1981





DEPARTMENT OF EDUCATION AND SCIENCE
ELIZABETH HOUSE YORK ROAD LONDON SE1 7PH
TELEPHONE 01-928 9222

FROM THE SECRETARY OF STATE

*Wm
4/12*

The Rt Hon Baroness Young
Chancellor of the Duchy of Lancaster
Management and Personnel Office
Whitehall
LONDON
SW1A 2AZ

4 December 1981

Dear Janet.

EFFICIENCY STRATEGY FOR 1982

Thank you for sending me a copy of your minute of 17 November to the Prime Minister. I support your proposals for our programme of efficiency work.

I welcome in particular the suggestion that DES should take part in the programme with a project on departmental running costs. I think that should be the main DES contribution next year. When the "Rayner" scrutinies were started it was agreed that DES and the then separate OAL should be considered together, with the latter occasionally having a scrutiny in place of DES. In fact this year we have run two scrutinies, as well as contributing to the review of statistical services. This, together with follow-up action, is a heavy burden on a relatively small department and I do not want at this stage to commit DES to a separate "departmental scrutiny" in 1982 under heading (1) of your minute.

I am copying this to the Prime Minister, other Ministers in charge of Departments, Sir Derek Rayner and Sir Robert Armstrong.

*Eric
Kerr*

-4 DEC 1981



wm 20/11



MINISTRY OF AGRICULTURE, FISHERIES AND FOOD
WHITEHALL PLACE, LONDON SW1A 2HH

From the Minister

The Baroness Young
Chancellor of the Duchy of Lancaster
Management and Personnel Office
Whitehall
London SW1A 2AZ

27 November 1981

EFFICIENCY STRATEGY FOR 1982

Thank you for sending me a copy of your minute of 17 November to the Prime Minister.

I am happy to agree to your plan for scrutinies and reviews in so far as it affects my Department. We shall be glad to co-operate in the scrutiny of personnel work.

As to our departmental scrutiny for 1982, I propose a study of the use of written documents in my Department, in the hope of reducing their volume and cost. I discussed this with Derek Rayner last year and I know he found it interesting. I am enclosing the detailed proposal with this letter. I hope its results will be of interest to other Departments too. I cannot claim that it is a really major scrutiny, though it does have wide implications. But my Department is going to be very much occupied with putting into effect the recommendations of Coopers and Lybrand on financial planning, control and monitoring. These affect the whole way in which we organise ourselves for financial purposes, and I think it is more important to press on with this than to divert effort into an additional major scrutiny, which would inevitably cover some of the same ground.

I am sending a copy of this letter to the Prime Minister, Sir Derek Rayner and Sir Robert Armstrong.

PETER WALKER

a. Subject

The generation and use of written documents in MAFF.

b. Costs of the activity

To be established by the study.

c. Reasons for selecting this subject

The use of written documents is integral to the work of MAFF, but the daily weight of paper passing across the desks of Ministers and staff at all levels has become very burdensome. Entry to the EC has added a further dimension to the growth of paper, in view of the very large number of documents generated by the Council, the Commission and their respective services. The necessity for this weight of paper needs to be tested and challenged with a view to reducing the burden and streamlining the work of the Department without loss of control, public accountability, efficiency, reliability or any other necessary feature of Government activity.

d. Terms of reference

To examine selected posts and/or functions of MAFF in order

- (a) to identify the main purposes for which written documents are produced (or copied);

... / Sub para (b)

- (b) to consider whether and, if so, how the preparation, copying, circulation and storage of such documents could be reduced or made less costly;
- (c) to assess the financial and other advantages and disadvantages of the necessary changes; and
- (d) to make recommendations.

e. Proposed starting and finishing dates

Dates in 1982 to be determined dependent on availability of a suitable Scrutiny Officer.

f. Scrutiny officer and reporting arrangements

Examining officer - one Principal (to be selected), with appropriate support

Reporting arrangements - to the Minister of Agriculture, Fisheries and Food, in consultation with the Permanent Secretary MAFF and the Rayner Office. The report will be of interest to other Heads of Departments.

WV 112

Govt Mach

01 211 6402

The Rt Hon Baroness Young
Chancellor of the Duchy of Lancaster
Management and Personnel Office
Whitehall
London SW1

1 December 1981

Baroness Young

EFFICIENCY STRATEGY FOR 1982

Your minute to the Prime Minister of 17 November invited colleagues' agreement to your plan for scrutinies and reviews in 1982.

I am content with the general line and direction of your proposals. My Department will be ready to play its part in the strategy for 1982.

I am not clear whether you are looking to my Department to propose a separate Departmental scrutiny (under item 1 of your summary of proposals) in addition to our contribution to the running costs review. My Permanent Under Secretary has had some preliminary discussion with Sir Derek Rayner about the kind of project we might undertake in the next round. If our participation in the running costs scrutiny entailed a call on our staff resources of the normal kind, ie releasing a Principal for some 2-4 months, then I doubt whether we could take on a second scrutiny. As you know, we have only some 1150 people in this Department and no recognised management services capability. The load on the 60 or so Principals in the Department is already heavy.

In the light of this I hope you would agree to our contributing to the 1982 exercise either through our participation in the Departmental running costs scrutiny, or through the kind of scrutiny Sir Donald Maitland is discussing at present with Sir Derek Rayner, but not both.

I am copying this letter to the Prime Minister and to Sir Robert Armstrong and Sir Derek Rayner.

*Yours
Nigel Lawson*

NIGEL LAWSON

1-2 DEC 1988





W 1/12

CHANCELLOR OF THE
DUCHY OF LANCASTER
C *17*
1-DEC1981
FILING INSTRUCTIONS
FILE No.

CHANCELLOR OF THE DUCHY OF LANCASTER
<i>Mr Gurney</i>
PS - Min of State PS - Perm Sec PS - Second Perm Sec LP (DB)
<i>Mr Frazer Mr Charlton Mr Widding Mr Russell Mr Pestell</i>

FCS/81/134

CHANCELLOR OF THE DUCHY OF LANCASTER

Efficiency Strategy for 1982

1. In your minute of 17 November to the Prime Minister, you invited comments on your proposals for further scrutinies and reviews as part of next year's efficiency strategy for the Civil Service.
2. The only item to which my Department is committed in your proposals is the review of Departmental running costs: item 3 in Appendix 1. We have been discussing our inclusion in this with your Department and Sir Derek Rayner's Office at official level. Our concern has been that methods of financial control appropriate to a centralised spending Department may not suit the DS/FCO which is spread around the world and is more exposed than others to exchange rate fluctuations, local inflation rates and so on. A move to giving overseas posts greater financial responsibility, which has its attractions, could be expensive in manpower terms if it meant staffing them all accordingly instead of concentrating the expertise at the centre. We have spelt our reservations out in more detail in the correspondence between officials. But on the understanding that they are taken properly into account I am content for us to be included in the proposed review.
3. As you know, we shall continue to contribute also to the programme of Departmental scrutinies - item 1 of your Appendix 1.

C

(CARRINGTON)

Foreign and Commonwealth Office

30 NOVEMBER 1981

*c. also Sir Derek Rayner
Mr Rickett (No 10)*

PV



CHANCELLOR OF THE DUCHY OF LANCASTER
 C 16
 1-DEC1981
 FILING INSTRUCTIONS
 FILE No.

Papers through

Wm 1/12

DEPARTMENT OF INDUSTRY
 ASHDOWN HOUSE
 123 VICTORIA STREET
 LONDON SW1E 6RB

TELEPHONE DIRECT LINE 01-212 3301
 SWITCHBOARD 01-212 7676

Secretary of State for Industry

30 November 1981

Baroness Young
 Chancellor of the Duchy of
 Lancaster
 Admiralty Buildings
 Whitehall
 London SW1

CHANCELLOR OF THE DUCHY OF LANCASTER
Mr Gurney
PS Min of State
PS - Perm Sec
PS - Second Perm Sec
LP (DB)
Mr Fisher
Mr Chisholm
Mr Russell
Mr Widding
Mr Postell

Dear Janet,

EFFICIENCY STRATEGY FOR 1982

I have seen your minute of 17 November to the Prime Minister. I am content with the programme of efficiency work which you have described and I shall be considering the scope for further departmental scrutinies in the Department of Industry.

I am copying this letter to Sir Derek Rayner and to Sir Robert Armstrong.

Yours
 Peter

C. also Mr Rickett (No 10)



SCOTTISH OFFICE
WHITEHALL, LONDON SW1A 2AU

The Rt Hon The Baroness Young
Chancellor of the Duchy of Lancaster
Civil Service Department
Whitehall
LONDON SW1

27 November 1981

Dear Lady Young.

EFFICIENCY STRATEGY FOR 1982

I agree for my interest with the overall programme for reviews and scrutinies in 1982 as set out in your minute of 17 November to the Prime Minister. Although a number of details remain to be settled on the scope and conduct of the two reviews in which it is proposed that the Scottish Office participate - the resource control review in the prisons and the scrutiny of personnel work - I agree in principle with what is proposed.

The manpower demands of participating in these two studies will, however, stretch our available resources and I hope therefore that you will agree that it is not necessary for me to submit a proposal for a Departmental scrutiny for 1982 for the Scottish Office. I am, however, considering a scrutiny in one of the small Departments for which I am responsible.

I am copying this letter to the Prime Minister, Sir Derek Rayner and Sir Robert Armstrong.

Yours sincerely

M Stewart (Miss)

(Approved by the Secretary of State and signed in his absence.)

30 NOV 1987 A

11 12 1 2 3 4
0 5 6 7 8 9

Govt Mach

SWYDDFA GYMREIG
GWYDYR HOUSE
WHITEHALL LONDON SW1A 2ER
Tel. 01-233 3000 (Switsfwrdd)
01-233 6106 (Llinell Union)



WELSH OFFICE
GWYDYR HOUSE
WHITEHALL LONDON SW1A 2ER
Tel. 01-233 3000 (Switchboard)
01-233 6106 (Direct Line)

Oddi wrth Ysgrifennydd Gwladol Cymru The Rt Hon Nicholas Edwards MP

From The Secretary of State for Wales

MANAGEMENT IN CONFIDENCE

27th November 1981

D. Jones

EFFICIENCY STRATEGY FOR 1982

Thank you for sending me a copy of your minute of 17 November to the Prime Minister.

I agree with the underlying philosophy of your proposed strategy and I am content with your plan for its implementation. My Department will participate in the programme of Departmental scrutinies and I hope to submit a formal proposal shortly.

/ I am copying this letter to the Prime Minister and also to Sir Derek Rayner and Sir Robert Armstrong.

J. a.
Neil

Baroness Young
Chancellor of the Duchy of Lancaster
Privy Council Office
Whitehall
LONDON

CR 1/12



MINISTRY OF DEFENCE WHITEHALL LONDON SW1A 2HB

TELEPHONE 01-218 9000
DIRECT DIALING 01-218 2111/3

MO 2/2/6

26th November 1981

Dear Janet.

EFFICIENCY STRATEGY FOR 1982

Thank you for sending me a copy of your minute to the Prime Minister of 17th November.

As you know, my department has played a very full part in past scrutinies and reviews, and we are very happy to play a similar part in the efficiency programme for 1982. I am accordingly entirely content with your plan subject to the details being settled in discussion with my department.

A copy of this letter goes to the Prime Minister, Ministers in charge of departments, to Sir Derek Rayner and to Sir Robert Armstrong.

*Yours ever
John*

John Nott

The Rt Hon Baroness Young



NORTHERN IRELAND OFFICE
GREAT GEORGE STREET,
LONDON SW1P 3AJ

SECRETARY OF STATE
FOR
NORTHERN IRELAND

*Wm
27/11/81*

The Rt Hon The Baroness Young
Chancellor of the Duchy of
Lancaster
Cabinet Office
Whitehall
LONDON SW1A 2AZ

26 November 1981

John Jones

EFFICIENCY STRATEGY 1982

I have seen a copy of your minute of 17 November to the Prime Minister, and I welcome the approach proposed to efficiency studies in 1982. We in Northern Ireland, in addition to contributing to the 'departmental' programme of reviews, will of course study with great interest the outcomes of the three co-ordinated programmes to see what lessons from them can be applied to Northern Ireland.

I am copying this letter to the recipients of yours.

John Jones

LM
1/12



QUEEN ANNE'S GATE
LONDON SW1H 9AT

26

26 NOV 1981

FILING INSTRUCTIONS

FILE No.

25 November 1981

Dear Janet:

EFFICIENCY STRATEGY FOR 1982

Thank you for sending me a copy of your submission of 17 November to the Prime Minister forwarding a proposed plan for scrutinies and reviews to be conducted in 1982.

I confirm that I am content that we should proceed on the basis of this plan.

I am sending copies of this letter to Sir Derek Rayner and Sir Robert Armstrong.

*Ms M
Willie*

CHANCELLOR OF THE DUCHY OF LANCASTER
<i>Mr Gurney</i>
PS - Min of State
PS - Perm Sec
PS - Second Perm Sec
LP (PB)
The Baroness Young
<i>Mr Fraser</i>
<i>Mr Charkham</i>
<i>Mr Russell</i>
<i>Mr Pestell</i>
<i>Mr Willing</i>

c. also Mr Rickett (No 10)

WM/12

cc Sir Derek Rayner

Mr Gurney
PS/mos
PS/2nd Perm Sec
Mr Fraser
Mr Chasche
Mr Russell
SWIA OPW
Mr Pestell
Mr Wilding



HOUSE OF LORDS,

CHANCELLOR OF THE
DUCHY OF LANCASTER
C 24
25 NOV 1981
FILING INSTRUCTIONS
FILE No.

24 November 1981
CDL (DB)

My dear Janet:

Efficiency Strategy for 1982

I have seen a copy of your minute of 17 November to the Prime Minister.

I agree the programme for scrutinies and reviews in 1982 which was attached to that minute, and in particular welcome the proposal to include my own Department among those whose personnel management is to be scrutinised.

Yrs:

The
Baroness Young
Chancellor of the Duchy of Lancaster
Whitehall
London SW1

C. also Mr Rickett (No 10)
Sir Robert Armstrong

CHANCELLOR OF THE
DUCHY OF LANCASTER
23 NOV 1981
FILING INSTRUCTIONS
FILE No.

W 1/12



From the Secretary of State

CHANCELLOR OF THE
DUCHY OF LANCASTER
Mr Gurney
PS - Min of State (Tsy)
~~PS - Perm Sec~~
PS - Second Perm Sec
LP (DB)
Mr Fraser
Mr Charkham
Mr Russell

also: Mr Wilding } Tsy
Mr Pestell }
23 November 1981

MANAGEMENT - IN CONFIDENCE

Baroness Young
Chancellor of the Duchy of Lancaster
Privy Council Office
Whitehall
London, SW1A 2AT

Dear Janet,

EFFICIENCY STRATEGY FOR 1982

I have seen your minute of 17 November to the Prime Minister and I am content with the programme of work which you propose for 1982. As I have already indicated to you and to Sir Derek Rayner, I agree to my Department's participation in the reviews of resource control (the Coastguard Service) and of Departmental running costs.

I am copying this letter to Sir Derek Rayner and Sir Robert Armstrong.

Jm

John Biffen

JOHN BIFFEN

MANAGEMENT - IN CONFIDENCE

c. also Mr Rickett (No.10)



WNV
8/12

2 pp

2 MARSHAM STREET
LONDON SW1P 3EB

My ref: H/PSO/19336/81

Your ref:

MANAGEMENT - IN CONFIDENCE

7 December 1981

See sheet

EFFICIENCY STRATEGY FOR 1982

Thank you for sending me a copy of your minute of 17 November to the Prime Minister on the Efficiency Strategy for 1982.

As you point out, the Rayner Scrutiny programme has already identified a high level of savings. We clearly need to build on what has been achieved and to maintain momentum by introducing a new programme for 1982. Your proposals appear to me to be aimed at the right areas and to achieve broadly the right balance. I am pleased to note that the work done in my Department on non-staff running costs is to form the basis for one of the co-ordinated reviews.

As for my Department's role in the 1982 programme, PSA will contribute in the Resources Control Review of Executive Operations and have already agreed with Sir Derek Rayner on the outline of a study of the workload and management of resources in PSA District Works Offices. We are now giving thought to the possibilities for Departmental scrutinies and we shall be in touch on this a little later on. The Department is, of course, committed to a large programme of internal reviews, mainly resulting from the MINIS procedure, and this will need to be taken into account in deciding the scrutinies we carry out.

Although your programme does not mention my Department in connection with the co-ordinated review of Personnel Management, the PSA, with its extensive field organisation, has already agreed to join in.

I am copying this letter to the Prime Minister, Sir Derek Rayner and to Sir Robert Armstrong.

Yours ever

MICHAEL HESELTINE



DEPARTMENT OF HEALTH AND SOCIAL SECURITY
 ALEXANDER FLEMING HOUSE
 ELEPHANT AND CASTLE
 LONDON S.E.1
 TELEPHONE: 01-407 5522

WR
 8/12

The Rt Hon Baroness Young
 Chancellor of the Duchy of Lancaster
 Civil Service Department
 Whitehall
 London
 SW1

15.7 DEC 1981

Jan Zaret

EFFICIENCY STRATEGY FOR 1982

Thank you for sending me a copy of your minute of 17 November to the Prime Minister, with the proposals for the 1982 programme of scrutinies and reviews to increase efficiency.

I support the proposed programme, and my Department will participate as requested. There is, as you say, a heavy commitment already to carry through the results of previous scrutinies in this Department - which are part only of the programme of efficiency studies we have in hand. We will contribute to the further programme of departmental scrutinies next year - including further work in the benefits field; and we will take part in the study of personnel management work. We are not involved in the first set of resource control reviews, but are considering what contribution we might make to those later. As regards the projects for improving accountable management and control of running costs, Sir Derek has agreed that work we already have in hand should take precedence over participation in further studies.

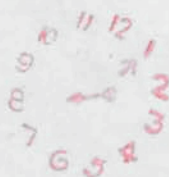
This adds up to a substantial amount of continuing and new work on improving efficiency, which is producing good results in terms of savings in money and staff. I endorse your intention of seeking a suitable opportunity in the near future to publicise this good work and take due credit for it.

I am copying this letter to the Prime Minister, Ministers in charge of Departments, Sir Derek Rayner and Sir Robert Armstrong.

Jan Zaret

NORMAN FOWLER

7 DEC 1981



7