

*Spoke Cabinet Office.*

*BF 12/x1*

*MAP 21/x*

*MT*

PRIME MINISTER

"Cutting Back Government"

In your discussions with Leo Pliatzky and Derek Rayner, I have understood you to be pressing both for a reduction in direction functions of Government and for a reduction in the powers of non-accountable bodies, or quangos. The 1970-74 administration set about reducing "government" in part by expanding the non-accountable quasi-governmental sector. It seems that some of your colleagues have not taken on board this change.

I attach a small example of this, in Mr. Younger's proposals to transfer some of his functions to the Countryside Commission for Scotland. Mr. Heseltine also has similar steps in mind for the Agreement Board.

Neither of these examples is significant in itself. But officials and Ministers involved are apparently unaware that your approach to Government machinery and statutory functions is to seek more efficient performance of a reduced number of functions across the whole field of Government and quasi-governmental organisations.

*Yes - we have had some discussion about hiving off duties, many of which should not be undertaken by gov.*

Unless I have misinterpreted your intentions, it would be worth seeking an opportunity to reinforce your approach. This might arise when you respond to Leo Pliatzky's report on quangos later in the year, or when you respond to Sir Derek Rayner's final report on his first series of studies, which should be submitted next month.

*Need*

In the meantime, when individual cases come to our attention, should I make it clear that you are in principle opposed to the hiving off of Ministers' functions to non-accountable bodies, and that such proposals must therefore be examined very critically before going forward?

*Yes please MT.*

*MAP*





✓  
MAP

CIVIL SERVICE DEPARTMENT

WHITEHALL LONDON SW1A 2AZ

Telephone Direct line 01 273 5735 Room 2/71  
Switchboard 01 273 3000

D H Andrews Esq CBE,  
Ministry of Agriculture, Fisheries and Food,  
3 Whitehall Place,  
LONDON,  
SW1A 2HH.

29 October, 1979.

*Dear Andrews,*

REVIEW OF NON-DEPARTMENT BODIES: THE CENTRAL CORE OF GOVERNMENT

1. As you know Sir Leo Pliatzky was appointed by the Prime Minister in September to assist the Government with its review of non-departmental bodies. As part of his report to the Prime Minister, which he hopes to put forward about the end of November, Sir Leo Pliatzky intends to list the Departments and other bodies and office-holders which lie within the central core of Government and which are outside the scope of the review.
2. There has been no previous attempt formally to define the constituent organisations of Government. In constitutional terms Government can be regarded as the Crown in its executive capacity, and, by and large, bodies and officer-holders with Crown status as opposed to those simply appointed by the Crown can be treated as forming the central core of Government. It should be noted, however, that the Manpower Services Commission, the Health and Safety Commission and Executive and the Advisory, Conciliation and Arbitration Services, which are Crown in status, have been treated as coming within the scope of the review. All other Crown bodies have been excluded.
3. For the most part there is no difficulty in identifying Crown bodies but there are areas of uncertainty, for example where it has not so far been necessary to determine constitutional status. It is here in particular that we should welcome Departments' help.
4. I enclose a first attempt at drawing up a list of Crown bodies (excluding the Department of Employment bodies referred to above) and I should be grateful if, for those bodies with which the recipients of this letter are concerned, they would confirm in consultation as necessary with their legal adviser that the bodies on the list are indeed Crown in status. Where there is uncertainty about the status of any of these, or about any other body or office-holder not listed, may I invite Departments to consult Mr N C Abbott (273-4357) in the Machinery of Government Division of this Department. He will undertake to provide prompt advice in consultation as necessary with the Treasury Solicitor's Department.

/5.



5. It would be helpful if you and copy recipients would let us have your comments not later than 10 November. If you have no points of substance to make, a telephone call to Mr R Daly (273-5261) or Mr K J Hard (273-3380) will do: they will also deal with any general enquiries.

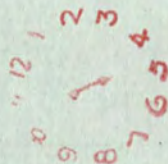
4. I am copying this letter to those on the attached list.

*Yours sincerely,*

*D. R. Morris*

D R MORRIS

29 OCT 1979





I. GOVERNMENT DEPARTMENTS DIRECTLY RESPONSIBLE TO A MINISTER

| <u>Department</u>   | <u>Minister(s) Responsible</u>   |
|---|--|
| Prime Minister's Office   | Prime Minister   |
| Cabinet Office  | " "  |
| Civil Service Pay Research Unit   | " "  |
| Ministry of Agriculture, Fisheries and Food   | Minister of Agriculture, Fisheries and Food  |
| Law Officers' Department  | Attorney General   |
| Civil Service Department  | Minister of the Civil Service  |
| Central Office of Information   | " " " " "  |
| Government Actuary's Department   | " " " " "  |
| Government Hospitality Fund   | " " " " "  |
| Office of the Parliamentary Counsel   | " " " " "  |
| Ministry of Defence   | Secretary of State for Defence   |
| Chancellor's Office, Duchy of Lancaster   | Chancellor of the Duchy of Lancaster   |
| Office of Arts and Libraries  | " " " " " "  |
| Department of Education and Science (including staff of the University Grants Committee)            | Secretary of State for Education and Science   |
| Department of Employment  | Secretary of State for Employment  |
| Department of Energy  | Secretary of State for Energy  |
| Department of the Environment   | Secretary of State for the Environment   |
| Ordnance Survey   | " " " " " "  |
| Foreign and Commonwealth Office (including the Ministry of Overseas Development (1))                | Secretary of State for Foreign and Commonwealth Affairs and Minister of Overseas Development |
| Department of Health and Social Security (including staff of the Supplementary Benefits Commission) | Secretary of State for Social Services   |
| Office of Population, Censuses and Surveys  | " " " " " "  |
| Intervention Board for Agriculture Produce  | The 4 UK Agriculture Ministers   |
| Home Office   | Secretary of State for the Home Department   |
| Department of Industry  | Secretary of State for Industry  |
| Lord Advocate's Department  | Lord Advocate  |
| Crown Office (Scotland)   | " "  |
| Lord Chancellor's Department  | Lord Chancellor  |
| HM Land Registry  | " "  |
| Northern Ireland Court Service  | " "  |
| Public Record Office  | " "  |



| <u>Department</u>  | <u>Minister(s) Responsible</u>                    |
|--|---|
| Northern Ireland Office and Northern Ireland Departments | Secretary of State for Northern Ireland           |
| Paymaster General's Office                               | Paymaster General                                 |
| Privy Council Office                                     | Lord President of the Council                     |
| Scottish Office and Scottish Departments                 | Secretary of State for Scotland                   |
| Scottish Record Office                                   | " " " " "   |
| Department of the Registers of Scotland                  | " " " " "   |
| Scottish Courts Administration                           | Secretary of State for Scotland and Lord Advocate |
| Department of Trade                                      | Secretary of State for Trade                      |
| Export Credits Guarantee Department                      | " " " " "   |
| Department of Transport                                  | Minister of Transport                             |
| HM Treasury  | Chancellor of the Exchequer (2)                   |
| Exchequer Office Scotland                                | " " " "   |
| Department for National Savings                          | " " " "   |
| Royal Mint   | " " " " (3)                                       |
| Treasury Solicitor's Department                          | " " " "   |
| Welsh Office   | Secretary of State for Wales                      |

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(1) Still a separate Department while this Report was being prepared but due to become part of the Foreign and Commonwealth Office.

(2) Formally the Lords Commissioners of Her Majesty's Treasury.

(3) Formally the Master of the Mint but in practice this office is invariably held by the Chancellor of the Exchequer.

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II. OTHER DEPARTMENTS AND OFFICE HOLDERS WITHIN THE CENTRAL CORE OF  
GOVERNMENT

Certification Officer

Charity Commission

Civil Service Commissioners

Crown Estate Commissioners

HM Customs and Excise

Department of the Director of Public Prosecutions

Office of Fair Trading

Forestry Commission

Greenwich Hospital Department

Registry of Friendly Societies and Office of the Industrial Assurance  
Commissioner

Board of Inland Revenue

National Debt Office

National Insurance Commissioners

The Public Trustee

Publications Loan Board

Registrar General

Registrar General for Scotland

Royal Hospital Chelsea

Special Commissioners of Income Tax

Territorial Army Volunteer Reserve Associations

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DISTRIBUTION LIST

|   |   |
|---|---|
| Prime Minister's Office<br>10 Downing Street<br>London, SW1.  | Mr M A Pattison                             |
| Government Hospitality Fund<br>2 Carlton Gardens<br>London, SW1Y 2AA  | Mr C F R Barclay CMG                        |
| Parliamentary Counsel Office<br>36 Whitehall<br>London, SW1A 2AY  | Mr B A Shillito                             |
| Chancellor's Office<br>Duchy of Lancaster<br>Cabinet Office<br>Whitehall<br>London, SW1A 2AS  | Mr D R Allen                                |
| Ordnance Survey<br>Romsey House<br>Maybush<br>Southampton, SO9 4DH  | Mr W L W Isdale                             |
| Department of the Registers<br>of Scotland<br>Meadowbank House<br>153 London Road<br>EDINBURGH, EH8 7AU   | Mr D Williamson                             |
| Exchequer Office<br>Scotland<br>102 George Street<br>EDINGBURH, EH2 3DJ   | Mr D E D Robertson                          |
| Civil Service Commission<br>Alencon Link<br>BASINGSTOKE, RG21 1JB   | Mr E J Morgan                               |
| Greenwich Hospital<br>Department<br><br>13 Devonshire Square<br>London, EC2M 4TQ  | Mr D J McCarthy                             |
| Office of the National<br>Insurance Commissioners<br>6 Grosvenor Gardens<br>London, SW1W 0DH  | Mr G T Crook                                |
| Royal Hospital Chelsea<br>London, SW3 4SL   | Major-General<br>PA Downward DSO, DFC(RETD) |
| Council of the Territorial,<br>Auxiliary and Volunteer<br>Reserve Associations<br>Centre Block<br>Duke of Yorks Headquarters<br>London, SW3 4SG | Major-General<br>W Bate CB, OBE             |



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Mr E Broadbent CB CMG

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Mr C H Henn

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Science/Office of Arts and  
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F A Harper CB, MBE

Department of Employment  
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Mr W R B Robinson

Department of Energy  
Thames House South  
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Mr J R Cross CMG

Departments of Environment  
Transport  
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SW1P 3EB

Mr N H Calvert

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Mr R M Russell CMG

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CHELTENHAM  
Glos GL52 5AJ

Mr D J Wakefield



|  |                      |
|--|----------------------|
| Department of Health and<br>Social Security<br>Alexander Fleming House<br>Elephant and Castle<br>London, SE1 6BY | Mr R S Matthews CB   |
| HM Customs and Excise<br>Kings's Beam House<br>Mark Lane<br>EC3R 7HE   | Mr A M Fraser TD     |
| HM Stationery Office<br>Sovereign House<br>Botolph Street<br>NORWICH NR3 IDH                                     | Mr A R H Glover      |
| HM Treasury<br>Parliament Street<br>SW1P 3AG   | Mr C W France        |
| Home Office<br>Queen Anne's Gate<br>SW1H 9AT   | Mr N F Cairncross CB |
| Departments of Industry and<br>Trade<br>1 Victoria Street<br>SW1H OET  | Mr R C M Cooper      |
| Inland Revenue<br>Somerset House<br>WC2R 1LB   | Mr J F Boyd          |
| Lord Chancellor's Department<br>Neville House<br>Page Street<br>London, SW1P 4LS                                 | Mr M D Hobkirk       |
| Northern Ireland Office<br>Great George Street<br>SW1P 3AJ   | Mr J F Mayne         |
| Overseas Development Administra-<br>tion<br>Eland House<br>Stag Place<br>SW1E 5DH                                | Mr D L Pearson CB    |
| Scottish Office<br>Room 21<br>James Craig Walk<br>EDINBURGH EH1 3BA  | Mr L P Hamilton      |
| Welsh Office<br>Cathays Park<br>CARDIFF CF1 3NQ  | Mr J E King          |
| Department of the Civil<br>Service<br>Rosepark House<br>Upper Newtownards Road<br>BELFAST BT4 3NR                | Mr K R Shimeld CB    |



|  |  |
|--|--|
| Cabinet Office<br>Whitehall<br>SW1A 2AS  | Mr G S Wishart CBE                                   |
| Central Office of Information<br>Room 156<br>Atlantic House<br>Holborn Viaduct<br>EC1N 2PD                       | Mr A Youngs  |
| Charity Commission<br>14 Ryder Street<br>St James's<br>SW1Y 6AH  | Miss C M Clark                                       |
| Civil Service Pay Research Unit<br>Queen Anne's Chambers<br>41 Tothill Street<br>SW1H 9JX                        | Mr A E Martin  |
| Crown Estate Commissioners<br>Crown Estate Office<br>Mount Lane<br>Bracknell<br>Berkshire RG12 3AA               | Mr R G L Osborne                                     |
| Department of the Director<br>of Public Prosecutions<br>4/12 Queen Anne's Gate<br>SW1H 9AZ                       | Mr W J Adams ISO                                     |
| Export Credits Guarantee<br>Department<br>PO Box 272<br>Aldermanbury House<br>Aldermanbury<br>EX2P 2EL           | Mr D H Twyford                                       |
| Forestry Commission<br>231 Corstorphine Road<br>Edinburgh EH12 7AT   | Mr M P Shapcott<br>(Deputy Establishment<br>Officer) |
| Government Actuary's Department<br>22 Kingsway<br>London WC2B 6LE  | Mr C J Skinner                                       |
| Intervention Board for<br>Agricultural Produce<br>Fountain House<br>2 West Mall<br>Reading RG1 7QW               | Mr J Bird  |
| Land Registry<br>Lincoln's Inn Fields<br>WC2A 3PH  | Mr A M Wallace                                       |
| Law Officers' Department<br>Attorney General's Chambers<br>Royal Courts of Justice<br>Strand<br>London, WC2A 2LL | Mr G J Adams   |



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Mr J R Acland



CONFIDENTIAL



✓ Govt Mach. May 79  
(ACARD)  
Home Affairs July 79  
(WNC)

10 DOWNING STREET

*From the Private Secretary*

MR VILE

The Prime Minister has considered Sir Leo Pliatzky's report on the non-departmental bodies for which the Cabinet Office is responsible.

In respect of the Advisory Council for Applied Research and Development, the Prime Minister agrees with Sir Leo's recommendation. She is content that ACARD should continue for a further two years, and she would like Sir Robert Armstrong to report to her on its current performance, and the case for continuing it or bringing it to an end, within that time scale. I suggest that Sir Robert should aim to report to the Prime Minister before the end of the 1981 summer recess.

The Prime Minister looks forward to receiving Lady Young's proposals on the future of the Women's National Commission. As you know, the Prime Minister takes the view that for political reasons a "leave well alone" policy will prove most appropriate. She has it in mind that half an extra secretary should be provided. She recalls that, in her time as co-chairman, there was some part-time help in addition to the two secretaries.

I am sending copies of this minute to Alex Stewart (Department of Education and Science), Sir Leo Pliatzky and to David Laughrin (Civil Service Department).

29 October 1979

M. A. PATTISON

CONFIDENTIAL



cc Govt Mach May 79  
Home Affairs July 79

PRIME MINISTER

FROM SIR LEO PLIATZKY

CONFIDENTIAL

Dr W.N.C. - leave with  
about 1/2 - provide  
- half an extra  
member

MR PATTISON

do have some penthouse  
help in addition to the  
for other see M.S.

1. On WNC, agree to await Lady Young's paper, which will take account of Sir Leo's comments?
2. On ACARD, agree to maintain for 2 years and then review, as in para 12?

NON-DEPARTMENTAL PUBLIC BODIES: WOMEN'S NATIONAL COMMISSION AND ACARD

MAD 26/1

1. This is to let you have my comments on the two bodies for which the Cabinet Office is responsible - the Women's National Commission and the Advisory Council for Applied Research and Development.

Women's National Commission

2. This body was set up in 1969 and has the following terms of reference.

"To ensure by all possible means that the informed opinion of women is given its due weight in the deliberation of Government on both national and international affairs."

3. The Commission comprises 47 representatives of national organisations, who provide one of its two Co-Chairmen; the other is Baroness Young, Minister of State at the Department of Education and Science.

4. The Commission are serviced by one Principal and one Clerical Officer, who last year cost the Cabinet Office about £26,000. The travelling and subsistence expenses of the Commission's members cost £7,000.

5. The Commission's terms of reference are extraordinarily vague and it appears to be an ineffective body which does not satisfy most of the criteria adopted in the exercise on public bodies generally. I understand that Baroness Young agrees with this assessment as regards the Commission in its present form, but she considers that it is politically out of the question to abolish it, and that it should be given different and more specific terms of reference and increased staff support. She shares, I believe, the view of officials that this could not take the form of a link with the Secretariat of the Equal Opportunities Commission, which has a different remit and is located in Manchester. This need not in itself rule out some other arrangement for closer links between the two organisations.

Amend  
Not a lot.



6. Without making excessively heavy weather of this issue, it would be helpful to be as clear as possible about the objective. Is it to give due weight to the informed opinion of women on both national and international affairs, when there must be many subjects on which there is no opinion of women as such? Or is it to safeguard the interests of women in particular spheres where these certainly do exist? If so, is this really best achieved by the present kind of arrangement involving a great number of women's organisations?

7. The answer may be that it is politically too difficult to disengage from this arrangement and, even if there is no positive value in continuing it, there would in this sense be disadvantage in terminating it. In that case it is not clear that matters would be much improved purely by a change in the terms of reference and an increase in staff support. The Cabinet Office would naturally not welcome having to provide this within their staff ceiling as adjusted by recent cuts, and the question might arise whether this role should remain with them.

8. The Prime Minister may wish to discuss these matters with Baroness Young and the Secretary to the Cabinet. If the Commission is given new terms of reference and an enhanced staff, I suggest that on this basis it should be given a limited lease of life, say three years, after which a fresh decision would be needed to continue it. I am likely to put forward in my report a suggestion on these lines with regard to advisory committees generally.

Advisory Council for Applied Research and Development (ACARD)

9. ACARD was set up in 1976 to advise the Government on applied research and development and technological development. Its membership was chosen so as to make it industrial and engineering in outlook rather than theoretical and scientific. Last year it cost the Cabinet Office about £42,000 to service it, and travel and subsistence expenses were a little over £1,000.

10. It is clearly not an essential body, but it has some general value as a forum for both outsiders and Government Chief Scientists in an otherwise highly decentralised governmental system in relation to science and technology; and its work has some practical value in promoting awareness of technological possibilities, a contribution which some people would rate fairly highly and others less so.

11. ACARD is said to have got off to a poor start but to be doing better now. The tenor of the views which I had from Sir John Hunt and Sir Kenneth Berrill was that the abolition



of ACARD would leave something of a gap and would lead to pressure from a number of interests; some, such as the Royal Society, would want to revive the old Council for Science Policy, while others would want to replace ACARD by a more expensive arrangement following the publication of the report of the Finniston Committee of Inquiry into the Engineering Profession. A move to combine ACARD and the Advisory Board for the Research Councils is conceivable but the outcome would be uncertain and might save no money, and the change would certainly take a great deal of negotiation.

12. My advice is to give ACARD a further lease of life of up to two years, before the end of which Sir Robert Armstrong should report to you on its current performance and the case for continuing it or bringing it to an end. During this period further thought could be given to the idea of a new arrangement involving the Advisory Board for the Research Councils.

13. I am sending copies of this to the Private Secretary to Baroness Young, to Sir Ian Bancroft and to Sir John Hunt.

L.P.

LEO PLIATZKY

23 October 1979



24 OCT 1979



COMMUNICATIONS  
HEADQUARTERS  
LONDON