

PRIME MINISTER

CONTROL OF STAFF AND NON-STAFF DEPARTMENTAL RUNNING  
COSTS: PRESENTATION AND RECEPTION ON 24 FEBRUARY

---

When you had your presentation on the control of Departmental running costs which Mr. Heseltine gave on 11 November, you said that you would like to hold a similar occasion for Ministers and Permanent Secretaries from a number of other Departments in order to persuade them of the importance of this sort of work and to give them an opportunity to learn from the DOE's experience. Mr. Rickett subsequently consulted you about the form which this meeting should take and the precise scope which it should cover. As regards scope, the presentation will deal with not only non-staff costs but also, at your request, the control of staff numbers.

There is, however, some uncertainty about the form which the meeting should take.

You agreed when Mr. Rickett consulted you earlier that there should be a presentation lasting, in all, some 90 minutes and that this would then be followed by a reception in the Pillared Room for those attending the presentation (about 60 people at the outside). There is a presumption in our papers that you would not yourself be present at the presentation and would join those attending only at the start of the reception. I wonder whether you are content with this. You have of course already heard at the earlier presentation some of what Mr. Heseltine and his team will say to other Ministers on 24 February, though I understand that they will also deal with aspects of their Departmental control systems which they did not touch on in November. But if you do not attend the presentation, there is the question who takes the Chair. The Home Secretary will be present but he will be there as one of those who are attending to listen and to learn and so it would hardly be appropriate for him to run the occasion. Sir Derek Rayner's Office have suggested that Lady Young should oversee proceedings, but I do not think that it would be easy for her to play this role with the Home Secretary and other Senior Ministers present (and indeed I understand from Mr. Priestley that since suggesting Lady Young, he has had some very private indications that one or two senior colleagues would not

/be very happy

be very happy at the idea of her overseeing the meeting).

---

There is one other point which argues for you Chairing the presentation. As you know, on this subject Mr. Heseltine is not the most popular Minister with some of his colleagues, and I think that it would reinforce with other Departments the lessons which the DOE have to offer and make them take the presentation the more seriously, if you were there to be seen to be lending it your personal weight.

*Yes*  
*ms*  
I should like to suggest, therefore, that you not only host the reception but also run the presentation on 24 February. Agree?

There is one other minor point. Sir Derek Rayner's Office have suggested that the Chief Secretary might be invited to preface Mr. Heseltine's presentation, with a few words lasting, perhaps, five minutes designed to set the DOE's contribution in the larger setting of the Government's policies for financial management more generally. I think that this is a good idea. Would you like us to invite the Chief Secretary to speak in this way? *Yes*  
*ms*

*JW.*

18 January 1982

PRIME MINISTER

PRESENTATION ON STAFF AND NON-STAFF RUNNING COSTS: 24 FEBRUARY

There are one or two logistical questions about this presentation that need to be resolved.

There will be between 50 and 55 guests. They will sit in the large dining room, in a semi-circle, with their backs to the window. They will face a table at which Mr. Heseltine and his team will sit.

You will open the presentation with a very brief introduction. The Chief Secretary will then speak for about five minutes. This will be followed by Mr. Heseltine's presentation, which will last about half-an-hour. You will then chair about forty minutes' discussion, which will end with a ten minute round up. The scene will then shift to the reception in the Pillared Room.

The first question is where you should sit. I think you should start by sitting with the guests in the front row. You will have to give the introduction standing up, but I think it is important that you should sit with your senior Ministers while Mr. Heseltine is making his presentation. We need to be slightly careful that Ministers do not get the impression that you and Mr. Heseltine are lecturing them on how to run their Departments. ✓

I suggest that there should be one spare chair at Mr. Heseltine's table. Leon Brittan can make his introduction from this, and sit there during the presentation. When Mr. Heseltine has finished, you and the Chief Secretary can change places, so that you can chair the discussion from the top table.

/ The second

The second question is whether Lady Young should have a formal role in the presentation. I think there are some dangers in overdoing the formal role of the central Departments. So I suggest that at the end of the general discussion, you should ask Lady Young to say a few words from an MPO point of view and to say what lessons she feels should be drawn from the discussion. We would not announce formally before-hand that the Chancellor of the Duchy would be speaking.

I think  
that  
would be  
overdoing  
it.

The third question is whether we should insist on the presence of an FCO Minister. Lord Carrington will be leaving London that afternoon, and both Mr. Hurd and Mr. Marten will be overseas. Mr. Blaker has no direct responsibility for running the FCO. Rather than insist that he should attend, I think we should leave Sir Michael Palliser to speak for the FCO.

?

Content to proceed as I have suggested?

Yes

WM

Mr. Blaker is MOD.



*Sue Goodchild*

Foreign and Commonwealth Office

London SW1A 2AH

15 February 1982

*Dear Willie,*

Control of Departmental Running Costs

You copied to me your letter to John Halliday of 29 January about the presentation and reception on 24 February. The Foreign Secretary will unfortunately be on his way to Africa at the time in question, and Mr Hurd will be in the Middle East.

When we discussed the question on the telephone, you thought that the Prime Minister would be content for the FCO to be unrepresented at Ministerial level, rather than represented by a Minister with no direct involvement in the issues under discussion. The Permanent Under-Secretary would welcome an invitation, as would Mr A F Green, the FCO's examining officer for the Review of Running Costs.

*Yours ever,*

(F N Richards)  
Private Secretary

W Rickett Esq  
10 Downing Street

115 FEB 1982





file ~~as per~~ Goodchild  
Card Service

Wm  
15/2

SECRETARY OF STATE FOR ENERGY  
THAMES HOUSE SOUTH  
MILLBANK LONDON SW1P 4QJ  
01 211 6402

Willie Rickett Esq  
Private Secretary to  
the Prime Minister  
10 Downing Street  
London SW1

12 February 1982

Dear Mr Rickett

The Secretary of State for Energy, the Permanent Under Secretary and Mr John Bird will be attending The Prime Minister's presentation on Resource Controls on Wednesday 24 February.

Your sincerely  
C G Oldfield

C G OLDFIELD  
Private Secretary

15 FEB 1982





Note for file

Trade Private Office say that they spoke to Willie and told him that the following would be attending:

Secretary of State      John Biffen

P U S S

Reginald Eyre

Permanent Sec

Sir Michael Franklin

examining officer.

Mr. Julian Mackenny

Mr. Blundell.

Steve Garry

12-2/82

DUTY CLERK.



Management and Personnel Office

Whitehall London SW1A 2AZ

Telephone 01-273 { 4400  
GTN 273 }

Chancellor of the Duchy of Lancaster

12 February 1982

Willie Rickett Esq  
Private Secretary  
10 Downing Street

*Dear Willie*

CONTROL OF STAFF AND NON-STAFF RUNNING COSTS

Your letter of 29 January about the presentation on 24 February for those taking part in the reviews of resource control and running costs asked for the names of those who will be attending. I am responding on behalf of MPO as a whole; David Wright and Eleanor Goodison will not be writing separately.

Representatives of MPO will be attending both as members of the central team for the reviews and as representatives of a department participating in the review of running costs, so we will need to send more people than most departments. The names are:

The Rt Hon Baroness Young

Sir Robert Armstrong

Mr J S Cassels

Mr N B J Gurney (member of central team for resource control review)

Miss J M E Buchan (examining officer for review of running costs in MPO)

We should like also to have present a consultant from Coopers and Lybrand who will be on the central team. I am afraid I do not yet have a name and it is possible that he will not have joined us by the time of the presentation, but it would certainly be useful to have him there if he has.

Copies of this letter go to David Wright and Eleanor Goodison.

*Yours sincerely*

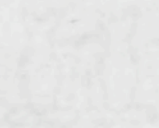
*Douglas Board*

D R H BOARD  
Assistant Private Secretary

112 FEB 1982



COMMUNICATIONS





*CCSS*  
*C. Wilson*

SCOTTISH OFFICE  
WHITEHALL, LONDON SW1A 2AU

W Rickett Esq  
Private Secretary  
No 10 Downing Street  
LONDON SW1

12 February 1982

*Dear Willie,*

CONTROL OF STAFF AND NON-STAFF RUNNING COSTS

You copied to Muir Russell your letter of 29 January about the presentation on the 24th of this month.

Mr Malcolm Rifkind will wish to attend as the Minister responsible for the Scottish part of the joint prisons resource control review, as will Mr A L Rennie, Secretary of the Scottish Home and Health Department who, for the purposes of this exercise is the 'Permanent Secretary' responsible. Given that the joint review will cover Great Britain, the official representative of the review team will be its Home Office leader.

*Yours sincerely*  
*John Wilson.*

JOHN S WILSON  
Private Secretary



RECEIVED  
FEBRUARY 1952



172 FEB 1952

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6  
5  
4



Caxton House Tothill Street London SW1H 9NF

Telephone Direct Line 01-213..6400...GTN...213

Switchboard 01-213 3000

W Rickett Esq  
10 Downing Street  
LONDON SW1

12 February 1982

*Dear Willie*

CONTROL OF STAFF AND NON-STAFF RUNNING COSTS

My Secretary of State is unable to attend the presentation that will be given at 10 Downing Street on 24 February. He will be represented by Michael Alison (Minister of State), Sir Kenneth Barnes (Permanent Secretary) and Steven Cook (Examining Officer for the Running Costs Review).

*Yours*

*Barnaby Shaw*

J B SHAW  
Principal Private  
Secretary

112 FEB 1982



POSTAL TELEGRAPH TELEPHONE  
CORPORATION  
NEW YORK, N.Y. 10007



less  
C/Sen



MINISTRY OF DEFENCE  
MAIN BUILDING WHITEHALL LONDON SW1A 2HB  
Telephone 01-218 2111/3 (Direct Dialling)  
01-218 9000 (Switchboard)

10th February 1982

Dear Willie,

CONTROL OF STAFF AND NON-STAFF  
RUNNING COSTS

In your letter of 29th January you asked to know the names of those who would be attending the Efficiency Strategy Presentation on 24th February. We are proposing that Defence should be represented by my Secretary of State and his Permanent Secretary, Sir Frank Cooper, and the heads of our two resource control review teams, Air Marshal Sir Alan Davies and Dr John Miles.

Your ever  
faithful  
(D B OMAND)

W Rickett Esq



111 FEB 1982



Mr RICKETT



✓ SG

CONTROL OF STAFF AND NON-STAFF RUNNING COSTS

1. Sir Derek Rayner has seen your letter to Private Secretaries of 29 January.
2. With regard to the representation of this office, he would be grateful if the Prime Minister would agree to the attendance of himself, Mr I B Beesley, Mrs E Thoms and myself. The explanation for this is that Mr Beesley is one of the two ASs responsible for the review of Resource Control (the other being Mr N B J Gurney of MPO), Mrs Thoms is the lead staff officer for the review of Running Costs while I am responsible for the staff work on presentation, including the brief.
3. However, if this representation is thought excessive, I would drop out. I think it very important that Mr Beesley and Mrs Thoms should be present. Perhaps, though I might come through for a quick one at the reception?

SP

C PRIESTLEY

5 February 1982

PRIVATE AND CONFIDENTIAL

*Civil Service  
Room 101*



N.M.

Government Chief Whip  
12 Downing Street, London SW1

*I have spoken to  
the Chief Whip  
and was N.M.  
hw  
2/2*

5 February 1982

*1. Sullivan*

I have heard a rumour that the Prime Minister has asked Michael Heseltine to do a presentation to Cabinet on how to run a Government department. I hope this is not true, as I guess it would give rise to a great deal of irritation.

*[Signature]*  
*Michael*

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



*Civ Service*  
*SG*

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

FROM THE SECRETARY OF STATE

W Rickett Esq  
Private Secretary  
10 Downing Street  
London SW1

3 February 1982

*Dear Willie*

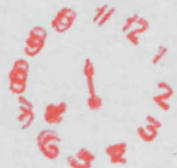
You copied to Imogen Wilde your letter of 29 January 1982 to John Halliday inviting Ministers, Permanent Secretaries and examining officers taking part in this year's Resource Control Reviews and the Review of Running Costs to the presentation and reception at 10 Downing Street on Wednesday 24 February. The Secretary of State will be able to attend on 24 February, and will be accompanied by Sir James Hamilton, and Miss A M J Benham.

*Yours ever*

*Cathy Roberts*

MISS C M ROBERTS  
Private Secretary

17 FEB 1962





4 SG

Treasury Chambers, Parliament Street, SW1P 3AG

Willie Rickett Esq  
Private Secretary  
10 Downing Street  
Whitehall

3 February 1982

*Dear Willie,*

CONTROL OF STAFF AND NON-STAFF RUNNING COSTS

Thank you for sending me a copy of your letter of 29 January to John Halliday.

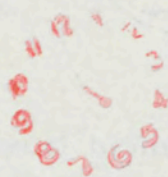
Sir Anthony Rawlinson and Mr R W L Wilding will accompany the Chief Secretary to the presentation at No.10 on Wednesday 24 February.

*Yours ever  
Terry Mathews*

T F MATHEWS

Private Secretary

- 3 FEB 1982



CONTROL



*Candace* From: THE PRIVATE SECRETARY

cf/ Pl what time and show to me when they have all arrived. Pl ensure that they do so by 19/2 at the latest.

Wh  
3/2



HOME OFFICE  
QUEEN ANNE'S GATE LONDON SW1H 9AT

2 February 1982

*WASA*

*Dear Willie*

CONTROL OF STAFF AND NON-STAFF RUNNING COSTS

Your letter of 29 January asked who would be attending the presentation and reception at 10, Downing Street on Wednesday, 24 February.

The Home Office is involved in a resource control review relating to prison manpower and the leading examining officer responsible for this review is Michael Butcher, an Assistant Secretary. He will therefore be attending, in addition to the Home Secretary and Sir Brian Cubbon. We are not involved this year in the reviews of non-staff running costs.

*Yours ever*  
*C J Walters*

C J WALTERS

Willie Rickett, Esq.



3 FEB 1955



FILE

Clive Whitmore RM

cc: FCO

HMT (x4)

J/M

MoD

DOT

DES

D/N

10 DOWNING STREET

DOE

MPO (x2)

SO

Co (x2)

From the Private Secretary

29 January, 1982

Control of Staff and Non-Staff Running Costs

Clive Whitmore's Dear Private Secretary letter of 15 December 1981 on the Efficiency Strategy for 1982 indicated that there would be a presentation at 10 Downing Street on Wednesday, 24 February (5.00 pm - 6.30 pm) for Ministers, Permanent Secretaries and examining officers taking part in this year's Resource Control Reviews and the Review of Running Costs, followed at 6.30 pm by a reception.

The purpose of this letter is to invite the Home Secretary and the other Ministers taking part in these reviews to attend the presentation, for which formal invitations will be issued shortly, together with their Permanent Secretaries and examining officers; and to explain the nature and aim of the presentation.

The purpose of the presentation is to help Ministers and their departments in their reviews of their systems for controlling staff and other costs by offering an opportunity to hear about the experience of one department (the Department of the Environment) and to discuss the progress made and the issues which arise in this area.

The presentation will be chaired by the Prime Minister. The Chief Secretary has been invited to set the scene with a brief comment on relevant Treasury policies for financial management. The Secretary of State for the Environment and some of his officials will then outline the methods they have introduced to control staff and non-staff running costs, this being one example of the various approaches in use across Whitehall. The presentation itself will take about forty-five minutes, after which there will be time for questions and answers and for general discussion.

The presentation will end at about 6.30 pm, and the Prime Minister hopes that all those attending it will stay on for a short reception.

/I should

DJG

I should be grateful if you and the Private Secretaries to whom I am copying this letter would let me know by Friday, 12 February the names of those who will be attending. Given the pressure on space, representation from each department will have to be limited to the Minister, the Permanent Secretary and the leading examining officer responsible for each Resource Control or Running Costs review.

I am sending copies of this letter to Brian Fall (FCO), John Kerr, Terry Mathews, Adrian Carter and Jeremy Colman (HM Treasury), David Omand (Ministry of Defence), Imogen Wilde (Department of Education and Science), David Edmonds (Department of the Environment), Muir Russell (Scottish Office), Barnaby Shaw (Department of Employment), John Rhodes (Department of Trade), Julian West (Department of Energy), Jim Buckley and Eleanor Goodison (MPO) and David Wright and Clive Priestley (Cabinet Office).

W. F. S. RICKETT

J F Halliday, Esq  
Home Office

Mr WHITMORE

ML  
22:

Car Service

CONTROL OF STAFF AND NON-STAFF DEPARTMENTAL RUNNING COSTS:  
PRESENTATION AND RECEPTION ON 24 FEBRUARY

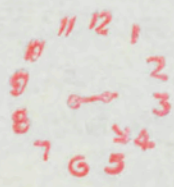
Thank you for your minute of 19 January.

2. I have seen Mr Edmonds's letter to you of today's date.
3. It is highly likely that the CST will accept the Prime Minister's invitation to speak briefly at the start of the presentation and I shall be seeing Treasury and DOE officials shortly to ensure that the messages to be delivered dovetail.
4. The draft letter to Mr Halliday is not quite right in two respects:
  - (1) MOD is undertaking two Resource Control Reviews - of RAF support and the Meteorological Office, for which the examining officers are Air Marshal Sir Alan Davies and Mr John Miles respectively. DOT is taking part in both the Resource Control and the Running Costs Reviews. We should like these four officers to be present. If you agree, the last sentence of the penultimate paragraph might read:

"Given the pressure on space, representation from each department should be limited to the Minister, the Permanent Secretary and the leading examining officer responsible for each Resource Control or Running Costs Review."
  - (2) Transport is not taking part and Mr Mayer's name should be deleted.
5. I assume that Mr Rickett will now be responsible for the arrangements at your end, but we will of course do all we can to help. In particular, we shall prepare a brief for the Prime Minister in due course.

*CP*  
C PRIESTLEY  
22 January 1982

12 2 JAN 1982



CONFIDENTIAL





MCS K/S/G

2 MARSHAM STREET  
LONDON SW1P 3EB

My ref:

Your ref:

12 January 1982

To answer reply from you.

MW  
221

Dear Clive,

CONTROL OF STAFF AND NON-STAFF DEPARTMENTAL RUNNING COSTS

Thank you for your letter of 19 January about a presentation at No 10 on 24 February on the methods introduced in the DOE to control staff and non-staff running costs.

The Secretary of State would be very pleased to give such a presentation, together with the Permanent Secretary and senior officials of the Department. Mr Joubert will be included.

We have no comments on the draft invitation.

I am copying this to Terry Mathews and Clive Priestly.

Yours,  
D A Edmonds

D A EDMONDS  
Private Secretary

officials are: -

- |              |                   |
|--------------|-------------------|
| Mr. Rusley   | Mr. Ennals        |
| Mr. Harrop.  | Mr. Chipperfield. |
| Mr. Edmunds. | Mr. Routh.        |
| Mr. Joubert. | Ms. McDonald.     |
| Mr. Alfred.  | Miss. Booth.      |

S. Goodchild  
informed.

6/1/82

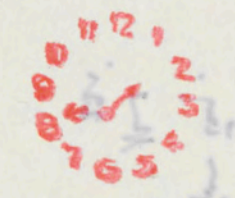
Clive Whitmore Esq  
No 10

1000

COMMUNICATIONS

COMMUNICATIONS  
UNITED STATES DEPARTMENT OF COMMERCE  
WASHINGTON, D.C. 20540

22 JAN 1982



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File AH  
ces by  
CO

10 DOWNING STREET

From the Principal Private Secretary

19 January 1982

Dear David,

CONTROL OF STAFF AND NON-STAFF DEPARTMENTAL RUNNING COSTS

As you know, the Prime Minister has decided to follow up the presentation your Secretary of State and his officials gave her on 11 November 1981. The purpose of this letter is accordingly to invite your Secretary of State on her behalf to make a similar presentation to other Ministers and their officials here at No 10 on the evening of Wednesday 24 February. (Clive Priestley has already been in touch with George Moseley about this, and the event was foreshadowed in my Dear Private Secretary letter of 15 December 1981 about this year's scrutiny programme).

The arrangements proposed are as follows:

- i) The presentation will begin at 5.00 pm in the large dining room; should allow time for questions and discussion; and will end at 6.30 pm.
- ii) The presentation will be chaired by the Prime Minister and if the Chief Secretary wishes to use it, will include an opportunity for him to speak early and briefly about relevant Treasury policies for financial management.
- iii) The presentation is for the Ministers, Permanent Secretaries and examining officers taking part in this year's Government-wide reviews of self-contained executive operations ("resource control" reviews) and of the control of running costs. Sir Derek Rayner and the central teams for the two reviews will also be present.
- iv) The purpose of the presentation as noted in the Prime Minister's letter to your Secretary of State of 13 November 1981, is to help departments along the road towards a proper financial information and cost control system. The Prime Minister hopes that the MINIS and Joubert systems for controlling staff and non-staff running costs can be applied more widely in Whitehall, but since they cannot be imposed on departments, she believes that departments should be encouraged to come forward with their own proposals

AH



for improvement. The invitation to your Secretary of State is accordingly to stimulate discussion by explaining his own approach, in relation to staff numbers as well as other expenditures.

- v) At 6.30 pm those attending the presentation will move to the Pillared Room for a short reception.

I should be glad to have your confirmation that your Secretary of State can undertake the presentation. Clive Priestley, who is dealing with the staff work, is already in touch with your Department about the detailed arrangements, including the structure of the presentation. The Prime Minister would be grateful if Mr Joubert could be included in your Secretary of State's party.

I enclose a copy of a letter to Terry Mathews (Treasury) which is self-explanatory. I also enclose a draft of the letter which I propose to send to Departments about the presentation; this should issue fairly soon now, and I should therefore be glad to know by 25 January at the latest whether you have any comments on it.

I am copying this letter to Terry Mathews (Treasury) and Clive Priestley (Cabinet Office).

*Yours ever,*

*Alvin White.*

D A Edmonds Esq.,  
Department of the Environment.



File AH

ces DOE  
CO

10 DOWNING STREET

From the Principal Private Secretary

19 January 1982

Dear Terry,

CONTROL OF STAFF AND NON-STAFF RUNNING COSTS

I enclose a copy of a letter to David Edmonds (DOE) which I think you will find self-explanatory.

The Prime Minister wonders whether the Chief Secretary would like to lead off the presentation on 24 February with a short scene-setting piece of, say, five minutes. The purpose of this might be to set the contribution from the Department of the Environment in the larger setting of the Government's policies for financial management more generally. In the time available such an introduction by the Chief Secretary would have to be cast in broad terms and would not need to go into detail.

Clive Priestley in Sir Derek Rayner's office is doing the staff work on the presentation, and if there is any further information you need before the Chief Secretary decides how to respond to the suggestion in the previous paragraph, he will gladly give it. I should be grateful to know by 25 January what the Chief Secretary would like to do. It would be helpful if you could let me have at the same time any comments you have on the draft letter to John Halliday.

I am copying this letter to David Edmonds and Clive Priestley.

Yours ever,

Clive Whinman.

T F Mathews Esq.,  
H M Treasury.

AH



File AH  
cc CO  
MPO

10 DOWNING STREET

*From the Principal Private Secretary*

MR PRIESTLEY

CONTROL OF STAFF AND NON-STAFF DEPARTMENTAL RUNNING  
COSTS : PRESENTATION AND RECEPTION ON 24 FEBRUARY

Thank you for your minute of 11 January 1982 about the presentation on staff and non-staff departmental running costs to be given by the DOE on 24 February.

We discussed the question of who should chair the presentation, and I have now been able to consult the Prime Minister. She thinks that she should take the chair herself, and my letters to Mr Edmonds and Mr Mathews (copies attached) accordingly reflect her decision.

She also agrees that the Chief Secretary should be given the opportunity of saying a few words at the start of the presentation to put the DOE's contribution into the context of the Treasury's general policies on financial management.

When you came round yesterday with the people from the DOE who are handling the presentation, we agreed that we should think in terms of an audience of about sixty. Allowing for the DOE's own contingent and representation from the Cabinet Office, MPO and Treasury, as suggested in paragraph 7(3) and (4) of your minute, this means that each of the participating departments can be allowed no more than three places.

I envisage the reception being confined to those attending the presentation.

I am copying this minute to Sir Robert Armstrong and Mr Cassels (without attachments).

JAW.

19 January 1982

AH

DRAFT LETTER FROM THE PRIME MINISTER'S (PRINCIPAL) PRIVATE  
SECRETARY TO THE PRIVATE SECRETARY TO THE HOME SECRETARY

---

CONTROL OF STAFF AND NON-STAFF RUNNING COSTS

*Clive Whitmore's*

My Dear Private Secretary letter of 15 December 1981 on the Efficiency Strategy for 1982 indicated that there would be a presentation at 10 Downing Street on Wednesday 24 February (5.00 pm-6.30 pm) for Ministers, Permanent Secretaries and examining officers taking part in this year's Resource Control Reviews and the Review of Running Costs, followed at 6.30 pm by a reception.

The purpose of this letter is to invite the Home Secretary and the other Ministers taking part in these reviews to attend the presentation, for which formal invitations will be issued shortly, together with their Permanent Secretaries and examining officers; and to explain the nature and aim of the presentation.

The purpose of the presentation is to help Ministers and their departments in their reviews of their systems for controlling staff and other costs by offering an opportunity to hear about the experience of one department (the Department of the Environment) and to discuss the progress made and the issues which arise in this area.

The presentation will be chaired by the Prime Minister. The Chief Secretary has been invited to set the scene with a brief comment on relevant Treasury policies for financial management. The Secretary of State for the Environment and some of his officials will then outline the methods they have

introduced to control staff and non-staff running costs, this being one example of the various approaches in use across Whitehall. The presentation itself will take about forty-five minutes, after which there will be time for questions and answers and for general discussion.

The presentation will end at about 6.30 pm, and the Prime Minister hopes that all those attending it will stay on for a short reception.

I should be grateful if you and the Private Secretaries to whom I am copying this letter would let me know by 12 February the names of those who will be attending. Given the pressure on space, representation from each department <sup>will have to be limited to</sup> ~~[should be no]~~ more than three, namely the Minister, the Permanent Secretary and the leading examining officer responsible for <sup>each</sup> ~~[the Review of]~~ Resource Control or of Running Costs <sup>review.</sup>

I am sending copies of this letter to Brian Fall (FCO), John Kerr, Terry Mathews, Adrian Carter and Jeremy Colman (Treasury), David Omand (MOD), Imogen Wilde (DES), David Edmonds (DOE), Muir Russell (SO), Barnaby Shaw (DE) John Rhodes (DOT), Julian West (DEn), ~~[Anthony Mayer (DTp)]~~, Jim Buckley and Eleanor Goodison (MPO), David Wright and Clive Priestley (CO).

WKM

MR WHITMORE



RUNNING COSTS: PRESENTATION ON 24 FEBRUARY

I promised some amendments to the draft letters I supplied last week - here they are, in the form of ms changes to the drafts before you. The changes assume that the PM would chair the presentation.

2. I will tee up the arrangements with DOE and the Treasury (if they want to play in this match - not certain by any means) and with Mr Rickett on his return from leave. I will also supply a brief in due course.

*SP*

C PRIESTLEY  
18 January 1982

Encs: As indicated

J Buckley Esq  
Private Secretary to the  
Chancellor of the Duchy of Lancaster

*This letter falls if  
the Prime Minister  
chooses the presentation.*

CONTROL OF STAFF AND NON-STAFF RUNNING COSTS

The Prime Minister has asked me to write on her behalf to invite the Chancellor of the Duchy to take the chair at the intended presentation to be held here on Wednesday 24 February (5.00 pm - 6.30 pm). The Prime Minister herself would afterwards receive the Ministers and officials taking part in and attending the presentation (6.30 pm - 7.30 pm).

2. The purpose and nature of the presentation are outlined in the enclosed copy letter to David Edmonds (DOE). In brief, Mr Heseltine and some of his officials would repeat the presentation they gave the Prime Minister on 11 November last, the audience on this occasion consisting of the Ministers, Permanent Secretaries and examining officers contributing to this year's Reviews of Resource Control and Running Costs.

3. Mrs Thatcher would be grateful if Lady Young would agree to preside, introducing the Chief Secretary (if he wishes to take part, see the enclosed copy letter to Terry Matthews); the Secretary of State for the Environment, who will then introduce his officials; and general discussion afterwards. It would be helpful if I might have an answer by [22] January.

4. I also enclose a draft letter to John Halliday (Home Office), which invites Ministers and their officials to the presentation and reception. Please let me know whether you have any comments on the draft.

5. I am copying this to David Edmonds (DOE), Terry Matthews (HM Treasury), David Wright (CO), Eleanor Goodison (MPO) and Clive Priestley (CO), who is responsible for the staff work for the presentation.

W F S Rickett

Encs: Copy letters to Messrs Edmonds and Matthews  
(DOE and HM Treasury)  
Draft letter to Mr Halliday (HO)



T F Matthews Esq  
Private Secretary to the  
Chief Secretary to the Treasury

*Typed*

CONTROL OF STAFF AND NON-STAFF RUNNING COSTS

*27*

I enclose <sup>copy</sup> ~~copy~~ letters to David Edmonds (DOE) ~~and Jim Buckley (MPO) which, together with the draft letter to John Halliday (HO),~~ I think you will find self-explanatory.

*The Prime Minister wants*

2. ~~The purpose of this letter is to ask whether the Chief Secretary would like to lead off the presentation on 24 February with a short scene-setting piece of, say, five minutes. The purpose of this might be to set the contribution from the Department of the Environment in the larger setting of the Government's policies for financial management more generally.~~

*In the time available the Chief Secy can't do more than set out the broad terms and could not need to go into detail.*  
~~I would see it as reasonably precise as to policies and their aims, but not needing to be at all technical.~~

3. The view here is that if the opportunity fits well with developments on the financial management front, the Chief Secretary might find it helpful to take it, but that if it does not the Chief Secretary need not feel bound to do so.

4.3. Clive Priestley in Sir Derek Rayner's office is doing the staff work on the presentation and, ~~unless you are able to give an answer at once, perhaps the best course would be for him to discuss this with you and DOE, so that a view can be taken in the light of what is intended by DOE. If so, will you please contact him direct? Either way, I should be grateful to know the outcome by [22] January together with~~

*27 25<sup>th</sup>*

*What the Chief Secy would like to do. It would be helpful if you could let me have at the same time*

any comments you ~~might~~ have on the draft letter to John Halliday.

87  
A I am copying this <sup>with</sup> to David Edmonds, ~~Jim Buckley~~ and Clive Priestley.

*C.A. Whitmore*

W F S Rickett

9  
Encs: Copy letters to Messrs Edmonds ~~and Buckley~~  
Draft letter to Mr Halliday, Home Office

D A Edmonds Esq  
Private Secretary to the  
Secretary of State for the Environment

*typed*

CONTROL OF STAFF AND NON-STAFF DEPARTMENTAL RUNNING COSTS

As you know, the Prime Minister has decided to follow up the presentation your Secretary of State and his officials gave her on 11 November<sup>1981</sup>. The purpose of this letter is accordingly to invite your Secretary of State on her behalf to make a similar presentation to other Ministers and their officials here<sup>W No 10</sup> on the evening of Wednesday 24 February. (Clive Priestley has already been in touch with George Moseley about this, and the event was foreshadowed in ~~Clive Whitmore's~~<sup>my son</sup> letter to private Secretaries<sup>W</sup> of 15 December<sup>1981</sup> about this year's scrutiny programme.)

2. The arrangements proposed are as follows:

(1) The presentation ~~should~~<sup>will</sup> begin at 5 pm in the large dining room; should allow time for questions and discussion; and ~~end~~<sup>will</sup> at 6.30 pm.

(2) The presentation ~~would~~<sup>will</sup> be chaired by ~~[the Chancellor of the Duchy of Lancaster]~~ on behalf of the Prime Minister and, if the Chief Secretary wishes to use it, ~~may~~<sup>will</sup> include a slot for him to speak briefly about relevant Treasury policies *for financial management.*

*27  
27  
9*

*L early and*

*L*

(3) The presentation is for the Ministers, Permanent Secretaries and examining officers taking part in this year's Government-wide reviews of self-contained executive operations ("resource control" reviews) and of the control of running costs. Sir Derek Rayner, ~~Mr Cassels~~ and the central teams for the two reviews will also be present.

*Q [M. C. will be present as Perm. Sec. of a participating Dept.]*

(4) The purpose of the presentation as noted in the Prime Minister's letter to your Secretary of State of 13 November<sup>1951</sup> is to help departments along the road towards a proper financial information and cost control system. ~~That explains the choice of location.~~ ~~As you know,~~ The Prime Minister hopes that the MINIS and Joubert systems for controlling staff and non-staff running costs can be applied more widely in Whitehall, but <sup>since</sup> ~~as~~ they cannot be imposed on departments, <sup>the Government</sup> ~~the better approach is to encourage~~ <sup>should be encouraged</sup> departments to come forward with their own proposals for improvement. The invitation to your Secretary of State is accordingly to stimulate discussion by explaining his own approach, in relation to staff numbers as well as other expenditures.

*the Prime Minister,*

(5)

At 6.30 pm, <sup>those attending the presentation will</sup> ~~Ministers and officials~~ move to the Pillared Room, where the Prime Minister will receive them. ~~The reception will last about an hour, until 7.30 pm.~~ <sup>which</sup>

*for a hour*

3. I should be glad to have your confirmation that your Secretary of State can undertake the presentation.

*CL is already*

Clive Priestley, who is dealing with the staff work, ~~will be~~

*Department*

in touch with you ~~separately~~ about the detailed arrangements,

*CL*

including the structure of the presentation, ~~but I should say~~

*CL*

~~now that~~ The Prime Minister would be grateful if Mr Joubert

*CL*

could play some part in it <sup>could be</sup> ~~and~~ *included in your Secretary of State's party.*

*CL*

4. I enclose <sup>a copy</sup> ~~copies~~ of letter to Terry Matthews (Treasury)

*CL*

and Jim Buckley (MPO) which <sup>is</sup> ~~are~~ self-explanatory. I also

enclose a draft of the letter which I propose to send to

Departments about the presentation; this should issue fairly

soon now, <sup>and</sup> ~~so~~ I should <sup>be glad to know by</sup> ~~be glad to know by~~ <sup>27 25</sup> ~~25~~ January at the

latest whether you have any comments on it.

*CL*

5. I am copying this <sup>with</sup> ~~to~~ Terry Matthews <sup>(Treasury) and</sup> ~~Jim Buckley,~~ Clive Priestley (Cabinet Office), ~~and Eleanor Goodison (MPO).~~

*CL*

*C.A. Whitmore*

W.F.S. Rickett

Encs: Copy letters <sup>Mr.</sup> ~~to Messrs~~ Matthews and Buckley  
Draft letter to Departments

Draft

J F Halliday Esq  
Private Secretary to the  
Secretary of State for the Home Department

*typed as draft*

CONTROL OF STAFF AND NON-STAFF RUNNING COSTS

*My New (with) meeting*

1981

~~Clive Whitmore's~~ letter of 15 December ~~to Private Secretaries~~ on the Efficiency Strategy for 1982 indicated that there would be a presentation at 10 Downing Street on Wednesday 24 February (5.00 pm - 6 30 pm) for Ministers, Permanent Secretaries and examining officers taking part in this year's Resource Control Reviews and the Review of Running Costs, followed <sup>at 6.30 pm -</sup> by a reception ~~given by the Prime Minister~~ <sup>from 6.30 pm - 7.30 pm</sup> (6.30 pm - 7.30 pm).

07

2. The purpose of this letter is to invite the Home Secretary and the other Ministers taking part in these reviews to attend the presentation, for which formal invitations will be issued shortly, together with their Permanent Secretaries and examining officers; and to explain the nature and aim of the presentation.

3. The presentation will be held in the large dining room <sup>under the chairmanship of</sup> and will be chaired on the Prime Minister's behalf by ~~[the Chancellor of the Duchy of Lancaster]~~.

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4.3. The <sup>purpose</sup> aim of the presentation is to help Ministers and their departments in their reviews of their systems for controlling staff and other costs by offering an opportunity to hear <sup>about</sup> of the experience of one department (the Department of <sup>the progress made</sup> the Environment) and to discuss the <sup>and then</sup> issues which arise in this area.

The presentation will be chaired by the Prime Minister.

4  
8. The Chief Secretary has been invited to set the scene with a brief comment on relevant Treasury policies. <sup>to be financial management.</sup> The Secretary of State for the Environment and some of his officials will then outline the methods <sup>they have introduced</sup> used by them to control staff and non-staff running costs, this being one example of the various approaches in use across Whitehall. <sup>The presentation will</sup> ~~These observations~~ will take about 45 minutes, after which there will be time for questions ~~to~~ and answers ~~from the Department~~ and for general discussion.

5. The presentation ~~will start at about 6.30 pm, and the Prime Minister will be present.~~ <sup>will start at about 6.30 pm, and the Prime Minister will be present.</sup> ~~All those attending it will have to arrive at the Pillared Room at 6.30 pm.~~ <sup>have but all those attending it will stay on for a short reception</sup>

6. ~~At 6.30 pm, Ministers and officials would move to the Pillared Room, where the Prime Minister will receive them.~~

7. I should be grateful if you, and the Private Secretaries to whom I am copying this <sup>with</sup> (list below), would kindly let me know by <sup>12 February</sup> ~~29 January~~ the names of those who will be attending. Given the pressure on space, <sup>from</sup> I suggest that the representation of each department should be no more than three, namely the Minister, the Permanent Secretary and the leading examining officer responsible for the Review of Resource Control or <sup>of</sup> Running Costs - ~~as the case may be.~~

8.7 <sup>I am sending you a list of those who will be attending the presentation.</sup> Copies go to ~~those listed below~~ <sup>those listed below</sup>.

C. A. Whitmore  
W. F. S. Rickett

Circulation *Brown Fall*

~~G G H Walden Esq, FCO~~ *John* *Walden* *3*  
~~J O Kerr Esq, T F Matthews Esq, A A Carter Esq, and J G Colman Esq,~~ *John*  
HM Treasury

*Walden*  
*Miss I. Wilde*

~~D Omand Esq, MOD~~

~~P A Shaw, DES?~~

~~D A Edmonds Esq, DOE~~

~~R Dykes Esq, DE~~

~~J N Rees Esq, DOT~~ *John Charles?*

~~J D West Esq, DEN~~

~~R A J Mayer Esq DTP~~ ?

~~J Buckley Esq and Miss E Goodison, MPO~~

~~D J Wright Esq and G Priestley Esq, CO~~

*Miss*  
~~A. M. Russell Esq, SO~~ *1/1*





10 DOWNING STREET

Clive

On reflection, I would be grateful if you could glance at this Priestley stuff.

Apart from the COL point, I have my doubts about the constant references to CEP handling all the staff work. For a PM function in 10 Downing St? ....

MAP