

David Barclay Esq



With

the Compliments of

Sir Clive Whitmore KCB CVO

Permanent Under-Secretary of State

MINISTRY OF DEFENCE
SW1A 2HB

RESTRICTED
MANAGEMENT-IN-CONFIDENCE



RESTRICTED
MANAGEMENT-IN-CONFIDENCE
MINISTRY OF DEFENCE

MAIN BUILDING WHITEHALL LONDON SW1A 2HB
2193

Telephone 01-218..... (Direct Dialling)

01-218 9000 (Switchboard)

PERMANENT UNDER-SECRETARY OF STATE
SIR CLIVE WHITMORE KCB CVO

PUS/84/28
3/5

Brus
16/1

13 January 1984

Dear Robert,

PSA RESTRUCTURING

Thank you for sending me a copy of your letter of 9 January to Monty Alfred.

I believe Chris France has already been in touch with Mrs Flanagan offering himself as the MOD point of contact for this study. This is simply to confirm that he will act in that capacity.

I am sending copies of this letter to the recipients of yours.

Yours sincerely,

Clive

Sir Robert Armstrong GCB CVO
Cabinet Office
Whitehall
London

RESTRICTED
MANAGEMENT-IN-CONFIDENCE
RESTRICTED
MANAGEMENT-IN-CONFIDENCE

D M Barclay Esq



CABINET OFFICE

With the compliments of
Sir Robert Armstrong GCB CVO
Secretary of the Cabinet
and Head of the
Home Civil Service

70 Whitehall, London SW1A 2AS

Telephone 01-233 8319



nbpm
for PSA re-structuring file

JMB

9/.

70 WHITEHALL, LONDON SW1A 2AS

01-233 8319

From the Secretary of the Cabinet and Head of the Home Civil Service

Sir Robert Armstrong GCB CVO

Ref. A084/79

9 January 1984

We discussed on 6 January my proposals for giving effect to the remit laid upon me at the Prime Minister's meeting on 19 December on PSA restructuring.

I have asked Mrs E C Flanagan (Cabinet Office Machinery of Government Division) to take the lead in the preparation of a draft report in fulfilment of the remit. There will clearly need to be a major input from the PSA itself, from the Treasury and from the Efficiency Unit. You agreed that Mrs Flanagan should look to Mike Hawtin from the PSA; Alan Bailey has agreed that she should look to Bill Hopkinson from the Treasury; and Robin Ibbs has agreed that she should look to Christopher Joubert from the Efficiency Unit. These people will be Mrs Flanagan's points of contact for the purpose of preparing the draft report, and will constitute with her a group for that purpose. Each will need to be supported as appropriate within his own organisation. You said that, particularly when the group began to consider possible structural changes, Hawtin might wish to look to one of the consultants for support. That will be up to Hawtin, of course; but he will be the member of Mrs Flanagan's group. I have not proposed to have anybody from the Ministry of Defence on the group; but of course the Ministry of Defence has a major interest, and I have asked Mrs Flanagan to keep the Ministry of Defence informed as the draft report progresses, so that there can be an input into the work from the Ministry of Defence. I should be grateful if Clive Whitmore would let me know to whom Mrs Flanagan should look for this purpose.

You explained to me the need to deal with this draft report with great urgency, if we were to minimise the risk of abortive work on restructuring inside the PSA. I have asked Mrs Flanagan to do her very best to complete the draft report in time to submit it to me (with copies to other Permanent

/Secretaries

A Montague Alfred Esq

Secretaries concerned) on 27 January. I would envisage myself holding a meeting in the week beginning 30 January, with a view to submitting the report to the Prime Minister and her colleagues by the end of that week and with a view to a meeting of Ministers in the week beginning Monday 6 February.

I am sending copies of this letter to Alan Bailey, Clive Whitmore, Robin Ibbs and David Barclay.

ROBERT ARMSTRONG