

CAJAGZ



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*From the Private Secretary*

18 July 1986

Thank you for your letter of 17 July, about the possibility of the Prime Minister referring to the current Civil Service reforms at Cabinet.

I should have thought it would be better to timetable this for a Cabinet shortly after the end of the Recess, rather than at the beginning. Unless I hear from you to the contrary, I will therefore bring this forward at the appropriate time, and check with you at that stage that the speaking notes do not need amending.

I am copying this letter to Kate Jenkins (Efficiency Unit), Jill Rutter (Chief Secretary's Office), Murdo Maclean (Chief Whip's Office), Joan MacNaughton (Lord President's Office) and to Michael Stark (Cabinet Office).

MARK ADDISON

Paul Thomas, Esq.,  
Management and Personnel Office

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Cabinet Office

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NEA

Summary the first  
Cabinet after the  
 recess, not the last  
one before is the time  
to raise this

NL 1  
18.7

17 July 1986

Dear Mark,

We spoke recently about your letter to me of 5 June concerning the possibility of the Prime Minister referring to the current Civil Service reforms at Cabinet. I mentioned to you that after discussing the matter further with Treasury we were having serious doubts about the original idea that Cabinet's PES meeting might provide a suitable opportunity for this.

My Minister suggests instead that the Prime Minister should raise the matter (though not as an agenda item) at a subsequent Cabinet meeting. I have spoken to Michael Stark about this and he suggested that the meeting on 31 July might provide a suitable opportunity. To this end I enclose a speaking note which the Prime Minister might use.

I am copying this letter and attachment to Kate Jenkins (Efficiency Unit). Jill Rutter (Chief Secretary's Office), Murdo Maclean (Chief Whip's Office), Joan MacNaughton (Lord President's Office) and to Michael Stark (Cabinet Office).

Yours,  
Paul

PAUL THOMAS  
Private Secretary

cc: [initials]

1. My Wicks - free.  
2. We still need 15 cards  
learn to me.

112 CF by 28/7

cut-flap

## CIVIL SERVICE REFORMS

### SPEAKING NOTE FOR THE PRIME MINISTER

1. We have now spent 7 years working for a better Civil Service. Experience has taught me that without constant encouragement and positive suggestions people use all the right words but achieve too little.

2. Much of this has to be done by leadership within the Civil Service. Senior officials in your departments are committed to making the Civil Service an even better organisation, and a better place to work. But they need your and your junior Ministers' direction and backing.

Five suggestions for you and your junior Ministers:

i. Let everyone know you are determined to push forwards the long-term reforms in the way both money and people are managed. What you say and do counts. It will make a real difference to what your officials do. For example, the recent MDR of budgeting: satisfy yourself that your department is tackling the follow-up positively, not just going through the motions;

ii. insist that any proposals put forward by your department say what will be achieved, when, and how you will be able to measure the results. It is not easy. But managers will find targets and measures of output for your programmes and running costs if you show they are important.

iii. challenge any claims that we have made all the improvements we can and cannot do more. Of course we have achieved much. Our record speaks for itself. But scrutinies and reviews of purchasing, contracting-out, construction projects and so on keep finding ways to do even better.

iv. Remember that resources for your new policies cannot be conjured up overnight. You will need to give a clear steer on the reappraisal of priorities and action to reduce effort on less essential work; and you should give as much advance notice as possible.

v. Let people know when they have done well. Tell them, if they are getting more money or manpower, to do more good work. And why they have less if your priorities are elsewhere.

3. I have had informal seminars with some of you to discuss these changes. I shall be having more in the future. But our management responsibility for the Civil Service is not something we can just turn to every few months. It has to run from our discussions about the big policy issues right through to local office managers. I look to you, together with your junior Ministers, to keep up the momentum.



MINISTERS - PM's meetings with  
Junior Ministers - June '79  
(to be X'd)