

FROM:

THE RT. HON. LORD HAILSHAM OF ST. MARYLEBONE, C.H., F.R.S., D.C.L.



CONFIDENTIAL

HOUSE OF LORDS,
SW1A 0PW

For E from

12/1

Prime Minister

Top Salaries Review Body

1. I understand that you are to see Lord Plowden next Thursday to discuss the TSRB's approach to its forthcoming review. At the lunch you gave on 7th November for the members of the Review Body, you said that you would like to consider asking the Review Body to look at judges' pay separately from its review of other top public salaries and at a different time of year; we also touched on this, without conclusion, when we discussed the Review Bodies at E Committee before Christmas (E(80)44th). I see some advantage in the suggestion, and your meeting with Lord Plowden might perhaps provide an opportunity to explore the question further.
2. The level of pay settlements will clearly continue to be a major difficulty for some years to come; and if our policies are to be successful the constraints in the public sector will have to be tight. I could not argue for the judiciary to be totally exempted from these pressures: but I am concerned that there is a real danger that the quality of our judges will fall unless we can offer sufficient incentive to attract the most able from the Bar. Although I have no detailed evidence on the level of Bar earnings, I should be surprised if the sort of people we need to recruit are not managing at least to hold their incomes steady in real terms, as there is no slackening in demand for their services. Appointment to the Bench carries with it rewards which make up for some loss of income: but unless the salary is kept at broadly its present level in real terms there is a danger that the status of the office will decline and people will turn down offers of appointment, which in itself will tend to diminish further the status of the Bench. I have, very recently, had experience of this happening at the level of the High Court.
3. These are considerations which apply hardly, if at all, to the other main groups covered by the Review Body. Neither Mandarins nor Brass Hats are recruited from outside in middle life, so that the level of their earnings relative to that of their peers is far less crucial - and any comparison must in any event be much less direct than between the judiciary and the Bar. We are not shackled by a pay policy, and I do not think that we should be too shy of recognising that the paramount need to maintain the quality of the judiciary may require us to give greater increases than elsewhere, especially as there should be no important repercussions. But this is far more difficult while the judiciary's pay is dealt with by the Review Body in a report which covers other public servants; and I therefore welcome your idea of asking the Review Body to consider the possibility of dealing with them separately in future.

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4. I am sending copies of this minute to Geoffrey Howe, Christopher Soames and John Nott, and to Sir Robert Armstrong.

H. of S^r M.

12th January, 1981



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Copied to :
Nat Health; Doctors +
Dentist Pay Review
Defence; Armed
Forces Pay Review
Body

PRIME MINISTER

Letters to Chairmen of Pay Review Bodies
(E(81) 4 - and the Lord Chancellor's minute
to you of 12th January)

BACKGROUND

It was agreed at the meeting on 16th December (E(80) 44th Meeting, Item 1) that the Government should adopt a three-pronged approach to try to persuade the Pay Review Bodies to produce more acceptable findings this year. This would involve meetings with the individual chairmen, to be followed up by letters, and also the submission of written Government evidence on the economic situation. The Committee was particularly anxious to have an opportunity to discuss the texts of the letters against the possibility of their publication. Drafts for the letters to the three different Review Bodies are attached to the paper. They may of course need some amendment before despatch to take account of the course of discussion at the meetings with the Chairmen.

2. You have decided to meet the Chairmen yourself at separate meetings, and to be accompanied by the Chancellor of the Exchequer on each occasion, together with the relevant Departmental Minister. The first meeting with Lord Plowden for the Top Salaries Review Body is on the 15th, and the others follow on about the 20th-21st January.

3. In this operation there is a difficult path to be trodden between saying enough to influence the bodies towards more moderate recommendations, while not appearing to question their independence of view. When you had lunch with the TSRB before Christmas, there were signs of a fairly robust approach on their part, and it will be important that the tone of the letter to them does not cause them to adopt a hard-line position. The DDRB and the AFPRB are also touchy and need careful handling.

4. The letters assume that the Government will wish to ask the TSRB and the DDRB to help in allocating a fixed sum of money, based on an average increase of about 6 per cent (or whatever other cash limit is adopted by E).



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This follows up a suggestion from your previous meeting with the TSRB, when they offered to allocate a fixed sum, if their original recommendation proved unacceptable. You may have to work harder to get the DDRB to undertake a similar task, though the remuneration package is complex and the help of the Review Body in deciding upon distribution would be of great value.

5. The AFPRB is to be asked, in fulfilment of the Government's commitment, to recommend up-to-date military salaries based on the levels of appropriate outside earnings - but to be mindful of the importance of not widening the transition to cover levels of inflation and of the relative job security enjoyed by members of the Armed Forces.

6. You may also want to use this meeting to obtain the Committee's view on whether they are prepared to see the Judiciary exempt from the pay cash limit constraint in the interest of maintaining quality (see the Lord Chancellor's minute to you of 12th January). This need not necessarily involve asking for a separate report on them - at any rate this time round - but it would be helpful if you could forewarn Lord Plowden of the Government's intention. It is a matter of choice whether any such decision needs to be referred to in your present letter; but I think that it would probably be better to deal with it separately.

HANDLING

7. You might ask the Chancellor of the Exchequer who will be involved in all the meetings, to introduce the draft letters, and then hear comments from colleagues, starting with the Departmental Ministers principally involved, the Lord President, the Secretary of State for Defence and the Secretary of State for Social Services.

CONCLUSION

8. You will want to seek approval to the general approach to be adopted in the letter with detailed drafting left for consideration with the Ministers primarily concerned - or in the Sub-Committee on Public Service Pay (E(PSP)) - when the meetings have taken place. You will also want to record a specific conclusion in favour of publication of the letters at some suitable time (with tactical handling reserved for you). You may also wish to record a conclusion on the pay of the Judiciary.


(Robert Armstrong)

Covering CONFIDENTIAL



Prime Minister

Treasury Chambers, Parliament Street, SW1P 3AG

01-233 3000

① E decided that you should discuss the draft letter with Lord Plowden: Robert Armstrong will give us a report tomorrow. We should wait until you have seen 14 January 1981 all 3 chairmen before deciding whether to publish. We can't publish one, and not the other.

② I suggest you ask Lord Plowden if we will take on the chairmanship for 2 years (see Page 4)

cc Mr Vickers

T.P. Lankester, Esq.,
Private Secretary,
10, Downing Street

Dear Tim,

..... I am enclosing a copy of the brief which has been prepared by the Treasury for the Prime Minister's meeting tomorrow with Lord Plowden of the Top Salaries Review Body.

I am sending copies of this, and the attached brief, to the private secretaries to the Lord President, the Defence Secretary, the Secretary of State for Social Services and Sir Robert Armstrong.

Yours ever,

Richard Tolkien

R.I. TOLKIEN

③ The Chancellor and Lord President will attend. Mr Vickers would also like to. Content?

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BRIEF FOR PRIME MINISTER'S MEETING WITH LORD PLOWDEN

1. This meeting is held at your invitation following discussion at E(80)44th meeting (Item 1) on the Pay Review Bodies. The points you may wish to get across are that you hope that the TSRB will

- a) continue to take account of all relevant factors in reaching its recommendations, and not simply 'comparability';
- b) in particular, take account of economic and financial factors, and what is currently happening to pay in the rest of the economy;
- c) avoid, therefore, starting from the basis of its full recommendations last year (which the Government declined to implement), adding percentages to that;
- d) give advice specifically on the distribution of an increase in line with the general pay factor for cash limits.

→ 2. You are still considering whether to request the TSRB to give special consideration to the pay of the judiciary; if that were to be done, and the senior members of the armed forces were given special treatment, the TSRB would be largely confined to the Civil Service, now that Nationalised Industries Board Members are also excluded.

3. Attached at Annex A is a draft of the letter you might send to the Chairman following the meeting (this may of course need to be modified in the light of the meeting). Also relevant is the record of your recent lunch with the TSRB (Annex B) and the letter of 21 November from Lord Boyle and Lord Plowden (Annex C).

Factors directly related to pay

4. Although the broad principle of comparability has formed a major input to the work of the TSRB in the past, it is 'not committed to any simple doctrine of comparability for these groups' (letter of 21 November). Thus the TSRB has recognised the need to take account of job security, labour supply and demand, efficiency, and job satisfaction and attractiveness, as well as the historical fact that senior public servants are less well paid than those occupying posts of similar responsibility

in the private sector (see for example paragraphs 18-34 of TSRB Report No 6).

But two questions arise:

- a) is the TSRB giving too much weight to comparability? There is a need for a decline - and a continuing one - in pay settlements. Comparability, which is backward-looking, is a major obstacle to this, and will maintain expectations of high pay settlements for the future.
- b) is the TSRB giving sufficient weight to the other factors? Job security is particularly relevant in current circumstances, given high unemployment and widespread plant closures and redundancies in the private sector. You might like to give Lord Plowden the table at Annex D which shows, for example, that of 1.4 million redundancy payments between 1975 and 1979, only 7800 went to Government employees (including the NHS), and 11600 to others in public administration. These two together account for less than 1.5% of the redundancy payments but well over 10% of total employment. More recently, the unemployment figures show a similar picture. The August 1980 figures, classified by last recorded job, show an unemployment rate of 3.0% for central and local government, compared with 6.7% for the private sector. Finally, redundancies in the private sector are not confined to manual grades or non-manual grades up to lower managerial level. They have affected the equivalents of the top salaries group as well (see for example the press cutting at Annex E). Where major workforce slimming has taken place (eg BL, BSC,) management has not been exempt.

Economic and financial factors

5. The letter of 21 November argues that the TSRB "would not consider it as part of our function .. to take account [of economic evidence] by recommending levels of remuneration lower than we judged to be 'right'". This is a narrow reading of the terms of reference of the TSRB, which are 'to advise the Prime Minister on the remuneration of the higher judiciary; senior civil servants; senior officers of the armed forces; and other groups which may be referred to it'. The width of these terms of reference implies that the TSRB ought to take account of all relevant factors including economic and financial ones, in reaching its recommendations. The Government does of course have the option of rejecting the Review Body's recommendations where there are 'clear and compelling reasons' for doing so. This was done last year. But it was hardly the intention that the Government should be faced every year with having to reject the TSRB's recommendations because it had failed to take account of economic and financial circumstances.

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6. The main points you may wish to make are:

a) financial pressures on employers in the public and private sectors are severe. Excessive pay increases anywhere in the economy will lead to otherwise avoidable losses of jobs. This is why average pay settlement levels are already something like half those which prevailed up to August - and the pattern is a declining one. The latest DEm figures show that the average level of private sector settlements had fallen again to $10\frac{1}{2}\%$ in mid-December (compared with $11\frac{1}{2}\%$ in November and 13% in October). Most of the settlements recorded so far were in manufacturing industry, where the average level was just above 10% . This is not far from the CBI's Pay Databank (of medium sized manufacturing companies) which showed an average of 10.6% in December. These figures need to be used with care, because they are still a long way from $6\frac{7}{8}\%$.

b) public services pay settlements should be at levels the taxpayer can afford, because of their direct impact on public expenditure, and because of their effect on expectations elsewhere. The public expenditure point is strengthened by the impact of the recession in forcing up the PSBR, one factor in the current overspending.

c) to ensure that the burden of economic adjustment does not fall on the private sector alone, public borrowing and expenditure must be held back. Cash limits are a key part of the mechanism, and considerations such as comparability have to take second place - hence the decision to suspend pay research for the non-industrial Civil Service. No groups can be insulated from the current difficulties which limit the ability of employers to finance increases. This applies as much to the groups covered by the TSRB as to any others. Although they are numerically small, they are a group which is very much in the public eye.

The basic of assessment of remuneration levels in the next report

7. It seems likely that the next TSRB report will amount to a 'catching-up' exercise. This for two reasons. First the TSRB is likely to take as its starting point their full recommendations last year, rather than the reduced increases of about 12% before anything is added for the current year. Second, the TSRB is likely to base this year's increase on changes that have taken place

the whole period since 1 April 1980, rather than on current settlement levels. You may therefore wish to argue that the TSRB recommendations should take account of what is currently happening on pay in the economy, rather than on what has happened in the past (see paragraph 4 above).

Distribution of 6%

8. The letter of 21 November indicates that if the Government were to seek advice on the appropriate distribution of a limited increase, the TSRB would be ready to provide it. This would be in the context of, and apparently subsequent to, the Government's declining to implement the TSRB new recommendations. It would however be easier for the Government to have such advice firmly embodied in the report rather than having to ask for it later, even though this might not be to the exclusion of what the TSRB would otherwise recommend. You may therefore wish to ask them now to provide it, though the reaction cannot be predicted. The precise overall percentage increase for distribution depends on Ministers' decisions on the pay factor for other public service groups (which is to be discussed at E Committee on 14 January).

The Judiciary

9. At your lunch with the TSRB (see Annex B), you said that you would like to consider asking the TSRB to look separately at judges' pay. This was mentioned in discussion at E(80)44th meeting, but no decision was reached. You may therefore wish to say that you are still considering this, and will write separately to the TSRB about it. Meanwhile it would be of value to have Lord Plowden's view as to whether it would be practicable for him to deal with the judiciary separately from other groups and his opinion on the merits or otherwise of doing so.

OLD DRAFT

We had a most helpful discussion on 15 January about the Review Body's current study, under its standing terms of reference, of the remuneration of the top salaries^{group}. I think it would be right for me to record the Government's position; [and, in view of the public interest in the matter, I am arranging for this letter to be published].

The Government's overriding economic priority is to reduce inflation. To that end, it is determined to secure a progressive reduction in monetary growth and to pursue firm fiscal policies consistent with that course. It is of cardinal importance that the trend of wages and salaries should not lag in response to the prospect of lower monetary growth and lower inflation - the consequence of a delayed or inadequate downward change in the rate of pay increases is that employers can no longer afford to maintain previous levels of employment and unemployment mounts, as we have recently been seeing.

These considerations limit what the country can afford to pay by way of pay increases to those in the public services. It would be wrong for those in the public services to be treated in a way which would make the transition to lower levels of inflation in the private sector more difficult. This applies to the pay of the top salaries group no less than to that of others. When many workers in the private sector have to accept modest pay increases, or are even losing their jobs, it is right that pay increases for people in the public services should also be restrained.

The Government therefore asks the Review Body to take full account of these considerations in framing its eventual recommendations. In particular, it looks to the Review Body for advice in the light of its publicly declared policy on cash limits for the financial year 1981-82. It would assist the Government in reaching its conclusions to have advice on the appropriate distribution of a hypothetical sum which would derive from average increases not exceeding 6% across the group as a whole.

FILED 11 NOV 1980

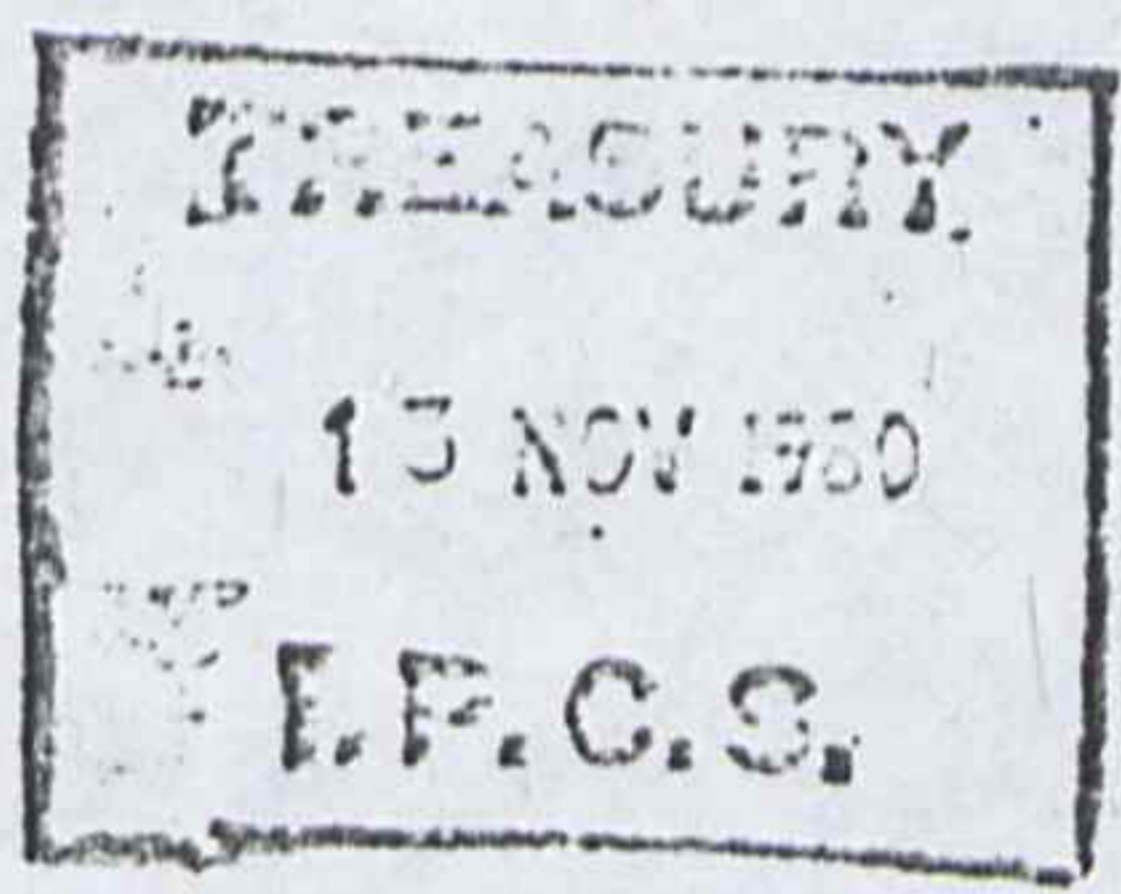
Annex B
12/106

REQUER
REC 10 NOV 1980
ACTION: MRS HEATON
COP: CST FST
T: SIR D. WASS MR RYRIE
From the Private Secretary
MR MIDDLETEN
MR DIXON
MR UMAN
MR P. RAYNER
MR RIDLEY



10 DOWNING STREET

10 November 1980



Dear Tim,

As you know, the Prime Minister gave a lunch last Friday for the members of the Top Salaries Review Body. Lord Boyle was unable to be present. The Lord President and the Lord Chancellor also attended the lunch.

The following are some points which came up in discussion.

The Prime Minister explained why the Government had been unable to implement the TSRB's recommendations on public servants' and MPs' pay earlier this year. Despite this, it was the Government's intention that the Review Body should continue in being. But the Government would wish to put in evidence to them so that in future reports they could take into account the total economic context. She intended to write to Lord Boyle setting out the Government's views on the future of the TSRB when she and her colleagues had been able to consider the position further.

In response, Lord Plowden said that the TSRB was not capable of making an overall economic assessment. All that they could do was to compare the pay of the review groups with suitable analogues outside and to make recommendations accordingly - though taking into account supply and demand factors as well where possible. They could look at the "impact of the outside" on the particular groups, but not at the impact that proposed salaries might have on the rest of the economy. Sir Harold Atcherley added that the Review Bodies would lose their credibility if they began to take into account political and general economic considerations. They could certainly spell out some of the wider considerations which the Government might have to take into account in reaching a decision on their recommendations; but they could not base their recommendations on these considerations. Lord Soames pointed out that, insofar as the Government was committed to honour the recommendations of the Armed Forces Review Body, this was a dangerous prescription. It simply would not do for the AFRB to ignore the wider economic factors, and in putting evidence to the AFRB, the Government would hope to ensure that this did not happen. Lord Plowden said that he and his colleagues on the TSRB would be writing

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to the Prime Minister setting out their own views on how the TSRB should operate; when Ministers had considered their views, he hoped that the Government's position on how the Review Body should in future operate would be made public.

There was also some discussion of the particular issue of judges' pay. Mr. Leggatt said that the Lord Chief Justice, in giving evidence to the TSRB, had expressed concern about the recruitment of new judges, rather than about the adequacy of pay for existing judges. The Lord Chancellor said that, although there were some benefits from being on the Bench which could not be readily measured, the pay problem was beginning to cause recruitment difficulties. The Prime Minister said that she would like to consider asking the TSRB to look at judges' pay separately from their review of other top public servants and at a different time of year. It was absolutely crucial to maintain the quality of the judiciary, and it might be possible to achieve more adequate remuneration if the decision on it did not have to be taken alongside all the other groups.

Other points were:

- (i) Sir Harold Atcherley said that all the Review Bodies felt that the Government Actuary underestimated the value of the index-linked pension;
- (ii) Lord Hirschfield referred to the problem of what should be the starting base for the TSRB's recommendations for 1981. His own view was that they should start from the pay levels which the Government had implemented in 1980, but others on the Review Body felt that the recommended pay levels for 1980 should provide the starting point.

I am sending copies of this letter to Michael Collon (Lord Chancellor's Office), John Wiggins (HM Treasury), Brian Norbury (Ministry of Defence), Don Brereton (Department of Health and Social Security) and David Wright (Cabinet Office).

Jim Buckley

Jim Buckley

Jim Buckley, Esq.,
Lord President's Office.

RESTRICTED



OFFICE OF MANPOWER ECONOMICS

22 KINGSWAY
LONDON WC2B 6JY

Annex C

Telephone 01-405 5944

R22/11

CONFIDENTIAL

The Rt Hon Margaret Thatcher MP
10 Downing Street
London SW 1

21 November 1980

Dear Prime Minister

My colleagues on the Top Salaries Review Body have told me about your discussion with them following the lunch on 7 November 1980, which I am very sorry not to have been able to attend; and it may be helpful if together with Edwin Plowden who is taking the chair when I am absent, I attempt to clarify our understanding of the Review Body's position in the light of the points you have raised; particularly as to the bearing on our work of economic priorities as defined by the Government.

Our role as we see it is essentially to indicate what we consider to be appropriate levels of remuneration for the groups within our remit, having regard to such factors as the need to attract and retain individuals of suitable calibre, relevant pay comparisons, though I should add that we are not and never have been committed to any simple doctrine of comparability for these groups, and differentials within a given pay structure. In exercising this role it is crucial that we act, and are seen to act, as an independent body; it is not for us, as I am sure you would agree, to attempt to act as arbiters on matters which lie within the economic or political domain.

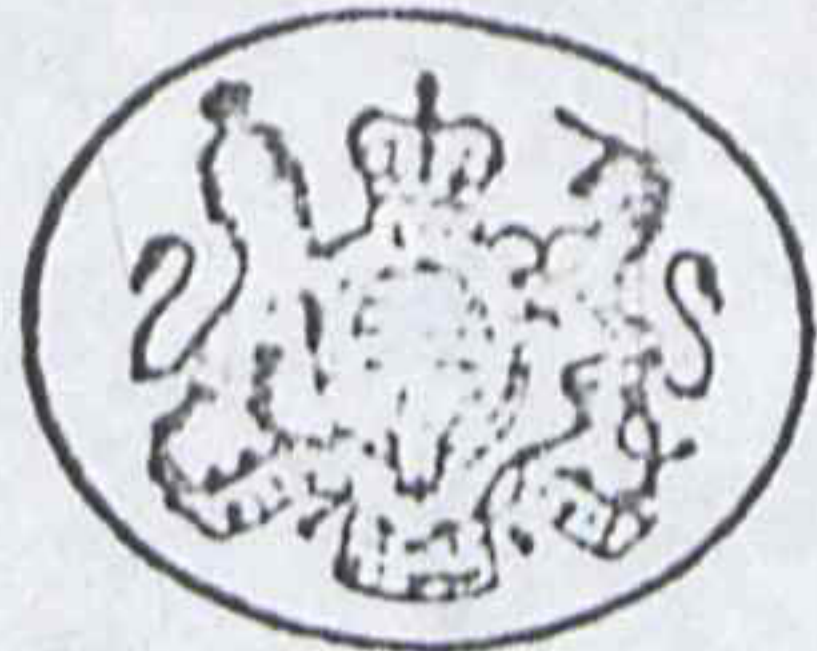
The Government of course in putting evidence to us may wish to draw attention to economic considerations which it regards as important, and if it so desires may inform the Review Body that it would not find it feasible to implement total increases beyond a certain limit. In that event we should naturally refer to such evidence in our report, but we would not regard it as part of our function to comment on its merits or to take it into account by recommending levels of remuneration lower than we judged to be 'right'.

Once we have reported, the Government will have to decide what shall be done; and we recognise that the Government might take the view that the exceptional economic circumstances justified it in modifying or setting aside our findings. Such an outcome would not in itself be inconsistent either with our independence or with our ability in the long run to continue to do a useful job; our independence would on the other hand be gravely undermined were we to become involved in questions of general policy, or of what can finally be afforded, which must rest with the Government itself.

I think it only right to say, however, that in view of the Government's decision to reduce substantially the amounts we judged to be appropriate under our criteria as from 1 April 1980, it seems inevitable that the results of our present review, although it will be some time before we are able to quantify them, will point to increases of a significant order in the salaries which were actually implemented.

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Nonetheless, if the Government decided after receiving our report that it could not allow such increases to be implemented because of overriding economic circumstances, but wished to seek our advice on how the limited amount available could best be distributed to maintain sensible salary structures, we would be ready to provide assistance in that respect.

We are very grateful to you for saying that you will issue a further public statement about the Review Body's position. It was of course only last July that you gave an answer to a written Parliamentary Question, which we welcomed, making it clear that the Government wished the Review Body to continue; but given the way events have moved on since then, a fresh statement in some form is clearly desirable to avoid the growth of speculation; as you will have seen, some rather misleading comments have already appeared in the press. Insofar as the statement might seek to define the Review Body's position in the changed conditions which now exist, we would much appreciate an opportunity to comment on it in draft.

Yours sincerely

Boyle of Handsworth

BOYLE OF HANDSWORTH, CHAIRMAN
REVIEW BODY ON TOP SALARIES

Plowden

PLOWDEN

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Extract from Financial Weekly. Jan 9. 1981

Top people join jobless queue

By John Rawlings, Labour Correspondent

UNEMPLOYMENT, bidding to hit the 2.5m mark by March and, according to most non-Government predictions, 3m next year, is not just affecting the well-known hard pressed industries like textiles, cars and steel.

It is striking industries (or more properly professions) which were normally thought to be as safe as the Bank of England.

Some revealing statistics appear in the latest issue of the Department of Employment's monthly gazette.

Headlong dash

The professions of judges, barristers, and solicitors, for example, saw a 105 per cent rise in unemployment in their ranks between June and September last year. *The Gazette's* latest figures show that 801 are now seeking jobs.

Unemployment among accountants in the same period rose by 64.7 per cent - from 1,925 in June to 3,171 by September.

And, so-called growth industries are not escaping the headlong dash into unemployment.

The percentage rise in systems analysts and computer programmers looking for jobs was 118.9. In June, 1,807 were out of work, by September 3,956 were in the dole queues.

In the group covering professional and related supporting management and administration, unemployment rose by 67.4 per cent from 15,447 to 25,865. This group does not cover general management where, during the June to September period, the number out of work rose from 1,539 to

1,705 - a rise of ten per cent.

But the rise was steeper among professionals in education, welfare and health, where the increase in unemployment was 41.4 per cent, rising from 27,692 to 39,160. Within this group the percentage rise in unemployment among doctors was 37.6 per cent and among dentists 21.7 per cent.

Office workers have also been badly affected. Unemployed receptionists have gone up by a third and personal secretaries, shorthand writers and shorthand typists out of work have shot up by 45 per cent. There are now 12,881 looking for jobs.

The "entertainment" trade is not unaffected. Unemployment among publicans has risen by 24.5 per cent - by September 959 publicans were looking for work.

The stage - traditionally a profession with a high rate of people "resting" - has seen its out of work members go up by 23 per cent - 7,312 actors, musicians, entertainers and stage managers were unemployed by September last year.

Some 3,183 journalists were out of work by last September - a percentage rise of 82 per cent on the June figure.

Livings eroded

The religious professions, designated by the ministry as "Clergy, minister of religion", are finding their livings eroded. The percentage rise here is 38 per cent - with 65 clergymen seeking parishes in September.

One group whose unemployment will not soften the hearts of the average person is traffic wardens - a group where there was widely understood to be a great shortage. There were 29 out of work in September!

MR. LANKESTER

CF

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You asked me to set up three meetings.
They are as follows:-

1. Lord Plowden, etc.

1700: 15 January

2. Sir Robert Clark, etc.

1600: 20 January

3. Sir Harold Atcherley, etc.

1030: 21 January

EP

31 December, 1980.

(Cabinet Office + David Moore
informed 31/12/80 6.10 p.m.)

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E = HO
FCO
HMT
D/I
D/M
MAFF
D/T
D/N
Chief Secretary

Ecan Pd. JD

10 DOWNING STREET

From the Private Secretary

30 December, 1980.

BF for Mtg.

Pay Review Bodies

At the meeting of E Committee on 16 December, it was decided that Ministers should call in the Review Body Chairmen to brief them on the Government's views on how they should conduct their forthcoming salary reviews. The question of which Ministers should see them was left open.

The Prime Minister has now decided that she will see them each separately accompanied by the Lord President in the case of the Top Salaries Review Body, the Defence Secretary in the case of the Armed Forces Review Body, and the Social Secretary in the case of the Doctors and Dentists Review Body. The Prime Minister will also probably wish the Chancellor of the Exchequer to be present at each of the meetings. In the case of TSRB, the Prime Minister will see Lord Plowden - who is standing in for Lord Boyle at present.

u We will arrange the meetings on the basis set out above, and I understand that the Treasury will be coordinating the briefing.

I am sending copies of this letter to the Private Secretaries to Members of E Committee, Brian Norbury (Ministry of Defence), Robin Birch (Chancellor of the Duchy of Lancaster's Office), Michael Collon (Lord Chancellor's Office), Don Brereton (Department of Health and Social Security), Richard Prescott (Paymaster General's Office) and David Wright (Cabinet Office).

T. P. LANKESTER

*Awarped for 15.11.81
1500 hrs*

Jim Buckley, Esq.,
Lord President's Office.

CONFIDENTIAL

MISS STEPHENS

Could you please fix up the following meetings:-

15.1.80.

17.00-18.00.

3/4 ✓

(1) Prime Minister to see Lord Plowden with Lord Soames and Sir Geoffrey Howe to discuss the Top Salaries Review Body. That meeting to be ~~on 7 January~~ ^{as soon as the 14 Jan as} if at all possible. ✓

21.1.80

10.30-11.30.

3/4 ✓

Nonpower Economics
(2) Prime Minister to see Sir Harold Atcherley with Francis Pym and Geoffrey Howe to discuss the Armed Forces Review Body. ✓

20.1.80

16.00.

3/4 ✓

Nonpower Economics - Hill Samuel.
(3) Prime Minister to see Sir Robert Clark (Chairman of the Doctors and Dentists Review Body) with *Patrick* ~~Peter~~ Jenkin and Geoffrey Howe. ✓

The second and third meeting should be in the third week of January if possible. One hour for each meeting please.

R

30 December, 1980