Prime Minister It seems to me that sor R. Armstrong's druft is all right but that it might be improved by Ref. A09463 incorporating the formula at X) FERB below which, as I indestandit, capturer exactly what you have in mind. Shall Ver. MR BUTLER I suggest that he incorporates this in the Item 6 of the Cabinet minutes of 29th July 1982 read as follows: dw/t? THE PRIME MINISTER asked every Minister in charge of a Department to arrange for the preparation of a report on a "forward look" at the Department's programmes for the next five years. The reports should be sent to her, to reach her not later than Friday 24th December 1982. My Permanent Secretary colleagues tell me that they (or some of them) have sought guidance from their Ministers on this, but without any very positive result, beyond a suggestion that they should apply to the Secretary of the Cabinet. 3. My understanding of this request was that it would provide each Minister with material drawn from the ideas and experience of his Department on the basis of which he could consider what plans and proposals to suggest as an input into the Government's political thinking about its programmes for the next Parliament; its being collected in 10 Downing Street, would help the Prime Minister to formulate a positive and coherent strategy for a second form of office. Would the Prime Minister be content for me to write to my Permanent Secretary colleagues as in the draft attached? Control of the said for the said of the sa 13th September 1982

DAFF LETTER FROM SIR ROBERT ARMSTRONG TO SIR DOUGLAS WASS, GCB

CO Permanent Secretaries in charge of Departments

At abinet

Sir Robert Armstrong

At the meeting of the Cabinet on 29th July the Prime Minister asked each every Minister in charge of a Department to arrange for the preparation of a report on a "forward look" at the Department's programmes for the next five years; reports to be sent to her, to reach her not later than Friday 24th December 1982.

It may help & colleagues if I set is what I had in mind in making this regnest. My hope was that this exercise would The Prime Minister felt, and the Cabinet agreed, that the Government provide each Minister with material drewn from the ideas and experience had reached a stage in its life when Ministers should not only be considering of his Department on which he would consider what plans and the commitments to be fulfilled and the major decisions likely to be proposals to suggest as an input into our collective thinking required during the rest of this Parliament, but should also be able to pations our programmes for the hext Parliament a positive and see those commitments and decisions in the context of a longer-term look. coherent strategy for the next Parliament. With this in mind into the future. It was now desirable to look forward at the major I envisaged that the reports should cover :elements in Departmental intentions for the next Parliament, on the assumption that the Government was returned to power at the next General Election: this should include:

- what major commitments with which the Government entered office in 1979 will still remain to be met in the next Parliament;
- what major new proposals are in mind to carry forward in the next

 Parliament initiatives and reforms started in this Parliament (for instance, privatisation proposals);

not only about
the commitments
to be fulfilled
and major
decision likely
to be required
during the net
of this Parliament
but also

- what major new iniatives are in contemplation, of a kind which would require significant legislation or structural change, whether in pursuance of the Government's major political objectives or in order to adapt to changing economic and social circumstances.

In each case it would be helpful that the "forward look" should indicate possible timings, and should also indicate expenditure and manpower implications, so far as those can now be foreseen.

The Prime Minister expects each Departmental Minister to be responsible

the
for the shape and contents of his report, and it will be for Each Minister

will work

Lto decide, in consultation with his Ministerial colleagues and the

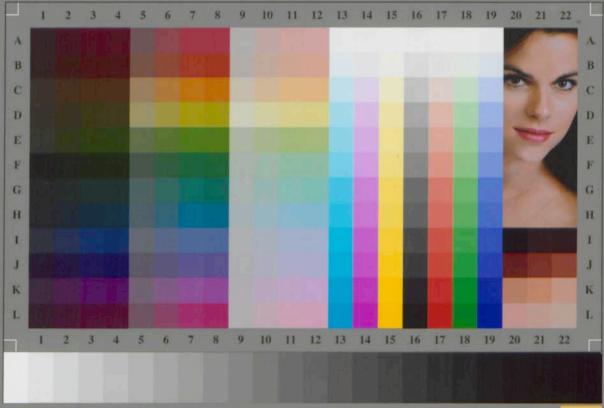
Department; but I should be grateful if each of my colleagues to to lake a close personal interest in the shape and contents of the eventual upot.

I am sending copies of this letter to all Permanent Secretary Heads

of Departments.

Cabinet and Sir Foto Robert Armstroup.





1T8.7/2-1993 2007:03 Q-60R2 Target for
KODAK
FTP://FTP.KODAK.COM/GASTDS/Q60DATA Professional Papers