

MJ

1 March 1984

The Prime Minister was grateful to Lord Gowrie for sending her a copy of his letter of 28 February to the Home Secretary about efficiency studies of common support activities. The Prime Minister has noted this without comment.

David Barclay

Paul Cann Esq  
Management and Personnel Office.

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nbpm  
DmB  
26/3

MINISTRY OF DEFENCE WHITEHALL LONDON SW1A 2HB

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26th March 1984

EFFICIENCY STUDIES OF COMMON ACTIVITIES

PE 14

Thank you for sending me a copy of your letter of 28th February to Leon Brittan about Efficiency Studies of Common Activities.

I welcome your work on common activities and the "Management Guidelines" which have been produced as a result. My people will be ready to work with yours as they have done in the past. As to the specific areas you raise in relation to the MOD:

- a. On reprographics, the MOD has been carrying out a range of reprographic studies since 1980/81. These have resulted in an increase in the ranges of work subjected to competitive tender and will continue through 1984/85.
  
- b. I take it that the reference to accommodation utilisation relates to office accommodation on which I understand the Efficiency Unit are also canvassing a proposal for a multi-departmental review. I have already set in hand an audit of MOD London accommodation arising out of my MINIS discussions. My staff have discussed with yours our existing procedures for the management of accommodation services, and MPO representatives have been invited to join, or observe, our teams conducting the accommodation audit.



c. On workshops and stores, there is a great deal of work already in hand. In the Research and Development Establishments this area was comprehensively covered in the Miles and Evans Reports and it is a question now of implementing their proposals and delivering the resulting savings. We are just completing a study of the Procurement Executive Stores Depot at Aston Down. I have asked Peter Levene to take a particular interest in our approach to stockholding generally. We are also taking a close look at the extent to which more repair work of all kinds can be contracted out or subjected to competition.

Obviously the extent of the effort we put into the above areas has to be looked at as part of our defence efficiency programme as a whole on which we are in close touch with Robin Ibbs. But I see no difficulty in this.

I am copying this letter to the Prime Minister, and to Sir Robin Ibbs and Sir Robert Armstrong.

A handwritten signature in cursive script, appearing to read 'Gos' followed by a flourish, and a larger signature below it.

Michael Heseltine

Gov MACH: Rayner: PL 15.

226 MAR 1984

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# CABINET OFFICE

*From the Minister of State*

Lord Gowrie

MANAGEMENT AND PERSONNEL OFFICE

Great George Street

London SW1P 3AL

Telephone 01-233 8610

22 March 1984

The Rt Hon Norman Tebbit MP  
Secretary of State for Trade and Industry  
Department of Trade and Industry  
1-19 Victoria Street  
LONDON SW1H 0ET

*nbpm  
Dms  
23/3*

*with JB*

## EFFICIENCY STUDIES OF COMMON ACTIVITIES

Thank you for your encouraging letter of 12 March, I will greatly welcome your active support - and collaboration. From all I hear your attitude is well reflected by those of your officials with whom my Management and Efficiency Divisions deal, and for whose work, incidentally, they have a high regard. I will ask my officials to pursue with yours involvement in some of the studies and the best means of fostering collaboration. I look forward to seeing a positive outcome with DTI participation in a good range of the work.

You are quite right in identifying some overlap with the letter of 23 February from the Efficiency Unit on a review of accommodation. The work on accommodation which MPO has been doing suggests that the issues involved, including the many questions which arise in the FMI context, might best be addressed by a multi-department review. The replies to the separate enquiries will help us to identify departmental interests and decide how best to proceed.

Copies of this letter go to the Prime Minister and the recipients of my earlier letter.

LORD GOWRIE

23 NOV 1984

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2 MARSHAM STREET  
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01-212 3434

My ref:

Your ref:

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19 March 1984

Dear Guy,

EFFICIENCY STUDIES OF COMMON ACTIVITIES

See Pt 14

Thank you for copying to me your letter of 28 February to Leon Brittan.

I entirely support your view that efficiency work focussed on areas of support activities common to a number of departments can provide extremely worthwhile results, and we will be very pleased to co-operate with you in your future programme.

I note you have included DOE in possible studies of accommodation utilisation and management, and of workshops. On the accommodation study, I understand MPO officials have in fact already been in touch with officers with responsibilities for accommodation in DOE (Central) and DTp. I hope they found our input helpful, since this is undoubtedly a useful area of study.

You also suggest DOE might participate in a study of workshops. This was of course covered in the multi-departmental scrutiny of support services at research establishments, including Building Research Establishment. Are you now thinking in terms of the PSA? It would be helpful if we could have some more details; no doubt our officials will be in touch.

Turning now to the Crown Suppliers, you suggest that a study of stores is firmly planned and propose in addition a study of productivity schemes. I am afraid this causes us rather more problems. As you know, I have just launched the Crown Suppliers as a new style organisation. Stores management has a crucial role to play in improving standards of service to the customer, and the Suppliers are in the throes of major changes, with the advice of outside consultants. Your officials should have the details. I think that at the moment any further studies, whether of stores or productivity schemes, would be at best premature and at worst counter-productive. I would prefer to let things settle down before we attempt to review this area.

Finally you have quite correctly noted DOE/DTP's activity in implementing office technology systems, on which our officials are of course keeping in close touch.

Govt. MACH. Rayner 145

All in all I think your letter sets out a useful approach for future work; but we will obviously need to keep in touch on the details.

/ I am copying this letter to the recipients of your letter.

Your ever  
Patric

PATRICK JENKIN

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The Lord Gowrie





SCOTTISH OFFICE  
WHITEHALL, LONDON SW1A 2AU

The Earl of Gowrie  
Minister of State  
Office of Arts and Libraries  
Room 62/2  
Whitehall  
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SW1P 3AL

*nbpm*  
*DUB*  
*14/3*

13 March 1984

*Dear Comy,*

EFFICIENCY STUDIES OF COMMON ACTIVITIES *pt 14*

I am replying to your letter of 28 February to Leon Brittan and copied to myself and other Ministers invited to take part in one or other of the departmental studies which it is proposed to set up jointly with MPO in 1984/85.

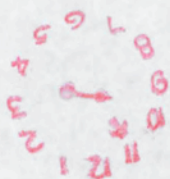
I should be very glad for the Scottish Office to take part in the Domestic Travel Study as suggested. With our particularly varied pattern of travel usage and our experience over the last five years or so of budgeting for these costs down to divisional level, we are I think a wholly appropriate department for this one. I very much hope that the study will be able to look at all forms of travel and in particular will have regard to the costs and efficiency of the use of official cars, whether from a departmental pool or supplied through the Government Car Service.

May I offer the Scottish Office in addition for the study on Implementing Office Technology Systems. In this case too we have already some experience, like most departments, of Information Technology but in addition have some distinctive requirements related both to the very considerable breadth of our departmental interests and to the physical separation of our main offices from Whitehall.

I am copying this reply to the Prime Minister and to Sir Robert Armstrong.

*Yours sincerely,*  
*George*

Sa. MATH  
Rayner PK-15



14 MAR 1984



JH 57

Secretary of State for Trade and Industry

DEPARTMENT OF TRADE AND INDUSTRY  
1-19 VICTORIA STREET  
LONDON SW1H 0ET

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12 March 1984

Lord Gowrie  
Minister of State  
Cabinet Office  
Management and Personnel Office  
Great George Street  
London SW1P 3AL

*nbpm*

*DMS  
13/3*

*Dear Govey,*

EFFICIENCY STUDIES OF COMMON ACTIVITIES

Your letter of 28 February to Leon Brittan sought the help of colleagues with a continuing programme of efficiency work.

2 I welcome your initiative and your wish for the MPO to play its full part in studies to improve efficiency. There is an important advisory role for your officials, not least in providing a Whitehall clearing house to ensure that every Department can take advantage of work done elsewhere, thereby avoiding duplication of effort with a waste of resources. It is particularly important, as both you and Robin Ibbs have emphasised, that we keep up momentum.

3 The Annex to your letter is incomplete in omitting some studies completed or continuing in my Department, for example on office technology and registries. On one of the five areas where you propose joint work, accommodation utilisation and management, there seems to be overlap with the suggestion from Efficiency Unit officials for a Rayner-type scrutiny of accommodation. On the others, I do not wish to make definitive comments in advance of exploration by my officials of the intended scope of these studies, and the extent to which they fit into my Departmental priorities in what is a very full programme of work.

4 But, these points notwithstanding, I am all in favour of active support and collaboration in pursuing our common objectives. I have asked my officials to discuss with yours how best to achieve this.

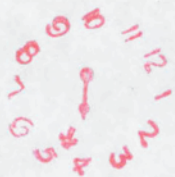
5 I am sending copies of this letter to the Prime Minister, other recipients of your letter, to Sir Robin Ibbs and Sir Robert Armstrong.

*Norman Tebbit*

NORMAN TEBBIT

British Council (Ordnance Survey)  
D/Environment  
Met. Police  
Customs & Excise  
ODA  
DNS  
ECGD - Secretary  
Scottish Courts Service  
MAFF  
OPCS  
D/Employment  
MOD  
Treasury  
Law Offices  
Home Office  
Crown Suppliers  
DHSS  
D/Energy  
CEHQ - MOD  
Lord Chancellor  
D/Transport  
Met Office  
Forestry Commission  
HMSO  
Inland Revenue  
Welsh Office  
Scottish Office  
MSC  
PS/Ministers  
PS/Secretaries  
Mr Cooper PEFO  
Mr Roith CES  
Mr Dougherty MSM  
Mr Russell FRM  
Mr Ledsome PM  
Mr Hewes MSM1  
Mr Doyle MSM4  
Mrs Heyhoe MSM2  
Mr Upsom MSM2  
Mr Simpson MSM

GWT MACH: Raynes . Pt 14



23 MAR 1984