

PRIME MINISTER

Value for Money

Following Sir Robin Ibbs' presentation to Members of the Cabinet about efficiency and value for money, you agreed to hold a series of smaller meetings with individual departments.

I attach a minute from the Efficiency Unit proposing that the first of the seminars, which we have arranged for 10 July, should be with the Home Office and the Department of Trade and Industry. The Home Office is recommended because it has a good record and deserves encouragement. The Department of Trade and Industry, on the other hand, seems to be making slow headway. The Efficiency Unit acknowledge that there are other departments which deserve scrutiny (eg. DES and the Department of Transport). But for various reasons they propose to take them later, if you agree.

On the question of attendance, Sir Robin Ibbs' view (which is shared by Sir Robert Armstrong) is that it would be wise to involve only the Minister in charge of the department concerned, his Permanent Secretary, and yourself, supported by Sir Robin Ibbs, Sir Robert Armstrong and Robin Butler. Treasury Ministers would no doubt like a place at the table, but the danger then is that departmental ministers would be briefed very defensively. Sir Robin Ibbs feels that it is important to separate your meetings from the expenditure and manpower bilaterals.

They would please see the Chancellor's letter at flag A

Content with the Efficiency Unit's proposals for attendance, and with their choice of the Home Office and DTI for the first meeting?

Yes

DWB

David Barclay

12 June 1984

12 JUN 1984



CONDIRETOR

SECRET





Prime Minister
 Agree to take the Home Office
 and DTI first?

cc Sir Robert Armstrong

MR BARCLAY

DNUS
 12/6

PRIME MINISTER'S VALUE FOR MONEY SEMINARS

1. I attach draft letters of invitation to the Home Secretary and the Secretary of State for Trade and Industry for the first seminar on 10 July.

2. On the basis that the session will last about an hour, Sir Robin Ibbs thinks that two is the best number to be invited - particularly as a careful pairing will engender a useful spirit of competition. We recommend the Home Office mainly because it has shown such strong signs of improvement in management matters over the past year or so; and that deserves both encouragement and emulation by others. We have also had in mind that Sir Brian Cubbon indicated he would welcome an invitation. As a companion we recommend the Department of Trade and Industry. The attachment to securing greater value for money in this Department seems much less dynamic. The 1984 MINIS-type systems have recently been completed and, so far, we have not seen striking indications of progress in the Department for 1984/85. Further, there is substantial potential for reading across into other departments any lessons about sponsorship roles.

3. Other departments might have been chosen but the Department of Trade and Industry seems the best option. For example, it would be better to wait with the Department of Education and Science until we know how well the efficiency study of the Universities is working out. The Department of Transport might be another possibility but our inclination is to take them in the second or third round when we have had a successful session under our belts. The same goes for MAFF.



4. The letters seek to set out some simple basic ground rules: notably that each Secretary of State should speak for about 15 minutes followed by 15 minutes of discussion and that they will each be present throughout; that about half the presentation should be backward looking and at least half forward looking; and, most importantly, that they are not intended as public expenditure occasions (hence the restricted attendance).

IB

IAN B BEESLEY

11 June 1984

CONQUEROR

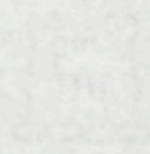


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12 JUN 1984



COMPTROLLER



DRAFT LETTER FROM MR BARCLAY

Nigel Partridge
Private Secretary
Home Secretary

GR

frms psc (2 letters)

D

136

NSCA/CO

VALUE FOR MONEY IN GOVERNMENT

Your Secretary of State will recall that, during the discussion which followed Sir Robin Ibbs' presentation to Cabinet Ministers on 10 May, the Prime Minister said that she had ^{it} in mind to hold a series of small "value for money" seminars. The intention would be for Ministers and their Permanent Secretaries to describe examples of how value for money in operations or programmes had been improved in the past year and what improvements they were planning.

The PM has decided that

I am writing now to let you know that the Prime Minister has ~~decided to have the first of these sessions at 10 am on 10 July.~~ ^{to be held at 10am on 10 July.} ~~It should~~ ^{she} ~~will cover two departments, and Mrs Thatcher would be grateful if your Secretary of State could make the first presentations.~~ ^{of the two} ~~A similar invitation is going to the Private Secretary of the Secretary of State for Trade and Industry for the second presentation.~~ ^{The PM has invited} ~~at the first as~~ ^{is being invited to make the other.}

The Prime Minister is keen to keep the sessions small, but your Secretary of State might want to be accompanied by his Permanent Secretary. The discussions are not to be seen as part of the public expenditure negotiations, ^{and} ~~apart from the Prime Minister, the only others present will be Sir Robin Ibbs, Sir Robert Armstrong and the Principal Private Secretary.~~ ^{and Robin Butler G.} ~~What the Prime Minister wants is for each Secretary of State to speak for up to 15 minutes, roughly half to display the main value for money improvements actually achieved in the past year and roughly half to explain what~~ ^{will} ~~hopes that~~

is going to be achieved. This ^{would} ~~will~~ be followed by a further 15 minutes of discussion ^{in each case.} ~~before turning to the Secretary of State for Trade and Industry to take the lead in the second half of the session.~~

I have little doubt that in discussion the Prime Minister would be particularly interested in any broader implications of what your Secretary of State plans to do which might require her support or that of colleagues.

I am sorry to be offering only one date for the session, but the Prime Minister is very keen to go ahead before the Summer recess and hopes that your Secretary of State will be able to fit in with these arrangements.

I am copying this for information to Private Secretaries of Cabinet Ministers, to the Private Secretaries of the Minister of State (Privy Council Office) and the Minister of State (Treasury) and to Sir Robin Ibbes and Sir Robert Armstrong.

I am sending copies of this letter to
Cathie MacCarthy (DPI), Richard Hatfield (Cabinet Office)
and to Sir Robin Ibbes.

DRAFT LETTER FROM MR BARCLAY

Private Secretary
S/S Trade & Industry

VALUE FOR MONEY IN GOVERNMENT

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on that day. The Home
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It should

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This would be for
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*I am sending copies of this letter
to Nigel Panton (Home Office), Richard
Hatfield (Cabinet Office) and to Sir Robin
Ibbs.*

From: THE PRIVATE SECRETARY

PA



HOME OFFICE
QUEEN ANNE'S GATE
LONDON SW1H 9AT

cc Sir Robin Ibbotson
Sir Robert Armstrong 22 June 1984

Dear David

DMB
25/6

VALUE FOR MONEY IN GOVERNMENT

Thank you for your letter of 13 June about the seminar which the Prime Minister is to hold on 10 July.

The Home Secretary will be pleased to give the first of the presentations. He will be accompanied by Sir Brian Cubbon.

I am ever,

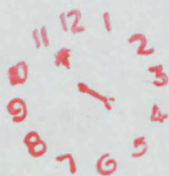
Nigel

N A PANTLING

David Barclay, Esq.

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25 JUN 1984





10 DOWNING STREET

From the Private Secretary

Mr. Beesley

Prime Minister's Value for Money Seminars

Thank you for your minute of 11 June. The Prime Minister is content with your recommendation that the Home Office and Department of Trade and Industry should be the two Departments to be taken at the first Value for Money Seminar on 10 July.

I have now written to both Departments, and copies of my letters are on their way to you separately. No doubt you will kindly be providing the Prime Minister with a full brief in due course.

DB

13 June, 1984.

NR



JEK

10 DOWNING STREET

From the Private Secretary

13 June 1984

VALUE FOR MONEY IN GOVERNMENT

Your Secretary of State will recall that, during the discussion which followed Sir Robin Ibbs' presentation to Cabinet Ministers on 10 May, the Prime Minister said that she had it in mind to hold a series of small "value for money" seminars. The intention would be for Ministers and their Permanent Secretaries to describe examples of how value for money in operations or programmes had been improved in the past year and what improvements they were planning.

The Prime Minister has decided that the first of these sessions, to be held at 10.00 am on 10 July, should cover two departments, and she would be grateful if your Secretary of State could make the second of the two presentations. The Home Secretary is being invited to make the other.

The Prime Minister is keen to keep the sessions small, but your Secretary of State might want to be accompanied by his Permanent Secretary. The discussions are not to be seen as part of the public expenditure negotiations, and apart from the Prime Minister, the only others present will be Sir Robin Ibbs, Sir Robert Armstrong and Robin Butler. The Prime Minister hopes that each Secretary of State will speak for up to 15 minutes, roughly half to display the main value for money improvements actually achieved in the past year and roughly half to explain what is going to be achieved. This would be followed by a further 15 minutes of discussion in each case.

I am sending copies of this letter to Nigel Pantling (Home Office), Richard Hatfield (Cabinet Office) and to Sir Robin Ibbs.

David Barclay

Callum McCarthy, Esq.,
Department of Trade and Industry.

AB



je ✓

10 DOWNING STREET

From the Private Secretary

13 June 1984

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I am sending copies of this letter to Callum McCarthy (Department of Trade and Industry), Richard Hatfield (Cabinet Office) and to Sir Robin Ibbs.

David Barclay

Nigel Pantling, Esq.,
Home Office.

AO



DEPARTMENT OF TRADE AND INDUSTRY
1-19 VICTORIA STREET
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TELEPHONE DIRECT LINE 01-215 5422
SWITCHBOARD 01-215 7877

PS/JF6739

Secretary of State
for Trade and Industry

25 June 1984

David Barclay Esq
Private Secretary to the
Prime Minister
10 Downing Street
LONDON
SW1

1) cc Sir Robin Hobbs
Sir Robert Armstrong
2) please p.a.

Dma
26/6

Dear David,

VALUE FOR MONEY IN GOVERNMENT

Your letter of 13 June invited my Secretary of State to a meeting on 10 July on value for money work. I confirm that he will be able to attend. He will be accompanied by Sir Brian Hayes and Sir Anthony Rawlinson.

Your ent,
A. Lansley

ANDREW D LANSLEY
Private Secretary