



10 DOWNING STREET

THE PRIME MINISTER

Personal Minute

No. M11/85

SECRETARY OF STATE FOR TRADE AND INDUSTRY

I know that you share my belief that the best way of securing value from the expenditure of taxpayers' money is to establish throughout the Civil Service the motivation and commitment of expenditure managers. Ministers in charge of Departments have a crucial role here and I am writing to you now, as you take up your new appointment with its fresh responsibilities, to stress the importance I attach to this aspect of your new task.

To this end, I am sure it would be helpful if you and your Permanent Secretary were to discuss at an early stage, with Sir Robin Ibbs, the targets and standards of performance which your Department might adopt as part of its efforts to increase value for money.

I am copying this minute to Sir Robert Armstrong and Sir Robin Ibbs.

*Margaret Thatcher*

10 September 1985

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