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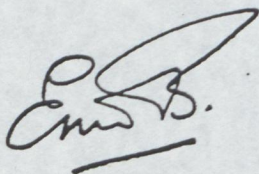
1. You will shortly be telling your Cabinet colleagues what you propose on Defence Reorganisation, and we feel it appropriate to remind you of our views - supportive as well as critical. These were forwarded to you under our four signatures on 13 June. Since then you have met us on certain points of detail, but our overall reservations and serious misgivings remain valid.

2. The Chiefs of Staff feel responsible for ensuring that any new organisation will stand up in a crisis irrespective of who occupies the highest positions at the time and this is where our greatest concern lies.

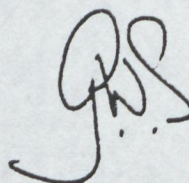
3. We believe that we can make your proposals work satisfactorily in peacetime, and that central control and allocation of resources may well be improved and certainly made easier for you to handle by the arrangements we have now agreed upon. We also accept that the Ministry of Defence is too large and fully support your determination to streamline the system wherever possible.

4. However, we cannot accept that the new proposals will provide the Government with sound professional advice in a crisis involving warlike operations. Your proposals undoubtedly aim at reducing the influence of individual Chiefs of Staff on defence policy and distancing them from the development of that policy. They will also inevitably dilute the expertise that the Chiefs of Staff can call upon, blur the lines of their responsibility for the effectiveness of their service and ultimately diminish the quality of advice available to the Government in a crisis. Thus, since we may live to regret these decisions in the event of war, we believe Cabinet Ministers should fully understand these implications and appreciate our grave concern.

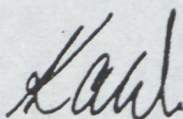
5. We request that this note should be laid before the Cabinet when they consider your White Paper.



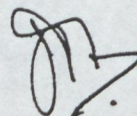
CHIEF OF THE DEFENCE STAFF



CHIEF OF THE GENERAL STAFF



CHIEF OF THE AIR STAFF



CHIEF OF THE NAVAL STAFF

29 June 1984