



*Pave Newton*

Mr. Wicks ✓

SIR ROY GRIFFITHS' ROLE AS THE GOVERNMENT'S  
SPECIAL ADVISER ON NHS MANAGEMENT

Mr. Fowler has broached this with Sir Roy, who is interested and attracted. He knows that it is in the context that Mr. Newton, Minister of State for Health, would be appointed Chairman of the NHS Management Board to resolve the confusion about the status of the Board; and that the existing Chairman's role currently occupied by Mr. Len Peach would become that of the Chief Executive (and Accounting Officer).

2. Sir Roy's role would be that of Special Adviser on NHS Management, appointed by the Secretary of State for Social Services, and accountable to him; located with the Secretary of State at AFH; but available to the other Secretaries of State with health responsibilities (Scotland, Wales and Northern Ireland) where the NHS Management's Board writ does not run.

3. It is envisaged that Sir Roy would continue to have a role at Sainsburys; and this means the Special Adviser role would, therefore, be part-time and unpaid.

4. Mr. Fowler has pointedly told Sir Roy that he will be encouraged to develop his own role as Special Adviser.

5. Nevertheless to encourage Sir Roy to see positively where he might usefully make a contribution, the Prime Minister could outline the prospect as follows:

- 1) Great progress has been made in getting a better National Health Service over the past seven years - massively different now from what it was: but still more yet to do.



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2) Five key areas are those being discussed with RHA Chairmen tonight:

- a) Better services for the patient (including waiting lists);
- b) Improving management efficiency;
- c) Personnel and manpower;
- d) Capital programme and estate management;
- e) Equipment and purchasing.

3) Ministers and the Management Board have got to take a high profile on this; Sir Roy would be invited to attend meetings of the Management Board; to attend the Secretary of State's meeting with RHA Chairmen; and likewise Minister's meetings in the regions with the District Chairmen.

4) There are certain key management issues in the Hospital and Community Health Service/<sup>(HCHS)</sup> on which Ministers have got to concentrate which Sir Roy could himself investigate and report on, for example the problems of waiting list management, patient and public relations, nurse recruitment etc.

5) Similarly, there are issues of policy development in which he would be invited to participate:

- a) The Primary care review;
- b) The future of community nursing;
- c) The Review of Hospital and Community Health Service priorities - a conference with RHA Chairmen at the weekend 16/17 January;

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d) Violence to staff in the social services - a conference covering the Health Service, Personal Social Services and Social Security Services to be held before Christmas.

6. Finally, there are the big issues relating to the future financing, management and structure of the NHS - very sensitive and essential to be addressed in-house over the course of the next year.

7. Over and above all of this, there are new opportunities to be explored for example contracting out the management of NHS hospitals to the private sector, and the purchase of certain facilities from the private sector to improve patient care, again, politically very sensitive but areas on which virtually no progress has as yet been made.

8. Hazards. There is one issue on which we cannot afford obscurity. Sir Roy's role is advisory, not executive; decisions are for Ministers; and the NHSMB staff are under the line management of the Chief Executive (Mr. Peach). We will kit Sir Roy out with an office and a staff officer/private secretary in the Department.

K.R.S.

K.R. STOWE  
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*NHW*

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From the Permanent Secretary

Sir Kenneth Stowe GCB CVO

25 September.

Dear Nigel.

A note as requested.

There will be great suspicion in the Dept. and among RHA Chairmen about Roy Griffiths role; and how he intends to operate. Conspiracy and lobbying will be much in the minds of people like the Chief Medical Officer and Len Peach: not to mention the Permanent Secretary! So the last para. is crucial.  
We can make it work.

Yours ever  
Ken