



HU
Govt. Mach.

10 DOWNING STREET

From the Private Secretary

MR. CASSELLS

Thank you for your minute of 4 January, on which Sir Robert Armstrong commented in his minute of 17 January.

The Prime Minister will be glad to approve personally the programme of scrutinies and I have no doubt that she will want to take a personal interest in some of them. She decided that, following Sir Derek Rayner's departure, it would be better not to specify someone to take an interest in those scrutinies on her behalf. I enclose a copy of the letter in the form in which it has been circulated: when Departments' responses are available, no doubt you will submit the programme to the Prime Minister and recommend which scrutinies she should take an interest in. We can then consider how the Prime Minister can be kept in touch with the progress and outcome of those scrutinies.

I am copying this minute to Mary Brown, Richard Hatfield and Clive Priestley.

T. FLESHER

26 January 1983

SW



10 DOWNING STREET

From the Principal Private Secretary

26 January 1983

D/F

Dear Private Secretary

Centrally Co-ordinated Efficiency Exercises 1983:
The Scrutiny Programme

The programme of Centrally Co-ordinated Efficiency Exercises proposed in the Lord Privy Seal's minute of 26 November has been agreed by Ministers. It envisages up to 30 further departmental scrutinies and 3 multi-department reviews.

I am writing to invite proposals for the scrutiny programme. Ministers are asked to send these to the Prime Minister by 11 February and to copy them to the Lord Privy Seal and Mr. Cassels.

The target size of the scrutiny programme has again been kept small, having regard to other work in hand or in prospect. So topics should be substantial and significant in terms of the activities or policies of the department. Wherever possible they should also promote the Government's longer-term aims for improving Civil Service management. The Prime Minister will have these factors in mind when considering their suitability for inclusion in the programme.

Specific areas likely to provide strong candidates for scrutinies are:

- (1) Whether the policy processes in use provide Ministers with the right material at the right time on which to take decisions and with adequate information and methods by which to assess the cost-effectiveness of the action taken.
- (2) Large executive questions which are relatively self-contained.
- (3) Areas of work involving specialist groups (e.g. lawyers and accountants).

(4) The arrangement by which advice, information and help are provided to the public and outside bodies (e.g. the preparation and publication of advice - leaflets, articles, films, advice and information provided by visits).

(5) Administrative tribunals (e.g. appeals boards).

(6) The efficiency and value for money of selected Non-Departmental Public Bodies.

Ministers are invited to put forward at least one scrutiny. Those in charge of larger departments are invited to propose more than one. Each proposal should, as in previous years, contain brief information on:

(1) Subject: the policy, function or activity to be examined.

(2) Cost of the policy, function or activity, and the number of staff involved.

(3) Reasons for selecting the subject.

(4) Terms of Reference.

(5) Proposed starting and finishing dates.

(6) Names of examining officers, if known, and Ministerial reporting arrangements. (In selecting staff to conduct scrutinies Ministers are asked to bear in mind the importance of putting examining officers in charge who have the questioning mind and good judgement fundamental to the scrutiny technique).

Work on scrutinies should not start before proposals have been agreed by the Prime Minister. The programme should begin as early as possible in the year but there is no need for all scrutinies to start on a common date. Notes of Guidance for examining officers will be re-issued shortly and briefing for examining officers will be arranged subsequently.

I am copying this letter to the Private Secretaries of all Ministers in charge of Departments and to Sir Robert Armstrong, Sir Douglas Wass, John Sparrow and John Cassels. Ian Beesley (273 5226) in the Rayner Unit can provide further advice if it is required.

Yours sincerely,

Robin Butler

Robin Butler

PRIME MINISTER

SCRUTINY PROGRAMME

I attach a copy of a letter which I am about to send out, on the advice of the Rayner Unit, to commission this year's programme.

There is one point which I should clear with you. It concerns the second paragraph of the letter, which says that Mr. Cassels has been asked to take a close interest in some scrutinies on your behalf. On previous occasions, of course, it was Sir Derek Rayner who filled this role.

I think it would be best to ask Mr. Cassels (and in due course his successor) to pursue certain scrutinies on your behalf. This would not prejudice a different arrangement if you subsequently decided to change the location of the Rayner Unit.

Content?

F.R.B.

No - when only works when
it was Derek Rayner - and
anywhere surely Mr. Cassels
leaves us soon?

21 January 1983

mt



10 DOWNING STREET

From the Principal Private Secretary

Dear Private Secretary,

Centrally Co-ordinated Efficiency Exercises 1983:
The Scrutiny Programme

The programme of Centrally Co-ordinated Efficiency Exercises proposed in the Lord Privy Seal's minute of 26 November has been agreed by Ministers. It envisages up to 30 further departmental scrutinies and 3 multi-department reviews.

I am writing to invite proposals for the scrutiny programme. Ministers are asked to send these to the Prime Minister by ^{11 February} ~~31 January~~ and to copy them to the Lord Privy Seal and Mr. Cassels, ~~who has been asked to take a close interest in some scrutinies on the Prime Minister's behalf.~~

The target size of the scrutiny programme has again been kept small, having regard to other work in hand or in prospect. So topics should be substantial and significant in terms of the activities or policies of the department. Wherever possible they should also promote the Government's longer-term aims for improving Civil Service management. The Prime Minister will have these factors in mind when considering their suitability for inclusion in the programme.

Specific areas likely to provide strong candidates for scrutinies are:

- (1) Whether the policy processes in use provide Ministers with the right material at the right time on which to take decisions and with adequate information and methods by which to assess the cost-effectiveness of the action taken.
- (2) Large executive questions which are relatively self-contained.
- (3) Areas of work involving specialist groups (e.g. lawyers and accountants).

(4) The arrangement by which advice, information and help are provided to the public and outside bodies (e.g. the preparation and publication of advice - leaflets, articles, films, advice and information provided by visits).

(5) Administrative tribunals (e.g. appeals boards).

(6) The efficiency and value for money of selected Non-Departmental Public Bodies.

Ministers are invited to put forward at least one scrutiny. Those in charge of larger departments are invited to propose more than one. Each proposal should, as in previous years, contain brief information on:

(1) Subject: the policy, function or activity to be examined.

(2) Cost of the policy, function or activity, and the number of staff involved.

(3) Reasons for selecting the subject.

(4) Terms of Reference.

(5) Proposed starting and finishing dates.

(6) Names of examining officers, if known, and Ministerial reporting arrangements. (In selecting staff to conduct scrutinies Ministers are asked to bear in mind the importance of putting examining officers in charge who have the questioning mind and good judgement fundamental to the scrutiny technique).

Work on scrutinies should not start before proposals have been agreed by the Prime Minister. The programme should begin as early as possible in the year but there is no need for all scrutinies to start on a common date. Notes of Guidance for examining officers will be re-issued shortly and briefing for examining officers will be arranged subsequently.

I am copying this letter to the Private Secretaries of all Ministers in charge of Departments and to Sir Robert Armstrong, Sir Douglas Wass, John Sparrow and John Cassels. Ian Beesley (273 5226) in the Rayner Unit can provide further advice if it is required.

Yours sincerely,

Robin Butler

Robin

Peter

Yes I have
it in hand



Robin

10 DOWNING STREET

Efficiency Exercises 1983

Mr Beesley (Raynes Unit)
has asked if there is any
response to the min.
from Mr Cassels to Tim
of 4 Jan.

I see from the file that
you asked Sir Robert
for his comments and
he responded on 17 Jan.

As both the original
minute and the top copy
of Sir Roberts minute
are not on the file of p10

wonder if you have
this in hand.

I have told the Rayner
unit that this has
not been forgotten.

Petis

2/1/11

Ref. A083/0159

MR BUTLER


Centrally Co-ordinated Efficiency Exercises 1983
The Scrutiny Programme

I agree generally with the proposals in Mr Cassels's minute of 4 January to Mr Flesher.

2. My only reservation relates to the question who should take the place of Sir Derek Rayner in putting weight behind those scrutinies identified as being of particular interest to the Prime Minister. Though obviously the Lord Privy Seal would be well placed to influence and persuade Cabinet colleagues, much of the influence to be applied can and should be exerted at very senior official level, and there would be something to be said for reserving Ministerial fire unless and until official pressures have proved unavailing.

3. On that analysis the best course might be to designate Mr Cassels (and his successor) to take the lead in promoting "particular interest" scrutinies. I can provide reinforcement to that at official level, where necessary; and then the Lord Privy Seal can be asked to intervene on the Prime Minister's behalf when persuasion of Ministers is called for.

4. I am sending copies of this minute to Mrs Brown and Mr Cassels.



ROBERT ARMSTRONG

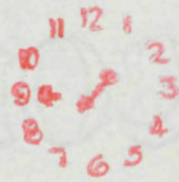
17 January 1983

Gov Mack

Rayner programme



17 JAN 1983





File AH

10 DOWNING STREET

From the Principal Private Secretary

PERSONAL

SIR ROBERT ARMSTRONG

CENTRALLY CO-ORDINATED EFFICIENCY
EXERCISES 1983 : THE SCRUTINY PROGRAMME

B/F
X/

We spoke about Mr Cassels's minute of 4 January to Mr Flesher, and agreed that I would take no action on it until you had let me have your comments.

H.R.B.

14 January 1983

AH



10 DOWNING STREET

Robin

I am sorry to trouble you with this small but important symbolic issue. The point is who should act on the PM's behalf in taking a special interest in particular scrutinies. Until his departure, it was Sir Derek Rayner. Mr Casselle proposes that it should be the Lord Privy Seal. My instructive reaction was that the PM would wish to preserve the idea of a "personal remit" and ask C. P. to do it. The papers on Sir D. Rayner's departure are opaque on this issue: has it been resolved orally?

TF.

6/1

*P1. type draft below
for my signature and
have it updated problem*

MR FLESHER

CENTRALLY CO-ORDINATED EFFICIENCY EXERCISES 1983: THE SCRUTINY PROGRAMME

1. Your letter of 29 November to Mrs Brown recorded the Prime Minister's approval for the programme of efficiency work outlined in the Lord Privy Seal's minute of 26 November. Comments from other Ministers indicate general acceptance of the programme.
2. The programme envisages 30 departmental scrutinies in 1983. We now need to invite Ministers to put forward their proposals for scrutinies.
3. The Prime Minister's personal interest in the scrutiny programme has given and continues to give it much of its impetus. In previous years, she has denoted this by making the composition of the programme subject to her approval and asking Sir Derek Rayner to take a particular interest in some scrutinies on her behalf, the final outcome of such scrutinies being subject to her approval also.
4. I hope that the Prime Minister will continue personally to approve the programme.
5. The practice of identifying "particular interest" scrutinies has worked well in encouraging departments to take a more radical view of some things than they otherwise might, and I hope that the Prime Minister will continue this also. The question arises whom the Prime Minister might ask, following Lord Rayner's withdrawal, to act on her behalf. There appear to be 3 possibilities: the Lord Privy Seal; Sir Robert Armstrong; and myself. My recommendation is that the Lord Privy Seal should be invited to do this, because she will be so well placed to influence and persuade her Cabinet colleagues in cases where this is needed. Sir Robert and I will be available to help and to tackle Permanent Secretaries as may be necessary; and Mr Priestley and the Unit will of course provide the necessary support as before.
6. As in previous years, the invitation to Ministers would come best from the Principal Private Secretary. I attach a draft letter for this purpose.
7. When proposals are received we shall advise the Prime Minister on the composition of the scrutiny programme.
8. I am copying this to Mrs Brown (Lord Privy Seal's Office) and Mr Hatfield (Cabinet Office) and Mr Clive Priestley.

J S Cassels

J S Cassels

4 January 1983

DRAFT 4 JANUARY 1983

LETTER TO PRIVATE SECRETARIES OF MINISTERS IN CHARGE OF DEPARTMENTS
CENTRALLY CO-ORDINATED EFFICIENCY EXERCISES 1983: THE SCRUTINY
PROGRAMME

The programme of Centrally Co-ordinated Efficiency Exercises proposed in the Lord Privy Seal's minute of 26 November has been agreed by Ministers. It envisages up to 30 further departmental scrutinies and 3 multi-department reviews.

2. I am writing to invite proposals for the scrutiny programme. Ministers are asked to send these to the Prime Minister by 21 January and to copy them to the Lord Privy Seal, ^{and Mr. Cassel} who has been asked to take a close interest in some scrutinies on ^{the} ~~her~~ behalf. *to Prime Minister*

3. The target size of the scrutiny programme has again been kept small, having regard to other work in hand or in prospect. So topics should be substantial and significant in terms of the activities or policies of the department. Wherever possible they should also promote the Government's longer-term aims for improving Civil Service management. The Prime Minister will have these factors in mind when considering their suitability for inclusion in the programme.

4. Specific areas likely to provide strong candidates for scrutinies are:

- (1) Whether the policy processes in use provide Ministers with the right material at the right time on which to take decisions and with adequate information and methods by which to assess the cost-effectiveness of the action taken.

(2) Large executive questions which are relatively self-contained.

(3) Areas of work involving specialist groups (eg lawyers and accountants).

(4) The arrangement by which advice, information and help are provided to the public and outside bodies (eg the preparation and publication of advice - leaflets, articles, films, advice and information provided by visits).

(5) Administrative tribunals (eg appeals boards).

(6) The efficiency and value for money of selected Non-Departmental Public Bodies.

[Note to Mr Flesher: This list derives from para 6 of the Lord Privy Seal's memorandum on centrally co-ordinated exercises in 1983 and from its Annex B.]

5. Ministers are invited to put forward at least one scrutiny. Those in charge of larger departments are invited to propose more than one. Each proposal should, as in previous years, contain brief information on:

(1) Subject: the policy, function or activity to be examined.

(2) Cost of the policy, function or activity, and the number of staff involved.

(3) Reasons for selecting the subject.

(4) Terms of Reference.

(5) Proposed starting and finishing dates.

(6) Names of examining officers, if known, and Ministerial reporting arrangements. (In selecting staff to conduct scrutinies Ministers are asked to bear in mind the importance of putting examining officers in charge who have the questioning mind and good judgement fundamental to the scrutiny technique).

6. Work on scrutinies should not start before proposals have been agreed by the Prime Minister. The programme should begin as early as possible in the year but there is no need for all scrutinies to start on a common date. Notes of Guidance for examining officers will be re-issued shortly and briefing for examining officers will be arranged subsequently.

7. I am copying this letter to the Private Secretaries of all Ministers in charge of Departments and to Sir Robert Armstrong, Sir Douglas Wass, John Sparrow and John Cassels. Ian Beesley (273 5226) in the Rayner Unit can provide further advice if it is required.

Civil Service, Long Term Policy, P412



Faint, mostly illegible text throughout the page, likely bleed-through from the reverse side. Some words like "policy", "service", and "long term" are faintly visible.

Handwritten red markings in the center of the page, including a circular stamp with the number "112124" and some illegible scribbles.

WFB/wm 30/12
You may like to
look after this in
my absence!
JF

1. MR CASSELS
2. MR FLESHER 3/12.

Mr. Fletcher

This is an advance copy for your
personal use at this stage in case
there is any ditto work at the cross-roads.

90

CENTRALLY CO-ORDINATED EFFICIENCY EXERCISES 1983: THE SCRUTINY 23/12
PROGRAMME

One of my functions as director of the Rayner Unit is to co-ordinate the programme of departmental scrutinies. The purpose of this minute is to seek the Prime Minister's approval for next year's arrangements.

2. In previous years, this submission has been made by the Unit directly to the Secretariat (for example, Mr Beesley's minute to Mr Whitmore of 11 December 1981), but this year it is routed through Mr Cassels at his request.

Authority for the programme

3. Your letter of 29 November to Mrs Brown recorded the Prime Minister's approval for the programme of efficiency work outlined in the Lord Privy Seal's minute of 26 November. Comments from other Ministers indicate general acceptance of the programme.

Proposed programme and special features

4. The programme envisages 30 departmental scrutinies in 1983. We now need to invite Ministers to put forward their proposals for scrutinies.

5. The Prime Minister's personal interest in the scrutiny programme has given and continues to give it much of its impetus. In previous years, she has denoted this by

- (1) making the composition of the programme subject to

her approval; and

(2) asking Sir Derek Rayner as her personal advisor to take a particular interest in some scrutinies on her behalf, the final outcome of such scrutinies being subject to her approval also.

6. I recommend that the Prime Minister should continue to approve the programme.

7. The Prime Minister will want to consider whether she should continue the practice of "particular interest" scrutinies. My thoughts on this are:

(1) It has been and could continue to be a very valuable means of emphasising the importance the Prime Minister attaches to the management function of departmental Ministers and, to be frank, of getting departments^{to} take a more radical view of some things than they would if left to themselves.

(2) It has been and could continue to be a valuable insight for the Prime Minister into departmental management and administration.

(3) I do not believe that Ministers in charge of departments would brook any central Minister other than the Prime Minister substituting for her in this role. I think therefore that either the Prime Minister retains it herself or it is dropped.

(4) But Sir Derek Rayner is no longer available to take the "particular interest" on the Prime Minister's behalf. Although the Unit has done all the necessary staff work for Sir Derek, the Prime Minister will wish to consider whether I should perform the "Rayner" role on her behalf.

I believe with good sense and discretion, the Rayner Unit and I can service her "particular interest" fittingly.

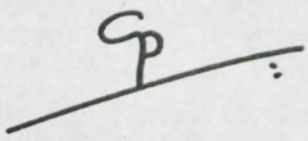
8. I recommend therefore that the Prime Minister should continue to take a "particular interest" in a few scrutinies and that the Rayner Unit and I should service this for her.

Procedure

9. As in previous years, the invitation to Ministers would come best from the Principal Private Secretary. I attach a draft letter for this purpose.

10. When proposals are received we will advise the Prime Minister on the composition of the scrutiny programme.

11. I am copying this to Mrs Brown (Lord Privy Seal's office), Mr Hatfield (Cabinet Office) and Sir Derek Rayner - for auld lang syne.


C PRIESTLEY

23 December 1982

Enc: Draft letter

DRAFT OF 23 DECEMBER 1982

LETTER TO PRIVATE SECRETARIES TO MINISTERS IN CHARGE OF
DEPARTMENTS

CENTRALLY CO-ORDINATED EFFICIENCY EXERCISES 1983: THE SCRUTINY
PROGRAMME

The programme of Centrally Co-ordinated Efficiency Exercises proposed in the Lord Privy Seal's minute of 26 November has been agreed by Ministers. It envisages up to 30 further departmental scrutinies and 3 multi-department reviews.

2. I am writing to invite proposals for the scrutiny programme. Ministers are asked to send these to the Prime Minister by 21 January and to copy them to Clive Priestley, Rayner Unit, which the Prime Minister has asked to co-ordinate the programme and to take a close interest in some scrutinies on her behalf.

3. The target size of the scrutiny programme has again been kept small, having regard to other work in hand or in prospect. So topics should be substantial and significant in terms of the activities or policies of the department. Wherever possible they should also promote the Government's longer-term aims for improving Civil Service management. The Prime Minister will have these factors in mind when considering their suitability for inclusion in the programme.

4. Specific areas likely to provide strong candidates for scrutinies are:

- (1) Whether the policy process used provide Ministers with the right material at the right time on which to take decisions and with adequate information and methods by which to assess the cost-effectiveness of the action taken.
- (2) Large executive questions which are relatively self-contained.
- (3) Areas of work involving specialist groups (eg lawyers and accountants).
- (4) The arrangement by which advice, information and help are provided to the public and outside bodies (eg the preparation and publication of advice - leaflets, articles, films, advice and information provided by visits).
- (5) Administrative tribunals (eg appeals boards).
- (6) The efficiency and value for money of selected Non-Departmental Public Bodies.

Mr Flesher: This list derives from para 6 of the Lord Privy Seal's memorandum on centrally co-ordinated exercises in 1983 and from its Annex B.7

5. Ministers are invited to put forward at least one scrutiny. Those in charge of the larger departments are invited to propose more than one. Each proposal should, as in previous years, contain brief information on:

(1) Subject: the policy, function or activity to be examined.

(2) Cost of and staff involved in carrying out the policy, function or activity.

(3) Reasons for selecting the subject.

(4) Terms of Reference.

(5) Proposed starting and finishing dates.

(6) Names of examining officers, if known, and Ministerial reporting arrangements. (In selecting staff to conduct scrutinies Ministers are asked to bear in mind the importance of putting examining officers in charge who have the questioning mind and good judgement fundamental to the scrutiny technique).

6. Work on scrutinies should not start before proposals have been agreed by the Prime Minister. The programme should begin early in the New Year but there is no need for all scrutinies

to start on a common date. Notes of Guidance for examining officers will be reissued shortly and briefing for examining officers will be arranged subsequently.

7. I am copying this letter to the Private Secretaries to all Ministers in charge of Departments and to Sir Robert Armstrong, Sir Douglas Wass, John Sparrow and John Cassels. Ian Beesley (273 5226) in the Rayner Unit can provide further advice if it is required.

F E R BUTLER