

Telegrams  
Marsponca London Telex.  
Telephone: 01-935 4422

PERSONAL

Michael House,  
Baker Street,  
London, W.1

*From Sir Derek Rayner*

25 August 1982

*Dear Prime Minister.*

You are aware of the pressing need for me to reduce substantially my involvement with Government work. I will not restate the issues in this note, but confirm that they are as pressing as when we last spoke.

To ensure the continued drive for improvement in the management of resources, I have allowed my name to be associated with forward programmes, to an extent beyond my capacity to deal with the work properly if I am to do justice to my responsibilities at Marks and Spencer. It is therefore important that it is announced in Whitehall that the leadership of the management reforms and scrutiny programmes has passed from my hands. As things stand, some Ministers and Permanent Secretaries continue to request my personal involvement and advice on scrutiny programmes and associated work being done in their Departments. So far, I have continued to respond, but with difficulty to me and often difficulty to the officials concerned, as meetings have to be arranged in Baker Street as a result of my reducing the time I spend in my Whitehall office.

I will of course continue to be available to offer advice to you, the Lord Privy Seal and, on the official side, to Sir Robert Armstrong, Sir Douglas Wass and Sir Kenneth Stowe (NHS), whilst doing my best to be helpful to others who may wish to consult me on particular issues.

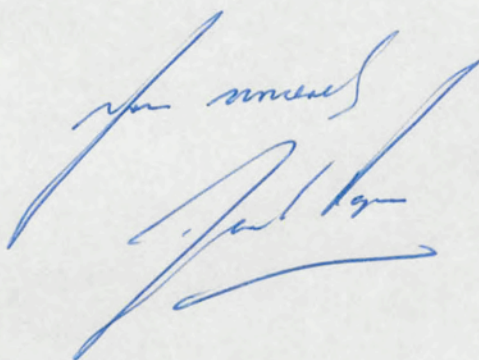
We have discussed the consequences of my withdrawal from detailed involvement and I have hesitated to write this letter until I believed you to be in a position to confirm that you were content with present arrangements or, if not, to announce alternative ones. There is a considerable amount of work in hand and the programme for 1983 has yet to be finalised. I am anxious that

/ momentum

momentum is not lost because it is perceived that I am substantially withdrawing from my personal involvement and without clearly handing over all responsibilities to my successor who will have the personal backing which I have enjoyed over the last three years or so.

...

I attach, therefore, a draft letter which formalises the position which, with your agreement, I would like to send to you amended in whatever form you believe to be appropriate.



The Rt Hon Margaret Thatcher MP  
Prime Minister and First Lord of  
the Treasury  
10 Downing Street

LONDON SW1

Telegrams  
Marsphenxa London Telex.  
Telephone: 01-935 4422

D R A F T

Michael House,  
Baker Street,  
London, W.1

From Sir Derek Rayner

For some months you have been aware of the need for me to reduce substantially my work for your Government.

(In preparation for this you agreed that my Unit should become part of the Management and Efficiency Command of the Management and Personnel Office whilst maintaining a separate identity for the time being.)

Regrettably, the time has come when I must ask you to release me from the leadership of the Unit which <sup>has my name</sup> (will then become an integral part of the MPO organisation.)

I will of course, as required, continue to offer advice <sup>to you and the Lord Privy Seal</sup> and complete the tasks I have undertaken personally on behalf of some Departments.

I should like to thank you for the support that you and your Ministers have given to me since May 1979, which has played a vital role in securing the support of the

/ Departments

Departments. I have very much enjoyed the challenge and am very grateful to the substantial numbers of civil servants at all levels who have worked hard to bring about the changes associated with my name.

The Rt Hon Margaret Thatcher MP  
Prime Minister and First Lord  
of the Treasury  
10 Downing Street  
LONDON SW1

Telegrams:  
Marsham London Telex  
Telephone 01-935 4422

Michael House,  
Baker Street,  
London, W.1.

25 Aug. 1982.

From Sir Derek Rayner

Dear Prime Minister,

I am sorry to trouble you with the  
attached but I can postpone no longer my  
commitment to give more time to Mark & Pence.

You may care to discuss the enclosures  
with me. I am away from Friday for a week  
but will of course make myself available at your  
convenience at any other time.

I am so glad to hear of your swift  
recovery from your minor operation and hope that  
you had an enjoyable and relaxing brief holiday.

Yours sincerely  
Michael House