



1) Mr Butler <sup>fees</sup>  
2) Prime Minister <sup>(1)</sup>

Agree publication on 4 Dec, plus  
draft forward attached?

PRIME MINISTER

CONSULTANCY INSPECTION AND REVIEW REPORT

Yes ✓ Dub 23/11

We discussed the Consultancy Inspection and Review Report with you in the middle of October. Robert Armstrong and Peter Middleton are about to send a letter to all Permanent Secretaries endorsing the recommendations of the report following your meeting and asking departments to set in hand the necessary work to implement the recommendations of the report.

In line with our normal practice to make this kind of work widely available we would like to publish the report in the week of 3 December. It would be helpful if you would announce its availability in the House of Commons library in a written answer on 4 December.

4.

This is an important report with implications for the management of the whole Civil Service. It would be most helpful if you would agree to sign a short foreword to go in the front of the report, I attach a draft.

I would be grateful for your agreement:

- (i) to publish the report
- (ii) to announce publication on <sup>4</sup> 3 December
- (iii) to contribute a short foreword.

I am copying this minute to Peter Rees, Grey Gowrie and Robert Armstrong.

ROBIN IBBS  
22 November 1984



10 DOWNING STREET

THE PRIME MINISTER

The money which pays for public expenditure is earned through the efforts of taxpayers. Those taxpayers - and those who are the customers for essential public services - rightly expect value from every pound spent in their name.

This report points to a further stage in the government financial reforms begun in 1982. The reforms are intended to ensure that those who work in government feel a personal responsibility to increase value for money and can act accordingly. I endorse the report and look to the leadership of the Civil Service to implement these changes.

*Margaret Thatcher*