

CONFIDENTIAL

NBPM

AF 22/2

CSTO



FROM: CHIEF SECRETARY
DATE: 22 February 1985

PRIME MINISTER

MISC 104: DETAILED MANAGEMENT PROPOSALS

David Young copied to me his minute of 14 February about the management of the Urban Programme.

2 In general I am content with the arrangements proposed in the report attached to his minute. It is particularly important to establish targets for output and arrangements for monitoring them in each of the partnership areas as soon as possible since these will help us achieve better value for money. The report seems to overstate the difficulties here; even for aspects of programmes over which the teams do not have direct control (either because of the role of local authorities or because they are demand led) it should be possible to establish targets provided these are appropriate to the degree of influence and control exercised by central government.

3 However, I fully agree with the report's recommendation that it is not sensible to make a single official in each area responsible for all departments' expenditure. Whilst I accept the technical difficulties referred to in the report, I do not regard these as overriding. The fundamental point is that single accountability would mean achieving less good value for money from expenditure by the Departments of Employment(Dem) and Trade and Industry (DTI) overall. The official responsible for expenditure would be able to ensure that decisions were taken so as to achieve best value for money in his partnership area (or areas) but could not take account of whether the DEM or DTI resources could be used to best effect, in terms of the Government's objectives overall, outside his area.

CONFIDENTIAL

CONFIDENTIAL

4 Finally, I think we should be realistic about the significance of these changes. They represent a useful reform which should achieve better value for money and a clearer public awareness of the total resources being spent in the partnership areas; they are not a major new initiative. Press briefing should reflect this.

5 I am copying this minute to the other members of MISC 104, to Sir Robin Armstrong and Sir Robin Ibbs.

PK.

PETER REES

CONFIDENTIAL

REG. POL; Inner cities;
A66.

22 FEB 1988
1988 FEB 22

CONFIDENTIAL

CONFIDENTIAL

The Rt Hon Lord Young of Graffham
 Minister without Portfolio
 70 Whitehall
 LONDON
 SW1A 2AS

SCOTTISH OFFICE
 WHITEHALL, LONDON SW1A 2AU
 TELEPHONE: 01-233 3000

22 February 1985

Dear David,

Thank you for sending to George Younger a copy of your minute of ~~14 January~~ ^{February} to the Prime Minister, covering the detailed proposals for the management of urban policy along the lines agreed by MISC 104. I am replying in George Younger's absence in Scotland.

For our part we are content with what is proposed. The proposals have no direct implications for Scotland (where, because of the role of the Scottish Development Agency in relation to economic and environmental action, the consequent difference in the role of the urban programme here and the co-ordination possible within the Scottish Office, the situation is very different); but we are wholly in agreement with the basic objectives - of improved co-ordination of effort and the setting of targets and objectives in order to increase the cost-effectiveness of the expenditure devoted to deprived urban areas. We have already instituted some relevant improvements in relation to the urban programme and we will wish to keep in touch with developments in England, in order to consider what lessons may be learned for Scotland from the English experience.

I am copying this letter to the other members of MISC 104 and to Sir Robert Armstrong and Sir Robin Ibbs.

Yours
 Michael

MICHAEL ANCRAM

22 FEB 1985
21 FEB 1985
10 11 12 1 2 3 4 5
1985

Y SWYDDFA GYMREIG
GWYDYR HOUSE
WHITEHALL LONDON SW1A 2ER
Tel: 01-233 3000 (Switsfwrdd)
01-233 7172 (Llinell Union)



NBPM
AF
22/2

WELSH OFFICE
GWYDYR HOUSE
WHITEHALL LONDON SW1A 2ER
Tel: 01-233 3000 (Switchboard)
01-233 7172 (Direct Line)

From The Minister of State

21 February 1985

Oddi wrth y Gweinidog Gwladol

CT/7123/85

Dear David,

I was interested to have a copy of your minute of 14 February to the Prime Minister outlining proposals for the future management of urban policy.

These proposals of course relate to the position in England and it might be helpful if this point is made clear either in the Parliamentary Answer or in the Press briefing. The position is somewhat different in Wales. We do not have Partnership Authorities and so far as urban policy within Wales is concerned, the Welsh Office is well placed to co-ordinate and take an over-view of the way it is developing and the use of the Instruments available, such as the Urban Programme.

At the same time I recognise that much of what you have been discussing has relevance within Wales and I have been considering how best to take specific ideas into account, for example the important issue of target setting. This is an area which I have already asked to be strengthened in Wales. To that end I have looked to ensure in the Urban Programme approvals I recently announced for 1985/86 that the resources are concentrated on high quality schemes with clear objectives along the lines we discussed in MISC 104. It will be against these objectives that my Department will be evaluating achievement as the Urban Programme continues. It would be particularly helpful if my Department could be kept in touch with the way experience develops on the proposed new arrangements in England.

I am copying this letter to the Prime Minister, members of MISC 104 and to Sir Robert Armstrong and Sir Robin Ibbs.

Yours ever,

John.

JOHN STRADLING THOMAS

The Rt Hon Lord Young of Graffham
Minister without Portfolio
Cabinet Office
70 Whitehall
LONDON

Bas Pol L'ord 126

22 FEB 1985

