PRIVATE &
CONFIDENTIAL

20th October 1981

I am writing on the Prime Minister's behalf to
thank you very much for your letter of 16th October,
addressed to her.

We have since spoken on the telephone.

As arranged, I have sent a copy of your letter to
the Chairman. I know that he would like to have
a chat with you about the points which you have
raised in your letter.

With best wishes.

Ian Gow
Parliamentary Private Secretary

Robbie Browne-Clayton Esq

BOX

16ᵗʰ October 1989.

Dear Mrs. Thatcher,

Although I am not the most senior member of the Research Department, I feel that it is my duty to warn you of the problems that you will face over the next two years of your Government with a Research Department as it is today, with no effective leadership.

I will not mince words as I and virtually all desk officers are deeply concerned at the prospects of the Department not being able or capable of giving you, your Ministers and the Conservative Party the support that you will expect and require, and indeed have received since 1975.

Those of us who have management experience have seen little of it since 1979; personnel management has been non-existent; political initiative has been replaced by naivety and indecision and morale is at its lowest level.

I would urge you that it is in your and the Government's best interests to find as soon as possible a new Director for the Research Department: someone who can pull us together as a team again to support you as we have done in the past. I would have preferred to have explained this to you in more detail personally, but I do know that your time to consider such matters is limited. Also, as I do not know the new Chairman personally, I felt it best to approach you directly.

I would certainly come and see you if it would be of any help and I am sure that the majority of Ministers and senior members of the National Union would confirm what I have said. I also know that you will treat what I have said in strictest confidence.

Yours sincerely

Robbie Browne-Clayton