

CONFIDENTIAL

*Prime Minister  
Do you wish to pursue  
these concerns?*

PRIME MINISTER

POLYTECHNICS

*Work Security aspect  
this mea. The present  
provision will make it impossible  
PRIG 4/5  
to merge.  
They are  
wrecking the  
ministry of  
Education  
-  
ms*

Sir Kenneth Green, Director of Manchester Polytechnic, came to see me this morning. (He was the person who first alerted us to the need to separate Polytechnics from local authorities.)

He is concerned about:

- (a) the implications of Schedule 5 of the present Education Bill; and
- (b) the articles and instruments of governance of Polytechnics and Colleges which the DES are at present drawing up.

I enclose a letter (Annex A) and paper (Annex B) which he has sent to Kenneth Baker as well as a sample of letters (Annex C) written to him by other Polytechnic directors on this issue. About three quarters of Polytechnic directors are unhappy with Schedule 5 and an overwhelming majority with the present DES draft of Instruments and Articles of governance. Directors such as Ricketts, Durrens, Law, Booth, Barker etc are strongly in favour of Green's position.

The major reason for their concern is that a major purpose of the Bill, which Robert Jackson has clearly stated, is that the Principal or Director is to be the Chief Executive of the institution. Yet their frustration is that Schedule 5 and the draft Instruments and Articles are a return to the old system in which staff and student interests have representatives on the Board which clearly and restrict the power of this Chief Executive accordingly. Communication

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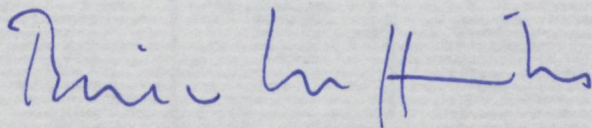
within the institution could be achieved in many ways without putting representatives on the Board.

They therefore recommend that two changes need to be made:

- (a) the Bill should be changed to exclude staff and student interests on the main Board - they would be much better suited to being members of the Academic Board or other ordinary bodies;
- (b) DES Ministers should redraft the Instrument and Articles of governance in line with the requirements of the Directors.

Conclusions and Recommendations

1. Sir Kenneth Green makes a convincing argument that the present Schedule 5 and the Articles and Instruments are a fudge: and that if we wish the Polytechnics to be run in a businesslike way we should prepare a "managerial model" for the Instruments and Articles.
2. You might express your concern to the Secretary of State suggesting that the least we can do is to equip the Polytechnic Directors with the powers they need for the successful implementation of the Bill.



BRIAN GRIFFITHS

4 May 1988

RCUACA

CONFIDENTIAL



# North East London Polytechnic

Romford Road, London E15 4LZ

From the Office of the Rector  
GT Fowler MA FRSA FBIM FABAC HonFABE

Telephone:  
01-590 7722



Sir Kenneth Green  
Director  
Manchester Polytechnic  
All Saints  
Manchester M15 6BH

6th April, 1988

GTF/TB

Dear Ken,

## ARTICLES OF GOVERNMENT ETC.

I agree wholeheartedly with your central principle. The Secretary of State cannot choose managerialism and representationalism simultaneously. DES is always doing that, and in consequence always making a botch of it. At institutional level representationalism is demonstrably a brake on efficiency, when not worse. It follows that a clean-cut managerial structure must be adopted. You may quote me to Baker etc. as saying that, although if I say it myself it may not help, for historic reasons.

With best wishes.

Yours sincerely,

p.p. *I. B...*

PROFESSOR G.T. FOWLER

DIRECTOR'S OFFICE

07. 04. 88

Refer to:



Kenneth Barker MA

Director

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LEICESTER POLYTECHNIC · PO BOX 143 · LEICESTER LE1 9BH  
TELEPHONE: 0533 551551 Ext. 2200

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KB/YPL.3144

14 April 1988

Dear Ken,

I am sorry that I have not responded to your letter of 30 March 1988 and the substance of your paper to the Secretary of State before. Unfortunately, for personal reasons, I did not get back to my office immediately after Easter. That said, however, I do want you to know that I support your line on Schedule 5 of the Bill wholeheartedly. There is a real doubt in my mind that we will be able to deliver what is expected of us in the 'nineties' if we cannot hold onto a clear structure of management in which our roles are clearly defined - as Managing Directors/Chief Executives in the business sense of these terms.

I think you have put into a very clear form the essential issues that have still to be addressed. If I can be of any help in pressing your points further, particularly during the time of the Lords' debate please let me know.

With very best wishes.

*Ken*

20. 04. 88

Sir Kenneth Green MA  
Director  
Manchester Polytechnic  
All Saints  
Manchester  
M15 6BH



PORTSMOUTH



POLYTECHNIC

The Office of the President  
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HDL/VW

15 April 1988

Sir Kenneth Green MA  
Director  
Manchester Polytechnic  
All Saints  
Manchester M15 6BH

18. 04. 88

*Dear Ken*

Thank you for your letter dated 30 March and for the paper you have sent to the Secretary of State.

Prior to the arrival of the model articles, I had written to Mr Baker setting out my own concerns which are: that the Director should be clearly seen as the Chief Executive - in company terms - operating through an Executive Board; that the Governors should be the senior body, responsible for establishing the mission of the institution and overseeing the work of the Executive; and that the terms of reference of Academic Board should be carefully phrased so as not to cut across this pattern of responsibility and authority.

Whilst I see you have a somewhat greater concern about the composition of the Governing Body, which I could not have anticipated at that time and which I now share, our views seem to coincide pretty well.

*Yours sincerely*

A handwritten signature in dark ink, appearing to read 'H D Law', with a long horizontal stroke extending to the right.

H D Law  
President



Educational

Policy ?





MS2 CLK

10 DOWNING STREET  
LONDON SW1A 2AA

5 May 1988

*From the Private Secretary*

MANAGEMENT OF POLYTECHNICS

BR/1  
The Prime Minister understands that a number of polytechnic directors have expressed unhappiness with Schedule 5 of the present Education Bill and the present draft of Instruments and Articles of governance, on the grounds that these will make it difficult for effective management of polytechnics and colleges. She attaches importance to the directors of these institutions being able to carry out their management functions effectively, and would be grateful for your Secretary of State's views on how directors can best be equipped with the powers they need for the successful implementation of the Education Bill.

Paul Gray

Tom Jeffery, Esq.,  
Department of Education and Science.

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CONFIDENTIAL





CCBG ✓

ELIZABETH HOUSE  
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Paul Gray Esq  
Private Secretary  
10 Downing Street  
London SW1A 2AA

NBRM

PRCG  
195

B/F 1 med.

10 May 1988

*Dear Paul*

MANAGEMENT OF POLYTECHNICS

My Secretary of State has seen your letter of 5 May recording the Prime Minister's request for his views on the powers of polytechnic directors. Officials here are meeting the Committee of Directors of Polytechnics during the next few days to discuss this question which arises mainly in the context of Articles of Government. We shall be able to let you have a substantive reply to your letter shortly after that.

*at Har*  
Yours,

*Tom.*

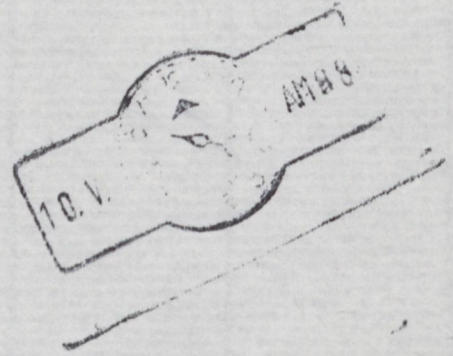
T B JEFFERY  
Private Secretary



EDUCATION: Bling Pt 18



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Paul Gray Esq  
10 Downing Street  
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10 May 1988

*Dear Paul*

**MANAGEMENT OF POLYTECHNICS**

*file with PG*  
Your letter of 5 May referred to the unhappiness expressed by a number of polytechnic directors over Schedule 5 of the Education Reform Bill and the present draft of model Articles of Government. In response I said that we would reply in full after officials had met the directors about the Articles.

Since then, Baroness Cox has tabled a number of amendments to the Bill for Lords Committee which reflect the concerns about Schedule 5; they are due to be taken on Monday. The amendments would shift the balance of the governing bodies much more towards the independent members from business, industry and professions. They would remove the requirement to include some representatives of staff, students and local authorities.

As Schedule 5 stands, the minimum number of members representing staff, students and local authorities is four and the maximum is eight: the minimum for the whole governing body is thirteen and the maximum twenty-five. The representative element is likely to be about one-third of the whole, a much lower proportion than on most current governing bodies. In the consultations which preceded the Bill there were as many calls for strengthening the representative element as for reducing it. The Schedule strikes a compromise which Ministers have consistently defended in the debates on the Bill. If amendments from one camp are accepted now, the Government will undoubtedly have to respond to counter-amendments from the other.

---  
The main reasons for standing firm are given in the enclosed briefing which Lady Hooper could use in responding to the amendments. As you will see from paragraph 4 of the note on the effect of the amendments, some of the directors who back them are



primarily concerned with strengthening their own managerial position. My Secretary of State believes that it would be a mistake to deal with this legitimate worry about the directors' authority and freedom to manage by altering the Bill at this very late stage in a manner which would be bound to stir up controversy and which would be likely to undermine the usefulness of Boards of Governors. Rather he proposes that the responsibilities and authority of the director should be spelt out clearly and firmly in polytechnic Articles of Government. He therefore intends, following further consultation with the directors and others, to promulgate model Articles which will secure the director's position. Articles made subsequently by the institutions will be subject to his approval. As already promised, I shall write again about the line to be taken on this in model Articles after the meeting with the directors.

Meanwhile if you have any observations on the line about Schedule 5 proposed for Baroness Hooper's use, I should be grateful to have them on Monday morning.

Yours,  
Tom

T B JEFFERY  
(Private Secretary)



AMENDMENT NO

SCH 5/186/9  
SCH 5/186/9  
SCH 5/186/14  
SCH 5/186/16  
SCH 5/186/18  
SCH 5/186/23  
SCH 5/186/24  
SCH 5/186/29  
SCH 5/186/48  
SCH 5/187/4  
SCH 5/187/27  
SCH 5/187/37  
SCH 5/188/6  
SCH 5/188/15

EDUCATION REFORM BILL

COMMITTEE STAGE (LORDS)

NOTES ON AMENDMENTS

The Baroness Cox

Schedule 5, page 186, line 9, leave out ("twelve") and insert ("eight")

Schedule 5, page 196, line 9, leave out ("twenty-four") and insert ("sixteen")

Schedule 5, page 186, line 14, leave out ("thirteen") and insert ("twelve")

Schedule 5, page 186, line 16, after ("shown") insert ("managerial")

Schedule 5, page 186, leave out lines 18 to 21

Schedule 5, page 186, line 23, leave out ("nominee")

Schedule 5, page 186, line 24, leave out from ("corporation") to ("and") in line 25

Schedule 5, page 186, leave out lines 29 to 47

Schedule 5, page 186, line 48, leave out ("nominee")

Schedule 5, page 187, leave out lines 4 to 22

Schedule 5, page 187, leave out lines 27 to 29

Schedule 5, page 187, leave out lines 37 to 39

Schedule 5, page 188, leave out lines 6 to 8

Schedule 5, page 188, leave out lines 15 to 19



## RESIST

### EFFECT OF AMENDMENTS

1. This part of Schedule 5 deals with the composition of the Boards of Governors of the higher education corporations. The amendments would make significant changes to the size and character of the Boards.

2. The new Boards of Governors will be ultimately responsible for the direction of their institution. They need a strong presence from business and industry to develop effective management and a strong entrepreneurial approach. But equally, there is a strong tradition of representative government in higher education institutions. The Government's plans represent a balance between the two: a majority voice for independent members from business, industry and the professions; but with some reserved places for nominations from the staff and students of the institution and from local authorities, as representative of the local community - initial nominee members. There can also be a small number of co-opted members - additional nominee members.

3. The amendments substitute a smaller governing body, very largely composed of members required to have managerial experience. The reserved places for nominee members are dropped. Co-opted members are retained but renamed "additional members". Staff, students or local authority members can be coopted. In summary, the differences are:

	Bill	Amendments
Overall size	13-25	8-17
Independent members	6-13	7-12
Initial nominee (ie representative) members:		
- local authority	1-3	0
- teaching staff	1-3	0
- non-teaching staff	1	0
- students	1	0
Co-opted members	1-4	1-4

4. Some of the heads of PCFC institutions do not want governing bodies with a representative component. They may support these amendments. Their motives are mixed. Some want more effective governing bodies. In other cases support for the amendment is not necessarily to get a governing body which will be more business-like. Some directors in this camp have made clear that they do not want strong governing bodies - however composed - imposed over their own leadership of the institutions. Against that, there is likely to be strong opposition from staff, student and local interests as well as those who believe that



institutions should be responsive to their local communities. During the consultation on the Government's proposals, there was much criticism that the representative element on the new governing bodies would be weaker than on the existing bodies.

5. A further consideration is that the amendments would also remove the small number of reserved places for local authorities. Most authorities are co-operating in the transfer of the institutions from their control, not least because they see a continued role in the institutions. There is still time for them to do serious harm to the institutions before they are transferred. The higher education corporations will have a substantial amount of part-time higher education, for which the market is essentially local and regional. Many of them will wish to offer significant numbers of places on courses of further education for purchase by LEAs. These are grounds for maintaining a limited representation of LEAs.



## SPEAKING NOTE

1. Our consultations on the higher education White Paper produced two different views on the size and composition of the Boards of Governors for the higher education corporations. Some argued that our proposals to limit the size on the Boards did not go far enough. Others argued that our plans went too far; that the Boards should be as fully representative of staff, students and other bodies as many governing bodies are now.

2. Unlike now, the Boards will be responsible for the overall character, strategy and finance of the institutions. The Government fully recognises that the Boards will need to include a strong voice for people from business, industry and the professions, to ensure that the institutions are responsive to the wider world and particularly to the needs of employers and to help foster a spirit of enterprise in the institutions. But we also recognise that there is a long and generally useful tradition of representative involvement in the government of academic bodies, and we want to secure an element of that in the new Boards of Governors. We think that it is desirable that staff and students are party to decisions which affect them. They should have some reserved places on the new Boards, rather than the vaguer possibility of access to co-opted places under the amendments.

3. The noble Baroness argues that the representative element unnecessarily inflates the size of the Boards, thereby hindering effective decision-taking. We certainly agree strongly that the new Boards need to be smaller than many existing governing bodies. The upper limit of 25 set in the Schedule means that they will be. At the same time the schedule permits institutions who wish a smaller governing body to go as low as 13 members, including the Director or Principal.

4. It is also argued that the representative element may side with the staff against management. There is a danger in this, although it is equally clear that one of the strengths of the representative tradition is that it has involved staff and students in the management of the institution, and often made them more understanding of, and responsive to, the pressures



and opportunities facing their institution. Some local authority representation is justified by the regional significance of the higher education which these institutions provide, and by their role in the local provision of further education.

5. The approach we have followed is to give representatives of the staff, the students and the LEAs a voice on the governing body so that they can be heard. But the Director and the independent members will constitute a clear majority. There is no question of their being overwhelmed by an outbreak of syndicalism.

6. I therefore believe that it would be wrong to go down the road of the amendments. But nobody would deny that there needs to be strong management in the institutions to ensure that they fully meet their potential. The head of the institution must be able to manage. These are really matters for the conduct of the institution, and the Articles of Government. We wish the Articles to include a clear statement of the respective roles of the Board of Governors and Directors and to give the Directors the necessary authority to manage, within the overall responsibilities of the Board of Governors. The Department will shortly be circulating draft model Articles for consideration.

7. I would ask the noble Baroness to withdraw her amendments.

If pressed, on amendment [page 186, lines 14-16]

8. I acknowledge the concern that the independent members should represent management. That is in general our intention. But I am not clear that the amendment achieves the aim. It might exclude perfectly suitable professional people who have little managerial responsibility as such - and include trade unionists, who have managerial experience within their organisation.



9. We have decided that we should not exclude trade unionists from the independent category of membership. In some cases, they could have much to offer institutions.

10. I would ask the noble Baroness to reconsider this.



EDUCATION Policy pt 18

①



= LADY COX  
AMENDMENTS

SCH. 5

Initial constitution

2.—(1) Paragraphs 3 and 4 below provide for the initial constitution of a corporation and are subject to paragraph 6 below.

(2) References below in this Schedule, in relation to a corporation, to a variable category of members are references to any category of members in relation to which the number applicable in accordance with paragraphs 3 and 4 below is subject to variation.

3.—(1) A corporation shall consist of—

- (a) not less than ~~twelve~~<sup>8</sup> and not more than ~~twenty-four~~<sup>16</sup> members appointed in accordance with the following provisions of this Schedule; and
- (b) the person who is for the time being the principal of the institution, unless he chooses not to be a member.

(2) Of the appointed members—

- (a) up to ~~thirteen~~<sup>12</sup> (referred to below in this Schedule as the independent members) shall be persons appearing to the appointing authority to have experience of, and to have shown capacity in, industrial, commercial or employment matters or the practice of any profession;
- (b) ~~not less than four and not more than eight (referred to below in this Schedule as the initial nominee members) shall be persons nominated in accordance with this Schedule otherwise than by other members of the corporation;~~
- (c) at least one and not more than four (referred to below in this Schedule as the additional ~~nominee~~ members) shall be persons nominated in accordance with this Schedule by the members of the corporation ~~who are either independent members or initial nominee members~~ and the principal of the institution (if he is a member).

(3) The members of the corporation for the time being shall be known as the board of governors of the institution.

~~4.—(1) The initial nominee members of a corporation shall consist of—~~

- ~~(a) at least one and not more than three local authority nominees;~~
- ~~(b) one teacher nominee;~~
- ~~(c) one general staff nominee; and~~
- ~~(d) one student nominee;~~

~~and may include up to two academic nominees.~~

~~(2) In this Schedule—~~

- ~~“local authority nominee” means a person, other than a person employed at the institution (whether or not as a teacher) or a student at the institution, nominated by a local authority specified in relation to the corporation in an order made by the Secretary of State;~~
- ~~“teacher nominee” means a teacher at the institution nominated by the teachers at the institution;~~
- ~~“general staff nominee” means a person employed at the institution otherwise than as a teacher and nominated by the persons so employed;~~
- ~~“student nominee” means a student at the institution nominated by the students at the institution; and~~
- ~~“academic nominee” means a teacher at the institution nominated by the academic board.~~

(3) Of the additional ~~nominee~~ members of a corporation—

- (a) the one required by paragraph 3(2)(c) above shall be a person who has experience in education; and



(b) the three others permitted by paragraph 3(2)(c) are—

- (i) one person who has such experience; and
- (ii) two persons who need not have such experience.

~~(4) In the case of any corporation, a person who is—~~

- ~~(a) employed at the institution (whether or not as a teacher);~~
- ~~(b) a student at the institution; or~~
- ~~(c) an elected member of any local authority;~~

is not eligible for appointment as an independent member or as an additional nominee member of the corporation.

(5) For the purposes of this paragraph, a person who is not for the time being enrolled as a student at the institution shall be treated as such a student during any period when he has been granted leave of absence from the institution for the purposes of study or travel or for carrying out the duties of any office held by him in the student union at the institution.

(6) It shall be for the appointing authority to determine any question as to whether any person is qualified in accordance with the preceding provisions of this paragraph for appointment as a member of a corporation of any description or category.

(7) Before making an order specifying local authorities in relation to any corporation for the purposes of sub-paragraph (1)(a) above, the Secretary of State shall consult such associations of local authorities as appear to him to be concerned.

#### *Initial appointments*

5.—(1) The Secretary of State is the appointing authority for the purposes of this Schedule in relation to the appointment of the first members of a corporation.

~~(2) In determining the number of members to appoint within each variable category, he shall secure that at least half of all the members of the corporation as first constituted are independent members.~~

#### *Determination of membership numbers*

6.—(1) Following the appointment by the Secretary of State of the first members of a corporation, the corporation shall make a determination with respect to their membership numbers under this paragraph.

(2) Such a determination shall fix the number of members of each variable category of which the corporation are to consist, subject to the limits applicable in relation to that category under paragraphs 3 and 4 above.

~~(3) In making a determination under this paragraph, the corporation shall secure that at least half of all the members of the corporation, when constituted in accordance with the determination, will be independent members.~~

(4) A determination under this paragraph shall not have effect so as to terminate the appointment of any person who is a member of the corporation at the time when it takes effect.

(5) A determination under this paragraph may be varied by a subsequent determination under this paragraph.

#### *Subsequent appointments*

7.—(1) Appointments of members of a corporation at any time after the appointment by the Secretary of State of the first members shall be subject to this paragraph.



SCH. 5 (2) No such appointment may be made before the first determination of the corporation under paragraph 6 above takes effect.

(3) The current independent members of the corporation are the appointing authority for the purposes of this Schedule in relation to the appointment of any independent member of the corporation.

~~(4) The corporation are the appointing authority for those purposes in relation to the appointment of any member of the corporation other than an independent member.~~

*General provisions with respect to qualifications of members and tenure of office*

8.—(1) A member of a corporation shall hold and vacate office in accordance with the terms of his appointment and shall, on ceasing to be a member, be eligible for re-appointment. 10 10

(2) A member of a corporation may at any time by notice in writing to the corporation resign his office.

~~(3) Where a member of a corporation appointed as a teacher nominee, an academic nominee, a general staff nominee or a student nominee ceases before the end of his term of office to be qualified in accordance with paragraph 4 above for appointment as a nominee of the description in question his office shall thereupon become vacant.~~ 15 15

9.—(1) A person is not qualified for appointment as a member of a corporation at any time when he is under the age of eighteen or over the age of seventy. 20 20

(2) It shall be for the appointing authority in relation to the appointment in question to determine any question arising under sub-paragraph (1) above with respect to a person's qualification for appointment as a member of the corporation. 25

10. If at any time a corporation are satisfied that any member of the corporation—

(a) has been absent from meetings of the corporation for a period longer than twelve consecutive months without the permission of the corporation; or 25 30

(b) is incapacitated by physical or mental illness; or

(c) is otherwise unable or unfit to discharge the functions of a member;

the corporation may by notice in writing to that member remove him from office; and thereupon the office shall become vacant. 30

*Allowances to members* 35

11. A corporation shall have power to pay to the members of the corporation such travelling, subsistence or other allowances as the corporation may determine. 35

*Election of chairman*

12.—(1) The members of a corporation shall elect a chairman from among their number. 40

(2) The chairman shall hold office for such period as the corporation may determine. 40

(3) A member of a corporation who is employed at the institution or a student at the institution is not eligible for election as chairman of the corporation. 45

*Committees*

13.—(1) A corporation may establish a committee for any purpose. 45



CONFIDENTIAL

PRIME MINISTER

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13 May 1988

Education Bill : Polytechnics

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Caroline Cox has proposed an amendment to Schedule 5 of the Bill which deals with the new constitution of polytechnics. It is supported by a majority of directors; but because of the sensitivity of the subject among their academic staff, it is not something about which they feel able to speak in public.

The DES however are opposed to the amendment and sympathetic to including staff and student representation on the new governing bodies of polytechnics. From having been on the staff of universities for over 20 years I know from first hand experience that the costs of the system (excessive debate, multiplicity of committees, large numbers on committees, lack of confidentiality etc) far outweigh the benefits (representation): quite apart from the fact that some representatives may be very left-wing and politically motivated, which creates additional kinds of problems.

However the DES letter says, that the Secretary of State will take a tough line on the Articles of Government of institutions

"he proposes that the responsibilities and authority of the director should be spelt out clearly and firmly in polytechnic Articles of Government."

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CONFIDENTIAL



CONFIDENTIAL

Recommendation

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1. Respond to the Secretary of State by saying that following the concern expressed by the directors of polytechnics you are sympathetic to Baroness Cox's amendment.

2. Rather than press this however you would allow the government to oppose it, but subject to the responsibility and authority of the director being clearly spelt out and being in line with what the overwhelming majority of polytechnic directors have requested, namely;

(a) that the terms of reference of governing bodies should be sufficiently comprehensive to embrace overall responsibility for the character and activities of the institution, including the academic side;

(b) that the director should be regarded as chief executive and therefore responsible to the Board of Governors for advice on all aspects of policy and management;

(c) that the power of the academic boards should be limited to

(i) overall responsibility for the academic quality of existing course provision;

(ii) advice to the chief executive on academic matters:

It is absolutely crucial that academic boards should not by-pass chief executives.

CONFIDENTIAL

Bh  
BRIAN GRIFFITHS



PRIME MINISTER

EDUCATION - MAINTAINED SCHOOLS AND POLYTECHNICS

I attach the latest papers on two issues where you have been pressing Kenneth Baker on Education Bill matters.

Admission of pupils to maintained schools

Last month you pressed DES to implement the open enrolment provisions in full by September 1989 rather than waiting until September 1990.

At Flag A are Kenneth Baker's response of 9 May and Brian Griffiths' comments on it. As Brian says the response is less than convincing. But I think you have persuaded Mr. Baker substantially to speed up the operation, and he is now aiming to have most schools implementing the new provisions by September 1989.

I think Brian's quid pro quo for accepting the latest proposals - namely instituting six monthly monitoring meetings on progress in implementing the full range of the Bill's provisions - is an excellent one.

Content to respond as Brian proposes?

Yes

Polytechnics

You expressed concern about the limitations in Schedule 5 of the Bill on polytechnic directors' ability effectively to manage. At Flag B is the DES response of 10 May and Brian's comments on it.

You will see that Lady Cox has proposed amendments to Schedule 5 of the Bill in line with the changes being



requested by some of the polytechnic directors. I have also attached a marked up copy of the Bill showing you the effect these would have.

Kenneth Baker proposes to resist these amendments, but undertakes to adopt a tough line in drawing up the articles of Government on polytechnics, which he thinks would give adequate responsibilities and authority to directors.

Brian suggests that you accept this approach subject to spelling out your requirements for the articles of the Government bodies.

Content with Brian's approach?

*But surely*

*the approach that*

*Brian outlines - in*

*particular the authority*

*of the Chief Executive, and*

*that he is responsible to*

*the Board of Governors should*

*be spelled out in the Schedule?*

*Is Kenneth Baker undertaking*

*to commit himself absolutely to*

*putting the articles into arbitrary*

*Government? Is that enough. I fear*

*the articles could be changed all too*

*easily not*

PRCG.

PG

13 May 1988

KAYACM



DG [redacted]

File



cc: BG

10 DOWNING STREET  
LONDON SW1A 2AA

*From the Private Secretary*

16 May 1988

MANAGEMENT OF POLYTECHNICS

Thank you for your further letter about Schedule 5 of the Education Reform Bill and the present draft of Model Articles of Government. As I explained when we spoke, the Prime Minister remains doubtful whether effective management arrangements for the polytechnics can be achieved simply via the Model Articles of Government.

The Prime Minister would therefore be grateful if your Secretary of State could give further consideration to this point. Meantime, you explained that in the Lords Committee this afternoon the Government would indicate it would be considering the arguments put forward by Baroness Cox on her proposed amendments to Schedule 5.

Paul Gray

Tom Jeffery, Esq.,  
Department of Education and Science.

DG



EDUCATION Policy pt 18