

347

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FILE TITLE:

Millennium

SERIES

HERITAGE

PART:

4

PART BEGINS:

20 January 98

PART ENDS:

13 March 98

CAB ONE:

Part

closed

**LABOUR
ADMINISTRATION**

PREM 49 / 347

CONFIDENTIAL

PART

CLOSED

Series : HERITAGE

File Title : Millennium

Part : 4

Date	From	To	Subject	Class	Secret
20/01/98	FCO	MWPO	European Conference Inaugural Meeting : Millenium Connection	C	0
21/01/98	Ch.Sfaff	PU	The Millennium Compettion	U	0
22/01/98	MWPO	HA/PS	Millennium Experience Launch	U	0
22/01/98	HA/PS	PM	Manuscript Note - Millennium Bug Campaign	U	
22/01/98	PU	Ch.Sfaff	Millenium Competition	U	0
23/01/98	PM	DPM	Millennium Experience launch	U	0
23/01/98	HA/PS		Launch Event - Proposed Format For The Day	C	0
25/01/98	PM	SOC	Millennium Awards	U	0
26/01/98	PM	Netherlands/PM	(H) Thank you for letter - Millennium Bug	U	0
29/01/98	MWP	PM	Millennium	C	0
29/01/98	MWPO	HA/PS	Millennium Experience : Anniversary Visit	U	0
30/01/98	Ch.Sfaff	PU	Millenium Competition	U	0
02/02/98	MWP		Matthew Freud - promoting the Dome	U	0
12/02/98	PU	cos	Iain Anderson	U	0
17/02/98	DETR	HA/PS	Millenium village	U	0
17/02/98		PRESS	News release: First views inside the millenium dome revealed	U	0
18/02/98	HA/PS	PM	Millenium launch: with attached note from Peter and Anji	R	0
20/02/98	PU		Midland Conference - to Dr Ian Addison, Action 2000	R	0
23/02/98	CST	MWP	Draft Response to the Culture, media and Sport Select Committee R	R	0
23/02/98	MWPO	HA/PS	Millunium event, 24.2	U	0
23/02/98	HA/PS	PM	Launch of Millennium Experience	C	0
23/02/98	MWPO	HA/PS	Millennium Launch : 24 February	U	0
24/02/98	Ch.Sfaff	MWP	Dome : Sponsorship	R	0
24/02/98	DPM	MWP	Draft Response to the Culture, media and Sport Select Committee	R	0
24/02/98	DPM	MWP	Draft Response to the Culture, Media and Sport Select Committee R	U	0
24/02/98	SS/CMS	DPM	The Millennium	R	0
25/02/98		PM	letter from Jennifer Page re Millenium launch	U	0
27/02/98	HA/PS	DCMS	The Millennium	R	0
02/03/98	CDL	SS/CMS	The Millennium	U	0
02/03/98	PU		To Action 2000: Record of meeting: Midland Conference	R	0
03/03/98	PM	MWP	(P) The Millenium Experience	C	0
03/03/98	PM		To Jennifer Page, New Millenium Experience Co: Thanks for part pla	C	0
03/03/98			Government set to meet year 2000 Deadline	U	0
03/03/98	PM		To Bob Ayling, BA: Success of relaunch of Millenium Experience	C	0
04/03/98	SS/WO	SS/CMS	Cardiff Millennium Stadium	C	0
10/03/98			Director of action 2000 appointed - Gwynneth Flower	U	0
11/03/98	SS/NIO	SS/CMS	Odyssey millennium project	C	0
12/03/98		FCO	Telegram: Millenium dome: Toyota	R	0

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FM TOKYO
TO PRIORITY FCO
TELNO 130
OF 120753Z MARCH 98
INFO PRIORITY WASHINGTON, OTTAWA,
INFO PRIORITY TAIPEI

MY TELNO 121

SUBJECT: MILLENIUM DOME: TOYOTA

1. Sir Colin Marshall has reported back to me on his conversations with Toyota.

2. It has been made quite clear to them that they have first refusal for the exclusive slot as motor vehicle industry sponsor. They have asked for two to three weeks more to consider the idea. Colin Marshall has agreed to allow them this. He has also told the Millenium people in London to hold off closing a deal with Ford until Toyota have made up their minds. He has made it clear to them that if they decide not/not to take up the proposal, this will not affect their standing in HMG's eyes. He has left open the possibility of Jenny Page coming out here to give them a further presentation. If this idea is taken up, I would be happy to assist in any way possible eg using Embassy facilities. I have also agreed with Colin Marshall that I will try to make contact with Yokoi of Toyota on my return from London next week, to discuss any issues he has on his mind.

3. Colin Marshall is pretty exasperated at Toyota's failure to take this sponsorship proposal further since their recent meetings with the Prime Minister. The staff work at secretarial level in the company seems to have been pretty abysmal. No report was sent back by Toyota's man in London following Dr Toyoda's meeting with the Prime Minister. And at the meeting which Colin Marshall had with the company yesterday, Dr Toyoda seemed bemused by what was under consideration. He wondered whether this was the same proposal as had been made by quotes The Embassy unquotes to Keidenren about 2001! Thus confusing the millenium with what I take to have been an approach from the Japanese Embassy in London for Japanese business support for their own festival in Britain in 2001! For those of us familiar with the mysteries of decision-making in

AC

I thought we had a deal with Ford?!

Pliny
13/3

LPS

Deals, schmears .

Angus.

Japanese institutions, this may not be all that surprising. But it does demonstrate again the need for careful and deliberate handling of millenium proposals to the Japanese.

4. Finally, I have tentatively considered with Colin Marshall the possibility of approaching Fujitsu in due course with an eye to then being offered an exclusive role in the IT sector.

WRIGHT

YYYY

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NORTHERN IRELAND OFFICE
11 MILLBANK
LONDON
SW1P 4QE

SECRETARY OF STATE
FOR
NORTHERN IRELAND

The Rt Hon Chris Smith MP
Secretary of State for Cultural and Media Studies
2-4 Cockspur Street
LONDON
SW1Y 4DH

②

TOP-AL

C: JZH
UP

11 March 1998

Dear Elms,

ODYSSEY MILLENNIUM PROJECT

Over recent months we have been undertaking a thorough analysis of the Northern Ireland Odyssey landmark project. This has included detailed discussions with the Millennium Commission on issues related to planning, funding and management, and the undertaking of a full economic appraisal of the Project's business case.

We have been very grateful for the support of officials in the Commission, who have been extremely helpful in keeping us up-to-date with developments across a range of economic and practical issues. In areas of common concern - such as the acceptability of the terms of the proposed partnership with the private sector, and the financial feasibility of the project as a whole - it has been a reassurance to us to know that the Commission were satisfied on these points. We are grateful for the information and assessments that they have shared with us.

I met recently with Ministerial colleagues to receive a presentation from the Odyssey Trust - the holding company - and, subsequently, to consider our response to their request for financial support of £16.9m. Like the Commission, we see many potential benefits flowing from the Project, in economic, social and cultural terms; and we are convinced that the Project represents a significant statement of hope for the new millennium, and an opportunity to signal real prospects for

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regeneration and for providing major facilities which will benefit the whole community.

I am very grateful to the Commissioners for the prospect of their providing grant-aid of some £45m; I can now confirm that we are willing in principle to provide the £16.9m which the Project has sought from central Government. Inevitably, and like the Commission, this offer is subject to confirmation of other partnership funding and to final agreement of the terms of offer, including suitable provisions to protect the taxpayer's contribution.

On the assumption that all the necessary sources of funding are prepared to give commitment, and that you and your Commissioners are content that all the necessary conditions have been met, the award of the grant could be confirmed, subject to the details of the terms of offer being settled. This would leave the way open for a very positive announcement, coupling the Commission with Government and the other providers. Such an announcement must, however, be seen as entirely positive and uncontentious; it must be greeted as very good news by all the people of Northern Ireland. I also need to maximise its potential benefits in terms of the Northern Ireland Peace Process - and ensure that it cannot be presented in any divisive way. In that context, it would help me considerably if we could look flexibly at the timing of the announcement. This would enable me to relate it to other impending issues and, therefore, gain the maximum presentational advantage.

I hope that, in any event, the announcement would not be much delayed; the end of March - early April looks to be a likely timescale.

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I hope that you can agree to this brief delay in the announcement. In practical terms, I am assured that the Odyssey Project can continue to make progress during this slight hiatus, and that no time need be lost in progressing to completion in 2000.

I am copying this letter to the Prime Minister and Peter Mandelson. For obvious reasons, we should seek to ensure that its contents do not become widely known.

A handwritten signature in dark ink, appearing to read 'Marjorie Mowlam', written in a cursive style.

MARJORIE MOWLAM

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Top AL
cc: PJ



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The Rt Hon Ron Davies MP

Oddi wrth Ysgrifennydd Gwladol Cymru

From The Secretary of State for Wales

PERSONAL AND CONFIDENTIAL

4 March 1998

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FREEDOM OF INFORMATION

ACT 2000

Deu Secetary of State,

CARDIFF MILLENNIUM STADIUM

We spoke earlier today about my concerns, expressed in my letter of 4 February, about the composition of the Board of Wales Millennium Stadium plc.

I am aware that during the past month your officials have been seeking assurances from Cardiff regarding future attendance but feel that I must place on record again that by their failure to attend three successive Board meetings the representatives of Cardiff City Council -

I cannot accept that the representation from Cardiff in any way properly assures the public interest in a project of this size. Nor I regret does my experience of other collaborations with Cardiff City Council lead me to advise you that the assurances on future attendance which are being offered can be taken at face value.

I remain of the view that the government must act to rectify this position before the spotlight is turned upon the financial threat to the project: I understand that the BBC have an investigative programme in preparation for broadcast later this week.

I am copying this letter to the Prime Minister.

**The Rt Hon Chris Smith MP
Secretary of State
Department of Culture, Media and Sport
2-4 Cockspur Street
London**

J. H. H. H.
Approved by the Secretary
of State and signed in his
absence.



10 DOWNING STREET
LONDON SW1A 2AA

THE PRIME MINISTER

3 March 1998

Dear Jennip,

Thank you for your letter and your kind words. In fact I feel that it really ought to be me thanking you. The success of Tuesday's launch was down to the huge amount of work and creative energy that your company has already put into making the Millennium Experience a success. I know that you are personally at the heart of this maelstrom of activity.

I feel that Tuesday did mark a turning point. There are, of course, massive challenges ahead, but I sense that people are now starting to recognise the awesome potential of this project.

I intend to remain very much involved in taking this forward. Keep it up!

Yours truly
Tony

Ms Jennifer Page



10 DOWNING STREET
LONDON SW1A 2AA

THE PRIME MINISTER

3 March 1998

Dear Bob,

I wanted to congratulate you, Jennie Page and all of the New Millennium Experience Company on what I felt was a highly successful relaunch of the Millennium Experience on Tuesday.

There is no doubt that the energy, imagination and sheer scale of the project is tremendously exciting. For the first time we are really beginning to communicate this to the public and I believe that Tuesday will prove to have been an important turning point.

You all know how much remains to be achieved and you have my total support as you grapple with this historic challenge. There will no doubt be many problems to come, but I sense that people are now realising that on 1 January 2000, Greenwich will be, without doubt, the most exciting place on earth to be.

Yours ever
Tom

Robert Ayling Esq



SUBJECT
MASTER

10 DOWNING STREET
LONDON SW1A 2AA

Filed on:

THE PRIME MINISTER
Personal Minute

MINISTER WITHOUT PORTFOLIO

THE MILLENNIUM EXPERIENCE

Now that the dust has settled, I wanted to congratulate you on the success of Tuesday's relaunch.

I am convinced that it marked a turning point in public perception and the work that you, the NMEC and your staff have put in made this possible.

You know how much remains to be achieved and how much it matters that we get it right. But there is no doubt in my mind that Tuesday was a job well done.

3 March 1998

Tony



CABINET OFFICE
70 Whitehall, London SW1A 2AS
Telephone: 0171-270 0400

Chancellor of the Duchy of Lancaster
Cabinet Minister for Public Service

KbO 11428

cc fu

The Rt Hon Chris Smith MP
Secretary of State for Culture, Media and Sport
Department for Culture, Media and Sport
2-4 Cockspur Street
London SW1Y 5DH

2nd March 1998

Jan Aire,

File.

THE MILLENNIUM

Thank you for copying me the letter on the Government's Millennium strategy which you and Peter Mandelson sent to John Prescott on 24 February.

I was particularly interested to see the annex outlining plans for the First Weekend. You mentioned several major cities outside London where celebrations are planned on 31 December, namely Glasgow, Belfast and Birmingham. You may be interested to know that Newcastle upon Tyne is also planning celebrations on this date, and the City Council has set up a "Millennium Celebrations Working Group" to discuss this and a number of other proposals for celebrating the Millennium.

I am copying this letter to the Prime Minister, members of HS Committee, Peter Mandelson, and to Sir Richard Wilson.

David Clark

DAVID CLARK

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10 DOWNING STREET
LONDON SW1A 2AA

From the Prime Minister's Policy Unit

2 March 1998

Dr Ian Eddison
Action 2000
1 Victoria Street
London SW1H 0ET



Dear Ian

MIDLAND CONFERENCE

We had a helpful meeting today. We agreed to meet again in the week of the 16th, and added the following action points to the already extensive list:

- David Cooke would explore the possibility of a cross-party approach
- We would need to have a press story for the Cruickshank-Guenier head to head on the 10th of March, potentially the launch of this cross-party approach
- You and John Temple would continue to explore with the Treasury the possibility of doing something in the Budget on IT skills in general, and the Millennium Bug in particular
- You and David would explore with the NAO what their plans are
- David and I would explore the same with the Audit Commission
- You would prepare a detailed plan of the arrangements for the 30th, including some options on the small companies to visit. It would help if you could circulate that the week before we meet next, in particular so Anji Hunter can read it in advance.
- You would work on an initiative with the major IT suppliers.

I am copying this letter to Don Cruickshank (Action 2000), Sheila Watson and Stephen Pride (DTI), Gerard Long (Midland), Anji Hunter, Siobhan Kenny and

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- 2 -

Angus Lapsley (Number 10), Andrew Lappin and David Cooke (CITU), John Temple (DfEE) and Jo Durning (Cabinet Office).

Yours sincerely,

J. Goggins
pp JAMES PURNELL

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ACTION POINTS

- Agree with BBC that they will make series of public awareness trailers (and programmes?). Preferably air first trail on day of conference. Action: IE
- Agree with DfEE and TECs a costed programme to address the IT skills shortage, particularly by bringing older workers back into the workforce. Action: IE
- Explore with DfEE possibility that some Millennium Volunteers or New Deal places could be targeted at the same purpose. Action: IE
- Explore international initiatives. Action: JP
- Agree with CBI that first Millennium Award Winner could be announced on the day. Action: IE.
- Find shortlist of small companies that have met the Year 2000 challenge early, as potential candidates for PM visit. (Preferably company getting the CBI award.) Action: IE (Number 10 would want to check venues).
- Announce outcomes of Action 2000 infrastructure forum. Action: IE
- Announce details of contingency planning project. Action: IE
- Announce results of quarterly review of public sector compliance work. Action: JP to discuss with David Cooke.
- Announce quarterly review of private sector readiness. Action: IE.
- Explore possibility of announcing Action 2000 budget for next year. Action: IE.
- Prepare possible Year 2000 declaration of co-operation. Action: IE.
- Prepare report of MISC 4 work to date. DC to discuss with Jo Durning.
- Consider announcing European infrastructure project. Action: IE.

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- 4 -

- Prepare rebuttal of Guenier and Opposition. Action: SK to discuss with DTI press office.
- Explore possibility of self-help software – CD ROM, disks, cassettes? Action: IE

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10 DOWNING STREET
LONDON SW1A 2AA

From the Private Secretary

27 February 1998

Dear Tony,

THE MILLENNIUM

The Prime Minister has seen the joint letter from your Secretary of State and the Minister without Portfolio to the Deputy Prime Minister of 24 February about planning for the Millennium celebrations.

He thought that the strategy outlined in the letter was broadly along the right lines, but in taking forward this work he would like your Secretary of State to ensure that:

- events, including the major national ones, involve a genuine mix of people. They should not be seen to be VIP driven or too exclusive;
- the religious and spiritual aspect of the celebrations is clearly expressed.

I am copying this letter to the private secretaries of members of HS and Jan Polley (Cabinet Office).

Yours,

Angus

ANGUS LAPSLEY

Tony Dyer Esq,
The Department for Culture, Media and Sport

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7AL . R26/2

MILLENNIUM
Time to make a difference

25 February 98

Dear Prime Minister,

On behalf of
all the company I offer thanks
and congratulations for the wonderful
and inspiring support for the project
which you provided yesterday. We
are delighted with the shift in
public perception and media coverage
today - which is undoubtedly the
result of your participation and in
particular your speech.

We could not have done it without that
and we are very very grateful

Yours sincerely
Terrie Page

The New Millennium Experience Company Ltd

110 Buckingham Palace Road, London SW1W 9SB Telephone 0171 808 8200 Fax 0171 808 8240

Registered Office: 110 Buckingham Palace Road, London SW1W 9SB Registered in England No. 3113928



As

10 DOWNING STREET

(P)

PM

Worth a glance through the annex, which sets out some of the initial plans for New Year's Eve, 1944. The centre-piece is a VIP bash at the Home, which you and probably the Queen will attend.

This looks
Angus fine but I
25/2. would like to know
that I think
(a) all celebrations
must be heavily real
people oriented; &
(b) the religious
element should be
marked clearly



Top: HAP/S
cc CGS
VPU
Press
SCU

2-4 Cockspur Street
London SW1Y 5DH
Telephone: 0171-211 6239
Facsimile: 0171-211 6249

From the Secretary of State for Culture, Media and Sport
THE RT HON CHRIS SMITH MP

RESTRICTED - POLICY

The Rt Hon John Prescott MP
Deputy Prime Minister
Department of the Environment, Transport and the Regions
Eland House
Bressenden Place
LONDON
SW1E 5DH

24 February 1998

Dear John,

THE MILLENNIUM

Today's event at the Royal Festival Hall, at which the Prime Minister announced the progress made to date on sponsorship of the Millennium Experience and unveiled a substantial part of the content of the Dome, will take us into a new phase of the project that could determine the success of the Government's Millennium strategy as a whole. In considering this strategy we came to the view that if we are to mark the Millennium in a way which will involve and engage people throughout the UK and be envied throughout the world we must use the resources of the whole Government to communicate our strategy coherently and effectively.

As a result we have asked DCMS officials to work with the wide range of other organisations, including government departments, involved in planning for the millennium celebrations, to develop a proper strategy for communicating the extraordinary number and range of ways in which the UK will be celebrating the Millennium. These range from large capital projects such as the new centre for the study and interpretation of genetics in Newcastle and major new sports stadia in Glasgow and Cardiff to more people-based activities such as community science events in rural Wales and the first UK-wide National Youth Games involving over 50,000 young people. This diversity is also reflected in the Millennium Experience, both in the content of the Dome and in the associated national programme of events and activities.

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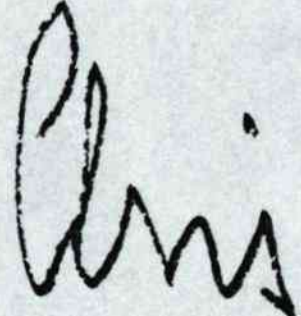
The first step in this process was today's unveiling. We needed to make this event, which also provided a very substantial demonstration of support for the project from the private sector through sponsorship pledges, a turning point in the way in which the planned millennium celebrations are perceived. The messages that needed to come from this event, and from the series of "Celebrating the Millennium" regional conferences which begin in Bristol on 27 February, are:

- that the Dome is a focus (but by no means the totality) of the planned celebrations - it represents, at £400m (net), less than 20% of total spending on projects to mark the millennium throughout the UK;
- that these projects are not about bread and circuses, but represent a huge investment in the physical and human infrastructure of this country at the turn of the Millennium. The overarching theme of the Millennium Experience is "Time to Make a Difference" and that is what this investment is about: making a difference to people's lives and encouraging them to focus on and realise their hopes and aspirations in the new millennium;
- that, given the geographic spread of projects, the legacy of the millennium celebrations has the potential to be significantly greater than that ascribed to the events of 1851 and 1951; and, finally,
- that the UK is going to be proud of itself in the year 2000; and this will have a profound effect in uniting the nation.

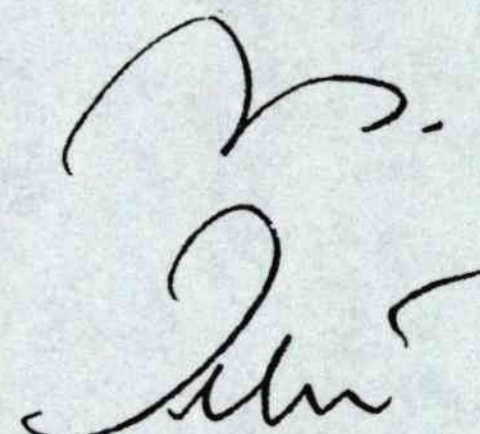
If today is going to mark a turning point, these messages need to be sustained and developed over the coming months and years by the whole of Government and to this end we propose to report regularly to colleagues on progress and key messages.

We are also aware that you, and a number of other colleagues, have expressed interest in how plans for the first weekend of the new Millennium are being coordinated, and have therefore attached an Annex outlining how this issue is being handled and the framework that is developing.

We are copying this letter and attached paper to the Prime Minister, members of HS, and to Sir Richard Wilson.

Yours ever,


CHRIS SMITH
Secretary of State for Culture,
Media and Sport



PETER MANDELSON
Minister without Portfolio

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THE FIRST WEEKEND OF THE MILLENNIUM

Definitions

1. For these purposes we have taken the First Weekend to mean the period between New Year's Eve 1999 (a Friday and probably a Bank Holiday - the consultation exercise will be completed shortly) and the following Monday (3 January 2000 and also a Bank Holiday). In Scotland Tuesday 4 January will also be a Bank Holiday. Despite this tight definition of the First Weekend, thought will need to go into the planning of the build-up to 31 December 1999, and, in particular, the Christian churches are considering their plans for Christmas 1999.

Policy Framework

2. The success of the First Weekend will be critical to the way in which the UK's Millennium celebrations are perceived, both at home and abroad. The need for Government to play a role of leadership and coordination is therefore vital. In determining what this role should be, we have been mindful of the following:

- the Dome must be the centrepiece of the celebrations, but there must be a regional balance;
- there will be many events, small and large, which will happen all round the country without any direct Government involvement;
- the weather is unlikely to encourage mass, long-stay outside events;
- for the majority of people the celebrations will be experienced via the television and as a result there is a difference in planning what actually takes place and planning that which is covered by the media; and
- that with a four-day weekend Millennium fatigue may set in.

Discussions to date have taken place on the basis that the role of Government is to facilitate and coordinate, rather than to commission or arrange events. DCMS has therefore set up a small, official-level working group involving Lambeth and Buckingham Palaces, the New Millennium Experience Company (NMEC), the Millennium Commission and the major broadcasters (BBC and ITV) to take this work forward.

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Outline

Friday 31 December 1999

3. In broadcast terms the Millennium will begin at noon on 31 December 1999 when the Chatham Islands enter 2000. The major broadcasters all appear to be planning some sort of international link-up with broadcasters in each time zone, so, in the lead-up to midnight in the UK the broadcasters will have recently visited Bethlehem, Rome and Paris. After the UK there are unlikely to be any major events until Brazil enters 2000, three hours later. In terms of UK coverage the BBC and ITV will be keen to focus on key national events, but also to fulfill their regional and local remits.

4. As the centrepiece of the UK celebrations the Dome will provide a focus. Current plans envisage that the Dome event will begin at about 10pm with VIPs (Ministers and, hopefully, members of the Royal Family) arriving at around 10.30pm. Whilst the capacity of the Dome is 35,000, the central piazza of the Dome only accommodates about 10,000 people, so this will act as the upper limit on the number of guests that can be invited. NMEC are keen to invite a mixture of "real people" and VIPs, but, because of security, it will need to be an invitation only event. Once the VIPs are gathered there will be an opportunity to explore the exhibits, followed by speeches in the run-up to midnight. The possibility that the Archbishop of Canterbury and other faith leaders lead the country in a two minute silence and affirmation is currently under consideration. There will be a countdown and a big bang at the moment itself, followed by a spectacular show (after the midnight moment) for which major artistes are already being booked. VIPs would start to leave at around 12.30am and all guests will need to have left the Dome by 2am so that NMEC can prepare for full public opening at 10am.

5. Whilst the goings on within the Dome will be exciting to those attending and watching on television, they need to be part of a wider celebration, both in London and throughout the country. In terms of London, there are plans to use the river as a linking theme and also to highlight the transition from "old" (before midnight) and "new" (after midnight) Greenwich. The Old Royal Observatory are planning an open air concert in Greenwich Park that evening. One possibility, which is being explored with NMEC, the Cross-River Partnership and others, is to use the river for the count-down to midnight by lighting up ten bridges in turn, starting with Vauxhall. The bridge-lighting might be followed by a firework display along the river.

6. These plans have been discussed with the Metropolitan Police who are concerned that:

- people should not be encouraged to congregate outside the Dome on the Greenwich Peninsula; and

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- that whatever is planned in central London should draw people away from the traditional bottleneck of Trafalgar Square.

The Police are attracted to the idea of a river-based event as crowd management along the banks is relatively easily managed. The Met have set up a dedicated Millennium planning unit, and are fully involved in the planning process.

7. Outside London, the other major UK event will be the traditional Hogmanay celebrations in Edinburgh. Other major cities, including Glasgow, Belfast and Birmingham are all planning celebrations. In addition, many churches will hold services in the early evening and there will be loads of parties everywhere.

8. DCMS is now working with others to develop these plans further. For example, discussions are taking place with the Royal Household and the churches to plan the lead-up to the start of the event at the Dome. A number of ideas have been suggested, including a short service at St Paul's or Southwark Cathedral or a smaller Parish Church, a dinner at the Tower of London, and a visit to a small, community celebration in South London. Consideration is also being given to the role that Ministers will play in these events and whether any Government-led parties or dinners should take place earlier in the evening. The interim view of the Royal Household is that the occasion should focus on families rather than being too stiff or formal, but the Royal Household have yet to consult the Queen and other members of the Royal Family directly.

Friday 1 January 2000

9. For the Dome this will be the first day of full operation (although it is likely that all the tickets for the day will have been won through competitions). The press coverage will be intense - the Dome will be a news, rather than a broadcast event. Elsewhere people will be nursing their headaches until midday when the nation's bell-ringers will ring-in the Millennium with a five-minute peal of bells followed by short (10 minute) services of thanksgiving. The Millennium Commission have provided funding for bell-repairs so that as many belfries as possible will be active. The Royal Household have suggested that members of the family might attend some of these services (perhaps in Sandringham). Ministers may also want to attend local services.

10. There will be full programme of sporting events on the Saturday - DCMS proposes to work with the Sports Council to ensure that the organisers are all aware of the wider planning considerations consequent upon it being the first day of the new Millennium. Many of the major entertainment venues have been booked for this night (Royal Albert Hall, Wembley etc) and NMEC is conducting a survey of what is happening where so that this information can also be factored in to the wider planning.

RESTRICTED - POLICY

Sunday 2 January 2000

11. The consultation exercise involving the churches in the four countries of the UK is now complete and the proposal agreed that national church services should take place in London (St Paul's), Scotland (Edinburgh), Wales (Cardiff) and Northern Ireland (probably Armagh) in the afternoon of 2 January. The plan is that these services will be ecumenical and multi-cultural while being Christian (other faith leaders will be invited but may feel unable to attend). A member of the Royal Family will attend each service (as they did for the VJ Day services). Lambeth Palace are keen to ensure a common element to each service, as well as newly-commissioned anthems and liturgical material relevant to each faith group. A working group will be established, involving representatives from each country and each cathedral to take this work forward.

Monday 3 January 2000

12. The view of the broadcasters is firmly that people will have had quite enough of official celebrations by this stage, and that the Monday should be a time for recovery before the return to work on the Tuesday. There was a suggestion from the churches that this might be the best day to hold civic ceremonies (based in cathedral cities, involving local dignitaries). There was little enthusiasm for this among the DCMS-led group (too many church services), but Lambeth Palace and the Inter-faith Network are exploring the possibility of holding a multi-faith event, which would bring together different faith communities in an act of common witness to values they hold in common and to share their hopes for the new millennium. This event would probably take place outside London.

Conclusion

13. The plans for celebrating the first weekend of the Millennium are developing fast. The small group established by DCMS to take forward this work will report regularly to the Millennium Coordinating Group and its sub-groups and to Ministers.

14. In terms of announcements, the Bank Holiday consultation will be completed by mid-April and at that point, or shortly afterwards, it would also be possible to make an announcement about plans for the First Weekend.

Millennium Unit
Department for Culture, Media and Sport
24 February 1998

File

From: Jonathan Powell
Date: 24 February 1998

PETER MANDELSON

cc: James Purnell
Angus Lapsley

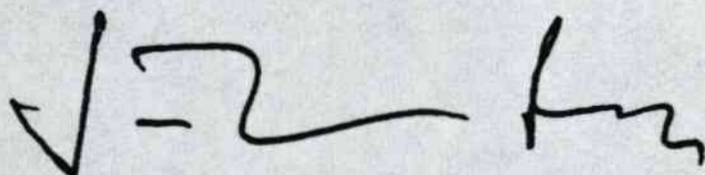
DOME: SPONSORSHIP

1. The Prime Minister asked me to let you know that S P Hinduja has said he would like to help with the Dome. Will you contact him?

2. Sir John Templeton will be in the UK shortly. As you know, he is responsible for the Templeton Prize for Religion each year of some £¾ million. It occurred to me that he would be a good person to sponsor the religious element of the Dome, both because he is extremely rich and because he has devoted his life to inter-faith work.

3. Are you doing anything about BNFL?

4. I assume you will give us a detailed list of businessmen you want us to lean on as we go along in raising further sponsorship.



JONATHAN POWELL

Top AL
cc PJ
SCU
Press

FROM THE DEPUTY PRIME MINISTER



DEPARTMENT OF THE ENVIRONMENT,
TRANSPORT AND THE REGIONS

ELAND HOUSE
BRESSENDEN PLACE
LONDON SW1E 5DU

TEL: 0171 890 3011
FAX: 0171 890 4399

Peter Mandelson Esq MP
Minister without Portfolio
Cabinet Office
70 Whitehall
London
SW1A 2AS

(P)

24 FEB 1998

DRAFT RESPONSE TO THE CULTURE, MEDIA AND SPORT SELECT COMMITTEE REPORT ON THE MILLENNIUM DOME

Thank you for your letter of 18 February attaching a draft copy of the text you propose to publish as a Command Paper in response to the report produced by the Culture, Media and Sport Select Committee on the "Millennium Dome".

My officials have agreed with yours two changes to the current text. First in **paragraph 15** the last sentence should be deleted and replaced with the following: "Any change of name would involve significant costs".

Revision of **paragraph 24**. The new text below includes reference to the Millennium Village and follows the line of your answer to a PQ on the future of the Dome.

"The government has all along planned a high quality development across the entire Greenwich Peninsula site. Indeed the Deputy Prime Minister announced on 18 February, the winner of the competition to develop the Millennium Village. The winning scheme meets all the Government's objectives - a development that is built to the highest quality of architectural design, embraces a mixed use approach to the development process, and minimises environmental damage through the careful planning of water and energy efficiency measures. It will create an enduring legacy for the future, as part of the wider Millennium project for the regeneration of the Greenwich peninsula.

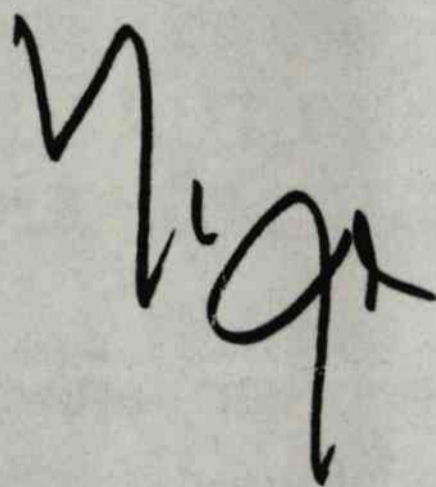
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2000

The Government agrees with the Committee that the Dome will be a major public asset. Our aim is for the Dome to complement the English Partnerships high quality development at Greenwich Peninsula. The Government has also accepted Sir Dennis Stevenson's advice that the best time to make final decisions about the future of the Dome will be in 2000. Between now and then we will actively encourage potential investors to come forward and register serious expressions of interest with us (which should not involve additional cost to the Exchequer), as a basis for dialogue and detailed preparatory discussion".

I would also be grateful if you would add to the end of **paragraph 20**. The text below confirms that transport co-ordination arrangements are under review.

"The Government is currently reviewing the arrangements for monitoring and co-ordination of transport access issues."

/ I am copying this letter to the Prime Minister, other members of HS, and to Sir Richard Wilson.



JOHN PRESCOTT

FROM THE DEPUTY PRIME MINISTER

Top AL
cc: PU



DEPARTMENT OF THE ENVIRONMENT,
TRANSPORT AND THE REGIONS

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FAX 0171 890 4399

24 FEB 1998

DRAFT RESPONSE TO THE CULTURE, MEDIA AND SPORT SELECT COMMITTEE REPORT ON THE MILLENNIUM DOME

Thank you for your letter of 18 February seeking colleagues' agreement to the publication of the Government's response to the report by the Culture, Media and Sport Select Committee on the Millennium Dome. A copy of the draft text was attached to your letter.

You explained that my Department and the Department for Culture, Media and Sport had seen earlier drafts of the text, and you were grateful for the comments offered by officials. You now sought approval to publish the paper before the end of February.

In my earlier letter, I identified the changes that had been agreed between officials on the paragraphs on renaming of North Greenwich Station and the future of the Dome to include references to the Millennium Village. I also suggested some text to confirm that transport co-ordination arrangements were under review.

No other colleague has commented, and you may therefore take it that you have approval to proceed as you propose, subject to the points I have set out above.

I am copying this letter to the Prime Minister, members of HS Committee and Sir Richard Wilson.

JOHN PRESCOTT



RESTRICTED - POLICY

Treasury Chambers, Parliament Street, SW1P 3AG

Top M
e: PV
JSH

Peter Mandelson MP
Minister without Portfolio
Cabinet Office
70 Whitehall
London SW1A 2AS

(P)

23 February 1998

Dear Minister

DRAFT RESPONSE TO THE CULTURE, MEDIA AND SPORT SELECT COMMITTEE REPORT ON THE MILLENNIUM DOME

Thank you for copying me your letter of 18 February inviting comments on the proposed response to the Culture, Media and Sport Select Committee's report on the Millennium Experience.

2. I am generally happy with the draft text, but would ask that you stress in paragraph 11 that our commitment to securing a legacy from the Millennium Experience is conditional upon the Dome not making any further calls upon the taxpayer beyond the regeneration expenditure already incurred by English Partnerships.



RESTRICTED - POLICY

3. I am copying this letter to the Prime Minister, HS colleagues and to Sir Richard Wilson.

Yours sincerely

Paul Williams

PP ALISTAIR DARLING

*(Approved by the Chief Secretary
and signed in his absence)*



Minister without Portfolio

MWP/2123

Top - A
PJ
BSP

(R)

FROM: RUPERT HUXTER
DATE: 23 February 1998

ANGUS LAPSLEY
10 Downing Street

MILLENNIUM EVENT, 24 FEBRUARY

1. I enclose briefing for tomorrow's event, prepared by the New Millennium Experience Company. As I write, the Company is finalising a table showing the sponsorship details, which I shall forward as soon as possible. The headline points are that there are four "founder" sponsors coming in at £12 million each (Manpower and Tesco as well as BT and Sky), plus smaller contributions from BA, the Corporation of London, BAA, and British Aerospace. The overall figure should be between £63 and £68 million.
2. The Prime Minister is on a top table of seven, together with the four founder sponsors, the DPM, and Bob Ayling. A second top table of five will be just behind this, with Peter Mandelson, Chris Smith, Michael Heseltine, Michael Grade, and Jennie Page. Mrs Blair is on table 12 with Lord Puttnam, Rupert Gavin of BT, and Karl Oliver of Swatch (a company which we have high hopes may decide next week to sign up).
3. There is nothing in the briefing on the content models. But the Prime Minister has seen these; and, on the day, the expectation must be that they will "speak" visually for themselves.

I'll get you the sponsorship
stuff as soon as I possibly can

Rupert

R. HUXTER
PPS/Minister without Portfolio

Room 308, 70 Whitehall
☎ 270 0013



Minister without Portfolio

ANGUS LAPSLEY
No 10

PM

A useful summary.

Angus

From: Rupert Huxter
270 0013

23 February 1998

MILLENNIUM LAUNCH, 24 FEBRUARY

I owe you an account of the final sponsorship totals for tomorrow.

NMEC will announce six signed commitments - Tesco, Manpower, BT and Sky, all at at least £12 million; plus BA at £6 million and BAA at almost £5 million - totalling nearly £59 million.

In addition they will make it clear that they have £16 million of firm commitments awaiting detailed negotiation, taking the total to £75 million; and that they are in serious negotiation with 40 other potential sponsors.

They will also announce that they have reached agreement in principle with Camelot to be official ticket distributor for the Experience, which will put a ticket retailer within 3 miles of 95% of the UK population.

Finally, I attach one further page of Q&A, and a copy of the top table seating plan.

Rupert Huxter

RUPERT HUXTER
PPS/MINISTER WITHOUT PORTFOLIO

Q. Sky/News International Sponsorship : What does **Rupert Murdoch** expect in exchange?

A. He expects nothing and will receive nothing. Like the many other companies who will be associated with and supporting the Millennium Experience, Sky/News International has decided to become involved because they recognise that the project is a once-in-a-businesses-lifetime opportunity. A chance to be involved in an event not replicated anywhere else in the world ; a chance to be where everyone will want to be come 31 December 1999.

Q. Will the company be **appointing a new Creative supremo?**

A. The Company has a significant breadth and depth of expertise and experience – at Board level, in the Litmus Group, through its staff, and other advisors – to ensure that solid judgements and decisions are taken on all creative matters. There are no plans, therefore, to appoint a Creative Director or supremo at this stage.

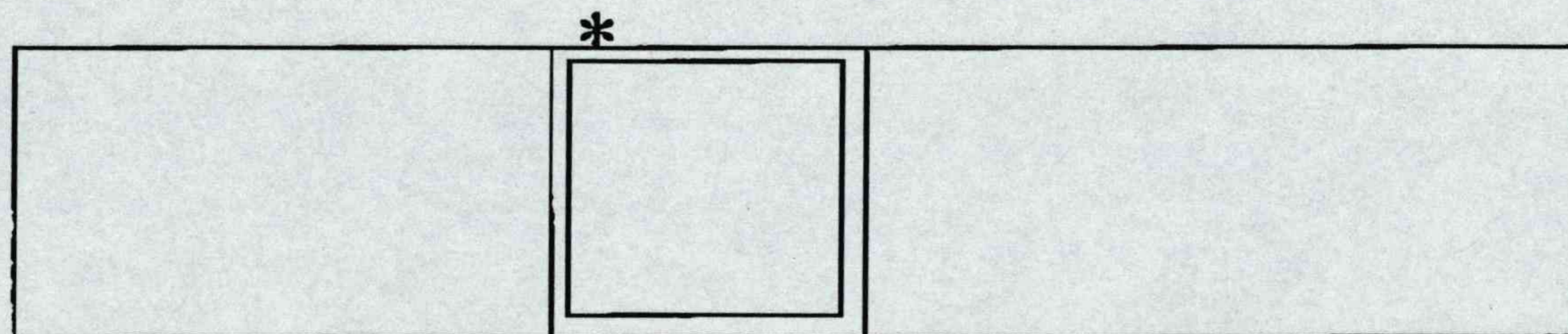
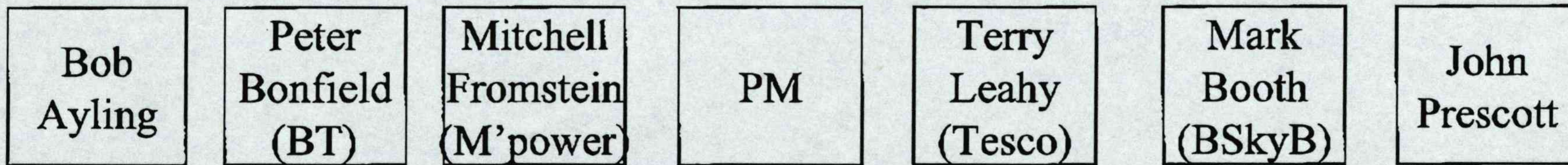
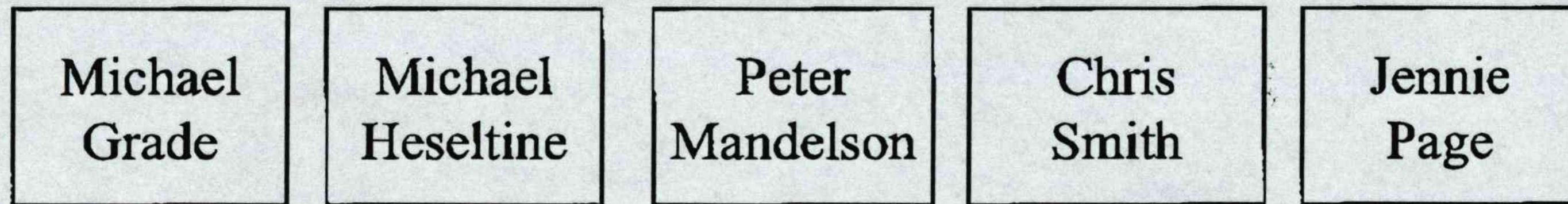
Q What about the **Millennium bug? Will the Dome's IT crash on 31/12/99?**

A. NMEC are working closely with manufacturers and suppliers of all equipment and systems which may be affected. The company will ensure that all such equipment and systems are Millennium compliant.

STAGE LAYOUT

SR

SL



* Down stage
Lectern
Position

NB: Preset chairs
with folder copies

CONFIDENTIAL - VISITS

From: Angus Lapsley
Date: 23 February 1998

Prime Minister

cc: Mrs Blair
Alastair Campbell
Anji Hunter
Peter Hyman
James Purnell

LAUNCH OF MILLENNIUM EXPERIENCE

The programme is basically:

- 08.40 depart No 10 (with CB)
Met by Bob Ayling and Nicholas Snowman (Royal Festival Hall)
- 09.00 You speak first (see attached speaking note from Peter H – who will be in from 08.00 for comments)
- other speakers: Peter Bonfield, Michael Grade, Jennie Page
- 09.45 You and CB tour models, with JP and other key guests
- 10.10 Media interviews (depending on what AC sets up)
- 10.30 Photocall

Bob Ayling will be in charge of you. On the top table you will be alongside representatives of the four founder sponsors (BT, Sky, Manpower and Tesco – see attached cast list).

CONFIDENTIAL - VISITS

CONFIDENTIAL - VISITS

- 2 -

I also attach some Q&A briefing covering the sponsorship arrangements, current budget situation etc. It is quite important that you look at this if you intend to do interviews.

Cherie will be looked after by Ben Evans and will be sitting with David Puttnam, Rupert Gavin of BT and Karl Oliver of Swatch (possible sponsors).

Angus.

CONFIDENTIAL - VISITS

CONFIDENTIAL

ANNEX C

TOP TABLE

Prime Minister

The Deputy Prime Minister

The Secretary of State for Culture, Media and Sport

The Minister without Portfolio

Rt Hon Michael Heseltine MP

Bob Ayling

Michael Grade

Jennie Page

Sir Peter Bonfield (BT)

Mitchell Fromstein (Manpower)

Terry Leahy (Tesco)

Speakers from the floor

Sir John Egan (BAA)

The Lord Mayor of London

CONFIDENTIAL

CONFIDENTIAL

ANNEX D1

SPONSORSHIP

POSITIVES

- GOVERNMENT & NEW MILLENNIUM EXPERIENCE COMPANY CONFIDENT THAT £150m TARGET CAN BE REACHED
- ANNOUNCEMENTS TODAY BY:

Founding partners	Confirmed official sponsors
✓ BT	✓ British Airways <i>+ BAA</i>
✓ TESCO	BAe
✓ Manpower	Camelot ?
✓ Sky	✓ Corporation of London

*Final list
to be
compined*

DEMONSTRATE WILLINGNESS OF MAJOR COMPANIES TO BACK BRITAIN AND BE PART OF MOST AMAZING PROGRAMME OF MILLENNIUM ACTIVITY ANYWHERE IN THE WORLD.

- ANNOUNCEMENTS ALSO REFLECT POSITIVE OUTCOME OF FIRST PHASE OF SPONSORSHIP STRATEGY: CLEAR BUSINESS CASE FOR SUPPORTING THE EXPERIENCE - UNPRECEDENTED MEDIA EXPOSURE AND DIRECT ACCESS TO A MASSIVE POTENTIAL CUSTOMER BASE.
- DISCUSSIONS ALSO WELL UNDERWAY WITH MORE THAN 40 OTHER COMPANIES
- SPONSORSHIP ARRANGEMENTS COVER THE CHALLENGE (national programme) AS WELL AS THE DOME - ENSURING TRULY NATIONAL MILLENNIUM CELEBRATIONS
- AIM IS TO WORK IN PARTNERSHIP WITH THE PRIVATE SECTOR TO SHOW THE WORLD THAT BRITAIN IS FORWARD LOOKING, IMAGINATIVE, AND VIBRANT
- ACHIEVEMENTS IN LAST EIGHT MONTHS, SINCE THE GO-AHEAD REFLECTS ABILITY OF THE NMEC TO DELIVER. PROGRESS IN NEXT EIGHT MONTHS WILL BE EVEN MORE POSITIVE AND RAPID

CONFIDENTIAL

ANNEX D 2

SPONSORSHIPQUESTIONS AND ANSWERS

Q1. Have all the companies announced today signed deals?

A1. All supported by written documentation

Q2. Are they all paying cash?

A2. All sponsors are making multi-million pound cash contributions. Some are also providing in-kind contributions for things which would have had to be paid for from the project budget.

Q3. Don't British Airways have a hidden agenda? (Back door to Govt support for US air deal; inside track to pick up tourist business?)

A4. British Airways have been fully behind this project since 1996, and their Chief Executive, Bob Ayling, has been Chairman of the NMEC since its inception in February 1997 - receiving no payment for his considerable input of time and expertise. He has and will continue to operate in that post with the propriety and probity expected of a professional, first class businessman. The opportunities open to BA from the Millennium Experience are no different to those of any other company - either in the tourist trade or other sectors [And this Government is most definitely not in the business of back-door deals]

Q4. What if sponsorship falls short of £150m

A4. We are confident of achieving £150m and that remains the target. There will be no call on the taxpayer to subsidise this project; that was a clear commitment when the Government gave the go-ahead and that remains very firmly and clearly the case.

Q5. Why is sponsorship going so slowly; why aren't they all signed up?

A5. [Half way to target already????]. Progress with sponsorship is absolutely on track. The go-ahead for the project was only given 7 months ago and sponsorship offers started being promoted in late October/early November. Content had to be developed first, along with the associated national programme of events which will encourage the everyone across the UK to take part. Then sponsorship offers could be

CONFIDENTIAL

ANNEX D3

put together and marketed to businesses. Since that process started, the response has been great. Each sponsorship deal involves very close working with the potential partner

Q6. At what point will you consider cancelling the Dome?

A6. That point will not arise. The project will go ahead – today's announcements are proof positive that the project will be delivered.

Q7. Where are BAe, GEC?

A7. Both BAe and GEC remain committed to the project. They have been committed since 1996. Their precise contribution is subject to detailed discussions which we expect to conclude shortly.

Q8. Will you accept any sponsor? Foreign companies; tobacco companies?

A8. The integrity of the Millennium Experience comes first. This is a unique, once-in-a-lifetime event for the nation and the nation is contributing to it through the lottery. It must entertain, inspire and educate visitors and participants. There is no "only British" rule ; many "foreign" companies contribute massively to this country's prosperity, jobs, and culture. If they are interested, and if their support maintains and enhances the integrity of the project – they are welcome. We have no intention of seeking or accepting tobacco sponsorship. ___

Q10. How much will IMG get?

A10. IMG were appointed after a competitive tendering process and offered a contribution of relevant expertise and the best value for money to the NMEC. The arrangement is that IMG are working to a complex scale of fees – reflecting the work associated with individual deals.

Q11. What are sponsors getting for their money?

A11. Participation in the largest, most spectacular, live event ever staged anywhere in the world ; a presence throughout the country by association with the Challenge which will reach every town and city in the country ; an opportunity to sit alongside forward thinking companies who are helping to Make a Difference.

ANNEX D4

BUDGET

POSITIVES

- PROJECT IS ON TIME AND TO BUDGET.
- THE PROJECT WILL NOT RECEIVE ANY TAXPAYERS' MONEY : IT HAS NOT, AND WILL NOT, DIVERT FUNDS FROM OTHER GOVERNMENT PROGRAMMES.
- GRANT FROM THE MILLENNIUM COMMISSION STANDS AT £399m net. THE REMAINING £359m NECESSARY TO DELIVER THE PROJECT WILL COME FROM SPONSORS, COMMERCIAL REVENUE (merchandising, licensing) AND ENTRANCE INCOME.
- THERE IS A PRUDENT CONTINGENCY WITHIN THE BUDGET. REFLECTED IN BOTH THE INDIVIDUAL BUDGET-HEADS COVERING SITE AND STRUCTURES, OPERATIONS, PRODUCTION AND SO ON, AND A RING-FENCED CENTRAL CONTINGENCY WHICH IS SEPARATELY MANAGED.

QUESTIONS & ANSWERS

Q1. The project is going to cost £1 billion isn't it?

A1. No. The project is to time and to budget ; that budget comprises £399m grant from the Millennium Commission and £359m income from sponsors, commercial revenue and entrance charges. The construction of the Dome and its infrastructure is progressing to timetable within the £260m budget – and this includes about £40m delivering planning conditions, off-site temporary car-parking, and a contribution to English Partnerships' remediation, landscaping and infrastructure.

Q2. What happens if you bust the budget?

A2. NMEC determined that won't happen and that project will be delivered to existing overall budget.

Q3. Won't the taxpayer have to bail the project out?

A3. No. There has been, and there will be, no taxpayers' money available to this project. Govt has confirmed that Millennium Commission will meet its commitments to the project.

ANNEX D5

Q4. What if the project makes a profit?

A4. The public will benefit. The company will pay back grant to the Millennium Commission.

ANNEX D6

TICKET/ENTRANCE PRICE

POSITIVES

- TICKET PRICES WILL BE SET AT A LEVEL WHICH WILL ENCOURAGE AS MANY PEOPLE AS POSSIBLE FROM ACROSS THE UK AND ABROAD TO ATTEND AND WHICH WILL OFFER GOOD VALUE FOR MONEY - WHILE MAXIMISING INCOME FOR THE PROJECT.
- THERE WILL BE A FULL RANGE OF ENTRANCE TICKET PRICES COVERING ADULTS, SENIOR CITIZENS, CHILDREN, STUDENTS, FAMILIES AND GROUP RATES.
- THERE WILL BE NO CHARGE, OVER AND ABOVE, THE VISITOR'S ENTRANCE PRICE FOR ANY OF THE EXHIBITIONS OR SHOWS WITHIN THE DOME. IF THE EVENTS AND ACTIVITIES IN "BABY DOME" ARE PART OF THE EXPERIENCE DAY THERE WILL BE NO EXTRA CHARGE.
- IT IS THE INTENTION THAT AS MANY PEOPLE AS POSSIBLE WILL BE ABLE TO BUY THEIR TRAVEL TICKETS AND THEIR EXPERIENCE ENTRANCE TICKET AT THE SAME POINT OF SALE.
- WE ARE WORKING WITH THE TRAVEL COMPANIES, WITHIN AND OUTSIDE THE UK, TO HELP ENSURE THAT THEY OFFER ATTRACTIVE PACKAGES.

QUESTIONS & ANSWERS

Q1. Is it true that price of tickets will be £17.50?

A1. There will be a range of ticket prices for adults, children, senior citizens, families and groups. All will be set at levels which offer value for money and which encourage visits to the Experience. Final decisions will be made in due course.

Q2. When will we be able to buy tickets?

ANNEX D7

A2. The travel trade will be able to make ticket reservations from December 1998 ; the general public will be able to pre-book tickets from mid 1999

Q3 Can we buy tickets on the day?

A3. We aim to sell AROUND 90%-95% of tickets in advance. A few will be available on the day but, for reasons of visitor management and comfort we aim to implement a pre-booking strategy.

Q4. Will tickets be available for opening night?

A4. This will be the most talked about opening night in memory. Arrangements are under consideration ; intend that tickets will be available to the public. Too soon to have taken final decisions about how, when and how many.

ANNEX D 8

CONTENT

POSITIVES

- THE CONTENT WILL TRULY ENGAGE, INSPIRE, EDUCATE AND ENTERTAIN ALL WHO VISIT THE DOME.
- THE EXPERIENCE WILL POSITIVELY INFLUENCE EACH INDIVIDUALS VIEW OF THEMSELVES & THE WORLD'S VIEW OF THIS NATION.
- EACH VISITOR WILL BE AFFECTED IN SOME WAY BY THE EXPERIENCE – THE EXPERIENCE WILL “MAKE A DIFFERENCE” TO THEM AND THEY WILL MAKE A DIFFERENCE TO THE EXPERIENCE THROUGH HANDS-ON PARTICIPATION.
- THE VERY BEST OF TALENT, CREATIVITY AND TECHNOLOGY IS BEING USED TO CREATE THIS ONE-IN-A-LIFETIME EXPERIENCE WHICH WILL PLACE THE UK AT THE FOREFRONT OF THE WORLD STAGE AS WE MOVE INTO THE THIRD MILLENNIUM.
- ELEVEN DESIGNERS ARE NOW ON BOARD AND, AS MODELS SHOW, THEY ARE CREATING SOME MAGNIFICENT EXHIBITS OF A SCALE AND IMAGINATION NEVER SEEN BEFORE. (Designers are: Bentheim ; Eva Jiricna Associates, HP:IMC, Jasper Jacob Associates, Land, Media Projects International, muf, Park Avenue Productions, Spectrum, Work, and Zaha M Hadid).
- AT THE CORE OF THE DOME, THERE WILL BE A CENTRAL SHOW WHICH WILL BE AN EXPERIENCE SHARED BY ALL VISITORS. MARK FISHER HAS COME ON BOARD TO CREATE THIS DRAMATIC CENTREPIECE FOR THE EXPERIENCE. HE IS ONE OF THE WORLD'S MOST IMAGINATIVE AND EXPERIENCED INDIVIDUALS IN THIS KIND OF SPECTACULAR EVENT.

ANNEX D 9

CONTENT

- Questions & Answers

Q1. What happened to Stephen Bayley?
Why no creative impressario?

A1. Stephen Bayley's role was part-time advisor to the company on aspects of the content ; he was not responsible for creating content or deciding what the content should be.

He resigned last month ; he will not be undertaking any further work on the project and the company does not intend to make any severance payment to him.

The New Millennium Experience Company has available to it a wealth of expertise and experience – through its Board Members, Litmus Group members, staff, and consultants – which enables a firm and focused grip on creative input and development. The company is more than capable of delivering the most successful event ever staged in the UK.

Q2. What happened to Cameron Mackintosh?

A2. Cameron was invited to bring his ideas to the project in July. He has helped frame the development of the central show and has proved invaluable. He remains available to the project in an advisory capacity.

Q3. Why isn't the Experience a Best of British event?

A3. It is. Only the imagination, flair and ingenuity of this nation can deliver a project of this scale and uniqueness. However, the Experience is not a trade show for British manufacturers or a showcase for British history. We have to recognise that more and more we are part of a much wider global family. That does not mean ignoring Britishness. In addressing who we are, where we live, and what we do , there will be a reflection of our history in the Dome. But the Experience must be forward looking encouraging visitors to consider how we relate to other nations, and what it may be to be British in the third Millennium.

Q4. Does anybody else get to see the content models?

A4. Yes; the Experience Visitor Centre at Greenwich is being updated regularly. New models will be on show there.

ANNEX D10

Q5. What's in "Baby Dome"?

A5. Baby Dome, as it has come to be called, will seat 6000 people and will be used for a wide range of events and activities throughout 2000. Many will be an integral part of the Experience. Others will be one-off and, or, run during out-of-hours time. The structure itself will be funded from within the existing budget for the Experience.

ANNEX D II

THE CHALLENGE

POSITIVES

- THE CHALLENGE IS THE VEHICLE THROUGH WHICH THE MILLENNIUM EXPERIENCE WILL TOUCH EVERY HOME IN THE UK, AND WILL PROVIDE AN OPPORTUNITY FOR EVERYONE IN THE UK TO BECOME INVOLVED – IN ACTIVITIES AND EVENTS WHICH “MAKE A DIFFERENCE”.
- TWELVE REGIONAL OFFICES ARE NOW UP AND RUNNING AND WILL BE THE FOCAL AND DRIVING POINT OF THE CHALLENGE ENGLAND, SCOTLAND, WALES AND NORTHERN IRELAND.
- ONE OF THE PRIME MEANS OF “MAKING A DIFFERENCE” IS THROUGH EDUCATION. EVERY SCHOOL IN THE COUNTRY WILL BE INVOLVED IN THE CHALLENGE – through competitions ; national curriculum projects ; IT connections across schools.
- ACTIVITIES AND EVENTS WILL TOUCH EVERY INDIVIDUAL AND INTEREST GROUP – INCLUDING ACTIVITIES AS VARIED AS OUR TOWN STORY ; THE ORAL HISTORY PROJECT ; THE MILLENNIUM YOUTH GAMES ; MILLENNIUM CHOIRS.

Questions & Answers

Q1 How much money are you spending on this?

A1. The initial budget indicated £54m. The aim is that much of the cost of the national programme be met by sponsorship arrangements.

Q2 How much will it cost to be involved?

There's no entry fee.

Q3. How do you decide how much to spend in each region?

A3. Participation in each activity and event under the National Programme will vary from region to region and country to country

ANNEX D12

depending on their particular priorities for the Millennium. There is no quota of funding per region/country.

Q4. Why do people not know about the Challenge?

The Challenge will be launched on Friday through a series of road-shows around the country.

ANNEX D13

TRANSPORT**POSITIVES**

- THE EXPERIENCE WILL BE THE FIRST MAJOR CAR-FREE EVENT IN THE UK ; TRANSPORT ACCESS WILL BE AN EXEMPLAR MULTI-MODAL, INTEGRATED PUBLIC TRANSPORT NETWORK (TUBE, COACH, BUS, RAIL, RIVER, CYCLE)

- THERE WILL BE :

NEW RIVERSIDE CYCLE/WALK LINK TO HISTORIC GREENWICH (NMEC contributing £500,000)

NEW TRANSIT SYSTEM LINK TO NORTH KENT RAIL LINE (NMEC contributing £1m)

PURPOSE-BUILT COACH PARK

NEW PIERS

- THE NEW JUBILEE LINE EXTENSION WILL BE THE LARGEST UNDERGROUND STATION IN EUROPE.
- POSSIBLY NEW & EXCITING CABLE-CAR SPANNING THE RIVER – BEING PROMOTED BY PRIVATE CONSORTIUM.

TRANSPORT AIM=

<u>Main Mode</u>	<u>Final Leg</u>	<u>%</u>
Tube or rail	JLE	36
Tube or rail	Cable car)	
Park & Ride/Car	JLE/Cable car)	28
	Shuttle coach)	
	Riverboat)	
Coach		13
Riverboat		8
Taxi/kiss&ride		4
Bus		4
North Kent Line	Mill. Transit	3
Walk/Cycle		1
Car	Car(disabled)	1

ANNEX D14

TRANSPORT

Questions & Answers

Q1. Will the JLE be open on time?

A1. London Underground have assured the Government that it will ; and that it will provide a through service from Stratford to Stanmore ; that the number of trains will be more than able to cope with the visitor numbers expected comfortably and efficiently.

Q2. How will you stop cars?

A2. On site parking will be rigorously enforced – orange badge holders and essential staff will be allowed. The company is working with the London Borough of Greenwich on developing a controlled parking zone within a 3km radius of the site.

Q3 What's happening with river services?

A4. NMEC, with Cross River Partnership and London Transport (now responsible for piers) currently considering bids for services. Expect to make an announcement in next couple of months.

ANNEX DIS

LEGACY & LONG TERM USE OF DOME

As direct result of the Millennium Experience:

Jobs

- 2,000 construction jobs
- 5,000 jobs linked to year long operation of the Experience
- Estimated further 3,000 jobs in secondary markets
- Estimated £300-500m additional tourist revenue.
- Halo effect bringing in £1 billion to UK economy.
- Estimated 10,000 -15,000 new tourist related jobs

Catalyst for regeneration

- Despite public perception, Greenwich one of the poorest boroughs in London.
- Millennium Experience catalyst for regeneration of wider peninsula under English Partnership. The development of a Millennium Village, combining highest quality design with highest environmental standards. The masterplan includes provision for 3000 new homes; ¼ of which will be for social housing.
- 50 acres of new public open space - parks, lakes, riverside walks; pioneering work on river walls; and a variety of permanent local wildlife habitats

Transport Improvements

- substantial improvements in public transport systems - JLE, roads and river.

Future Uses

- Dome structure capable of very long life, depending on its use and upkeep. No major structural refit would be expected for at least 25 years and possibly much longer.
- Following a review of the legacy potential the Government has decided to invite expressions of interest in the Dome use after the year 2000. This could be at its present Greenwich site, or elsewhere in the UK.
- Final decisions on the future use of the Dome will not be taken until 2000 when the potential its assets are there for all to see.

0171 211 6339

① Top - + C ~~Angus Hapsley~~
of PU Press No 10 (urgent)
② MW P BUP

From: Clare Pillman
Millennium Unit
Ext: 211 2001

23 February 1998

SECRETARY OF STATE

cc Minister without
Portfolio
Sir Hayden Phillips
Mr Chesterton
Mr Ramsay
Mr McLellan
Mr Allaway
Mr Hyman (No 10)
Mr Newbigin
Ms Anderson (NMEC)

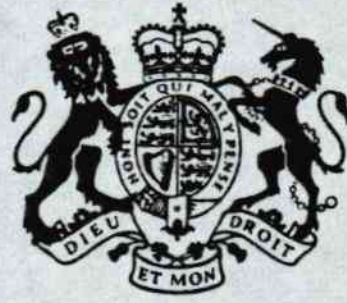
CAMELOT AND THE MILLENNIUM EXPERIENCE

It is likely that NMEC will announce tomorrow a sponsorship deal with Camelot whereby the National Lottery IT network and terminals will be used to sell tickets for the Millennium Experience. Camelot would provide the initial system modifications and the sales service free of charge. This will not be a major part of NMEC's announcement tomorrow, but you should be aware that it is likely to be announced and the potential sensitivities given the role of Gtech in providing these systems.

2 NMEC are currently working with Camelot on the final details of this deal and will provide further information and lines to take in advance of the Launch.

CLARE PILLMAN

RESTRICTED - POLICY



10 DOWNING STREET
LONDON SW1A 2AA

From the Prime Minister's Policy Unit

20 February 1998

Dr Ian Eddison
Action 2000
1 Victoria Street
London SW1H 0ET

cc: Amir

1. Top.

cc: James - if we can fill in gaps, speech is heading in right direction. Keep up the pressure. My worry is how little the Mrs's group has done.

Dear Ian

MIDLAND CONFERENCE

2. Jh.

Angus.

I'm sorry that we couldn't move the meeting yesterday. We went ahead in your absence, and this letter records the decisions taken and updated actions points. I also include, for government copy recipients, a draft speech for the Prime Minister to give on the day. I'd be grateful for comments and for reassurance that the announcements it contains will be possible, namely:

- A costed, impressive training programme for Year 2000 skills
- An increased budget for Action 2000 and the new CITU unit
- An initiative from Business Links to help companies become compliant
- The survey of private sector readiness
- The next estimate of the cost to the public sector, not just central agencies and departments
- The Infrastructure Forum
- Digest of the current and future work of MISC4

David Cooke and I have also discussed whether we can announce something on auditing local government, health, police and fire services.

RESTRICTED - POLICY

RESTRICTED - POLICY

- 2 -

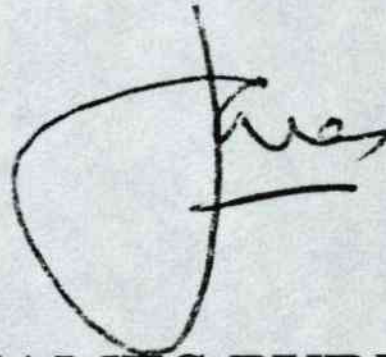
It was suggested at the meeting that we might give the CBI award to Reuters. Subsequently, Siobhan and I wondered whether this might not deter other news organisations from covering the event.

In the meantime, we need a few meaty announcements (including perhaps that at the Telecoms Council) to maintain the momentum before the 30th of March. I'd be grateful for suggestions on these as soon as possible.

Finally, we will need suggestions for the visit fairly soon.

I am copying this letter to Don Cruickshank (Action 2000), Stephen Pride (DTI), Gerard Long (Midland), Anji Hunter, Siobhan Kenny and Angus Lapsley (Number 10), David Cooke (CITU), and Jo Durning (Cabinet Office).

Yours sincerely,

A handwritten signature in black ink, appearing to read 'James Purnell', written in a cursive style.

JAMES PURNELL

RESTRICTED - POLICY

ACTION POINTS

- Agree with BBC that they will make series of public awareness trailers (and programmes?). Preferably air first trail on day of conference. Action: IE
- Agree with DfEE and TECs a costed programme to address the IT skills shortage, particularly by bringing older workers back into the workforce. Action: IE
- Explore with DfEE possibility that some Millennium Volunteers or New Deal places could be targeted at the same purpose. Action: IE
- Explore international initiatives. Action: JP
- Agree with CBI that first Millennium Award Winner could be announced on the day. Action: IE.
- Find shortlist of small companies that have met the Year 2000 challenge early, as potential candidates for PM visit. (Preferably company getting the CBI award.) Action: IE (Number 10 would want to check venues).
- Announce outcomes of Action 2000 infrastructure forum. Action: IE
- Announce details of contingency planning project. Action: IE
- Announce results of quarterly review of public sector compliance work. Action: JP to discuss with David Cooke.
- Announce quarterly review of private sector readiness. Action: IE.
- Explore possibility of announcing Action 2000 budget for next year. Action: IE.
- Prepare possible Year 2000 declaration of co-operation. Action: IE.
- Prepare report of MISC 4 work to date. DC to discuss with Jo Durning.
- Consider announcing European infrastructure project. Action: IE.

RESTRICTED - POLICY

- 4 -

- Prepare rebuttal of Guenier and Opposition. Action: SK to discuss with DTI press office.
- Explore possibility of self-help software – CD ROM, disks, cassettes? Action: IE

RESTRICTED - POLICY

**DRAFT SPEECH FOR MIDLAND BANK MILLENNIUM
CONFERENCE, 30TH MARCH**

INTRODUCTION

Good morning. Many thanks for inviting me to speak at what is an important conference on one of the big issues facing Britain in the next two years – the Millennium Bug. I feel somewhat tentative speaking to you today. I am far from being an expert on IT in general, let alone the Bug in particular. And I know that many of you in the audience are.

However, one of the pleasures of my job is that I do meet many senior people from business. And ever since the election in May, I have had a growing stream of people mentioning this problem to me. This culminated in a letter from Niall Fitzgerald, the Chairman of Unilever, [who I am delighted to see here today,] warning that the Millennium Bug could reduce world growth by up to 2%. [He quoted an example which many of you will know of a plant in New Zealand where the programmer had failed to allow for the leap year in 1996. The company in question worked perfectly well until the end of 1996, but then, at the turn of the year, this small computer fault caused not just its systems to close down, but those of

the parent company in [Iain Anderson: where?]]. The problem took [IA: six months?] to solve.

As many of you will be aware, we face a similar problem in the run up to the year 2000. But rather than being in just one company in New Zealand, the problem is ticking away inside many computers, mainframes and embedded chips all over the world. It sounds trivial, but the failure of many PC's or chips to distinguish between the year 2000 and the year 1900 could cause them to fail.

There are few, if any, areas of modern life that are not touched by information technology. I am told that half of the new jobs in the US last year were created in Internet industries. And IT keeps traditional industries ticking over day-to-day from plumbing to travel agents, from retail to television.

If we do not solve this problem, not only could our growth prospects be affected, as many companies divert resources to cope with computer failures and some go bust because of their inability to fix them, but essential parts of the national infrastructure, whether the National Health Service or gas, water and electricity could fail to work. But if we do deal

with the problem, we will avert major problems and gain commercial advantages over our competitors.

That is why today's conference is so timely. I would like to thank Midland Bank for having the foresight to organise it and to target small and medium enterprises who I am told are the part of the private sector that still has most to do.

I would like to take a few minutes therefore to explain what the Government's role in all of this is. Government cannot solve this problem. Nor indeed does it carry the lion's share of the task. We will only move forward through the efforts of people like you, running businesses and other organisations. But there is a role for Government to play in helping you do this, in dealing with the problem in the public sector and in ensuring that the national infrastructure is as ready as it can be.

THE PRIVATE SECTOR

Government has much to learn from how business is dealing with this problem. The best companies have been working on year 2000 plans for the last few years. However, many other companies are not as advanced.

A survey we are publishing today of private sectors' readiness for the year 2000 showed us that [IE: insert later].

The Government's role is to raise awareness of the seriousness of the issue amongst small and medium companies, and provide advice on how to start solving the problem. That is why we launched Action 2000 in January, chaired by Don Cruickshank. In a short time, they have already achieved much:

- A hotline to direct small and medium businesses to where they can get help
- [IE: what are the other headlines?]

Already this is having an effect. In September, when Margaret Beckett asked Don Cruickshank to take on this role, awareness of the year 2000 problem was [IE: please insert]. Now it is [IE: please insert].

The whole point of Action 2000 was not just to raise awareness but also to help companies to take action. We are therefore announcing today a new package of measures to do this.

- We have agreed a [IE: £xxm] package with the Training and Enterprise Councils, to train people in how to test for and solve the Year 2000 Problem. Many of the tasks involved in this are quite routine and this is a perfect opportunity to train young people in IT skills or to bring older unemployed or retired people back into the workforce. By creating a larger pool of people able to do the routine tasks, we will be able to free up experts able to work on the crucial ones. Over the next 6 months we aim to train [IE: xx000].
- [IE: what about the New Deal?]
- [IE: please insert something on business links]
- [IE: need to announce increased Action 2000 budget]

We will continue to be open to suggestions as to what the Government can do. But the rest is up to you.

THE PUBLIC SECTOR

However, your efforts will be in vain if they are not matched in the public sector. For your businesses to be year 2000 compliant, you have to have confidence that the Inland Revenue, the benefits system and the emergency services for example will also be.

The Government takes this task very seriously. One of the first things which David Clark, the minister responsible for public services, did on coming to office was to ask for an update of the year 2000 plans. He found that although not much had been happening at ministerial level, on the ground, many public organisations were motoring ahead dealing with the problem. Since then, we have been working to match that effort with ministerial drive, to make sure that all parts of the public sector match the standards of the best.

- David Clark is driving progress across central government and is reporting quarterly to Parliament.
- Margaret Beckett is chairing a ministerial committee to co-ordinate the work and identify gaps between the main parts of the public sector.

Margaret's Committee is making thorough progress and we are announcing today its first recommendations:

- First, we have decided that we need a central unit to co-ordinate work on the year 2000 problem in the public sector. This will be located in the Cabinet Office and will report directly to me and David Clark at the political level, and to Sir Richard Wilson, the

hmm

Head of the Home Civil Service, at the official level. Sir Richard has also suggested that the year 2000 problem be made a monthly agenda item on his regular meeting with Permanent Secretaries – the people who run Whitehall departments. [DC: good idea?]. The Unit brings together many of the best people in Whitehall and from business to find linkages between different parts of the public sector, chase progress of departments and identify solutions to their problems. Of course, the core responsibility for solving problems will remain with the Secretaries of State responsible for those areas – for example Frank Dobson with the NHS and Jack Straw with the fire and police services. But I believe that this Unit can play a key role in co-ordinating and making the most of their efforts.

- We are spending what is needed on the problem. Many of you have told me that each time you look at your Year 2000 work, your estimate of the cost of dealing with it grows. Same is with us. David Clark's initial estimate for the cost of fixing the problem in central government and its agencies was £370m. He is speaking to Parliament this afternoon with his next quarterly report and the estimate of the cost has risen to [DC: £xxm].

That estimate excludes the wider public sector such as NHS Trusts and local government. Our current estimate for the cost

of fixing the problem in the public sector as a whole is [DC:
what can we say here?]

We already know that we won't be able to solve all of the problems in the public sector. Indeed that would be the wrong thing to do anyhow. Many of the failures of non-compliant equipment will be trivial – whether kettles failing to boil or printers breaking down. It is cheaper to deal with these problems retrospectively than to try and anticipate them all. But we will focus on dealing with all the critical problems by the end of this financial year, and then test those systems ahead of the year 2000. David Clark is today publishing updated plans on how we will do this – we would welcome businesses' views on those plans. Please get in contact with us if they can be improved.

THE NATIONAL INFRASTRUCTURE

We are creating this new unit to co-ordinate work in the public sector. But just as important will be co-ordinating the work of public and private sectors in preparing the national infrastructure for the year 2000. Here I am talking about those companies and organisations which are vital to our day to day lives. Whether the gas, water and electricity companies, the National Health Service or the transport system. These are the parts of the infrastructure that we cannot afford to fail in the next two years.

Margaret Beckett's Ministerial Committee has been addressing these issues and we are today publishing her plan of work for the Committee in the next few months. This will involve a thorough review of the key parts of the infrastructure, based on dialogue with Chief Executives in both the public and private sector.

To start that dialogue, Don Cruickshank hosted last week the first meeting of the National Infrastructure Forum. This brought together over a hundred key Chief Executives, to share their experience and start to build a co-ordinated plan both for preparing their organisations, but also dealing with the links between them. For example, [IE: outcomes to be added closer to the time].

It is no coincidence that one of the conclusions of that Forum was that most of these organisations are the furthest advanced in their preparations. And over the next few months they will be those to which both business and government devote the most effort and resources. But it would be foolhardy not to prepare for the possibility of failures. We are therefore working with the private sector to assess the risks of such failures and put in place contingency plans in case they do occur.

CONCLUSIONS

This is a serious issue. It is a slow burning national emergency.

However, I believe that we are getting to grips with it. We are working with our international partners both in Europe, the G8 and more widely to make sure that the world can be as ready as possible for the year 2000. It is clear from those contacts that this is not just a threat, but an opportunity for Britain. Many of our companies are ahead of the game, and will not only suffer less than their counterparts, but also improve our reputation as safe partners to do business with. I urge you all through today's conference and by taking action when you go back to the office tomorrow, to start to prepare for that challenge, to minimise the downside and to take the opportunities that exist. For my part, I pledge that the Government will do all it can to help you prepare and to prepare itself for the year 2000.

RESTRICTED

(P)

From: Angus Lapsley
Date: 18 February 1998

Prime Minister

cc: Jonathan Powell

MILLENNIUM LAUNCH

(A)

Peter has minuted you with the tentative suggestion that he make a statement on the millennium dome after your launch next Thursday. Views on the merits of this idea are split:

- Alastair sees some advantages in terms of showing that Peter is taking on parliamentary criticism and re-enforcing that the announcement is genuinely substantial;
- Peter (H) and James are worried that this, not your launch, will become the story of the day, especially if Peter is given a hard time.

I understand that the Speaker is not that keen, partly because the substance of the announcement will have been made in the morning. The opposition will no doubt have it both ways – criticising Peter if he does not appear, mocking him if he does.

Any views?

(B)

I also attach a note from Peter on where we are with the announcement itself.

This is background to your visit tomorrow (see note from Anji). Things are starting to look up on the sponsorship front. Both Peters are busy working on the media strategy.

Angus

RESTRICTED

RESTRICTED



Minister without Portfolio

MWP/2084

PRIME MINISTER

Millennium Dome "Re-launch"

I have been in a bit of a tug of war with the Opposition and the Speaker about making a Commons statement, announcing Content/sponsorship etc, next Tuesday following the morning's event. Betty has spoken to me about this directly. It would be quite easy (I think) to bat this away but do we want to? There is a case for putting every foot forward, maximising information and questioning, pulling all the threads of our message together (why we're doing it, content, national programme, money, legacy etc) and trying to draw a line on the past (again). I am sure the business managers would be hard to persuade in favour of such a statement for understandable reasons but I feel we need to do everything possible to turn-off the secrecy/non-accountability clamour and to be bullish and upbeat in our approach. There is also the possibility that we can finally shut up the Tories following my meeting this week with Francis Maude. He was more emollient than hitherto. A statement may give them something to claim credit for and create the opportunity for them to come on side for the national interest, having had their pound of flesh.

Will you tell me what you think, either way, before I engage Ann Taylor?

PETER MANDELSON
18 February 1998

Ann, I gather, is not sympathetic to a statement
and says Betty couldn't press for it.

RESTRICTED



Minister without Portfolio

CONFIDENTIAL - VISITS

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JP

PH

By.

MWP/2094

FROM: RUPERT HUXTER

DATE: February 1998

ANGUS LAPSLEY
No 10 Downing Street

**PRIME MINISTER'S VISIT TO THE NEW MILLENNIUM EXPERIENCE COMPANY,
19 FEBRUARY 1998**

I attach, as requested, a short brief prepared by the NMEC in advance of the Prime Minister's visit to the Company tomorrow. The Minister without Portfolio will be there to greet the PM and will stick with him throughout!

The core purpose, clearly, will be to try to get a clear feel for the overall content and purpose of the Dome/Experience in advance of the 24 February launch. "Time to make a Difference" is the Company's preferred theme for the Dome and associated National Programme; but clearly the underlying purpose must be based on bringing the nation together, and displaying the best of British - a nation proud of the past, but with a new confidence in the future.

The PM will see the models of the individual zones which will be unveiled on 24 February, and part of the video which will give people a feel of what it will actually be like to walk into the Dome. He will also be brought up to date on sponsorship, where good progress has been made - the headline figure next week will be over £50 million, with big new names in Tesco and Manpower (still highly sensitive information!).

I know that the Minister would strongly support the idea of the PM saying a few words of encouragement at the end to as many of the NMEC staff as can be assembled in the foyer of their premises.

PP.

R. HUXTER
PPS/Minister without Portfolio
Room 308, 70 Whitehall
☎ 270 0013

CONFIDENTIAL - VISITS

01718088204

VISITS IN CONFIDENCE**VISIT TO THE NEW MILLENNIUM EXPERIENCE COMPANY****THURSDAY 19 FEBRUARY 1998**

1. **14 : 10 approx : Prime Minister and Party (including MWP) arrive at 110 Buckingham Palace Road**

Met in foyer by **Bob Ayling**, Chairman, **Sam Chisholm**, Deputy Chairman, **Michael Grade**, Board Member and **Jennie Page**, Chief Executive.

Taken directly to **Boardroom** for

2. **14:15 – 14:20 : Jennie Page** introduces Prime Minister and Party to those present:

Simon Jenkins, Millennium Commission
Matthew Freud, Matthew Freud Communications
Steve Brown, Financial Director, NMEC
Claire Sampson, Production Director, NMEC
Kevin Johnson, Commercial Director, NMEC
Ken Robinson, Operations Director, NMEC
Ben Evans, Content Team, NMEC
Tania Watson, Manager of Launch

PRESENTATION 14:20 – 14:40

3. The Company will then provide a short presentation, lasting approximately 20 minutes which will give the Prime Minister an overall understanding of the purpose, and state of play of the project. In particular, he will have an opportunity to:

- See the most recent model of the Dome, and be appraised of the latest stage in the construction development
- See a selection of the latest models of some of the Dome exhibits
- Receive a briefing on the central show
- Receive a status report on sponsorship
- See a short clip of the video for the launch on 24 February

4. Dome structure : Construction is well underway, and remains to time and budget. All twelve masts are now up and construction of the service cores has begun.

5. Content models: Models will be shown of the zones dealing with the human body, our global environment, the spirit, work/learn and our national environment. Claire Sampson and Ben Evans will explain the narrative behind these exhibits, and in

01718088204

particular will highlight the main activities within these zones, and how they relate to our overall theme of "Time to Make a Difference".

6. The Central Show : Claire Sampson will explain the rationale behind our decision to switch the production of this show from Sir Cameron Mackintosh to Mark Fisher. She will outline Mr Fisher's proposals for the performance and in particular, explain how it will relate to the rest of the exhibition space.

7. Sponsorship: Kevin Johnson will outline the progress which has been made to date on securing commitment from as many sponsors as possible to announce at the launch on 24 February. Key potential sponsors include BT, Manpower, Tesco, BAA, Corporation of London and BA.

8. Launch of the Millennium Experience - 24 February : The Prime Minister has kindly agreed to launch the Millennium Experience to potential sponsors and the media. This will take place at the People's Palace, the Royal Festival Hall, at 9:00 am on 24 February. The models which the PM will view on 19 February will also be revealed on 24 February.

Tomorrow's meeting at NMEC will provide an opportunity for the Prime Minister to raise any concerns/requests he may have about the launch and also to see a clip from our promotional video.

9. 14:45 approx: Prime Minister and Party leave NMEC. I understand that the PM would like to address as many NMEC staff as possible. As we do not have a large enough meeting room at 110 Buckingham Palace Road, we shall therefore assemble as many people as possible in the foyer, to whom the PM can issue a brief message before he leaves.

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BACKGROUND BRIEFING ON THE MILLENNIUM EXPERIENCE

Site and Structures

The Millennium Dome has been designed by architects the Richard Rogers Partnerships and consulting engineers, Buro Happold.

The Dome will be 320m in diameter and 50m high at its centre – the same height as Nelson's Column. The structure will be suspended from twelve 100m high steel masts, held in place by more than 67m of high strength steel cable.

The roof fabric will be self-cleaning PTFE-coated glass fibre with a life of at least 25 years, which can be renewed in sections if necessary.

Construction on site started on Monday 23 June 1997. The twelve masts were erected in October 1997 and work started on knitting together the steel cable net to provide the tensioning and support for the Dome's masts and roof fabric.

The 300-acre site on which the Dome is being built was once London's largest derelict and polluted riverside site. The location of The Dome on the northern tip of the site has triggered the redevelopment of the whole area and plans for new homes are well advanced, including the 950-home Millennium Village development announced in February 1998.

Visitors

The Dome will open to the public on 1 January 2000. It will open at 10am daily throughout the year. There will be two operating sessions a day during peak times with a capacity of 35,000 people per session. Ten thousand people will be able to watch up to six performances a day of the live show in the central arena in the Dome. There will also be a covered theatre providing live entertainment for 6,000 people outside the Dome.

At least 12 million visits are expected during 2000. Visitors will be encouraged to pre-book their tickets and travel arrangements. Reservations will be available to the travel trade from December 1998.

The Millennium Experience

The Millennium Experience will bring Britain together around the most ambitious and exciting programme of millennium celebrations in the world. The theme of the exhibition will be "Time To Make A Difference". A spectacular opening ceremony on 31 December 1999 will herald the beginning of a year-long celebration of British ideas and technology. Exhibits and attractions designed by Britain's best talents will open up the choices facing humankind in the 21st century and beyond: how we might work, learn, rest and play; what our bodies and minds can do, and how beliefs are formed; opportunities to improve our local, national and global environments.

01718088204

The Dome's performance arena will be the setting for the central experience – a show with live performers and stunning visual effects throughout the day. The exhibition zones will be ranged around this central space.

From: Anji Hunter
Date: 18 February 1998

Prime Minister and Mrs Blair

cc: Alastair Campbell
Angus Lapsley
Peter Hyman
Hilary Coffman
Kate Garvey
Fiona Millar

VISIT TO THE NEW MILLENIUM EXPERIENCE COMPANY

Tomorrow you are visiting the above company on a private visit, to familiarise yourself with the 'Millennium Experience' before you launch it next Tuesday. Peter will be accompanying you.

You will be met by Bob Ayling, Sam Chisolm, Michael Grade and Jennie Page and be given a short presentation on the construction, the exhibits, the central show and the state of play re sponsorship. You will see a short clip of the video for the launch.

You will have an opportunity to meet the team and to give them a short address before departing.

It will last half an hour and there should be no press.

Background briefing is attached.



Top-AL
cc AH
✓ PU
press
SCU
SUP



(P)

Facsimile

To	Tim Allan Downing Street Press Office Anji Hunter Peter Hyman	Phone Fax No	
From	Gez Sagar	Phone	0411 036723
		Fax No	
		E-Mail	
Date	17 February 1998	No. of pages (including this one)	5

Message

New Millennium Experience Company press release for today's event attached. We are releasing at the 1115 press conference.

Gez

Confidentiality: The information contained in this facsimile is confidential and may be privileged. If you have received this facsimile in error please notify us immediately on 0171 808 8200; you should not use or copy it for any purpose, nor disclose its contents to any other person.

**NEWS RELEASE****NMEC 060****EMBARGO: 11.15 Tuesday 24 February 1998****FIRST VIEWS INSIDE THE MILLENNIUM DOME REVEALED**

The first views of the exhibits and attractions that will fill the Millennium Dome were revealed in London today in the presence of the Prime Minister, the Rt Hon Tony Blair MP.

The Dome site, on the Prime Meridian at Greenwich, will be the centrepiece of the UK's millennium celebrations - the most exciting and ambitious in the world.

Its 80,000 sq m (20 acres) of floor space will be the venue for the largest exhibition ever planned, with 12 vast attractions ranged in a circle around the performance arena for the central experience - a show with live performers and stunning visual effects repeated throughout the day.

A spectacular opening ceremony on 31 December 1999 will herald the beginning of a year-long celebration of British ideas and technology. Exhibits and attractions designed by Britain's best talents will open up the choices facing humankind in the 21st century and beyond: how we might work, rest and play; what our bodies and minds can do and how beliefs are formed; opportunities to improve our local, national and global environments.

The display of models and illustrations in London today puts on show less than half of the attractions within the dome.

cont/....

NMEC 060 p2

They are:

The Body Zone

A voyage into the most fascinating and complex object in the world - the human body.

Spirit Level

A space for spiritual reflection that recognises the formative influence of Christianity in the western world and the presence of other religious beliefs.

Licensed to Skill and The Learning Curve

The Learning Curve explores the classroom of the future while in Licensed to Skill visitors will see how they meet the career challenges of the future.

Dreamscape

Visitors float along a river of dreams through environments intended to surprise, excite and entertain, setting minds free in a way that only dreams can achieve.

Serious Play

A moving pavement into the world of play with multi-media and a cinematic experience allows visitors to 'play' using inter-active audience technology.

Living Island

Living Island takes visitors on a journey to a typical British seaside resort – with surprises in store as the day trippers start to explore the difference they can make to our environment through everyday choices.

Fuller descriptions of these zones and details of other zones are described in the report published by NMEC today.

cont/....

NMEC 060 p3

Sponsorship

The New Millennium Experience Company also announced the first details of private sector sponsorship for the project, which is being financed through £150m in sponsorship, £194 in commercial revenue, £15m in disposal proceeds and £399m in Millennium Commission grant from the National Lottery.

Confirmed sponsorship of nearly £59m was announced today, with a further £16m awaiting detailed negotiation, taking support to £75m. Further announcements are planned later this year.

Millennium Founding Partners announced today, who have committed a minimum of £12m, are British Telecom, B Sky B, Manpower and Tesco. Other sponsors confirmed are British Airways and BAA .

In addition, the company announced agreement in principle with Camelot to be Official Distributor of Millennium Dome tickets, putting a ticket retailer within three miles of 95 per cent of the UK population.

NMEC Chairman **BOB AYLING** (Chief Executive of British Airways) said:

"A visit to the Dome in 2000 is going to be a once in a lifetime experience that will stay with us for the rest of our lives. It will entertain, but it will also stimulate and enlighten. It will offer a unique blend of celebration and participation. It will be a sensational show in a sensational space – and its creation and achievement will be a sensational success for Britain."

NMEC Director and Chairman of the Dome's Creative Review Group **MICHAEL GRADE** (Chairman of First Leisure Corporation) said:

"Before we have spent a single penny of our advertising budget, every man,

cont/.....

NMEC 060 p4

woman and child in Britain knows about the Dome, where it is and when it opens. From today, they'll start to learn what's in it. The exposure of the contents and activities within the dome will reach a TV audience in the billions."

NMEC Chief Executive **JENNIE PAGE** said: "The company is on course to make the Dome the most talked about and successful event in the world in 2000. The project is on time and within budget and we are on track to hit – and even beat - all the targets for visitor numbers, income and construction set out in our report today."

ENDS

For further information please contact the NMEC Press Office on 0171 808 8223 or 0171 808 8226.

FROM THE OFFICE OF THE DEPUTY PRIME MINISTER



DEPARTMENT OF THE ENVIRONMENT,
TRANSPORT AND THE REGIONS

ELAND HOUSE
BRESSENDEN PLACE
LONDON SW1E 5DU

TEL 0171 890 3011
FAX 0171 890 4399

gc PM
PRESS
JPO
AH
SCU
RR
ITH

FAX

Urgent

Flw

CLASSIFICATION: CONFIDENTIAL/RESTRICTED/UNCLASSIFIED

TO: Angus Laphy
FAX NO: 809 9044
FROM: Robi- Mat
FAX NO: -
DATE: 17/2/98

SUBJECT/MESSAGE: Grateful for any comments by
9.00 am. I have already left a
message with officials here to prepare
an additional paragraph on the video
Millennium Legacy -

Page 1 of 21 pages

SIGNED: RL

FROM THE OFFICE OF THE DEPUTY PRIME MINISTER



Angus Lapsley Esq.
Private Secretary
10, Downing Street
London

17th February 1998

Dear Angus,

MILLENNIUM VILLAGE

As you know, the Deputy Prime Minister will be announcing the winner of the Millennium Village competition tomorrow, 18 February. The announcement will be made between 10:15 and 11:15 at the Royal Institution of Chartered Surveyors (RICS) in Government George Street. Peter Mandelson and Nick Raynsford are attending the event.

As you know, there is considerable media interest in the Millennium Village and extensive coverage is expected. The broad intention is for nothing on the successful bid to be revealed until after the Deputy Prime Minister has announced the winner. I attach copies of the draft Press Notice being issued by DETR and English Partnerships, together with a copy of the Deputy Prime Minister's speech.

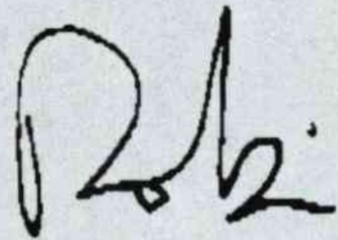
The event will focus on the Millennium Village scheme and its part in the legacy from the Millennium Experience. The launch will summarise the principles behind the masterplan for the Peninsula, the high quality of design, the creation of a community, what is new in the homes, the need for innovation, new construction techniques for housing, and measures to improve environmental sustainability - such as water and energy efficiency.

The Millennium Village provides a practical example of making the best use of urban brownfield land to promote the regeneration of our towns and cities. It will

provide a useful indication of the steps the Government is already taking to achieve sustainable household development in advance of the Deputy Prime Minister's forthcoming statement on household growth.

To reinforce the message about the legacy from the Millennium Experience, the winning consortia will be attending the Millennium Experience event being hosted by the Prime Minister on 24 February. This will provide a further opportunity to focus on the long lasting and quality developments flowing from the regeneration of the Greenwich Peninsula after the decision was taken to hold the Millennium Experience on the site.

Yours,



Robin Mortimer
Private Secretary

PROGRAMME OF EVENTS FOR ANNOUNCEMENT OF THE WINNER OF THE MILLENNIUM VILLAGE COMPETITION

- 10:00 Invited Press, Media and Advisory Panel Members arrive at Lecture Hall on the first floor of the Royal Institution of Chartered Surveyors (RICS)
- 10:15 Deputy Prime Minister arrives at the RICS Council Chamber on the first floor (where he saw the models on 5 February) to be introduced to the two Chairmen of the winning consortium's lead companies.
- 10:20 Deputy Prime Minister and Anthony Dunnett (Chief Executive of English Partnerships) pass from Council Chamber to adjoining Lecture Hall
- 10:21 Anthony Dunnett introduces the proceedings (covering launch of Millennium Village competition, putting the Millennium Village site into context of overall Greenwich Peninsula land use plan, describing the 5 main criteria by which Advisory Panel and English Partnerships have judged the Competition)
- 10:25 Deputy Prime Minister speaks. At the end of speech he reveals the 'model of the winning scheme' which will be 'unmasked' at this time, then announces the winning consortium - listing its constituent while a slide will state the members of the consortium, then invites the two Chairmen by name onto stage (they will have stayed in the Council Chamber)
- 10:35 As Chairmen join Deputy Prime Minister on the podium various illustrative images of their proposals will be shown on the slide/video screen
- 10:36 Alan Cherry (chairman Countryside Properties) will summarise the principles behind the masterplan, the high quality of design, the creation of a community, what is new in the homes and how the house building industry has accepted the Deputy Prime Minister's challenge
- 10:39 Colin Parsons, Chairman of Taylor Woodrow, will speak about his company's experience in R&D, commitment to the consortium, commitment to innovation, new construction techniques for housing, improved standards, energy savings and reductions in costs
- 10:42 Media invited to ask questions
- 10:55 One to one interviews as requested with Deputy Prime Minister
- 11:15 Deputy Prime Minister departs and launch concludes

ANNOUNCEMENT OF WINNER OF MILLENNIUM VILLAGE COMPETITION

When I launched the Millennium Village Development Competition last summer I said:

“The Millennium Village must be seen as a flagship scheme. We are looking for a development that is built to the highest quality of architectural design, embraces a mixed use approach to the development process, and minimises environmental damage through the careful planning of water energy efficiency measures ...”

Ladies and Gentlemen I am delighted to say that the winning development proposal, which I will announce in a few minutes, does precisely that.

It is an imaginative response to the challenge of creating a sustainable urban environment.

It shows the way in which the construction industry - in its broadest sense - can work in the future.

The competition has provided stimulus to excellence in design and innovation. It attracted [X] excellent proposals, and the best four were recently short-listed.

I would like to record my personal appreciation for the vision, effort and commitment shown by all the consortia and their consultant teams.

English Partnerships will be sponsoring in a few weeks time an Exhibition of all four entries so that what has come out of the competition can be shared by a wider audience.

And that is what the Millennium Village is all about.

Planning for thriving communities on brownfield urban sites will be central to our approach.

That will mean finding sustainable and environmentally sensitive solutions to our housing requirements.

I will be very shortly be setting out the Government's policy on planning for household growth and sustainable development.

Before coming to the winning entry, I want to put the proposals in a wider context.

I want to herald a new era in community development - bringing the best of village life into the urban environment.

These community solutions are particularly suitable for brown field sites.

Like many other brown field sites across the country, the Greenwich Peninsula represents both an opportunity and a challenge.

A challenge because the site was derelict, and needed the legacy of years of contamination removed.

And it is an opportunity because the site is right in the heart of a great capital city and will soon benefit from fast and convenient public transport links.

And that is an opportunity we have to seize in other brownfield sites across the country.

This is just the first step in a major drive to make our towns and cities more attractive and sustainable...

and so reduce the need for development to spread into the countryside.

I will set out in my household growth statement how we intend to make sure that the best use is made of the many thousand brownfield sites around the country.

English Partnerships, local authorities and others will have a crucial part to play in that work.

I have also asked English Partnerships to identify four or five large brownfield sites outside London that could accommodate new urban villages. I expect to announce the first sites in early Spring.

Our intention will then be to employ the same competitive principles that have applied at Greenwich.

English Partnerships will publish guidance very shortly on the lessons we have learnt from this competition.

A central aim of the urban village concept is provide for "sustainable development".

I do not believe in jargon. Concepts like “environmental sustainability” are all too often bandied about as worthy objectives with no hard targets attached to them.

We all pay lip service to improving energy efficiency. But what do we want to achieve in practise?

I am pleased to say that the chosen Millennium Village is targeting a massive 80% reduction compared with average energy consumption. This will be achieved through:

- Efficient control systems within the homes
- Improved insulation
- The use of combined heat and power technology; and
- Alternative energy sources

We also want to see the use of building materials that take less energy to produce; and make extensive use of recycled materials. The winning proposal includes a target to reduce the energy used to make the building materials by 50%.

Efficiency in water use is another crucial element of the winning design...

targeting a 30% reduction in water usage compared with the average...

These targets amount to world leading performance standards for efficient energy and water use. They will be demanding to achieve.

But it is this pursuit of excellence and use of best practice that will help to make the Millennium Village a showpiece of environmental sustainability.

I also want the Millennium Village to be about efficiency in the construction industry - in its broadest sense.

I have asked Sir John Egan to chair a Construction Task Force - to report to me later this year on achieving efficiency across the whole of UK construction.

I invite the winners of this competition to work with Sir John Egan in taking forward their plans.

And I am also going to ask Sir John to take account of the many exciting ideas of those whose entries have not been successful today.

I have focussed so far on energy and construction efficiency issues. There are many other exciting aspects to this scheme.

This village:

- involves a mix of tenures throughout the development - including affordable housing for buying and rent;
- will be built for the real convenience of *people*: it will include shops, a school, small businesses and community facilities such as open spaces, medical facilities and places of worship;
- will be fully accessible by transport - including **public** transport;

- is designed with community safety in mind - to help police and neighbourhood watch; [I don't want the situation to develop as on some of the estates in Hull, where pedestrian walkways have become the escape routes for thieves with the TV or video!!]
- will be developed to maximise ecological benefit to the area;

And it will benefit from the most up-to-date technology. Information will be treated as a household service - like gas or electricity. All the homes will have an IT terminal linked to a village-wide information system. So people will have direct access to information on transport, home shopping and community services.

The Millenium Village is about reclaiming the best of village life in an urban setting.

Development for the community, by the community.

That is the vision. It is a vision well on its way to becoming a reality.

Ladies and gentlemen,

the Millennium Village Development Competition has been a resounding success. I now have pleasure in announcing that the winning design is:-

the Greenwich Millennium Team, consisting of Countryside Properties Plc, Taylor Woodrow, Moat Housing Group and the Ujima Housing Association.

[Model unveiled]

I congratulate the winners.

I would now like to invite the Chairmen of
Countryside Properties, Alan Cherry, and of
Taylor Woodrow, Colin Parsons, to join me on
stage to talk briefly about their contributions to
the scheme.

ENV/18 February 1998

**MILLENNIUM VILLAGE TO LEAD THE WAY TO A NEW ERA
IN UK HOUSEBUILDING**

A flagship urban development scheme designed to be a showpiece of environmental sustainability was unveiled today by Deputy Prime Minister John Prescott.

Announcing the winner of English Partnerships' competition to create a 32-acre Millennium Village at Greenwich peninsula Mr Prescott said:

" I hope this Millennium Village will lead the way to a new era in community development. As we move into the next century we need innovative, environmentally sensitive solutions to our housing requirements.

" The public are demanding less development in the countryside and more in urban areas. We must therefore find ways of attracting people back into our cities and towns to enjoy living and working together in thriving communities on what before redevelopment were disused and under used sites.

" I believe the vision, principles, ideas and techniques embodied in this successful Millennium Village scheme will help achieve this objective.

" It is an exciting opportunity to create a community built to the highest quality of architectural design which embraces a mixed use approach and addresses environmental and energy conservation issues. The development aims to create a living community which will attract people from all walks of life to come and live on the peninsula."

The successful Millennium Village proposal, submitted by the Greenwich Millennium Team, is aiming for a massive 80% reduction in primary energy consumption through, for example:

- optimising solar gain and daylight enhancing features;
- efficient energy control systems within the homes;
- improved insulation and thermal performance;
- the use of combined heat and power technology; and
- utilising alternative energy sources such as photovoltaic panels and wind powered water pumps.

The winning consortium is targeting a 30% reduction in water usage through measures such as grey water recycling and dual flush wc's.

Mr Prescott continued:

"These targets amount to world-leading performance in standards for efficient energy and water use. It is a pursuit excellence and use of best practice that will help make the Millennium Village a showpiece of environmental sustainability."

The winning development intends to achieve a 30% reduction in cost and a 25% reduction in project duration through utilising modern manufacturing processes off site, together with the use of steel and timber frames.

The housing proposed involves a mix of tenures, fully integrated with each other throughout the development and with supporting business, retail, education and community space as well as a network of sustainable modes of transport.

Notes for Editors

The Millennium Village competition was launched by English Partnerships - the Government's urban regeneration agency - on 10 July 1997.

The Greenwich Millennium Team is a consortium comprising Countryside Properties Plc, Taylor Woodrow Plc, Moat Housing Group and Ujima Housing Association. Its proposal incorporates nearly 1400 mixed tenure homes fully integrated with ancilliary commercial uses, community facilities and a network of sustainable modes of transport.

The English Partnerships' press notice also issued today contains more detailed information about the development of the Greenwich peninsula site.

Press enquiries: English Partnerships: 0171 976 7070

Press Enquiries: DETR	0171 890 3045
Out of Hours:	0171 873 1966
Public Enquiries:	0171 890 3333
Copies of News Release	0171 890 4648

ENGLISH PARTNERSHIPS PRESS NOTICE

Draft Press Release for 18 February 1998

**MILLENNIUM VILLAGE DEVELOPMENT COMPETITION
WINNER ANNOUNCED**

The Deputy Prime Minister, John Prescott, announced today the result of the Millennium Village Development Competition organised by English partnerships, the Government's Urban Regeneration Agency and owners of Greenwich Peninsula. The competition, which was launched by John Prescott on 10 July 1997, covers nearly 13 hectares (32.3 acres) of prime residential land and is located to the south of the Millennium Experience site.

The successful mixed use scheme has been submitted by the Greenwich Millennium Team - a consortium comprising Countryside Properties Plc, Taylor Woodrow Plc, Moat Housing Group and Ujima Housing Association. Its proposals incorporate nearly 1400 mixed tenure homes fully integrated with ancillary commercial uses, community facilities and a network of sustainable modes of transport. The scheme embodies the highest quality of urban design as well as leading edge thinking on energy and water efficiency and a revolutionary approach to building new homes. The Master Plan for the scheme has been drawn up by world famous architect, Ralph Erskine, to create a neighbourly and inclusive community, which fully integrates different lifestyles.

Working closely with English partnerships the consortium will soon be submitting a planning application for the initial phase of development. Work is due to commence on the site by autumn this year with the first homes occupied in Spring or nearly Summer 1999 so that by Millennium a visitor will be able to see and experience the shape of things to come.

The Deputy Prime Minister, John Prescott, commented:

"The showpiece development we were looking for when we launched this development competition and the approach to be adopted on other brown field sites is now well on its way to becoming a reality. The new community will be a tangible, living exemplar of sustainable development - providing a new environmentally friendly way of 21st century living".

Anthony Dunnett, Chief Executive of English partnerships said:

"English partnerships, working with its Advisory panel, is delighted with the quality of response from the development industry to the challenge laid down by the development competition. Selecting one scheme from four excellent submissions was extremely difficult, but that from the Greenwich Millennium Team best addressed all the criteria we established."

John Cherry, Chairman of Countryside Properties Plc said:

"I believe our scheme will revolutionise British thinking and practice about how to build new homes and how they perform. Future residents of the Millennium Village will benefit from

homes which set new standards in the use of light, space, energy and water and for their build quality."

lin Parsons, Chairman of Taylor Woodrow Plc said:

"This consortium and Taylor Woodrow Plc as a whole is committed to the use of innovation. New technologies and processes which we have been researching for 5 years will deliver real value - dramatically improving build economy, quality, future flexibility and savings on energy costs."

ds

· further information please contact (Consortium contact) or Ralph Luck of English Partnerships.

es to Editors

English Partnerships is the Government's urban regeneration agency. Our task is to regenerate derelict, vacant and under-used land and buildings in partnership with public, private and voluntary sector organisations to transform areas of need into quality places for people to live and work. English Partnerships is committed to the creation of a new mixed use community for London at Greenwich Peninsula and has obtained planning permission for:

5,000 jobs

3,000 mixed tenure homes

16,250 sq.m of retail space

65,000 sq.m of mixed use commercial development (including offices)

20,000 sq.m of commercial leisure uses including a multiplex and hotel

22,500 sq.m of employment uses

3,250 sq.m of education and community uses

A 20 hectare (50 acres) park throughout the site, complemented by a riverside walk.



Minister without Portfolio

CABINET OFFICE
70 Whitehall, London SW1A 2AS
Telephone: 0171-270 1250

MWP/1964

Restricted

Matthew Freud
Freud Communications
19-21 Mortimer Street
London
W1N 8DX

1. cc; JPO
sensible but late.

2. file.

Angus.
4/2

B. Copies to:

ccfu

Alastair Campbell
Angus Lapsley
James Purnell
Peter Hyman
Clare Pillman
Hayden Phillips
David Chesterton

2 February 1998

Dear Matthew,

PROMOTING THE DOME

As I said when we spoke, I am very grateful to you for the time you are putting in to the Dome. There are many more public relations opportunities for us than problems and, taken as a whole, the last six months has seen a lot of media progress, up to the moment of Stephen Bayley's regrettable behaviour.

However, there are a number of PR challenges which I would like you and colleagues to address in the next month or so.

First, the issue of content The Company's approach to the Select Committee created an unnecessary impression of secrecy and scarcity of ideas. It is now a standing joke that there is a Dome with nothing to go in it. The February 24 launch must nail this once and for all. I do not want all our wares put on show but we must present ourselves in a way - by means of a clear, easy to reel off and repeatable script - that persuades people that we know what we're doing and they now know what to expect.

Second, cost and funding I think we have been wrong to keep using the figure of £758 million to describe the budget. Everyone thinks this is the cost to public funds. We would be better, surely, to refer to the figure of £399 million being spent from the Millennium Fund, which we can say is being balanced by private sponsorship, ticket sales and commercial opportunities and which, all in all, will be more than outweighed by the return to the economy in tourism and the positive promotion of Britain internationally.

Third, the white elephant argument We should always point out that the Dome is only one of 186 projects, nationwide, being financed by Millennium funds, and that these non-Dome projects are taking over 80% of the investment we are making in permanent gains through this use of lottery money. This is not money that would otherwise be spent on schools and hospitals - it is money which, by law, can only be used to enrich local communities through the nation's celebration of the Millennium. We need a much more concerted effort by Government and the Millennium Commission to promote this non-Dome Millennium expenditure and I am asking officials to make recommendations to achieve this. The permanent Millennium Village project, alongside the Dome, should also help to overcome the white elephant jibe. It is very important that we associate the village in the public's mind with the Dome by focusing on the overall reclamation and development of the Greenwich peninsula.

Fourth, the 'time to make a difference' theme Those who think the Dome is a useless, wasteful indulgence will be assuaged by the thought that the Millennium Experience will create a powerful incentive to reflect upon and improve society. This is why the National Programme is important as, politically, it not only enables the Dome to reach out and touch every part of the country in a marketing sense, it enables people to take a new interest in their surroundings and local history and do good for others. This gives the Dome some much needed soul. We should bear this in mind when developing a good range and balance in the National Programme for which we can generate imaginative publicity. I am also keen, in this context, to challenge the 'philistine' argument used against us: we need to find a way of bringing the applied arts to the Dome, drawing on Britain's fantastic creative talent.

Last, there is the attitude of the Opposition Their propaganda has been successful in controversialising the Dome and creating the impression of mismanagement. My policy, to date, has been to downplay this and not be provoked. I think, from now on, we need to make more of two arguments with the media: that they are being opportunist and hypocritical given that it was their idea in the first place; and that if they carry on, they will appear to be undermining and putting at risk a great national enterprise which, whatever you think of it, is going to happen and must be made a success for Britain.

I am keen to enlist a wider spread of people in supporting our PR efforts but, in the continued absence of an additional company executive to take charge of this activity, I hope you will continue to oversee its implementation on the Executive Committee.

I am copying this letter to Bob Ayling, Sam Chisholm, Jennie Page, DCMS and colleagues in No 10. Perhaps we could brainstorm further in the next couple of weeks, prior to the Prime Minister's presentation on 24 February.



PETER MANDELSON

file

From: Jonathan Powell
Date: 30 January 1998

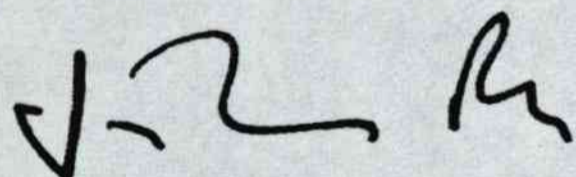
GEOFF MULGAN

cc: Sir Richard Wilson
David Miliband
Angus Lapsley

MILLENNIUM COMPETITION

The Prime Minister has asked that you discuss Michael Levy's proposal for a Millennium Competition with him and then submit a more detailed assessment of what we can do with it. I believe you have already had an initial discussion with Michael.

The Prime Minister also copied Lord Levy's original proposal to Richard Wilson and he may have some ideas on how we can take the idea forward.



Jonathan Powell



Minister without Portfolio

CABINET OFFICE
70 Whitehall, London SW1A 2AS
Telephone: 0171-270 1250

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ANGUS LAPSLEY
10 Downing Street

29 January 1998

MILLENNIUM EXPERIENCE: ANNIVERSARY VISIT

The New Millennium Experience Company have pointed out that 19 June is the anniversary of last year's visit to the Greenwich site by the Prime Minister, John Prescott, Chris Smith and Peter Mandelson.

They have suggested a return visit around that date to mark the substantial progress that has been made. The Minister thinks that this would be a good idea. If you agree, perhaps we could fix the visit in diaries, for the anniversary itself or the nearest suitable day.

I am copying this letter to Jeff Jacobs (DETR) and Tony Dyer (DCMS).

EMMA SCOTT
PS/Minister without Portfolio
Room 308
☎ 270 0012



Minister without Portfolio

Top AZ
cc JPo
Pu.

MWP/1947

Personal

PRIME MINISTER ✓

Some things to mention to you.

Millennium

I have talked to Richard Wilson about support and he has helpfully discussed things with Hayden Phillips and Jennie Page. There is a willingness at DCMS to help but they are a lean and under-resourced department and my physical detachment from them does not help. I think two things are needed. More time and intellectual involvement by one of the senior officials, a Grade 3 under secretary, David Chesterton, in the absence of another heavy hitter in the department. A serious media strategy at DCMS (and someone new to implement it) to project the whole Millennium operation, not just the Dome. I think we are missing a trick by failing to promote adequately all the gains and popular benefits of the Millennium expenditure. Could you push this with Richard?

CBI

Adair has phoned me about TU recognition. They spoke to you about the "absolutely vital" issues at stake for them. He wants to let us have a confidential note of these issues, their order of importance and what they will concede. Are you happy for me to talk to Adair about this?

Lords

I would like to be copied in on the back channel talks going on with the Tories. I am worried about the note of Ivor's discussions. I feel we are being led by his agenda (one third nominated, two thirds elected) without thinking through whether this is where we want to end up. I know you are fixing a meeting on this but I am concerned about prematurely stepping on an escalator of reform from which we cannot jump off at a later stage.

Terry Burns

I suspect Richard has spoken to you. This has the makings of a big media hit on us if we are not careful. Coincidentally, I am travelling back from Brussels on Tuesday with Terry and he will wish to talk about the situation. Do you have an end game in mind which I should be aware of when I talk to him?

Neil Kinnock

I am having dinner with him in Brussels on Monday evening following many months of persistent chasing by him. I'm not sure what he wants to talk about but do you have anything I should be aware of or should communicate to him?

Spends time

we must find him in next

Peter

PETER MANDELSON

29 January 1998

25.1.98



10 DOWNING STREET
LONDON SW1A 2AA

cc Israel
Budget & Tax
Millennium

THE PRIME MINISTER
Personal Minute

SIR RICHARD WILSON

1. We should be seen to take more of a lead on the world economic problems – partly for Britain, partly as EU President. I would like a note from the Treasury as to any worthwhile initiatives we could take or launch. It could, for example, be on the openness of the financial system. But I feel we should be far more active on this front.

2. On Israel, again, we should prepare to do more. We indicated to Wim Kok that if the US talks failed, we would try to do something. As far as I can make out, the US manoeuvres have not yielded anything. Again, I believe people are looking to us for an initiative. We have standing at the minute and should be using it.

I could even have it in mind to appoint an envoy, at least informally, to suss out the possibilities.

3. What is this tax plan on Green Belt homes? Sounds absolutely whacky to me.

4. I like the paper of Michael Levy's on the Millennium awards. Can we have it looked at and report back?

25 January 1998



10 DOWNING STREET
LONDON SW1A 2AA

THE PRIME MINISTER

**DEPUTY PRIME MINISTER AND SECRETARY OF STATE
FOR THE ENVIRONMENT, TRANSPORT AND THE REGIONS**

I hope that you will be able to attend the launch of the Millennium Experience to corporate sponsors and the media on 24 February, about which Peter Mandelson's office have written to yours. I am confident that this will prove to be an important turning point for the Experience because we will be able to demonstrate serious corporate backing for the projects as well as real progress on content development.

I am conscious that work is also progressing fast on the plans for the south end of the Millennium site, and I understand that the winner of the development competition for the Millennium Village might be announced in the week preceding the launch. This would be excellent. I understand that there are some good bids being considered and that it is likely that whichever one English Partnerships' Board chooses will provide to be innovative and newsworthy. In due course, I would be extremely interested to see a presentation of the winning design.

DCO file

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It is essential that these two important announcements are properly coordinated so that they complement each other; thus reinforcing the Government's commitment to innovative design and planning solutions, to celebrating the Millennium with style and confidence, and to ensuring that the Millennium Experience leaves a lasting legacy of benefit to Greenwich and the nation as a whole.

Tomy

23 January 1998



Minister without Portfolio

cc Po
Press

MWP/1909

FROM: RUPERT HUXTER
DATE: 22 January 1998

ANGUS LAPSLEY
10 Downing Street

MILLENNIUM EXPERIENCE LAUNCH

As requested, I attach a draft minute for the Prime Minister to consider sending to the Deputy Prime Minister concerning the launch of the Millennium Experience on 24 February. You should know that officials from the DCMS and the New Millennium Experience Company have already been in touch with their opposite numbers in DETR and English Partnerships about the launch.

Rupert Huxter

R. HUXTER
PPS/Minister without Portfolio
Room 308, 70 Whitehall
☎ 270 0013

DRAFT PERSONAL MINUTE FROM THE PRIME MINISTER

DEPUTY PRIME MINISTER

MILLENNIUM EXPERIENCE LAUNCH

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It is essential that these two important announcements are properly co-ordinated so that they complement each other; thus reinforcing the Government's commitment to innovative design and planning solutions, to celebrating the Millennium with style and confidence, and to ensuring that the Millennium Experience leaves a lasting legacy of benefit to Greenwich and the nation as a whole.

LAUNCH EVENT – 24 FEBRUARY 1998

People's Palace, Royal Festival Hall

Proposed Format for the Day

File
(Done)

TIME	ACTION
CORPORATE EVENT	
0815	NMEC Board Directors arrive
0830	First guests arrive Light Breakfast served
0835	Peter Mandelson, John Prescott, Chris Smith arrive
0855	Film
0900	Prime Minister arrives escorted by Bob Ayling
0903	Bob Ayling introduces PM
0906	Prime Minister speaks emphasising the Government's commitment to the project
0915	Bob Ayling introduces Michael Grade
0916	Michael Grade speaks (?double act with Jennie Page)
0935	Bob Ayling invites Prime Minister and guests to exhibition area
0935-1000	Prime Minister, other Ministers and key Board members speak to guests near main model, other Board directors allocated to individual designers and zone models. Photo opportunity with committed sponsors
1000	Bob Ayling thanks Prime Minister from second podium in exhibition area and indicates availability of brochures at the door
1005-1030	Prime Minister to do interviews in separate room
1005	John Prescott and Chris Smith depart
1030	Set piece photocall with Prime Minister
1045	Prime Minister departs
	<ul style="list-style-type: none"> As soon as guests have gone through to exhibition area, the presentation room will be re-set in anticipation for media arrival at 1100hrs
MEDIA EVENT	
1100	Media admitted to external mezzanine area – loop monitors to be showing interesting footage. Press packs available Refreshments to be made available in mezzanine area
1115	Media admitted to seating area
1120	Film
1125	Media presentation begins. Peter Mandelson to introduce and step down from podium
1130	Bob Ayling to introduce Michael Grade and quotes PM
1140	Michael Grade to speak (?in double act with Jennie Page)
1200	Media enter exhibition area. Non executives, executives and designers in attendance together with Mark Fisher, Martin Lambie-Nairn, RRP and (if possible) Alan Yentob etc
1230-1250	Bob Ayling to chair Q&A session; other speakers Jennie Page, Michael Grade, Sam Chisholm supported as necessary by designers etc and key management team
1250	Media filming/interviews
PRIVATE SESSION FOR SELECT COMMITTEE ETC	
1400-1500	Models available for viewing by Select Committee members, PAC members, front bench Opposition spokesmen [and ? chairmen of All Party Backbench Committees on Culture, Media Sport and Tourism]. Executive Directors and designers only in attendance.

Others too
BR
DB

Prime Minister
Where do you want to go with this? File
I think gets suggestions (at the end)
make sense. Content?

Jonathan Powell

From: Geoff Mulgan
Date: 22 January 1998

cc: David Miliband
Alastair Campbell
Angus Lapsley
Jeremy Heywood

Millennium Competition

✓ 27
Why doesn't
Geoff discuss
it with Michael
and submit
an idea

You asked for my comments on this idea that has been submitted by Lord Levy. The idea is for a competition asking people to answer the question 'What I hope for from the next Millennium', through anything from music and writing to a computer programme. Thousands of institutions – schools, workplace, churches – would be encouraged to run their own mini-version of the competition. The winners would be submitted to an area competition, where a second round of judging would take place, then up to a regional and finally a national level. All participants would receive a certificate signed by the Prime Minister. Levy suggests a launch this summer, with the final in December 1999.

For a competition of this kind to work in this format would require: a very substantial promotional budget (for mailouts to perhaps a million institutions, general promotion etc); a considerable administrative structure – to manage probably hundreds of thousands of entries; and not least a huge investment of time by the PM to sign all the certificates!

(no-by machine)

There may be the grain of a good idea in this – certainly some kind of competition that everyone can participate in would be a good adjunct to the Millennium, and could be given a personal link to the Prime Minister. However, before taking it forward it would be worth considering:

- Is the theme right? 'What I hope for from the millennium' could lead to rather bland products, and it is quite hard to see how this would take shape in, eg a sculpture. It might be better to focus the competition on things which 'capture the spirit of the millennium'.
- Is it right to merge in all the different forms? It would probably make more sense to have separate strands for poems, short stories, visual art, video.
- Who would be the key partners? Government on its own would not be well-placed to run a competition of this kind. However one could imagine a set of competitions where the BBC committed to broadcast one 'millennium video'

each week during 2000; the Sun or Mirror committed to publish one 'millennium poem', and Railtrack committed to exhibiting winners in visual arts or sculpture in mainline stations.

- Asking every institution to run their own sub-competitions would probably work for schools, but it wouldn't reach many people who aren't part of large institutions. An alternative would be to require entries to collect the backing of at least 100 people as nominees. That might also be a way of galvanising interest.
- How populist should the judging be? Should it be made up of randomly selected panels, or should it involve 'experts'?
- A competition needs prizes. The prize of being given prominent display would be part of the answer. But there might also need to be a monetary element.

I would suggest:

- Saying to Levy that we think there may be mileage in the idea but a lot more work would need to be done on defining it before any decision could be made on going forward
- Asking DCMS or someone trustworthy with a strong background in the arts and media (perhaps Michael Grade or Trevor Nunn) to advise on practicality, and to tap into the expertise of people who have run parallel competitions.
- Working out a realistic timetable and the order of magnitude of the budget involved

This should be do-able quite quickly. But without much more information and fleshing out it is not possible to rate the idea's viability.

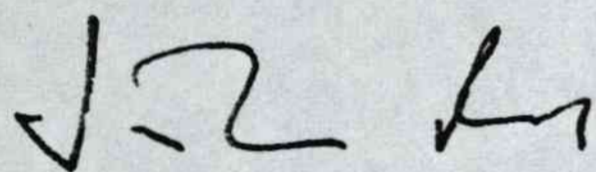
From: Jonathan Powell
Date: 21 January 1998

GEOFF MULGAN

cc: David Miliband
Alastair Campbell
Angus Lapsley
Jonathan Heywood

THE MILLENIUM COMPETITION

Michael Levy has put the attached proposal to the Prime Minister for a Millennium Competition. The Prime Minister would be grateful for your advice on this scheme: whether it is workable, what we could do for it, who should run it etc. Can you prepare a covering submission to the Prime Minister?



JONATHAN POWELL

**THE PRIME MINISTER' S AWARDS
FOR
THE MILLENIUM COMPETITION**

CONCEPT

An opportunity for every UK citizen to play an active part in the build up to the Millennium.

The Prime Minister will set the nation thinking about a shared vision for the future by posing the question :

'WHAT I HOPE FOR FROM THE NEXT MILLENIUM'

The nation will be invited to answer this question by means of a nationwide competition involving everyone from children at nursery schools to senior citizens in residential homes.

This is a unique opportunity for the Prime Minister to launch an exciting competition which should capture the imagination of every citizen presenting a positive image of the Government's

commitment to involving and engaging its citizens. It also links in with the Millennium Dome increasing the potential groups of visitors who will be eager to see their work displayed.

THE COMPETITION

The question may be answered through a number of different creative media, for instance :
ART - CREATIVE WRITING - DRAMA - TECHNICAL INVENTION - COMPUTER PROGRAMME - MUSIC - HORTICULTURE.

METHOD

The competition will take place in four stages :

- (1) Every local institution will be invited to take part. They will receive an explanatory pack about the competition, its structure and the time frame. Each institution will be invited to set up its own judging panel from within its own structure. It is essential that these judging panels are made up local people who are involved in their resource. For example at a primary school the panel may consist of - a teacher, a dinner lady, a governor, a parent and two pupils. The idea is to avoid the panels being made up of the traditional local 'great and good'.

It would be hoped that as many organisations in each area would take part. These would include :

NURSERIES - PRIMARY SCHOOLS - SECONDARY SCHOOLS -
COLLEGES - ADULT EDUCATION INSTITUTIONS - WORKPLACES -
GROUPS SUCH AS ROTARY, W.I., LODGES - CHURCHES - DAY
CENTRES FOR ELDERLY PEOPLE -

SPECIALIST CENTRES FOR DISABLED PEOPLE AND FOR THOSE WITH MENTAL HEALTH PROBLEMS - RESIDENTIAL AND NURSING HOMES FOR ELDERLY PEOPLE .

The above list is obviously not exhaustive and can be fine tuned. In addition there must be opportunities for people to take part who are not part of any group. This can be achieved by every area having a central judging panel (again drawn from a cross section of local people) where individuals can submit their work.

The awards would be divided into relevant categories delineated by age and chosen medium (eg - under 5's arts and crafts ; 65plus creative writing and drama etc.).

- (2) The winning entries from each resource/institution will then be submitted to an area group. It may be considered that these areas are organised along constituency lines which would divide the country into just over 600 groups. Each area should be encouraged to mount an exhibition and/or hold an event based around the winning entries. Each area would have its own judging panels replicating the categories in which entries have been submitted eg, primary schools, workplace, day centres etc. Half of each panel would be made up of those who took part in their local panels so that local people have a chance of judging at every level. These would be joined by other local people for example : a local PC - a lollipop lady - local vicar - JP etc.
- (3) The next stage would be regional where the winning area entries would be submitted to an agreed regional structure - around 25 regions. This would work along the same lines as the area groups with judging panels representing regional people but ensuring that half the panel was made up of those who had been involved in the first two rounds.

It would be even more special if each region mounted a millenium experience focused around the competition and as well as being the focus for the winning entries people identified with each region could be invited to give their own answer to the question (actors/actresses - writers -poets - industrialists - professors etc).

- (4) The final stage will be the National awards. The winning entries from each region will be submitted to a national judging panel which may be chaired by the Prime Minister. Again half of the judges for each category will be made up of those who had judged in the preceding rounds. The others would represent individuals associated with each area, for instance with colleges : a Vice Chancellor - a Student Union President - a Registrar etc.

It would be very special if the final award winners received their prizes from the Prime Minister at a special launch event at the Millenium Dome.

PRIZES

Everyone who has taken part should receive a certificate signed by the Prime Minister. All judges would also receive a judging certificate signed by the Prime Minister and all Institutions/Resources that took part should receive a special certificate which can be displayed.

This would be a wonderful PR opportunity with the Prime Ministers certificates literally being displayed in hundreds of thousands of homes and institutions.

A book should be produced with all the winners names in and samples of the best winning entries. All winners would receive a copy and other copies could go on sale (many parents, grandparents, relatives and friends of winners would wish to have this). All winners and judges should also receive a discount voucher (possibly for 25% discount) for two to visit the Millenium Dome. All winning entries should be displayed at the Dome and possibly all entries could be recorded on disk and accessed at terminals in the Dome.

The overall winners should be invited to a reception at No 10 hosted by the Prime Minister.

TIMETABLE

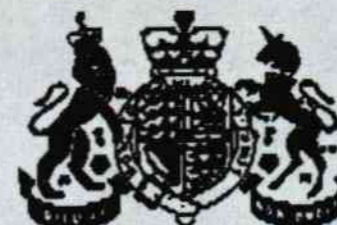
This idea needs to be considered as soon as possible so that it can be launched in the late Summer of this year ready for the new school and college terms in the Autumn.

The first stage of the competition should be judged by March/April 1999 ; the second stage by June/July 1999 ; the third stage by September/October 1999 and the final by December 1999.

ADDITIONAL ISSUES

Consideration needs to be given to people with special needs. It may be best that their entries are dealt with through any resources they attend and if they as individuals wish to take part ensuring that the means are available for them to do so (braille, recording facilities, access etc). This may be more sensitive than creating a special group but care needs to be taken that people with disabilities as well as people from a variety of ethnic backgrounds are represented on the judging panels.

Undoubtedly the scheme will cost money. This will be mainly on the production of entry packs and the administration of ensuring entries in the right place. As much sponsorship as possible should be attracted especially with regard to local events and the production of the packs and the prize winners book.



Top: PB
cc: SEN
AL
PRESS

20 January

Foreign &
Commonwealth
Office

Mr Rupert Huxter
Cabinet Office

London SW1A 2AH
Telephone: 0171 270 4062

file
P143
23/1

Dear Rupert,

EUROPEAN CONFERENCE INAUGURAL MEETING: MILLENIUM CONNECTION

1. As you know, we plan to hold the inaugural meeting of the European Conference (which the Luxembourg European Council decided to establish) in London on 12 March. This will involve up to 27 Heads of Government (depending on whether the Turks come). It should be a rather historic event, looking forward to the bringing together of the European democratic family.

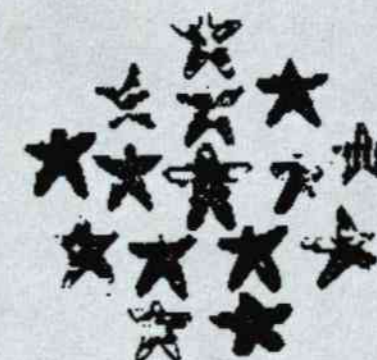
2. As I explained to you, we will probably hold the meeting in Lancaster House. We are keen to find ways to project a forward looking and modern image. One possibility would be to make a thematic link to the millenium by putting some millenium presentational material into Lancaster House for the event. I believe that you have an excellent model of the dome, which was used for the UK/French Summit at Canary Wharf, and which could provide a talking piece in one of the reception rooms at Lancaster House. You mentioned that there would be further presentational material produced for 24 February. Some of that might go well into Lancaster House as well.

3. If the Minister is interested in making this link, and assuming No.10 are content, I will pursue with the Millenium Experience and with Lancaster House what we might be able to do.

Yours ever,

Mather

M J L Kirk



cc: Mr Barton, No.10

CONFIDENTIAL



CONFIDENTIAL

