

SECRET

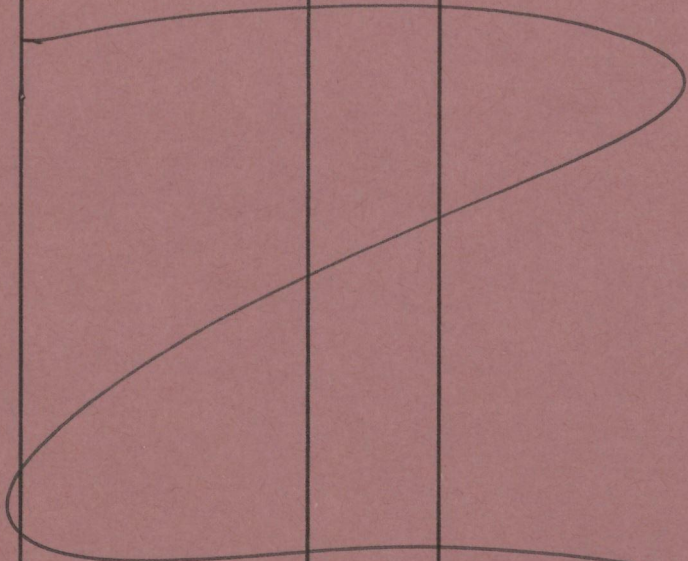
10 DOWNING STREET

THIS FILE MUST NOT GO OUTSIDE 10 DOWNING ST

FILE TITLE: <i>POLICY</i>		SERIES <i>DOWNING STREET</i>
		PART: <i>10</i>
PART BEGINS: <i>23 FEBRUARY 2000</i>	PART ENDS: <i>16 MARCH 2000</i>	CAB ONE:

LABOUR ADMINISTRATION

Part closed



PREM 49/1218

SECRET

PART
CLOSED

DATE CLOSED	16 MARCH 2000
--------------------	---------------

Series : **DOWNING STREET**

File Title : **Policy**

Part : **10**

Date	From	To	Subject	Class	Secret
03/02/2000	PPS	SOC	No 10 Security	R	0
03/02/2000	SecAd	PPS	Non- No10 Link door pass holders	R	0
04/02/2000	EA/PS	PPS	Battle Bus	C	0
04/02/2000	PPS	APPTS	No10 Budget in 1999/2000 : forecast Outturn	R	0
07/02/2000	DoH	PPS	Relaunch of the Number 10 Internet Site	U	0
08/02/2000		PPS	From Pat Dixon: Stewards at No10	R	0
09/02/2000		FA/APS	Prime net	C	0
10/02/2000	Cab Off	FA/APS	PRIMENET	U	0
11/02/2000	PRESS	PM	GMTV Interview - website launch	U	0
14/02/2000	PU	PM	Correspondence from the public	U	0
15/02/2000	DETR	PPS	letter - re-launch of the number 10 website	C	0
17/02/2000	ExSEC	PPS	Evidence to PASC	R	0
17/02/2000			From Pat Dixon: Work experience at Downing Street: regret	C	0
21/02/2000	SOC	PPS	No10 Security	R	0
25/02/2000	SOC		Tony Wright Public Administration select committee - Staff arrangem	U	0
28/02/2000	Mrs Blair		To Fiona Millar, Chequers Steward	C	0
29/02/2000	SecAd	PPS	Signal checks in Cabinet room Pms room and Private Office	S	507
02/03/2000	PA/PS	ms/cabinet office	Parliamentary handling of Lords and Commons Questions	R	0
02/03/2000	ExSEC	PPS	Chequers Stewards	R	0
06/03/2000	Ch.Staff	ms/cabinet office	Office meeting: 6 March 2000	C	0
06/03/2000	AGO	Ch.Staff	Nannygate	U	0
08/03/2000	Ch.Staff	PM	Police Protection	C	0
10/03/2000	H/PRESS	PRESS	Mail on Sunday legal case	U	0
10/03/2000	FA/APS	PPS	Project Matrix	U	0
10/03/2000	ExSEC		To Management Board: Flexible Working	R	0
13/03/2000	Ch.Staff	PM	Protection	C	0
14/03/2000		ExSEC	note from stuart lackie, Easter works	C	0
15/03/2000	FA/APS	Cab Off	The Prime Minister's overseas travel	U	0
16/03/2000	PU	PM	Wildlife pond for No 10 garden	C	0

U

Don
cc r
asw
✓

From: Brian Hackland
Date: 16 March 2000

Prime Minister (60x!)

cc: Jeremy Heywood
Jonathan Powell
David Miliband
Godric Smith
Fiona Miller
Pat Dixon
Martin Sheehan
Nick Toogood

WILDLIFE POND FOR NO 10 GARDEN

You agreed in principle late last year that we should accept the offer from the Wildlife Trusts charity to build and pay for a wildlife pond in the garden here in No 10. You specified that there should be no cost to the taxpayer.

The Wildlife Trusts have now provided a design (**attached**) by a leading garden designer, Julie Toll. The design is in keeping with the formal nature of the buildings and garden, and will add a significant feature and new focus to the garden. It will be positioned close to the terrace and will have water bubbling out of and over the rocks (marked in blue on the plan). A minimal amount of lawn will be lost (marked in yellow on the plan).

The pool will be edged with york stone to match the existing paths, and made safe for children through a combination of railings, low hedging and woven hazel fencing. It will be built by the Wildlife Trusts' contractors, and planting will be by the Royal Parks, who are delighted with the design. Subject to your approval, Pat Dixon will agree with Mrs Blair the timing of the work.

There will be no costs to the taxpayer from construction of the pond, and the Royal Parks have agreed that planting and maintenance (including annual cleaning etc) will be undertaken without additional charge.

Once the pond is complete, the Press Office and the SCU will arrange press and non-news media coverage. The story should be particularly attractive to gardening and wildlife publications which have very wide readerships.

Are you happy to go ahead?

Bia

✓ Brian



10 DOWNING STREET
LONDON SW1A 2AA

From the Private Secretary

15 March 2000

Dear Richard,

THE PRIME MINISTER'S OVERSEAS TRAVEL

As promised at the last meeting of the Royal Visits Committee, I am enclosing a list showing the Prime Minister's overseas travel since May 1997.

I am copying this letter and enclosure to the other members of the Royal Visits Committee and Sherard Cowper-Coles (FCO).

Yours ever,

Philip

PHILIP BARTON

Mr Richard Abel
Cabinet Office

[Travel: PM's overseas trips 1997-]

PRIME MINISTER'S OVERSEAS TRIPS

May 1997-

1997		
23 May	THE NETHERLANDS (Noordwijk)	Informal European Council
26-27 May	FRANCE (Paris)	NATO/Russia Summit
5-6 June	SWEDEN (Malmo)	European Socialists Congress
6 June	GERMANY (Bonn)	Meeting with Kohl
11 June	FRANCE (Paris)	Talks and Dinner with President Chirac
15-18 June	THE NETHERLANDS (Amsterdam)	European Council Meeting
20-22 June	USA (Denver)	G8 Summit
22-23 June	USA (New York)	UN Special Session on Rio Follow-up
30 June- 1 July	HONG KONG	Official handover ceremony to China
7-9 July	SPAIN (Madrid)	NATO Summit
2-16 August	ITALY	Holiday [lunch with Prodi]
16-26 August	FRANCE	Holiday [lunch with Jospin]
5-6 October	RUSSIA (Moscow)	Talks with President Yeltsin
9 October	LUXEMBOURG	Talks with Prime Minister Juncker
10 October	STRASBOURG	Council of Europe Summit
20-21 November	LUXEMBOURG	Special European Council
28 November	BOSNIA	Visit the troops/Bilateral
11-13 December	LUXEMBOURG	European Council
28 Dec- 5 January	THE SEYCHELLES	Holiday [meeting with President]

1998		
9-13 January	JAPAN (Tokyo)	EU/Japan Summit/Bilateral
20 January	THE HAGUE	Speech to The Ridderzaal
4-7 February	USA (Washington)	Talks with Clinton
20 March	GERMANY (Bonn)	Bilateral visit
24 March	FRANCE (Paris)	Address National Assembly + bilateral meetings
10-15 April	SPAIN	Bilateral and holiday
17-21 April	EGYPT, SAUDI ARABIA, JORDAN, ISRAEL, OCCUPIED TERRITORIES	Middle East Tour
1-2 May	THE HAGUE BRUSSELS	Speech to 'Celebration of Labour Day' Special EMU Council
19 May	SWITZERLAND (Geneva)	Speech to World Trade Organisation on 50 th Anniversary of GATT
1 June	SPAIN (Madrid)	Pre-European Council tour
1-2 June	REPUBLIC OF IRELAND (Dublin)	Pre-European Council tour
4 June	THE HAGUE	Pre-European Council tour
5 June	ITALY (Rome and Vienna)	
8 June	SWEDEN, FINLAND, DENMARK,	Pre-European Council tour
9 June	BELGIUM, LUXEMBOURG, GERMANY, FRANCE	
18 June	STRASBOURG, FRANCE	Speech to European Parliament
30 June	GERMANY (Frankfurt)	Speech at Inauguration of European Central Bank
1-15 August	ITALY (Bologna)	Holiday [lunch with Prodi]
15-25 August	FRANCE	Holiday [meeting with Jospin; visit to Airbus]
26 August	REPUBLIC OF IRELAND	Meeting with Taoiseach
21 September	USA (New York)	Address United Nations General Assembly Address NY Stock Exchange Meet Mayor of New York Visit NY University
5-11 October	CHINA (Beijing, Shanghai, Hong Kong)	Bilateral Visit
24-25 October	AUSTRIA (Portschach)	Special European Council
25-26 November	REPUBLIC OF IRELAND (Dublin)	Address Oireachtas and talks with Taoiseach
3-4 December	FRANCE (St Malo)	Anglo/French Summit
10-12 December	AUSTRIA (Vienna)	European Council

1999		
28 Dec 1998- 6 January 1999	THE SEYCHELLES	Holiday [Bilateral with Bahraini Prime Minister]
6-8 January	SOUTH AFRICA (Pretoria/Johannesburg and Cape Town)	Bilaterals with Mandela and Mbeki Speech to Parliament
9 January	KUWAIT	Visit troops/Bilateral
29-30 January	AUSTRIA (Vienna)	PES meeting
7-8 February	JORDAN (Amman)	Funeral of King Hussein
25-26 February	GERMANY (Petersberg)	Informal European Council
2 March	ITALY (Milan)	PES Meeting
23-25 March	GERMANY (Berlin)	European Council
14 April	BELGIUM (Brussels)	Working dinner with EU Commission President and Heads of State
20 April	BELGIUM (SHAPE, UKDEL NATO) and GERMANY (RAF Bruggen)	Video conference with NATO Commanders, Meeting with Solana Visit base from which Tornados fly to Kosovo
22-26 April	USA (Washington and Chicago)	NATO Summit Speech to Economic Club
5-8 May	MACEDONIA (Skopje, etc) and ROMANIA (Bucharest))	Meetings with the Presidents and PMs and visit troops/refugees
13 May	GERMANY (Aachen)	Receive Charlemagne prize
17-18 May	BULGARIA/ALBANIA	Visit troops and refugees/Bilateral
27 May	FRANCE (Paris)	PES meeting
3-4 June	GERMANY (Cologne)	European Council meeting
4 June	NETHERLANDS (Rotterdam)	Q&A Session/Bilateral
18-20 June	GERMANY (Cologne)	G7/8
30-31 July	SARAJEVO/SKOPJE/ PRISTINA	Balkan Stability Summit Bilaterals/Visit troops
6-21 August	ITALY	Holiday [lunch with Prodi]
21-31 August	FRANCE	Holiday
14-16 October	FINLAND (Tampere)	Special European Council
8 November	FRANCE (Paris)	Socialist International/Bilaterals
11-15 November	SOUTH AFRICA (Durban, George, Cape Town)	CHOGM
20-21 November	ITALY (Florence)	Third Way Event
9-11 December	FINLAND (Helsinki)	European Council

2000		
3-9 January	PORTUGAL (Lisbon)	Holiday [Dinner with Guterres]
28 January	SWITZERLAND (Davos)	Speech to World Economic Forum
23 February	BELGIUM (Brussels)	Bilateral/Meet EU Commission
10-11 March	RUSSIA (St Petersburg)	Bilateral

J.P.



From: Jonathan Powell
Date: 13 March 2000

PRIME MINISTER

cc: Fiona Millar
Kate Garvey
Pat Dixon

PROTECTION

Special Branch called me today to say that they have chosen [redacted] successor, [redacted] He has considerable experience in protection. They are sending over a bio. He will start later this week and have a fairly extended hand-over period. They will not add the additional Detective Inspector until he has settled in. Can you discuss with Cherie.

J.P.

Temporarily Retained
THIS IS A COPY. THE ORIGINAL IS
RETAINED UNDER SECTION 3 (4)
OF THE PUBLIC RECORDS ACT

THIS IS A COPY THE ORIGINAL IS
RETAINED UNDER SECTION 3 (H)
OF THE PUBLIC RECORDS ACT

PREM 49/1218

letter
13/3/00

Jeremy
 This is the breakdown
 you asked for. please see
 X & Y. *SL*

From: Stewart Lackie
 Facilities Manager
 Date: 14 March 2000

1. Pat Dixon
2. Jeremy Heywood

EASTER WORKS

You asked me to provide you with updated briefing on the Easter works.

Note: In line with recent policy on answers to Parliamentary Questions, all figures in this note are inclusive of VAT but not consultants' fees.

Summary

There is an urgent need for us to agree our budgets for the Easter stage of the maintenance and refurbishment of 10 Downing Street and the No.11 flat.

There is a slightly less urgent need to plan for summer works both in the flat and the office as a whole. I will provide a separate note covering this aspect.

This note provides details of areas of proposed expenditure this Spring and **seeks your approval to proceed** according to the proposed budgets. The first set of works must be in place by mid-April at the very latest.

Easter works

Brian Bender has given approval to two notes dated 10 March from Peter Browne of Cabinet Office Infrastructure. The first covers works to the No10 flat and the third floor bedrooms (total £16-17k including VAT). The second covers works to the No11 flat (total £15.75k including VAT). Both sets of work will be covered by Cabinet Office budgets. The overall results of the work will be to supply additional training / meeting rooms and office space if required for up to 10 staff, to make minor upgrades to staff bedrooms, to create two small official or private guest bedrooms on the third floor within the No11 flat, while providing sufficient space for the Prime Minister's family. X

The initial estimates from Turner and Townsend are attached. They do not include VAT. I will be attempting to reduce this figure during a meeting with the surveyors this coming Thursday. I will attempt to identify areas where the specification and/or price can be reduced. Y

In addition to the attached costs, it is proposed that a number of staff bedrooms on the third floor are redecorated. We do not yet have cost estimates for this work but we are working on the assumption that they are unlikely to exceed £5,000.

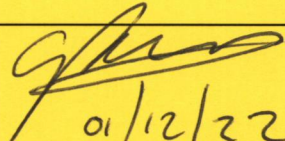
The total cost for all works is £32-33k.

The implication of Peter Browne's notes is that the cost of the Easter works to the No11 flat will be deducted from the £35k "budget" for the year 2000-2001, and this would substantially reduce the scope of the Summer works discussed with the Prime Minister and Mrs Blair before Christmas. However, this has not been explicitly agreed and there should be room for discussion, if you wish.

: signed

Stewart Lackie
Facilities Manager
14 March 2000

THE	
NATIONAL	
ARCHIVES	

DEPARTMENT/SERIES PREM 49 PIECE/ITEM 1218 (one piece/item number)	Date and sign
Extract details: floor plan ^① attached to briefing dated 14 March 2000	
CLOSED UNDER FOI EXEMPTION	
RETAINED UNDER SECTION 3(4) OF THE PUBLIC RECORDS ACT 1958	
TEMPORARILY RETAINED	 01/12/22
MISSING AT TRANSFER	
NUMBER NOT USED	
MISSING (TNA USE ONLY)	
DOCUMENT PUT IN PLACE (TNA USE ONLY)	

Instructions for completion of Dummy Card

Use black or blue pen to complete form.

Use the card for one piece or for each extract removed from a different place within a piece.

Enter the department and series,
eg. HO 405, J 82.

Enter the piece and item references, .
eg. 28, 1079, 84/1, 107/3

Enter extract details if it is an extract rather than a whole piece.
This should be an indication of what the extract is,
eg. Folio 28, Indictment 840079, E107, Letter dated 22/11/1995.
Do not enter details of why the extract is sensitive.

If closed under the FOI Act, enter the FOI exemption numbers applying to the closure, eg. 27(1), 40(2).

Sign and date next to the reason why the record is not available to the public ie. Closed under FOI exemption; Retained under section 3(4) of the Public Records Act 1958; Temporarily retained; Missing at transfer
or Number not used.

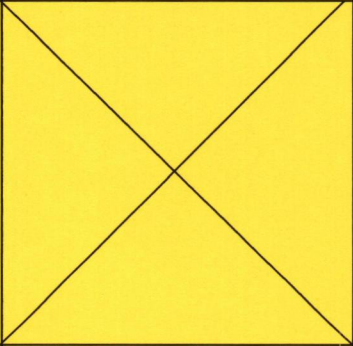
*Conversion of 2 bedrooms in No 10 flat to
offices and provide No 10 flat - new also 10.*

Ref	Description	Qty	Unit	Rate	Total	Comment
1.1	<u>Divide Corridor</u>					
	New timber stud wall and skirting	1	Item	1,000	1,000	
	New door frame, architrave and panelled door as existing	1	Item	2,000	2,000	
	New ironmongery to match existing	1	Item	500	500	
	Prepare and paint joinery				Incl	
	Prepare and decorate wall				Incl	
	Alterations to fire alarm system				Excl	
	Alterations to lighting/switching				Excl	
					<u>3,500</u>	
1.2	<u>Signage</u>					
	Relocate sign and make good door	1	Item	50	50	
	Supply and fix new sign	1	Item	75	75	
					<u>125</u>	
1.3.1	<u>Room 1 - Convert bedroom to office</u>					
	Strip out existing wall finish, re-paint including joinery and ceiling	1	Item	1,500	1,500	
	Take down existing curtains, dry clean and deliver to store	1	Item	200	200	
	Take up existing carpet for power alterations, relay and clean	1	Item	300	300	Check requirement
	Extend small power system and provide 3 additional socket outlets	1	Item	500	500	Check requirement
Sub-total C/F					6,125	

08 MAR 2000 14:24 FROM CAB OFF IFD PMSS GPC TO 901119/6283 P.06/10

Ref	Description	Qty	Unit	Rate	Total	Comment
	Sub-total B/F				6,125	
	Take down existing light fitting, store and replace with new fitting	1	Item	600	600	
1.3.2	<u>Bathroom - serving offices</u>				3,100	
	No works envisaged				Nil	
1.3.3	<u>Room 2 - as Room 1</u>					
	Strip out existing wall finish, re-paint including joinery and ceiling	1	Item	1,500	1,500	
	Take down existing curtains, dry clean and deliver to store	1	Item	200	200	
	Take up existing carpet for power alterations, relay and clean	1	Item	300	300	Check requirement
	Extend small power system and provide 3 additional socket outlets	1	Item	500	500	Check requirement
	Take down existing light fitting, store and replace with new fitting	1	Item	600	600	
1.3.4	<u>Room 3 and ensuite bathroom</u>				3,100	
	No works envisaged				Nil	
1.3.5	<u>Corridor and hall</u>					
	No works envisaged				Nil	
TOTAL					9,825	

THE	
NATIONAL	
ARCHIVES	

DEPARTMENT/SERIES <i>PRM 49</i> PIECE/ITEM <i>1218</i> (one piece/item number)	Date and sign
Extract details: <i>Floor plan ② attached to briefing dated 14 March 2000</i>	
CLOSED UNDER FOI EXEMPTION	
RETAINED UNDER SECTION 3(4) OF THE PUBLIC RECORDS ACT 1958	
TEMPORARILY RETAINED	 <i>01/12/22</i>
MISSING AT TRANSFER	
NUMBER NOT USED	
MISSING (TNA USE ONLY)	
DOCUMENT PUT IN PLACE (TNA USE ONLY)	

Instructions for completion of Dummy Card

Use black or blue pen to complete form.

Use the card for one piece or for each extract removed from a different place within a piece.

Enter the department and series,
eg. HO 405, J 82.

Enter the piece and item references, .
eg. 28, 1079, 84/1, 107/3

Enter extract details if it is an extract rather than a whole piece.
This should be an indication of what the extract is,
eg. Folio 28, Indictment 840079, E107, Letter dated 22/11/1995.
Do not enter details of why the extract is sensitive.

If closed under the FOI Act, enter the FOI exemption numbers applying to the closure, eg. 27(1), 40(2).

Sign and date next to the reason why the record is not available to the public ie. Closed under FOI exemption; Retained under section 3(4) of the Public Records Act 1958; Temporarily retained; Missing at transfer
or Number not used.

Ref	Description	Qty	Unit	Rate	Total	Comment
1.1	<u>Second Floor Works</u>					
1.1.1	<u>Bathroom 2</u>					
	Reconfigure bathroom, retaining existing fittings	1	Item	1,000	1,000	
	New shower including enclosure, tray, tiling, door, mixer and pump	1	Item	1,650	1,650	
	New panels to bath	1	Item	150	150	
	Supply and fit new carpet <i>SAMPLES</i>	1	Item	200	200	
	Supply and fix new curtains <i>SAMPLES</i>	1	Item	150	150	
	Redecorate walls and ceiling <i>COLOURS</i>	1	Item	150	150	
	Supply and fix new tiled splashback and mirror	1	Item	200	200	
	Supply and fit new linen cupboard	1	Item	150	150	
	Additional heating provision - radiator/towel rail	1	Item	300	300	Provisional sum
	Supplementary ventilation	1	Item	200	200	Provisional sum
	Lighting changes	1	Item	150	150	Provisional sum
					<u>4300</u>	
1.1.2	<u>Bedroom 2</u>					
	Redecorate walls and ceiling, vinyl matt emulsion	1	Item	250	250	
Sub-total C/F					4,550	Page 1/4

Ref	Description	Qty	Unit	Rate	Total	Comment
	Sub-total B/F				4,550	
	Prepare and paint feature ceiling	1	Item	500	500	
	Strip existing carpet and replace with new	1	Item	350	350	
	Supply and install new light fittings and dimmer switch	1	Item	250	250	
1.2	<u>Third Floor Works</u>				1,350	
1.2.1	<u>Bedroom 3</u>					
	Extend existing built in cupboard to match existing	1	Item	250	250	
	Redecorate walls and ceiling	1	Item	300	300	
	Supply and fix new light fittings	1	Item	100	100	
	Supply and fix new curtains	1	Item	200	200	
	Supply and fix new carpet	1	Item	400	400	
1.2.2	<u>Sitting 1</u>				1,250	
	Supply and fit new display/shelving unit	1	Item	1000	1,000	
	Redecorate walls and ceiling	1	Item	350	350	
	Supply and fix new light fitting	1	Item	300	300	
	Supply and fix new curtains	1	Item	200	200	
	Sub-total C/F				8,750	

Ref	Description	Qty	Unit	Rate	Total	Comment
	Sub-total B/F				8,750	
	Supply and fit new carpets	1	Item	400	400	
	Check air conditioning unit	1	Item	150	150	Survey only
					<u>2,400</u>	
1.2.3	Bathroom 3					
	Redecorate walls and ceilings	1	Item	200	200	
	Retain existing flooring				Nil	
	Renew seals to bath and basin	1	Item	75	75	
					<u>275</u>	
1.2.4	Kitchenette					
	Remove existing contents as directed	1	Item	200	200	Provisional sum
	Strip out existing fittings and shelving	1	Item	100	100	
	Supply and fit new base/wall units, sink, fridge and white goods	1	Item	1500	1,500	Provisional sum
					<u>1,800</u>	
1.2.5	Guest Bedroom 4					
	Redecorate walls and ceilings	1	Item	200	200	
	Supply and fix new light fitting	1	Item	100	100	
	Supply and fix new curtains	1	Item	150	150	
	Supply and fix new carpet	1	Item	350	350	
					<u>800</u>	
Sub-total C/F					12,175	

Ref	Description	Qty	Unit	Rate	Total	Comment
	Sub-total B/F				12,175	
1.2.6	<u>Guest Bedroom 5</u>					
	Redecorate walls and ceilings	1	Item	200	200	
	Supply and fix new light fitting	1	Item	100	100	
	Supply and fix new curtains	1	Item	150	150	
	Supply and fix new carpet	1	Item	350	350	
					<u>800</u>	
1.2.7	<u>Bathroom 4</u>					
	Redecorate walls and ceilings	1	Item	200	200	
	Retain existing flooring				Nil	
	Renew seals to bath and basin	1	Item	75	75	
					<u>275</u>	
1.2.8	<u>Doors 1 & 2</u>					
	Move secure lock from Door 1 to Door 2 and make good	1	Item	100	100	
					<u>100</u>	
1.2.9	<u>Leisure Room</u>					
	No works envisaged				Nil	
1.2.10	<u>Corridors and hall</u>					
	No works envisaged				Nil	
TOTAL					13,350	

From: Pat Dixon
Date: 10 March 2000

Management Board

FLEXIBLE WORKING

I attach a note, devised by Operations and incorporating feedback from the Equality and Diversity WG, on the potential for more flexible working for No.10 staff. This includes a summary of how things are now, and how each element might be progressed.

We might set up a Flexibility Project Group, comprising representatives from the Equality and Diversity and Happy People Working Groups, Operations (IT, Personnel, Security) and other staff, including managers for whom flexible working of staff might prove operationally difficult. Its objective might be to produce a transparent flexibility policy for No10 which would offer as many and varied flexible working patterns as possible, together with the equipment to back them up, supported by adequate resources. The group would cease to exist once it had met this specific objective, with the HPWG and E&DWG keeping an eye on the results. It might be chaired by Helen Murray or, if someone more senior were preferred, a Private Secretary currently without management portfolio.

Capital funds have been bid for to investigate the technical requirement for home working and run a pilot, but Cabinet Office Finance have not yet cleared these. We have sent them further supporting information. Work is going on elsewhere on secure homeworking, and we would build on this if it were available in time.

Questions for the MB to consider are:

- 1 **Should we set up such a Project Group?**
- 2 **Scope: Should we aim to increase flexibility under all the headings shown?**
Look at all of them, but start with the easier ones and work up?
- 3 **Crèches/child care:** There is nothing set aside in next year's budget for this. The CO has a voucher scheme coming up which will cost No10 £20k a year if all those with small children are eligible and apply. Alternatively, one dedicated nursery place would cost around £10k a year (and it would be difficult to justify only one). Given the existing pressures on the No10 budget, and assuming all propriety, tax and fairness issues could be resolved, **what level of investment does the MB think appropriate?**
- 4 **Home working:** **Who should be entitled to work from home using equipment supplied by No.10?** How far should we aim to increase secure access from home?
- 5 **Mobile working:** **Who should be entitled to mobile phones, portable IT equipment, or both?**

If you could let me have responses, please, I will collate them.

PAT DIXON

FLEXIBLE WORKING AT NO.10**1 CURRENT POSITION***(a) Working Patterns*

A quick and dirty summary of current working patterns is attached at Annex A. Approximately 46% of staff work full-time, some with excess hours allowances. 11% work part-time. 4% share jobs. 6% are on some form of flexitime. 2 people officially work at home on some days per week (and there are many others who do so for at least part of the time). 32% of staff are on some kind of shiftwork. 50 people have mobile IT equipment. 20 people have IT and telecoms equipment at home. A further 30-40 people would like to have either or both.

(b) Feedback

Full staff meetings, questionnaires, cross-cut groups, exit interviews and the work of the Equality and Diversity Group have given a number of indications that a review of working patterns is overdue:

- More could be done to help current No10 staff, many of whom are in very demanding roles, integrate work and life.
- Experiences in recruitment suggest that we risk missing talented people from a representative cross-section of society unless No10 becomes an environment in which people from diverse backgrounds and with varied needs can thrive.
- More imaginative use of flexible working hours could also help to solve our accommodation problems.

(c) Missing factors

Not all staff have the equipment they need for the kind of flexibility they would like. Equipment tends to be supplied on an ad hoc basis, which makes budgeting and management of IT resources difficult. There is no central policy on entitlement to flexible working, and no information on implications for individuals.

2 WHY CHANGE?*(a) Objective*

The chief objective of increasing flexibility in working arrangements would be to offer a more responsive work environment that takes employees' needs into account.

(b) Benefits to No.10

- A more equitable, productive and innovative workplace.
- Individuals more in control of the balance between life and work.

- Ability to attract more diverse applicants and set a strong example to other departments.
- Possibly a better way to handle what in many areas is increasingly becoming a permanently 24-hour office.

3 IMPACT OF CHANGE

(a) *Resource implications: IT*

The cost of any comprehensive provision of mobile and/or home IT and Telecomms equipment would not be negligible. An all-singing, all-dancing "home office" for all those who currently have IT provision at home (28) would cost £105k to set up systems in No.10 and an additional £3k per head to set up equipment at home. Annual running costs are estimated as being £1k. The current annual 60 IT staff support days would have to be increased. Annex B shows the detail.

(b) *Management and Personnel Policy*

Line managers would need guidance in remote managing of staff, we would have to set up systems for keeping records of hours, and there are implications for health and safety for people working at home, ranging from the comfort of the workstation to safety of electrical equipment, including the need to inspect the site.

Entitlements (overtime etc), protection, insurance and legal issues need to be resolved when using private property for work. We would have to embody in a contract what was on offer and what was expected. We have the Treasury example of a contract, setting out responsibilities, including rules about inspections for home workers which we could tailor to our needs. We also have copies of the Treasury and Cabinet Office guidance on home working, including a section on flexitime. These are available on request.

(c) *Security*

The risks attached to storage and transportation of electronic documents to and from home need to be assessed as well as the level of access to the No.10 system.

(d) *Presentation*

This can only be positive unless the risks outlined above cannot be overcome. The key risks are to the security of information and keeping the budget low.

(e) *Action plan*

In summary form, the table overleaf indicates what we would need to do to increase flexibility in the ways shown. More detailed suggestions are given in Annex C.

4 VIEWS OF THE EQUALITY & DIVERSITY GROUP

(a) *Nursery places*

They support clear signals on nursery provision. Ideally this would include booking a place at a local nursery and advertising a post offering a guaranteed free childcare place as a pilot scheme. This will be expensive: approximately £10k will have to be allocated, whether we use the place or not; we would have to explore the tax liability; and we would have to check on the propriety and fairness of making only one such place available.

(b) *Flexitime*

The Group believe that flexitime should be offered to all staff, and incorporated into existing work patterns. They recognise that there are some operational limitations, and propose that there should be a process for adjudicating between these and individuals' personal working preferences.

c) *Home and mobile working*

They would like laptops to be more widely available, with one in each section, in order to encourage and facilitate people who wish to work from home on an ad hoc basis.

Possible Next Steps

To increase...	What do we need to do?	Cost	Potential positive outcomes
More part-timers } More job-shares }	Examine sections to identify possible posts, including termtime working and annualised hours Allocate more management time Change perception of part-time workers being 'less committed'	Managerial time	More women being recruited and retained Less overtime Staff can manage home/work balance more easily - less stress
Flexitime	Identify sections where this could work Identify core hours Adopt formal system in line with the CO, install software and monitor scheme	Managerial time IT resource for installing and maintaining software	Improvement in staff morale - more control over balancing life/work demands Unplanned absences rare Posts filled with a more diverse range of people with differing needs More attractive to work here
Home working	Survey all staff to see who might wish to take part Assess likely IT requirements: financial, propriety, technical Assess security risk, monitor hackers Draw up contracts Provide management support	High security requirement: £105k start-up cost and £3 per head Less ambitious requirement: £2.5k per head Management cost to draw up contracts and support	Less pressure on accommodation Possible "hot-desking" Very attractive to staff - improvement in morale Better environment for concentration/innovative thinking
Shifts	Determine peak work times in different sections Survey staff to ascertain preferred shifts Look at combining this with other flexible work patterns	Possibly additional shift allowances	More staff at peak times Less overtime Staff can balance home/work more easily
More Informal arrangements	Consult line managers Communicate shift in culture Encourage staff to ask Provide IT on an ad hoc basis	IT costs	More people able to influence home/work balance
Childcare	Survey demand for crèche/school holiday cover Explore home Departments' crèche facilities Investigate accessibility to Westminster playscheme Assess cost	Costs negligible if integrate into CO scheme Significant costs if tailor-made No.10 schemes	More women able to work Staff not obliged to take annual leave during school holidays Vouchers may help junior staff with young children to return to work

CURRENT POSITION

ANNEX A

	Full time	Part time	Job share	Flexitime	Home working	Shifts	Excess hours	Informal arrangements
Private Office	7						✓	home working on Fridays
Honours	4							
Social Office	3	1					✓	Flexi/time in lieu
Political Office	9	3						home working on Fridays
Press Office	9					5		
Policy	18				1	8	✓	
SCU	9				1			home working on Fridays
DCO		1				8		
PQs	3						✓	
GR			4			10		
Corresp		2	2	11			✓	
Appts	5	1	2					
Security		2				13		
Ops	9	2				8	✓	
Cleaners		10						
Switch						11		
R&I	7							
IT	7						✓	
Total	90	21	8	11	2	63	7 sections	

There are also a number of people are regularly "on call" in addition to their work in the Office.

IT PROVISION

All mobile and home equipment is maintained by IT Section, including user support, updating anti-virus software.

Mobile equipment is provided as follows:

Section	Equipment	Justification	Facilities/Security
Garden Rooms	Stand-alone laptops and printers	To produce work outside No.10	Up to and including Secret
Press Office	Laptops and PCs	Duty Press Officers	Internet access Dial-up PA feed

Home equipment

Ad hoc requirements for homeworking are increasingly becoming the norm and staff can be provided with a PC, fax, printer, telephone line and ISDN. However, without planning, this is difficult to manage, especially since recycled equipment from the PMO is often no longer suitable/available. Currently 70 members of staff have at least some of the above.

IT ISSUES

ANNEX B

*IT Issues that need to be resolved*Requirement to have access to the No.10 system**1 Unclassified working**

(i) IT could take opportunity to standardise hardware and software for ease of support; homeworkers could share use with family; able to browse Internet without office security features; no costs for setting up IT systems in No.10 to receive remote users. **However, users have to understand they can only work on unclassified documents, not access No.10 system documents nor EDM etc; IT would not be able to carry out remote support or monitoring.**

(ii) We could **rent or lease entire set-up for unclassified working to an outside company.** IT would manage a contract with a supplier providing rental of all hardware, services and support although telecoms would still have to be managed directly. Individual sections would pay for their requirements.

2 Classified access

(i) There are considerable start-up costs as encrypted modems, software and hard disks would need to be provided. Implications for users such as taking full responsibility for the equipment and documents stored, use only for official purposes, burdensome security packages. Costs to set up and maintain equipment are likely to be high. However, the benefits are significant: users would have full access to No.10 systems and services; users would work on unclassified documents; IT section would provide remote support; users and family members could use, without compromising data, though we would need to address propriety issues concerning family use of equipment funded from public money.

(ii) Pressing ahead with the most up-to-date equipment is a significant departure from our current IT policy which has, in the past, used tried and tested systems.

3 Budgetary implications

(i) Unclassified work: laptops cost £3,000 each. To provide departmental equipment for unclassified working for a single user would be £2,500, 50 users totalling £125k.

(ii) Renting from an outside company: single user £1,725, 50 users approximately £96k.

(iii) Secure access: start-up costs £105k for No.10 infrastructure, £3k per head for equipment with annual running costs approx £1k per user plus additional IT staff support days.

(iv) IT could not support homeworkers with current staff complement and a dedicated extra member would be needed to work on maintenance and support.

4 Security implications

(i) We need a clear policy on security of material drafted at home, its storage and transport. We might use the CO Security Guidance which states that "home workers will only be permitted to have access to protectively marked material after the Department is satisfied that the home worker understands their obligation in respect of the physical security measures ... and that practical arrangements have been made to ensure that it is fulfilled."

- (ii) With a change of Government, all equipment, all documents, all PCs would have to be called in and all accounts for non-officials immediately disabled.

ANNEX C

BACKGROUND FOR ACTIONS SUMMARISED ON PAGE 4

Part-timers/Job-shares

- Sections need to be encouraged to think about advertising vacancies on a part-time basis. The Equality and Diversity Working Group, and Personnel section are monitoring this.
- Firm expectation that the next senior vacancy in Private Office or Press Office will be filled on a job-share arrangement.
- A large number of sections do not have any part-time/job-share arrangements and those section heads in particular should be asked to consider whether any posts might be filled in this way, and to submit the details to Personnel, so that this is fully taken into account when posts are advertised.
- This could be further developed into offering term-time working or annualised hours - neither of which we do at present.

Flexitime

This could operate on a section-by-section basis or an individual basis, subject to the line manager's agreement. Within No.10, Correspondence Section is the only section currently running a scheme. This has been running for some 6 months and is seen by staff to be a real bonus which means they can successfully integrate work with family life. The profiles of the staff there indicate that this is compatible with differing personal situations:

- 6 workers have children;
- 1 has an ageing parent;
- some can benefit from cheaper public transport (early-birds, travelcards);
- absences other than leave can be taken (for household emergencies, sick children etc)
- 1 is registered disabled.

All staff have to cover the core hours of 10am-4pm, but outside those hours, they can do whatever suits their needs or preferences. Staff do not have to formally 'clock in' with a card and machine, but simply note their work hours in a book. Time accrued can be taken as (a maximum of) 2.5 days a month.

A revised computer based system, with modified core hours and other changes, is shortly to be introduced in the Cabinet Office shortly and we might therefore wish to adopt something similar.

The whole system of flexitime is based on trust although the line manager does monitor and do spot checks from time to time.

Home working

It is unlikely that the work of the PMO could ever cater for permanent homeworkers. But occasional or partial working from home could be of benefit to many, provided IT facilities and support could be organised. However, it is

immediately apparent that home working would be more suitable for some sections and virtually impossible in others.

Sections at either end of the scale are shown below.

People for whom home working is part of the job	People for whom home working would make work/life easier/possible	Areas where home working is difficult/impossible
Private Secretaries	Single mothers/fathers	Switch
Press	Mothers/Fathers	Garden Rooms
People who are increasingly asking for such facilities	Part-timers	Duty Clerks
SCU	Long distance travellers	Correspondence
R&I	Disabled	IT
	People who are immobile	Facilities
	Carers	
	Workers who run a home	
	People who do Drafting	

Because of the nature of their work, and difficulties with finding quiet places to work, many people, usually at a senior level, already choose to work from home at least part of the time, usually on an ad hoc basis.

A formal homeworking scheme does not cover situations in which a member of staff remains based in an office but occasionally may take work home.

These are considerable barriers to this form of flexible working, mainly related to security of work on any home IT systems, and the cost of such equipment.

Generally, whilst all members of staff should be eligible to apply for home working, no member of staff can be compelled to work from home nor can they claim an automatic right to work from home. The decision to allow home working would have to be taken by line managers, in consultation with Personnel Division.

Shifts

There are four Sections within No.10 which run on a shift system because of the 24-hour nature of No.10: Duty Clerks, Garden Rooms, Custodians and Switch. The staff all cover all shifts, including nights and weekends, which can be disruptive to family life, and make it difficult for individuals to take evening classes or plan time off. However, there are bonuses too: the shift pay allowance, and the fact that time off is often during the standard working week. However, there are difficulties when staff have to organise child-care etc as there is no real routine to the working week. Managers within the sections appreciate the flexibility of all staff covering all shifts.

Whilst each of these sections will probably always need a core of completely flexible staff, there might be scope for some alternative flexible working - such as regular shifts for some - from any of the options set out above. Both DCO and GR have at least one member of staff who does not do shifts. It may be possible or desirable to increase the chances for shiftworking eg in the IT section.

Crèche/Childcare Facilities

Available soon

Staff with school aged children have access to the Westminster Playscheme, run by KinderQuest Ltd, which provides care for 5-12 year olds during the school holidays (22 places are available in GOGGS). CO pays a 50% subsidy so staff only have to pay £8.52 a day. However, it operates on a first come, first served basis and staff have experienced problems securing places. Demand usually exceeds supply. The Equality and Diversity Working Group is investigating the Scheme and drawing up a register of interested staff so that they can bid for a place early.

With effect from 1/1/00, CO will be introducing childcare vouchers for pre-school age children of up to £20 per family per week. Details of how the scheme will operate are yet to be published, but staff here should be able to benefit. The fund will be centrally managed in CO but the No.10 budget will have to bear the cost of the subsidies.

Results of earlier research

Summary

A recent study by the CO concluded that an on-site nursery would not be viable because of the limited interest shown, and the high cost to families and Departments.

CO do not provide any crèche facilities but staff can apply to use the 2 interdepartmental nurseries in central London organised by the Home Office. There has been a poor take-up of places, partly because the cost is £190 per week and one of the nurseries is likely to be closed down. Some Departments offer subsidies (HO offers £40 per week) but CO, including No.10, does not offer any. CO surveyed staff in January and November 1998 about childcare provision and there was limited interest. CO Results have shown that a crèche facility would benefit only 14 children full time and 8 children part time. The majority of parents would be prepared to pay up to £120 per week. It was decided that a CO on-site nursery was not viable because of (a) the low numbers expressing interest (b) the uncertainty of take-up (c) the impracticability of this for many parents (d) the costs and (e) the administrative burden.

A report by Childcare Partners in March 1998 explored pre-school childcare support for civil servants working in central London. Main recommendations included: a package of options to offer eligible employees the greatest choice and departments the best value for money; a subsidy for pre-school children enabling employees to choose the form of childcare that best suits their needs; partnership in networks of nurseries offering places local to where parents live; information about the childcare they need.

Various permutations of nursery provision can cost from £115 to £300 per week, and under some of these the office would have to make a financial contribution and assume some responsibility for management.

The report acknowledges that financial subsidies offer staff the greatest flexibility and choice.

Overtime

Many staff here claim a large number of hours as overtime. Total amount claimed last year was approximately £200k. It is likely to be in the region of £300k for this financial year. For some this is a real advantage, but a sustained period of long hours can mean people suffer in different ways. If we examine our peak work times, identify which form of flexible working could be offered in which Sections, we might look for savings in the overtime budget.

Informal arrangements

A number of people are already making use of informal arrangements either to work at home or claim time in lieu. Line managers may therefore wish to examine various forms of flexible working and decide which they can offer to their staff on an informal basis.

Changing the Culture

For No.10, any departure from traditional working patterns would represent a radical change and therefore it is essential to offer real encouragement from the Management Board and line managers.



From: Philip Barton
Date: 10 March 2000

Jeremy Heywood
David Miliband
Godric Smith
James Humphreys
Bill Bush/Clare Sumner
William Chapman/Dick Roscoe
Pat Dixon
Sally Morgan
Fiona Millar
Debbie Ailes
Nick Matthews
Jan Taylor

cc: Matrix Steering Board
Private Office

1. ~~MT~~
2. ~~PB~~

File PB 20/3


Re X, I cannot
recollect.  Okay 

PROJECT MATRIX

I promised Section Heads regular updates on the implementation of our electronic document management system.

As some of you will know, we organised pilot training for 30 users at the end of last month. We are now in the middle of a two-week pilot phase, which will end on 15 March. We will then begin the final configuration of the system, applying the lessons we have learned across No 10. We will also need to continue to test various parts of the system. The aim is to begin rolling it out across No 10 at the beginning of May.

There are a number of issues on which we will need to consult you later in the process. We will arrange a demonstration once the pilot is complete. But you might like to start thinking about them now. We also need your help in setting up the main training.

- (i)  **Front page:** should the present Intranet front page (No 10 Today) be replaced by the Matrix front page? This can be customised to take in all the elements of the present page (buttons to Outlook, Excel, the Internet pages etc) in addition to the Matrix features. The aim would be to encourage people to use Matrix and to base the front page on the system most central to our work. The alternative would be to add a Matrix button to the present front page.

- (ii) **Distribution of incoming documents:** We will need to continue sending top copies of documents to a single individual so that it is clear someone is responsible for any action required. We need to decide whether to do this principally in Matrix or in Outlook. We also need to consider whether we can get rid of side copies by using "change agents". These are a feature of Matrix that allow you to be notified by e-mail whenever a new document is put into a particular area, or sub folder - I can explain/demonstrate in more detail to anyone interested.

- (iii) **Floats:** could we replace these with "saved searches" - i.e. individualised search criteria, which allow people to call up a particular set of documents whenever they wanted?

- (iv) **Training:** we need to start planning the main rollout training in May/June. We aim to train people section by section. Please could each of you appoint someone in your section to liaise with the Matrix implementation team on the training of your section. They might also act as a liaison point for other issues to do with the implementation of Matrix in your section. It would be helpful to have names by the end of Monday, 13 March.

Philip

PHILIP BARTON

~~DCO~~
~~File~~

From: ALASTAIR CAMPBELL
Date: 10 March 2000

GODRIC SMITH

cc: Val Davies
Cherie Booth
Fiona Millar
Lance Price
Lord Falconer

MAIL ON SUNDAY LEGAL CASE

There is a chance the Mail on Sunday case will end while we are in the air. You need to liaise with Val Davies re our reaction. I enclose two draft responses which I will discuss with Val. They come best from us, as PMOS, though we may take a judgement later that Val needs to do something to camera and, if there is a need for interviews, Charlie.

[As at 0930 Friday 10 March 2000]

WIN

The Prime Minister and Mrs Blair welcome the judgement. They sought the injunction to protect the legitimate privacy of their family life, and to ensure their children can have as normal an upbringing as possible, given their unusual circumstances.

The Prime Minister accepts the legitimate scrutiny of him and his actions, and he and Mrs Blair also accept that there will be a great deal of media interest in their lives. But they will continue to do whatever it takes to protect their children from unwarranted intrusion, and to ensure they can grow up in a trusting, secure family environment.

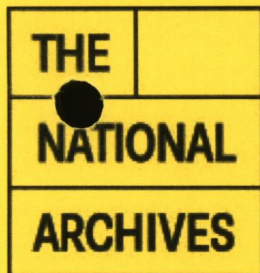
[As at 0930 Friday 10 March]

LOSE

The Prime Minister and Mrs Blair are obviously disappointed and intend to appeal. The material published on Sunday, however trivial some of it may have been, was written in clear breach of a confidentiality agreement. It is also admitted that the newspaper and others have seen further material about many private aspects of their family life. This judgement, if allowed to stand, means that the Blair family are entitled to no privacy whatever. That cannot be right.

This whole episode has been deeply upsetting and the Prime Minister and Mrs Blair are saddened that they have to continue these proceedings. But they will do whatever it takes to protect the legitimate privacy of their family life, and above all to ensure that their children can have as normal an upbringing as possible.

[As at 0930 Friday 10 March]



DEPARTMENT/SERIES <i>Crem 49</i>	Date and sign
PIECE/ITEM <i>1248</i> (one piece/item number)	
Extract details: <i>Letter dated 08 March 2000 and attachments</i>	
CLOSED UNDER FOI EXEMPTION	
RETAINED UNDER SECTION 3(4) OF THE PUBLIC RECORDS ACT 1958	
TEMPORARILY RETAINED	<i>AL 16/10/2023</i>
MISSING AT TRANSFER	
NUMBER NOT USED	
MISSING (TNA USE ONLY)	
DOCUMENT PUT IN PLACE (TNA USE ONLY)	

Instructions for completion of Dummy Card

Use black or blue pen to complete form.

Use the card for one piece or for each extract removed from a different place within a piece.

Enter the department and series,
eg. HO 405, J 82.

Enter the piece and item references, .
eg. 28, 1079, 84/1, 107/3

Enter extract details if it is an extract rather than a whole piece.
This should be an indication of what the extract is,
eg. Folio 28, Indictment 840079, E107, Letter dated 22/11/1995.
Do not enter details of why the extract is sensitive.

If closed under the FOI Act, enter the FOI exemption numbers applying to the closure, eg. 27(1), 40(2).

Sign and date next to the reason why the record is not available to the public ie. Closed under FOI exemption; Retained under section 3(4) of the Public Records Act 1958; Temporarily retained; Missing at transfer
or Number not used.



LEGAL SECRETARY
0171-271 2401

Top - JPO
cc JPH

THE LEGAL SECRETARIAT TO THE LAW OFFICERS
ATTORNEY GENERAL'S CHAMBERS
9 BUCKINGHAM GATE
LONDON SW1E 6JP

Jonathan Powell Esq
Chief of Staff
Prime Minister's Office
10 Downing Street
London SW1A 2AA

6 March 2000

Dear Jonathan

Thank you for your letter of 5 March which reached this office this morning.

The Attorney is grateful to you for referring the matter to him as required by the Ministerial Code. He was, of course, first notified by telephone on Sunday morning. He very much regrets the action taken by the Mail on Sunday. On the basis of what he has seen, the Attorney agrees that it is appropriate for this litigation to remain a private matter. That position may of course change if there are further revelations from this source which touch upon official matters.

Yours ever
David.

DAVID SEYMOUR

FAXED
LORD FALCONER

From: Jonathan Powell
Date: 6 March 2000

cc ✓
Alastair Campbell
Jeremy Heywood
Pat McFadden
Anji Hunter
Sally Morgan
David Miliband
Kate Garvey

OFFICE MEETING: 6 MARCH 2000

- 1 Scottish Parliament: the Prime Minister would like a meeting today or tomorrow to discuss the speech and question of a visit to Ayr. Jim, Pat and Alastair to attend. Kate to fix.
- 2 Synchrotron: decision to be announced on Thursday. The Prime Minister to see Mike Hay in advance. Jeremy to coordinate strategy.
- 3 Strategy note: the Prime Minister intends to agree to note and go ahead with the structures proposed. Timetable will need adapting later. Need to put in place a local election campaign at Millbank.


JONATHAN POWELL

RESTRICTED - MANAGEMENT

PM

let us speak

F

On balance it seems to me that the Chequers stewards option may not be the right answer given the restrictions

From: Pat Dixon
Date: 2 March 2000

- 1 ✓ **JEREMY HEYWOOD**
 - 2 **THE PRIME MINISTER**
- cc: Mrs Blair**
Fiona Millar

CHEQUERS STEWARDS

necessary to comply with Parliamentary Accounting. But on gov & chequers discuss

I met Mrs Blair yesterday with Fiona Millar and Jackie to discuss the "job description" I had supplied covering the possible role of Chequers stewards at No10. Mrs Blair suggested that I set down briefly on paper for the Prime Minister the salient points of the discussion. They are as follows:

Jeremy

- 1 Two elements limit the services which a steward can supply. The first is the terms under which funding can properly be supplied from the Cabinet Office Vote (under Treasury and Parliamentary Accounting rules), and the second is the training, terms and conditions of a Chequers steward.
- 2 Jeremy Heywood and I had discussed the ambit of the Cabinet Office Vote with the Permanent Secretary (the Accounting Officer for the Vote, and the person who would therefore have to appear before the PAC to defend any spending). After giving the matter careful consideration he had concluded that the Vote can properly fund a Chequers steward at No10 according to precedent, provided that the services which are funded "support the Prime Minister directly in the performance of his official duties".
- 3 He also accepted that it is permissible for the steward's services to extend "occasionally" to include the family, though services to the family cannot be the purpose of the role. Making the children's tea on a regular basis, for instance, would not be a proper use of funds.
- 4 It could be arranged for the family to contribute towards the payment for the steward so that they might benefit more regularly from these services.
- 5 However, the terms and conditions of a steward's employment limit the tasks they can perform, and the hours during which they can perform them. Time off during the day would have to be factored in, or there would have to be more than one steward on duty (which would increase

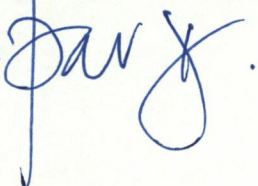
RESTRICTED - MANAGEMENT

- 2 -

the size of the team to an unprecedented level). They would not in any case be competent to perform tasks which involved childcare.

- 6 Even if a steward's hours were set at (say) afternoons and evenings only, to cover the provision of an evening meal, this would not be a guarantee of varied and freshly prepared meals, as stewards are not all chefs and most of the food would be prepared and frozen in advance, as is done already.
- 7 Increasingly it appeared from the discussion with Mrs Blair that the services stewards can supply are unlikely fully to match the needs now being identified, and that this makes them proportionately more expensive than some other potential sources of household help. Mrs Blair therefore concluded that a contribution by the family could be more effectively targeted than on Chequers stewards, and that alternatives should be sought for her to discuss with the Prime Minister.
- 8 We discussed various alternatives, including:
 - * The family hiring an assistant to Jackie from the same agency source from which she was recruited. Fiona agreed to research this possibility. This would be a private matter for the family, though we would of course provide security advice if and when appropriate.
 - * Mrs Blair asking the cleaners, Maureen and Maureen, whether they might be interested in a separate contract of employment with the family. I undertook to ensure that they clearly understand the terms and conditions of their part-time employment in the No11 flat and in No10, this being part of a review which we have already started with them. If additional part-time employment opportunities became available they would then be in a position to weigh them up in an informed way and in their own best interests.
 - * Short-term use of stewards until a permanent solution can be found. Operationally this would be possible under the terms described above, but presentationally it would not be advisable.
- 9 I agreed to put on hold any further arrangements with the Secretary to the Chequers Trust and the Housekeeper at Chequers until the Prime Minister had had a chance to consider the options with Mrs Blair.

PAT DIXON



RESTRICTED - MANAGEMENT

RESTRICTED

F

From Clare Sumner
: Selvin Brown
Date: 2 March 2000

LORD FALCONER

cc: Jonathan Powell
Jeremy Heywood
Pat Dixon
Clive Barbour
Pauline Reece
Martin Freeman
Ashley Ibbett
Patrick White
Liz Chennels
Keith Tolladay
Sandra Cope

PARLIAMENTARY HANDLING OF LORDS AND COMMONS QUESTIONS

At our last meeting I offered to report back, with Selvin Brown, on an improved process for dealing with parliamentary questions on issues relating to Number 10. I convened a meeting with key players and we have agreed a workflow process outlined at Annex A.

In practice this means that for every question you will have a drafted answer with a detailed background note signed off by the No 10 section head (ie James Humphreys), Number 10 Operations (ie Pat Dixon) and independently validated by the Cabinet Office (personnel or finance sections) for all matters relating to No 10 personnel and finance. For other No 10 issues we will always ensure that there is the appropriate level of authorisation and an accountable officer. This will ensure that there is a proper accountability system for the answers. All records will be kept by No 10 Parliamentary section for Lords and Commons questions and will contain the e-mail correspondence and any other relevant material detailing who was involved in agreeing any answer.

We think that this will be a much better way of doing business in the future and will hopefully give you some reassurance. It will also mean that the Number 10 and Cabinet Office Parliamentary teams will hopefully be able to spend more of their time on strategic advice as opposed to endless fact checking. We will

RESTRICTED

RESTRICTED

- 2 -

however keep a watching brief and continue to ensure that the information provided is as robust as possible.

We will issue the appropriate guidance to Number 10 and Cabinet Office staff who will be involved in this process.

A handwritten signature in cursive script, appearing to read 'Cl Sumner & Selvin Brown', written in black ink.

CLARE SUMNER & SELVIN BROWN

RESTRICTED

THE	
NATIONAL	
ARCHIVES	

DEPARTMENT/SERIES <u>PREM 49</u>	Date and sign
PIECE/ITEM <u>1218</u> (one piece/item number)	
Extract details: <u>Letter dated 29 February 2000</u>	X
CLOSED UNDER FOI EXEMPTION	
RETAINED UNDER SECTION 3(4) OF THE PUBLIC RECORDS ACT 1958	
TEMPORARILY RETAINED	<u><i>[Signature]</i></u> <u>01/12/22</u>
MISSING AT TRANSFER	
NUMBER NOT USED	
MISSING (TNA USE ONLY)	
DOCUMENT PUT IN PLACE (TNA USE ONLY)	

Instructions for completion of Dummy Card

Use black or blue pen to complete form.

Use the card for one piece or for each extract removed from a different place within a piece.

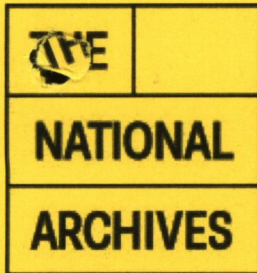
Enter the department and series,
eg. HO 405, J 82.

Enter the piece and item references, .
eg. 28, 1079, 84/1, 107/3

Enter extract details if it is an extract rather than a whole piece.
This should be an indication of what the extract is,
eg. Folio 28, Indictment 840079, E107, Letter dated 22/11/1995.
Do not enter details of why the extract is sensitive.

If closed under the FOI Act, enter the FOI exemption numbers applying to the closure, eg. 27(1), 40(2).

Sign and date next to the reason why the record is not available to the public ie. Closed under FOI exemption; Retained under section 3(4) of the Public Records Act 1958; Temporarily retained; Missing at transfer
or Number not used.



DEPARTMENT/SERIES Prem 49 PIECE/ITEM 1218/1 (one piece/item number)	Date and sign
Extract details: Note dated 28 February 2000	
CLOSED UNDER FOI EXEMPTION 40(2)	m Bonifice 1/11/2023
RETAINED UNDER SECTION 3(4) OF THE PUBLIC RECORDS ACT 1958	
TEMPORARILY RETAINED	
MISSING AT TRANSFER	
NUMBER NOT USED	
MISSING (TNA USE ONLY)	
DOCUMENT PUT IN PLACE (TNA USE ONLY)	

Instructions for completion of Dummy Card

Use black or blue pen to complete form.

Use the card for one piece or for each extract removed from a different place within a piece.

Enter the department and series,
eg. HO 405, J 82.

Enter the piece and item references, .
eg. 28, 1079, 84/1, 107/3

Enter extract details if it is an extract rather than a whole piece.
This should be an indication of what the extract is,
eg. Folio 28, Indictment 840079, E107, Letter dated 22/11/1995.
Do not enter details of why the extract is sensitive.

If closed under the FOI Act, enter the FOI exemption numbers applying to the closure, eg. 27(1), 40(2).

Sign and date next to the reason why the record is not available to the public ie. Closed under FOI exemption; Retained under section 3(4) of the Public Records Act 1958; Temporarily retained; Missing at transfer
or Number not used.



CABINET OFFICE
70 Whitehall, London SW1A 2AS
Telephone 0171-270 0101 Facsimile 0171-270 0208

From the Secretary of the Cabinet and Head of the Home Civil Service
Sir Richard Wilson KCB

25 February 2000

CC JJM

*Just letter
C. Mr Powell
MS Howther
MS Phipps*

Dear Chairman,

During my evidence session to the Committee on 9 February, I promised to write with answers to a number of questions about staff arrangements in No 10.

I was asked about the number of private secretaries before the election and now. On 1 April 1997 there were 6 private secretaries (including principal and assistant private secretaries) of whom 2 focused on foreign affairs issues. On 17 February 2000 there were 8 private secretaries of whom 4 focused on foreign affairs issues.

I understand that Mrs Blair has written to Mr Tyrie about the Social Office and its staff arrangements. I hope this has satisfactorily answered the Committee's questions.

There are a number of graduate or undergraduate "interns" on work experience at No 10 all of whom are screened for security purposes. At any one time there may be up to six work experience posts available.

--- I attach a diagram showing the various parts of the No 10 organisation and reporting lines, and indicating the number of staff in each area (Annex A). Interns, contractors (eg the telephone operators) and a small number of temporary staff are not included.

/The Prime Minister

Dr Tony Wright MP
Chairman
Public Administration Select Committee
House of Commons
LONDON SW1A 0AA

The Prime Minister was accompanied to Davos by a number of staff including Jonathan Powell and Alastair Campbell, and also on the outward trip by David Miliband. A letter of thanks to the organiser was signed by the Prime Minister and (as usual) drafted by secretarial staff accompanying him.

--- A list of the Prime Minister's visits overseas from the 1997 election to date is attached as Annex B. The Prime Minister announced by Written Answer on 17 June 1999 (col 196) that a list of all visits overseas undertaken by Cabinet Ministers costing £500 or more during the period 2 May 1997 and 31 March 1999 had been placed in the Libraries of the House. The list included information about the Prime Minister's overseas visits, and it is expected that a similar list will be published for 1 April 1999 to 31 March 2000 later this year. Details of senior staff accompanying the Prime Minister on each visit can be made available at this time.

Special Advisers at No 10 have the same access to the Government Car Service as other civil servants within rules cleared by the Cabinet Office's Principal Establishment and Finance Officer.

Yours sincerely,

Richard Wilson

RESTRICTED



Secretary of the Cabinet and Head of the Home Civil Service

JEREMY HEYWOOD

" Jot
Je

L. C. P. H. I.

9c

NO 10 SECURITY

Your minute of 3 February.

2. I share your concern about the number of link-door passes issued and the low level of use by a large number of pass holders.
3. I have asked Ralph Hulme in the Cabinet Office to work with Julia Eastman to review the list with a view to making a substantial reduction in the number of passes on issue.
4. I note your plans to insist on the wearing of passes in Number 10. For the future you may wish to consider the introduction of photo passes for the link door; and the introduction of Number 10 sponsorship of future applicants similar to the system for regular visitors from other Government departments to 70 Whitehall.

R.W.

RICHARD WILSON

21 February 2000

Ref. AO2000/447

RESTRICTED

10 DOWNING STREET
LONDON SW1A 2AA

From the Executive Secretary

17 February 2000

Prime Minister

*In vite him
for a visit
at least please*

You asked if we had replied to the boy who approached you in church about work experience. This is the reply sent last month.

Michael Gatham

I have been asked to reply to your letter dated 7 December, asking about the possibility of a work experience placement in Downing Street.

I am sorry that we are not able to provide work experience of the kind you describe. I know this will be a disappointment to you. I'm afraid our work experience scheme is designed for longer periods and for university graduates.

Thank you very much for your interest. I wish you luck in finding a placement that fits your interests and furthers your future career.

Note for file: Kate G following up.

file

PAT DIXON

Temporarily returned
**THIS IS A COPY. THE ORIGINAL IS
RETAINED UNDER SECTION 3 (4)
OF THE PUBLIC RECORDS ACT**

THIS IS A COPY THE ORIGINAL IS
RETAINED UNDER SECTION 3 (4)
OF THE PUBLIC RECORDS ACT

1/8/21/97 WEND

letter
17/2/00

From: Pat Dixon
Date: 17 February 2000

cc: Jonathan Powell

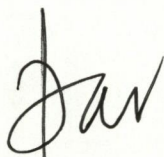
JEREMY HEYWOOD

EVIDENCE TO PASC

I attach an e-mail from Central Secretariat outlining the information required for Sir Richard Wilson, and a draft note of answers for Central Secretariat, compiled with Nick Matthews's help on 5 and 6. We are not asked for a response to question 8.

As background for you I have attached further information on Private Secretaries.

Are you content with this response?



Pat Dixon

Pat Dixon

From: Dixon Pat - No 10 - [PatDixon@cabinet-office.x.gsi.gov.uk]
Sent: 17 February 2000 09:50
To: Dixon Pat - No. 10 -
Subject: FW: Sir Richard evidence to PASC: follow-up

Importance: High

-----Original Message-----

From: Gray Sue - Central Secretariat -

Sent: 16 February 2000 19:56

To: Dixon Pat - No 10 -

Cc: Sumner Clare - No. 10 -; Heywood Jeremy - No. 10 -; Powell Jonathan - No 10 -; Abel Richard- Cab Sec's -; Phippard Sonia - Central Secretariat -; Hourihan Mary - REP -

Subject: Sir Richard evidence to PASC: follow-up

Importance: High

Pat

We discussed how to take forward the actions arising out of Sir Richard's evidence to PASC. I have now had an opportunity to go through the transcript. Sir Richard agreed to go back with following information:

1. Private Secretaries - Number of Private Secretaries in No. 10 pre and post election with specific reference number employed on Foreign Affairs.
2. Social Office - the number of staff employed in the Social Office, what they do, who they are answerable to and whether there has been an increase in the number of staff working in this field.
3. Interns - Number of interns working in No. 10 and whether they are screened for security purposes.
4. Organisation chart - diagram setting out who is answerable to who.
5. PM's trip to Davos - who accompanied the PM to Davos (Tyrie said only Jonathan Powell) and who drafted letters of thanks (Tyrie also said JP).
6. PM's visits overseas - list of PM's trips with addendum showing who accompanied the PM for each trip.
7. Government Car Service - whether Special Advisers have access to GCS
8. Whether Special Advisers meeting Opposition MPs with a view to trying to persuade them to defect to the Labour Party is a legitimate function for a Special Adviser.

I would welcome an opportunity for perhaps a quick word with you and Clare to discuss handling and who will do what.

On 5 and 6, the PM published last year a full list of overseas travel by Cabinet Minister with the numbers of accompanying officials (but not split between Sp Ads and others). There is probably a good argument for

deferring to provide the info in respect of all trips made by the PM until we publish the next annual update which will cover the period to end of the financial year. However, if we take that approach we should perhaps offer the info on the DAVOS trip.

On 7, we should answer with a general line that Sp Ads entitled to use GCS on same basis as other civil servants.

On 8, we now have a letter from Andrew Tyrie seeking clarification on the basis on which these discussions took place. A draft response will be going to Sir Richard on this tomorrow.

I am happy to come to No. 10 for a quick word on handling if it would help.

Sue

RESTRICTED - MANAGEMENT

- 2 -

DRAFT RESPONSE TO CENTRAL SECRETARIAT

1 Private Secretaries

Number of Private Secretaries in No.10 pre and post election with specific reference number employed on Foreign Affairs.

Date	PPS, PS and APS	PS /Foreign Affairs
1/4/97	6	2
1/4/98	5 *	2 (inc John Holmes)
1/4/99	6	2
17/2/00	8	4

* One APS just missed both benchmark dates, being at No10 from 27/4/98 to 19/3/99

2 Social Office

Number of staff employed in the Social Office, what they do, who they are answerable to and whether there has been an increase in the number of staff working in this field.

The current Social Office has since 1/4/99 combined tasks formerly handled by the Office of the PM's spouse and the Invitations Secretary. As workload in both areas was steadily increasing, and there was some overlap between them, it was considered that economies of scale could be obtained by linking the two areas. The civil servants in the unit report to Philip Barton in Private Office, who also takes responsibility for the budget. The objective of the role of social secretary as outlined to Sir Richard Wilson's office in October 1998 was: to devise and implement the social programme for the PM and his spouse at No10 and Chequers, working closely with Private Office, and to manage the office of the PM's wife.

NUMBERS FOR BOTH OFFICES	
1/4/97	1 Invitations Secretary, 1 p-t assistant to Mrs Major (SpAd) = 2
Autumn 97	1 Invitations Secretary, 2 assistants to Mrs Blair (SpAds) (p-t), 1 p-t PS for part of year = 4 (FTE probably close to 3)
1/4/98	1 Invitations Secretary, 1 Special Adviser, 1 p-t PS = 3
1/4/99	Combined total 4 for 3 months (overlap of Invitations post), 3 for most of the year
17/2/00	Combined total 2 today, 3 from Monday 21/2, 4 from 1/4 (1 SpAd, 1 B1, 1 C2, 1 C1)

RESTRICTED - MANAGEMENT

3 Interns

Number of interns working in No.10 and whether they are screened for security purposes.

“Interns” at No10 are graduates or undergraduates on work experience. All are screened for security purposes. At any one time there may be up to six areas – as at present - where work experience is on offer.

4 Organogram

Diagram setting out who is answerable to who.

Already submitted to Sir Richard’s office. Jeremy Heywood intends to discuss this with him.

5 PM’s trip to Davos

Who accompanied the PM to Davos and who drafted letters of thanks.

A list of those accompanying the PM is attached. A letter of thanks to the organiser was signed by the Prime Minister.

6 PM’s visits overseas

List of PM’s trips with addendum showing who accompanied the PM for each trip.

A list of trips from the 1997 election to date is attached, but without detail of those accompanying him. Given the work involved, it would be preferable to defer the preparation of this detail to the annual update.

7 Government Car Service

Whether Special Advisers have access to GCS.

Special Advisers at No10 have the same access to the GCS as civil servants, according to rules cleared with Cabinet Office PEFO.

Debbie
cc: Lane

PRIME MINISTER'S VISIT TO DAVOS

WORLD ECONOMIC FORUM
28 JANUARY 2000

RAF Northolt to Zurich BAe 146

Prime Minister
Jonathan Powell
Alastair Campbell
David Miliband
Liz Lambert
Ann Marie O'Brien
Rachael McHale

[Redacted]

Michael White The Guardian

Zurich to RAF Northolt BAe 146

Prime Minister
Jonathan Powell
Alastair Campbell
Magi Cleaver
Liz Lambert
Ann Marie O'Brien
Rachael McHale

[Redacted]

[Redacted]

Michael White The Guardian

Temporarily retained
**THIS IS A COPY. THE ORIGINAL IS
RETAINED UNDER SECTION 3 (4)
OF THE PUBLIC RECORDS ACT**

Equivalent commercial business class cost = £464 return
£232 single



THE PUBLIC HEALTH SERVICE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
OFFICE OF THE ASSISTANT SECRETARY FOR PUBLIC HEALTH AND SAFETY

PRISM 49/1218/1

attachment to
letter
17/2/00

16 May	Ireland	Carol Bowdery
23 May	Noordwijk	Ros Pearce
27 May	NATO/Russia summit, Paris	Steven Pooley
5/6 June	Bonn/Malmo	Carol Bowdery
11 June	Paris	Nick M
15-18 June	Amsterdam	Nick S Wendy
20-22 June	Denver	Nick M Steven
23-24 June	New York	Nick M Steven
29 June-1 July	Hong Kong (handover)	Nick S Ros
8-9 July	Madrid	Carol Helena
5-6 October	Moscow	Nick S Helena
10-11 October	Strasbourg	Wendy Ros
13 October	Ireland	Nick S
24-27 October	CHOGM Edinburgh	Ros Nick M
20-21 November	Luxembourg	Steven

PM visits
 '97 election to date.

28 November	Bosnia	Ros
11-13 December	Luxembourg	Steven Wendy
1998		
8-13 January	Japan	Helena Nick M
20 January	The Hague	Nick S
4-7 February	Washington	Ros Steven
20 March	Bonn	Nick M
24 March	Paris	Helena
7-10 April	Northern Ireland	Nick M
17-21 April	Middle East	Ros Helena
1 May	The Hague	Nick M)
2 May	Brussels	Wendy)
6 May	Northern Ireland	Helena
15-17 May	Birmingham (G8)	Nick M Steven
19 May	Geneva	Ros Paul
20-21 May	Northern Ireland	Steven
4 June	The Hague	Helena

5 June	Rome/Vienna	Helena
8-9 June	Various European capitals	Helena Steven
14-16 June	Cardiff (Euro Council)	Ros Wendy
17-18 June	Strasbourg	Nick M Paul
30 June	Frankfurt	Ros
2 July	Northern Ireland	Wendy
25 August	Northern Ireland	Nick M
26 August	Republic of Ireland	
3 September	Northern Ireland	Ros
21 September	New York	Helena Nick M
5-11 October	China/Hong Kong	Steve Nick M
24/25 October	Sp. Euro Council Portschafft, Austria	Steve Wendy
24 November	Belfast	Ros
25/26 November	Dublin	Ros Wendy
3/4 December	St Malo	Nick Helena

10-12 December	Vienna	Ros Paul
 <u>1999</u>		
5/9 January	South Africa/Kuwait (via Seychelles to collect PM)	Ros Wendy
29/30 January	Vienna, PES meeting	Steve
7/8 February	Jordan, King Hussein funeral	Ros Nick
26/27 February	Bonn, Special Euro Council	Steve
2 March	Milan, PES meeting	Paul
23-26 March	Berlin, Spec Euro Council	Nick Rachael
29-30 March	Ireland	Helena Ros
31 March – 1 April	Ireland	Steve Paul
14 April	Brussels, Spec Euro Council	Ros
22-26 April	Washington NATO Summit/Chicago	Nick Helena
3-4 May	Macedonia/Romania	Steve Rachael

12-13 May	Aachen	Ros Paul
17-18 May	Bulgaria/Albania	Nick Helena
27 May	Paris	Helena
2-4 June	Cologne (Euro Council)	Nick Helena
18-20 June	Cologne G8	Ros Steven
25 June	Northern Ireland	Ros
28 June-2 July	Northern Ireland	Nick Karen
30 July	Sarajevo summit	Ros Steven
31 July	Kosovo	Ros Steven
14-16 October	Tampere	Steven Nick Duke
8 November	Paris, Socialist International	NM

11-15 November

CHOGM, South Africa

**Steven
Helena**

20-21 November

Florence, third way event

**Ros
Rachael**

9-11 December

Euro Council, Helsinki

**Nick
Karen**

2000

28 January

Davos, WEF

Rachael

PRIVATE SECRETARIES

Relevant information made public to date is:

Extract from Written PQ answered on 29/4/99

Civil Servants working in **Private Office** on 1/4/98 and 1/4/99 (this should have read 'Staff' as some of the names listed are special advisers):

1/4/98

Total 11

[Jonathan Powell
Jeremy Heywood
Rob Read
Philip Barton
John Holmes
Angus Lapsley
Kate Garvey
Anji Hunter
Fiona Millar
Helen Murray
Martin Freeman]

1/4/99

Total 12

Jonathan Powell
Jeremy Heywood
Owen Barder
John Sawers
Rob Read
Philip Barton
David North
Kate Garvey
Anji Hunter
Fiona Millar
Helen Murray
Martin Freeman]

Examination of personnel files shows the following data, which covers all those recorded as part of Private Office and highlights those with "PS" in their job title:

1/4/97: Total 6 Private Secretaries, of whom 2 dealt with Foreign Affairs

[PPS: Alex Allan

PS/Foreign Affairs: John Holmes

PS/Economic: Moira Wallace

PS/Parliamentary: Mark Adams

PS/Home Affairs: Angus Lapsley

APS/Foreign Affairs: Philip Barton

Complete Private office at 1/4/97

Arabella Warburton (Diary Secretary)

Lorne Roper-Caldbeck (Mrs Major's office)
Roy Stone PQs
Fiona Butcher PQs
Total: 10]

1/4/98: Total 5 PSs, of whom 2 dealt with Foreign Affairs

[PPS: John Holmes
PS/Economic Affairs: Jeremy Heywood
APS/Foreign Affairs: Philip Barton
PS/Parliamentary: Rob Read
PS/Home Affairs: Angus Lapsley]

NB Clare Hawley was APS from 27/4/98-19/3/99: does not appear in any list.

1/4/99: Total 6, of whom 2 dealt with Foreign Affairs

[PPS: Jeremy Heywood
PS/Foreign Affairs: John Sawers
APS/Foreign Affairs: Philip Barton
PS/Economic: Owen Barder
PS/Parliamentary: Rob Read
PS/Home Affairs: David North]

17/2/00: Total 8, of whom 4 deal with Foreign Affairs

[PPS: Jeremy Heywood
PS/Foreign Affairs: John Sawers
APS/Foreign Affairs: Philip Barton
APS/Foreign Affairs: Michael Tatham
APS/Foreign Affairs: Magi Cleaver
PS/Home Affairs: David North
PS/Home Affairs: Owen Barder
PS/Parliamentary: Clare Sumner].
[Plus Jonathan Powell, Kate Garvey, Anji Hunter, Pat McFadden, Magi Cleaver and (to match earlier PQs) Clive Barbour, Martin Freeman; but not Fiona Millar, who is now accounted for under Social Office; so full total is 14]

FROM THE OFFICE OF THE DEPUTY PRIME MINISTER



Jeremy Heywood Esq
Principal Private Secretary
10 Downing Street
LONDON
SW1A 2AA

DEPARTMENT OF THE ENVIRONMENT,
TRANSPORT AND THE REGIONS

ELAND HOUSE
BRESSENDEN PLACE
LONDON SW1E 5DU

TEL: 0171 890 3011
FAX: 0171 890 4399

en fax.

15 FEB 2000

Dear Jeremy

Thank you for your letter of 28 January concerning the re-launch of the Number 10 internet site. We welcome this new venture.

We will obviously help with any DETR policy area that might be featured on your forum. We would also like to build links between the Number 10 site and the award-winning DETR site.

Our own website has been very successful. It is updated every day, designed to be easily accessible, and the average length of each user log-in is 11 minutes.

Once the site is launched we would be happy to provide you with information on any of our policy areas. The contact official at DETR is Tom Adams on 0171 890 4675.

By the way, it has been drawn to my attention that a couple of facts on the transport page of the current No 10 website are out of date.

/ I attach a paper that highlights the changes.

*James
Peter*

PETER UNWIN
Principal Private Secretary



INVESTOR IN PEOPLE

What we have done for Better Transport

The Government is investing in quality public transport as well as improving the road network. This will give people more choice when they travel, and reduce delays by tackling road maintenance and providing faster and more frequent bus and rail services.

All this will take time. Investing in big infrastructure projects like by-passes or railway lines, or even designing and building more trains and buses, cannot be done at once. But already in the last two years:

- Over ~~4,000~~ **1,300** new train services are running each day
- Rail freight is up by 15%
- Passenger numbers on London Underground are up 12%
- Investment in road infrastructure up 30%
- Bus usage is going up again after years of decline
- There are 1,800 new or enhanced rural bus services
- New tram lines in Manchester, Nottingham and Croydon are in place or nearing completion

Britain's biggest transport project, the Channel Tunnel Rail Link, is finally under construction. And the Jubilee Line Extension, after years of delay and cost overruns, was sorted out and opened in time for the Millennium. This is only the first phase of our ten-year plan to give Britain the transport systems it deserves.

- Roads - better IT to avoid traffic jams; improved maintenance; measures to tackle congestion and pollution; environmentally sensitive but necessary by-passes; better designed cars and cleaner fuels;
- Buses - a reliable bus service, with real time information backed up with satellite tracking; more park and ride; better integration with rail services;
- London - reduced congestion; higher priority for buses; the tube transformed with ~~£7bn~~ **£8bn** and private-sector management expertise, but trains and stations still staffed and run by London Underground, and safety still in the public sector.

We plan to spend £1.4bn on major trunk road schemes in England over next 7 years. We will have put in £2bn extra for public transport and road maintenance between now and 2002. And there's £700m more for local councils' transport plans next year.

cc JHu cc (X).
The PM is clearly content
to proceed as recommended
JH.

F

PRIME MINISTER

From: James Humphreys
Date: 14 February 2000

Copy to:
Jonathan Powell
Alastair Campbell
David Miliband
David Bradshaw
Owen Barder
Jan Taylor
Peter Hyman
Bill Bush

CORRESPONDENCE FROM THE PUBLIC

Jan Taylor, David Bradshaw and I have been looking at ways to put more message into replies to letters from the general public. We have two initial proposals.

At the moment most letters are sent on to departments for an official reply. These replies are often low-quality and arrive weeks or months late. Instead, we would reply to more of them straight away using your facsimile signature. The replies would set out the Government's case effectively. I attach a reply which you have already sent out which we drafted to set out our case on pensions. A version of this could go to those writing in about the 75p pension uprating in April. We would prepare similar responses on health, education, transport etc.

Another way to send out more message would be to enclose a copy of the Government Annual Report when replying to letters which do not need a detailed policy response. A covering letter would thank the writer for their views and explain how the Report sets out what has been achieved so far and what remains to be done. This would also help in reducing the number of letters which need to be transferred to other departments for reply.

Are you happy that we send out the pensions standard reply under your signature? And that we send out the Annual Report?

*This is far better.
I really like the
the summary letter. Well done.*

JAMES HUMPHREYS



James Humphrys
scw

10 DOWNING STREET
LONDON SW1A 2AA

THE PRIME MINISTER

2 February 2000

Dear Mr. Prynblau,

Thank you for your suggestion that we meet during my visit to Devon and Cornwall. Sadly, my programme is already very full. But I was interested to hear about Link-Age's campaign and welcome its efforts to build stronger links between generations.

I agree, too, that many pensioners need more help. Over the last twenty years, pensioners have on average seen their incomes rise faster than any other major group in society. But while the majority of pensioners are doing well, a large number still face real hardship. They want help now – help which this Government is delivering.

Of course, we want to do more, and we will do more. But I believe it is unfair to judge us solely on the level of the basic state pension. Our programme should be seen as a whole.

As with all our welfare reforms, we have begun with the principle that the greatest help should go to those in greatest need. Raising the state pension in line with earnings, rather than prices, would not target help in that way. That is one of the reasons why we have introduced a guaranteed minimum income for all pensioners. From April, we will increase this in line with earnings, not inflation,

so that pensioners have the opportunity to share in the country's rising prosperity.

We have brought in other help for older people. We have re-introduced free eye tests for pensioners, and will bring in free TV licenses for those over 75. We have cut VAT on fuel to 5% and introduced a £100 winter fuel payment – help for all pensioners when they need it most. None of these depend on any income test.

We are also working hard to improve the services that pensioners receive. Let me give you just one example. Our new rural transport fund means that, in Devon alone, a hundred villages now have a daily bus service, whereas before the service was weekly, or there was none at all. This means a great deal to those without access to a car – many of whom are pensioners.

Overall, pensioners are receiving more help than ever before. Taken together, our extra help is worth much more than raising the basic state pension in line with earnings rather than prices. Better still, we are getting the most help to those who need it most, just as we promised we would.

Yours sincerely
Tony Blair

Keith Polyblank Esq

From: Hilary Coffman
Date: 11 February 2000

Prime Minister

cc: Alastair Campbell
Tanya Joseph
David North

GMTV Interview - Website Launch

You are doing an interview with Eammon Holmes of GMTV in order to launch their website and to talk about the latest phase in the government's crime reduction strategy. In particular, you are announcing the new police inspection regime. Eammon has been briefed both on that announcement, and on the crime reduction targets that Jack is announcing shortly after your interview, which were trailed in Sundays papers.

The GMTV website will cover health, human interest and news stories of the day, pets, household hints eg finding a mortgage, and weather. They will also have a permanent link to NHS Direct (of which more later).

The timing of the interview is as follows:

8.00am Arrive GMT Studios, Upper Ground - into make-up
8.15am Live on GMT with Eammon Holmes
8.25am Depart

Briefing is attached as follows:

- 1) Shape of interview
- 2) The No 10 website
- 3) The crime reduction targets
- 4) The new police inspection regime

1. The shape of the interview

Eammon Holmes will conduct the interview, with Sally Eden to one side at the computer terminal. You will not be required to operate the PC - Sally will take care of all the technology.

* Eammon will begin the interview with reference to the No 10 website. "You're here to launch our website, and you've just launched yours - tell me about your website, Prime Minister. What's it all about?" **(Briefing on the No 10 website attached.)**

* During this discussion you should refer to the 'Crime Reduction Strategy' page on the No 10 website. Sally will get the relevant page up for the viewers and you can describe how it shows what the government promised to do and what it has done so far in terms of crime reduction.

NB. At this point Eammon will expect you to raise the day's news story on crime reduction - the new targets trailed by Jack and more importantly your announcement on the new police inspection regime. Both of these measures will be posted shortly on the No 10 webpage. (Briefing on both is attached.)

MORE FOLLOWS →

* Eammon will also tell viewers about NHS Direct Online, and Sally will get the page up on the screen. About one in four people now have access to the internet, so this kind of service will become all the more valuable.

* At this point the official launch of the GMTV website will take place. It will take the form of an E-Mailed 'Good Luck' message from you (sent earlier), which Sally will get up on the screen.

* Finally, as it's Valentines Day, Eammon will ask you if you will be E-Mailing Cherie with a Valentine's Day message. I assume you will say that as you will be seeing her later, you can deliver it in person.....

HLG

BRIEFING ON NEW NO.10 INTERNET SITE

11 February 2000

Our new site has got lots of exciting new features.

You can take a panoramic tour around the state rooms, so that everyone gets the chance to see what these historic rooms look like.

You can have your say on policy issues. For example, we've launched a discussion on the best way to get information to parents who want it and already the result has been fantastic. Ideas like ways to encourage childcare at work.

We've got regular broadcast of Prime Ministers Question Time, and I had the chance last week to start a series of weekly broadcasts by explaining what it is we're doing to invest in education, and bring in modernisation and reform, and what we still have to do.

And there a section introducing young people to government, with a Quiz, biographies of PMs, and the chance for kids to interview a different minister each month. That's a great resource for teachers and parents which we want to develop further. We've even got a feature where school-kids can say what they would do if they were PM, and we had the first reply within an hour of launching the site.

Background:

Party political? We have been scrupulous in avoiding attacks on other parties. We have included links to every main political party. It is a Government site, discussing Government policy.

Cost? The new site cost around £55,000 to design and set up, and it has three full-time staff. That's pretty modest. The French PM, for example, has nine people working on his site.

- see following sheet - an 8yr old girl who would do something about the speed of cars.



- 10 OUT OF 10**
- ▶ Public Service
 - ▶ PMs in History
 - ▶ If I Were Prime Minister
 - ▶ Political Quotation of the Day
 - ▶ ABC of Politics
 - ▶ Fact of the Week
 - ▶ Interviews with Ministers
 - ▶ Quiz
 - ▶ Guide to Legislation
 - ▶ History of the Building

- NEWSROOM
- MAGAZINE
- FACTS
- BROADCASTS
- YOUR SAY
- SEARCH

IF I were Prime MINISTER...



Above, the Prime Minister's Chair

What would you do if you were Prime Minister? Complete and send us the form below. Every fortnight we will publish the best entry here

This fortnight's winning entry is:

Emily Banister , Aged 8, Cassiobury Junior School.

"If I were Prime Minister I would do something about the traffic because the cars are going too fast. I would slow traffic down by putting speed bumps in the road and reduce the speed limit to 20mph where there are buildings. Anybody that goes too fast should be fined. I am very worried that children and pets are getting hurt. In the last two years my cat's O'Malley and Mizzy have died on the road. I am also concerned about the pollution from all the cars because it affects the small animals and plants and trees. I would try to make people walk, ride bicycles or take the bus. While I was Prime Minister I would also ban hunting and killing wild animals just for fun and for their fur. People who do this would be fined. If they did this again they would be sent back to school to learn about the environment and animals. I would like to be Prime Minister and make these changes but I think it would be very hard work."



If you were PM...

Election night falls. The results are trickling in. Five years hard work depend on this night. As the screens present each result, your party's colour is nearing the winning post. Around you people throw away their coffee and crack open chilled champagne. You're about to become Prime Minister. 10 Downing Street awaits you.

But how will you use your new power...?

THE NEW NUMBER 10 INTERNET SITE BACKGROUND INFORMATION

The new Number 10 Internet site goes live on Friday 11 February. It will have the same address as the previous one: www.number-10.gov.uk

This new site is about giving the public accurate, up-to-date information about Government policies. It's about communicating important messages direct to the public. And its about letting people have their say.

The site includes many exciting new features:

- A newsroom which takes a comprehensive look at the Government's main stories of the day, as well as giving fast responses to running items in the news.
- Video broadcasts of statements and questions from the House of Commons;
- A virtual tour of 10 Downing Street which allows people to see the building as never before.
- A live Policy Forum which will involve the public in the policy-making process in an unprecedented way. The first topic to be introduced to the Forum is Parenting.
- A section for young people – 10 out of 10 – to introduce them to Government and politics.

The new site has more facts. You can check how the Government is doing on all 177 manifesto commitments. You can find out about the Government's aims and objectives in every area of policy. And frequently updated Fact Files will provide an in-depth analysis of key Government policies.

The site has been developed over the last four months by Number 10 staff working closely with the site's designers - Bates interactive, and with the site's webcast providers - Westminster Digital.

And the site will continue to evolve over the coming months. Many new features are already in the pipeline.

The design and software costs of the new site were around £55,000. Around £20,000 more was spent on upgrading the computer equipment at Number 10.

The site currently has two permanent staff working on it. The annual budget for the website, including staff costs, is around £130,000.

INTERESTING FACTS ABOUT THE INTERNET

- The number of European Internet users is set to triple over the next four years to 100 million users.
- British Telecom estimates that by 2004, 40% of all shopping and business transactions in Europe will be made over the Internet.
- Internet traffic doubles every 100 days.
- A new computer product is developed every 7 seconds.
- In 1997 a new internet-related company was established every 48 hours.
- In most developed countries, data has replaced voice calls as the main use of telephones.
- The proportion of UK companies with their own website has increased from 37% in 1998 to over 50% in 1999.
- The number of UK SMEs making frequent use of e-mail, websites and electronic data exchange rose by 70% in 1999 (from 350,000 to 600,000).
- The value of e-commerce in the UK is expected to reach \$4.5bn in 1999 rising to \$47bn by 2002.
- The UK accounts for 25% of e-commerce in Europe.
- In December 1999, 3.6 million children aged 7-16 were using the Internet in the UK: an increase of 500 000 on 6 months previously.
- The Internet was invented and pioneered by an Englishman - Tim Berners-Lee. He continues to influence the development of the WWW today.
- Scientists calculated in July 1999 that the World Wide Web contained 800million pages.
- The information on these pages was equivalent to 6 terabytes of raw data - 6,000 times more than one gigabyte.

10 DOWNING STREET WEBSITE – QUESTIONS AND ANSWERS

Why did you decide to relaunch the site?

The Internet is taking an increasingly prominent role in our society. As more and more people go on-line, the Government needs to respond with a better websites, which gives the public what they want. The Number 10 site is intended to be a flagship for the Government's Internet presence.

What is the purpose of the site?

It's about giving people accurate, up-to-date information on key Government policies. It's about letting people have their say. And it's about opening up a two-way link between Government and people. The Internet presents new opportunities for Government to interact with the public. This site is about trying to open up some of those opportunities.

How many people work on the site?

The site currently has two full-time members of staff working on it. Government departments will be providing material for some of the sections, such as Fact Files. This is a small number of people for such a large site. For comparison, we understand that the French Prime Minister's website has around nine staff. The BBC News Online site has over 160.

How much did the site cost?

The design and software costs of the new site were around £55,000. Around £20,000 more was spent on upgrading the computer equipment at Number 10. The site currently has two permanent staff working on it. The annual budget for the website, including staff costs, is around £130,000.

What is the purpose of the Fact Files?

Here you'll find in-depth analysis of government policy, with supporting data and background information. We also provide a number of links to other sites that you may find useful.

Will the Policy Forum actually be interactive or is it just a gimmick?

The live Policy Forums are part of a drive in government to get people more involved in public policy. This is an imaginative and new way that departments can listen to your views. The discussion will feed direct into the development of policy.

How involved is the Prime Minister in the site?

The Prime Minister recognises the importance of the Internet to the way Government does business. He will be kept up-to-date on developments with the site, and will receive regular reports on the discussions which take place in the Policy Forum. He will make broadcasts on the site. And he will also write articles especially for the Internet from time to time.

Why doesn't the Prime Minister have an e-mail address?

At present, we do not have enough staff in Downing Street to cope with the likely massive number of e-mails it would generate. We are working on it and we hope to have a PM's e-mail address in a year or so.

Are you trying to bypass the media?

This site is about communicating direct with the public. We're not doing that in order to bypass the media. It's about creating a channel of communication between Government and people. They can see exactly what we are saying, and we can get feedback direct from them.

What else is happening to improve other Government websites?

The e-envoy, Alex Allan, will be leading the drive to improve Government websites, working closely with Ian McCartney, Minister for Electronic Government, and Patricia Hewitt, Minister for e-commerce. The Government has already published Guidelines for Government Websites (available on www.iagchampions.gov.uk) and set up a New Media Team in the Cabinet Office to co-ordinate action.

What plans do you have for the future?

This is only the beginning. As we monitor the usage of the site, read reviews and receive feedback we'll make changes so that the site is constantly evolving. Plans already in the pipeline include:

- An annual report section;
- Foreign language translations of certain sections;

- A 'Gallery' feature displaying works of art on show in Downing Street;
- A 'Government Spending' section, with background on the Comprehensive Spending Review and SR2000;

Crime Targets

Jack Straw will announce new targets on Monday in the Government's fight against burglary, robbery and car crime.

For the first time there will be national targets and individual targets by police force. The most recent crime figures published last month, which were broken down by Basic Command Unit within each force for the first time, showed variations across the country in crime reduction.

The majority of forces saw crime fall (in Lancashire by 11%, Durham 6%) for example) while some experienced rises (Beds 12%, Sussex 6%). There may be reasons for these variations (use of stop and search for example – Met up by 10%) but the PM and Jack believe that we need to tackle variations in performance. Our aim is to bring all up to the standards of the best.

On Monday Jack will publish provisional five year targets proposed by each police authority for the two crimes which most concern the public – domestic burglary and vehicle crime. In addition there will be targets for reducing robbery in the five large metropolitan forces which account for 70% of all robbery offences.

The final confirmed targets will be included in police authorities' Best Value Performance Plans in April and will provide a challenging yardstick by which to measure progress on crime reduction over the next five years.

At a national level these targets, if delivered, will result in a 30% reduction in vehicle crime where we have a problem which is the worst in Western Europe, a fall in domestic burglary of more than a quarter and robbery targets of over 15% for the 5 forces that account for over 70% of all robbery offences.

Last crime figures showed there were in the 12 months to Sept 99

1,072,241 car thefts 74,843 robberies 935,423 burglaries

Target setting has proved effective in many different areas of public life – literacy and numeracy, public health etc and the PM believes that detailed and local setting of this sort will make a real difference in the fight against crime.

Jack Straw will say on Monday in a speech on Monday at Newham Town Hall

‘The Government is determined to be tough on crime and tough on the causes of crime. The last crime figures were patchy and showed some forces doing better than others. We can and must do better. These targets will make a real difference. They are ambitious but achievable and will give a real focus to our fight against crime.

‘The criminal justice system has some way to go to match the strides that have been taken in other public services such as health and education in measuring, monitoring and improving performance. This is a major step forward in that direction.’

Who sets the figures?

They will be set by the police authorities themselves. They are based on raising performance to the best quartile. So those who are the poorest performers will have the toughest targets

What sanctions will there be?

The publication of the annual crime figures will give an annual record as to how forces are doing. If targets are not being met then questions will clearly be asked about the reasons from the media, public and Government.

Why just these three crimes?

These are the crimes where the data is most robust as more people are likely to record burglary, car crime etc for insurance purposes than violent crime where we are keen to encourage more reporting for domestic and racial violence.

General facts on policy and the crime figures

- **Recorded crime has fallen by 7% since the election, with domestic burglaries falling by 20% and theft of vehicles falling by 17%.**
- **In the year to September 1999 crime has fallen in just over half the police force areas in England and Wales (24 out of 43).**
- **The increase in the national figures can be accounted for by the increases in just two forces (Metropolitan Police and the West Midlands)**
- **Drug offences fell by 9%**

- **Domestic burglary fell by 5 %**
- **Motor vehicle theft fell by 2%**
- **During 1998, convictions rose by 6% - the biggest increase for 20 years.**
- **We are embarked on the most comprehensive attack on crime for a generation which includes:**
 - **£400 million on a crime reduction programme, including the biggest ever expansion of CCTV**
 - **increased resources for the police by £1.24 billion in this year and the next two years**
 - **a Crime Fighting Fund to boost police recruitment, expand the DNA database and improve police communications.**
 - **radical reform of the criminal justice system, including new measures to deal with young offenders.**
 - **tougher punishment of serious and persistent criminals.**

INSPECTORS INSPECTED

The PM told GMTV viewers this morning that we are stepping up the modernisation of the criminal system justice.

From April this year Her Majesty's Inspectorate of Constabulary will be extending their comprehensive inspections of police forces down to local divisional level – or Basic Command Units as they are called. Until now routine inspections were of the whole force – this new move will give us a much better picture of what is happening on the ground.

We know that Ofsted inspections at the level of individual schools as well as LEAs has had an important effect on levering up education standards, we expect that this revamping of the inspection system will have a similar impact.

Over three years all 320 BCUs will be inspected with priority being given to whose performance is not as good as expected.

The most recent crime figures published last month, which were broken down by BCU for the first time, showed variations in crime rates not just between forces but also within forces. Of course there may be reasons for these variations but the Prime Minister and Jack Straw believe that we need to tackle unacceptable variations in performance. We are determined to ensure that all forces are performing to the level of the best.

The Prime Minister will say that “these more rigorous inspections together with the crime reduction targets all forces have signed up to will give the police and those who are policed a better picture of what is going on own neighbourhoods.”

But crime reduction isn't just about inspection and monitoring. That is why we are investing £1.24 billion in the police over 3 years, and why we are giving Chief Constables resources to recruit a additional 5,000 police officers over and above the number existing recruitment plans.

It is also about the police working with others in the local community to reduce crime locally. And we giving the police and others in the local crime reduction partnerships the tools they need to cut crime. We are investing additional resources in these areas: £34 million for the expansion of the DNA

database; £150 million for CCTV schemes; £50 million to protect 2 million homes most at risk from burglary and £30 million for targeted policing projects.

This morning the Prime Minister is visiting East London to a successful crime reduction strategy at work.

He will be visiting the nerve centre of a state-of-the-art CCTV operation. Pictures from some 250 cameras across Newham and Tower Hamlets are monitored at the centre where facial recognition software scans CCTV images against police photographs of wanted known offenders, and alerts the operator to any seeming matches. If the operator judges there to be a match, the police are advised and an arrest can be made. Local surveys suggest that crime levels have fallen by over 30% in Newham following the introduction of CCTV.

As well as having a direct impact on crime reduction, this cutting edge technology also frees up police officers allowing carry out other crime fighting activity.

The project is a partnership between the police, local council and local business. It has attracted attention from crime fighters from across the world, including the USA, Japan, Germany, Australia and Colombia.

It is an excellent example of communities working together to cut crime and the sort of work the Prime Minister would like to be replicated across the country.

Q&A

INSPECTIONS

Who is the Chief Inspector?

Sir David O'Dowd. Has been Chief Inspector of the Constabulary since 1996. Former Chief Constable of Northants Police.

How many inspectors are there?

Five plus the Chief Inspector. Each inspector has a small staff to assist in inspections and they are based in the regions.

What is the purpose of the HMIC?

To promote the efficiency and effectiveness of policing in England, Wales and Northern Ireland through inspection of police organisations and functions to ensure:

- agreed standards are achieved and maintained;
- good practice is spread; and
- performance is improved.

How does the Inspectorate work?

Chief Inspector co-ordinates work of inspectors and advises the Home Sec in professional police matters. He is supported by police officers seconded from forces and HO civil servants. There are also two lay inspectors to add an external perspective.

Having conducted a formal inspection, the inspectors produce a public report.

What is so different about this approach?

This is a much more focused and comprehensive programme. Not only will it eventually encompass all BCUs but it will involve a detailed inspection

technique which looks at all of the factors critical to the success of a BCU and examines how realistic it is to carry out that inspection in isolation.

Why not forget force inspections altogether and concentrate solely on BCUs?

BCUs depend on force headquarters to provide specialist services and it is impossible, therefore, to look at them entirely in isolation. Inspections of both BCUs and their relationship to force headquarters will provide us with a comprehensive picture of police performance.

Will HMIC generate league tables of performance?

HMIC will not be publishing league tables. However, the Government have already announced our intention to publish league tables of BCU performance and last month we published the first ever set of national crime statistics which showed crime rates not just by police force area but by individual police divisions. The BCU inspections will take account of these tables and statistics and also of some independent work being undertaken to group BCUs in a way that aids comparison.

Why is there a variation in the performance of BCUs?

We are not sure. That is why a comprehensive programme of inspections is needed. This will help us to identify best practice and to use this to drive up police performance in all BCUs.

CCTV - Isn't this infringing civil liberties?

No. the computer is looking for know convicted offenders wanted for recent crimes. We are more concerned about the civil liberties of the victims of crimes.

OFSTED and HMIC – facts and figures

	HMIC	OFSTED
Budget	c£6million	c.£100million
Number of Inspectors	1 Chief Inspector 5 HMIs 33 seconded police officers total staff (including admin) about 100	195 HMIs (additional staff used on a contract basis)
Pay of Inspectors	HMIs c£110,000 Seconded police officers at superintendent level c.£40,000	£35,000 - £52,500
Background	HMIs are mainly ex-chief constables. Others are police officers seconded from around the country.	Proven senior experience in education, some 'Lay' inspectors with a professional but non education background
Number of visits each year	Each police authority was visited once a year (i.e. 28 visits). Now every 18 months, so c. 20 visits a year	1/6 schools every year 715 secondary schools 3,750 primary schools 250 special schools 1/3 LEAs every year
Average length of visit	1 – 2 weeks (with follow up visits as necessary)	4 – 5 days (with follow up visits as necessary)
% inspected every year	Was 100%, changing to 67%.	18% (one in six schools)
Do they keep a database of best practice?	Reports are published and best practice highlighted, but there's no database.	Reports are published and best practice highlighted. They publish best practice guides and have a large database.

Ref: 2G/3001/10

From: Brian Peplow, ITTSB
Date: 10th February 2000
Tel: 270 6069
Room: 59/4, GOGGS

Philip Barton,
Prime Ministers Office

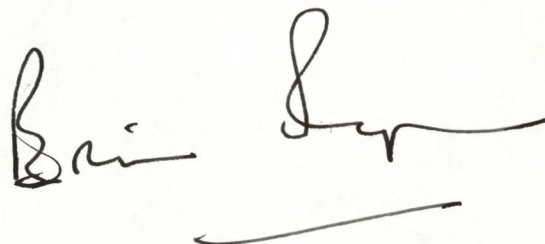
cc: Philip MacPherson, PMO.
Phil Collins.

PRIMENET

In their latest fax the Council Secretariat advised members that they will not now act as "a single global supplier for the equipment, software and maintenance for PrimeNet sites" and invited those that had not already ordered equipment for the first phase to do so speedily !

I am writing to you now to confirm that we have already acquired a HANNIBAL telephone to meet the first phase requirement and made arrangements to receive keys using the certificate details we agreed.

When I spoke to Phil MacPherson recently he asked whether it would be possible to locate the HANNIBAL on John Sawyer's desk with an extension into the Prime Minister's office. We are currently pursuing this requirement with the suppliers: it is possible with a BRENT and therefore should be possible with a HANNIBAL.



~~1. JS~~

2. file

PRB
10/2

1. cc ✓ Brian Peplow, C.O.
Philip Macpherson

February 9, 2000

2. file ^{9/2} _{9/2}

Dear PrimeNet Partners,

In the previous reports it was envisaged to explore the feasibility of having the Council Secretariat acting as a single global supplier for the equipment, software and maintenance for the PrimeNet sites.

Unfortunately, as result of the internal debate developed in the context of the budget analysis, it appeared clear that the Secretariat cannot endorse this role.

Mainly this is due to the fact that the budget assigned to the Secretariat must be devoted solely to activities falling within its institutional boundaries and the fact of anticipating funds, although on a temporary basis, cannot be allowed without a explicit juridical basis.

This means, in other words, that the PrimeNet partners must place orders directly to the suppliers, at least for what concerns the equipment, the software and their maintenance.

This is the reason why I would like to invite the partners who did not yet ordered the equipment for the first phase, namely the Hannibal Secure Telephone, to speed up the procedures for placing this order.

To this end it is useful to recall the terms of the offer and the co-ordinates of the supplier:

Kind of deliverables	Description	Price per PrimeNet Node
Equipment	HANNIBAL secure telephone	UK£ 2.300
Services	HANNIBAL Secure Telephone "Priority Support" (covering two years)	UK£ 120

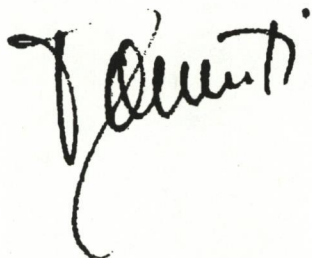
GEC-Marconi Secure Systems Limited
Wavertree Boulevard
Wavertree Technology Park
Liverpool L7 9PE
United Kingdom

I would like also to draw your attention about the fact that the prices are valid for orders placed before April (end of fiscal year for GEC-Marconi); after this date the prices will be slightly higher.

In the meantime the keys are being generated with the certificate details you have supplied.

I take the opportunity to invite the partners who didn't reply to my previous fax to send me the address of their Embassy in London and the co-ordinates of the person in charge of receiving the keys (using the attached form).

Kind regards



Bartolomeo MANENTI
 Tel.: +32 2 285 7645
 Fax: +32 2 285 6781
 Email:
bartolomeo.manenti@consilium.eu.int

February 9, 2000

Chers partenaires PrimeNet,

Dans les rapports précédents il était question d'explorer la faisabilité d'un rôle de fournisseur unique du Secrétariat pour les équipements, les logiciels et la maintenance des sites PrimeNet.

Malheureusement, à la lumière des débats qui se développent dans le contexte de la répartition budgétaire, il apparaît clairement que le Secrétariat ne peut pas assumer ce rôle.

Pour l'essentiel cela est dû au fait que le budget octroyé au Secrétariat doit être destiné uniquement aux activités qui relèvent de ses missions institutionnelles et l'anticipation des fonds, bien que sur base temporaire, ne peut être autorisée sans une base juridique explicite.

Cela veut dire, en d'autres mots, que les partenaires PrimeNet doivent placer leurs ordres directement aux fournisseurs, tout au moins pour ce qui concerne les équipements, les logiciels et leur maintenance.

C'est pourquoi je voudrais inviter les partenaires qui n'auraient pas encore placé les commandes pour la première phase, à savoir le téléphone sécurisé HANNIBAL, à accélérer les procédures pour le placement de cette commande.

A cet effet il est utile de rappeler les termes de l'offre et les coordonnées du fournisseur:

Type de fourniture	Description	Prix par site PrimeNet
Equipement	HANNIBAL secure téléphone	UK£ 2.300
Services	HANNIBAL Secure Téléphone "Priority Support" (valable pour deux années)	UK£ 120

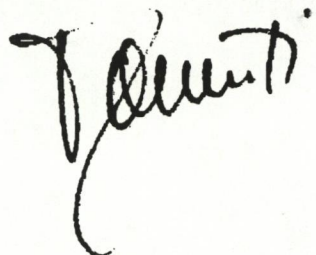
GEC-Marconi Secure Systems Limited
Wavertree Boulevard
Wavertree Technology Park
Liverpool L7 9PE
United Kingdom

Je voudrais également attirer votre attention sur le fait que ces prix ne sont valables que pour des commandes placées avant le mois d'Avril (qui coïncide avec la clôture de l'année fiscale de GEC-Marconi); après cette date les prix seront légèrement augmentés.

Entre-temps les clefs sont en train d'être générées avec les détails de Certificat que vous avez fournis.

Je profite de l'occasion pour inter ceux qui n'ont pas répondu à mon fax précédent, à m'envoyer l'adresse de leur Ambassade à Londres et les coordonnées de la personne chargée de réceptionner les clefs (à l'aide du formulaire en annexe).

En vous remerciant pour la collaboration



Bartolomeo MANENTI
Tel.: +32 2 285 7645
Fax: +32 2 285 6781
Email:
bartolomeo.manenti@consilium.eu.int

February 9, 2000

**Coordinates of the person of the London Embassy in charge of
receiving the Keys for the PrimeNet secure téléphone Hannibal**

(to be sent by fax to the n°+ 32 2 285 6781)

Your Country.....

London Embassy address:

.....

.....

.....

name of the person.....

authorized signature.....

name.....

title.....

date.....



file

From: Pat Dixon
Date: 8 February 2000

JEREMY HEYWOOD

cc: Brian Bender
Nick Luck

STEWARDS AT NO10

You asked me to look into the outstanding issues raised by Brian Bender today in respect of the proposal to re-institute support for the Prime Minister by Chequers stewards at No10 during the week.

As Brian suggested, I have discussed them with Cabinet Office Finance (in the person of Nick Luck). We believe they can be resolved provided that the proposal:

- Focuses clearly on the objective of serving the Prime Minister directly in the performance of his official duties.
- Includes clear guidelines on the services that a Steward funded through the Vote may and may not offer.

Detail follows. You may wish to discuss this further with Brian.

The objective of providing some basic housekeeping support / catering for the Prime Minister is to facilitate his ability to be fit and ready at all times to perform his official duties. Cabinet Office Finance agree that this represents "support to the Prime Minister in his official duties" and therefore falls within the ambit of the Vote.

Direct services to the Prime Minister's spouse, family or private guests separately cannot be covered by the Vote. If such services were required, an arrangement would have to be made for the Prime Minister to contribute a proportion of the staff costs. However, my understanding is that no such services are in question.

The arrangement would be for the Prime Minister to pay the full cost of food prepared for him. Since there is little difference in labour in producing a meal for one or a meal for two, there would be no problem vis-à-vis the Vote in his sharing his meals with others, though that would not be the purpose of the arrangements.

RESTRICTED - MANAGEMENT



We would need to draw up, in consultation with relevant parties, a clear job description setting out the duties and limitations of the Steward's role, and an auditable mechanism for ensuring the recovery of associated costs (e.g. food, dry-cleaning bills).

Pat Dixon

8 February 2000



Secretary
fax 712

Richmond House 79 Whitehall London SW1A 2NS Telephone 0171 210 3000
From the Secretary of State for Health

Jeremy Heywood
Principal Private Secretary
10 Downing Street
London
SW1A 2AA

~~cc: OS
PJ~~

7 February 2000

Dear Jeremy

RELAUNCH OF THE NUMBER 10 INTERNET SITE

With reference to your letter of the 28 January, the Department of Health welcomes the relaunch of the Number 10 Internet site, particularly the move to greater emphasis on promoting key messages, achievements and initiatives, a policy which very much reflects part of the Department's own Internet strategy. The Department will be happy to provide to the content of the Number 10 Internet site once this has been agreed, and to contribute to the Policy Forum as required. Our Communications Directorate have already made contact with James Humphries to take this forward.

I am copying this letter to the Private Secretaries to all Cabinet Ministers and to Sebastian Wood (Cabinet Office)

Yvonne

Janet Grauberg

**JANET GRAUBERG
PRINCIPAL PRIVATE SECRETARY**

f

From: Owen Barder
Date: 4 February 2000

JEREMY HEYWOOD

✓

t.p.a.

cc: Alastair Campbell
Anji Hunter
Pat Dixon
Philip MacPherson
Debbie Ailes
Julia Eastman

OB

✓
PD
PM

OK to scope very privately.
If Philip has time it would be good

BATTLE BUS

if we can take this on. It's not a huge priority. QV. 8/2

After my second regional tour with the Prime Minister, I am convinced that we should look carefully at whether it would be cost effective to set up a "battle bus" to support the Prime Minister when he is out of London but in the UK.

The bus might include fixed work stations for the Garden Rooms, secure telecoms, presumably by satellite, fax and e-mail, a TV with video recorder and a high volume photocopier. It might conceivably include a space for the Prime Minister to change or to consult advisers on the tour.

The present arrangement by which a comms engineer from the Cabinet Office sets up secure communications in the overnight hotel is expensive and inflexible. Each hotel room has to have a separate direct exchange line and an ISDN line installed. Several hotels in the South West have benefited from additional facilities being installed at our expense this week as we changed our plans about where we were staying overnight. It means that we have secure communications only at our overnight venue, and not during the rest of the day. For example, at Exeter University on Thursday, we were unable to brief the Prime Minister about

the progress of Northern Ireland over a secure link. Stop-overs during the day are often too short for the Garden Rooms to be able to set up their equipment in time to do any serious work before they have to pack up again and leave. The day is characterised by frantic rushing to and from the vehicles with heavy bags of portable equipment. The amount of equipment we set up at each location adds to the public impression of a travelling circus rather than an efficient and lean machine.

If you agree, I suggest that we ask Philip MacPherson, in consultation with ITTSB, to estimate the costs of various possible options. He should also look at the costs to the taxpayer of the existing arrangements and identify the benefits in terms of improved support, faster and more secure communications and a better public image of travelling with a mobile communications centre.



OWEN BARDER

P. J. J.

From: Jeremy Heywood**Date:** 4 February 2000

William Chapman
Fiona Millar
Clare Sumner
Godric Smith
James Humphreys
Pat Dixon
Philip Barton
Owen Barder
David North
Brian Hackland

cc - Debbie Ailes
Laura Hester
Richard Roscoe
Julia Eastman
Clive Barbour
Steve Pooley
Jan Taylor
Nick Matthews
Alison Roberts
Stewart Lackie
Marcus Chrysostomou
Carol Bowdery
Philip Macpherson
Mario Kempton
Deborah Fontaine

NO.10 BUDGET IN 1999/2000: FORECAST OUTTURN

Based on the information you have supplied, our forecast outturn for 1999/2000 on current commitments is roughly on target, with a risk of a small overspend, which we should try to avoid.

Some of you have been considering using up forecast underspends in some areas for purchases of items not originally budgeted for. However, given the current risk of a slight overspend, we cannot commit funds on anything new for the remainder of this financial year. If this means that your User Analysis comes out at the end of the year with an underspend this will help No10's overall position.

If you are in any doubt about how to proceed, please talk to Pat Dixon.

**JEREMY HEYWOOD**

pps\forecast as

RESTRICTED

From: Julia Eastman
Date: 3 February 2000

Jeremy Heywood

Non - No 10 Link Door Pass Holders

I attach a list of those non - No 10 staff who hold Link Door Passes.

I can not guarantee that all names are up to date as we are not always told of Cabinet Office staff changes and Link Door passes are transferred without our knowledge but the total number issued (84) to non - No 10 staff is accurate.

The current system is that I am asked for a Link Door pass either by the individual who wants it or a secretary, by phone, e-mail or in writing. I agree to issue one provided that I am assured that the need is genuine. I have no means of verifying this, however. The pass is then issued together with the 'Conditions of Use' (sadly often ignored) and a receipt to be signed and returned, samples attached.

As you will see, some of those who use their passes least are ministers such as Mo Mowlam, Margaret Beckett and Robin Cooke. However, it is the people who are not well known in No 10 who cause a problem from a security point of view and there are masses of these. I feel that holding a Link Door pass to No 10 is still something of a status symbol but apart from the frequency of use it is difficult to judge who really needs one and who doesn't.


RESTRICTED

RESTRICTED

- 2 -

We could insist that all requests for a Link Door pass should be supported/countersigned by one designated individual in Cabinet Office but I'm not sure that that would help. It would depend who it was.

You said that you would consider writing to Sir Richard Wilson to see if anything could be done to limit the number of passes requested.

A handwritten signature in cursive script that reads "Julia Eastman". The signature is written in dark ink and is positioned above the printed name.

Julia Eastman

RESTRICTED



10 DOWNING STREET
LONDON SW1A 2AA

From the Security Coordinator

LINK DOOR PASSES

The enclosed Link Door Pass is the property of 10 Downing Street.

It is for your personal use and should not be lent to anyone else.

Please look after it carefully.

If you lose your pass, you should notify the No 10 Control Room **immediately**.

If you leave No 10 or the Cabinet Office, or cease to need to use the Link Door frequently, your pass should be returned to the No 10 Security Co-ordinator or to the No 10 Control Room.

Please sign and return the enclosed form of receipt to the No 10 Control Room.

Thank you.

Security Co-ordinator

Link Door Pass Receipt.

Pass No.....

Name.....

Department....

Phone No.....

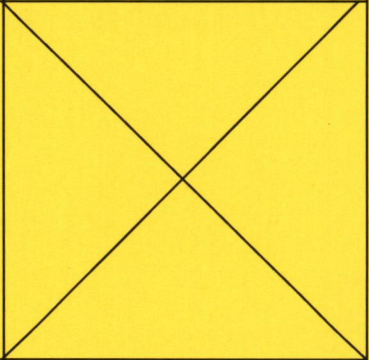
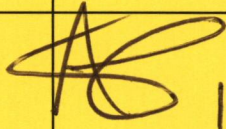
I agree to abide by the rules for the use of the Link Door and Link Door swipe card.

Signature.....

Date.....

Please Sign and return to The Security Co-ordinator 10 Downing Street

THE	
NATIONAL	
ARCHIVES	

DEPARTMENT/SERIES <i>Crem 49</i> PIECE/ITEM <i>1218</i> (one piece/item number)	Date and sign
Extract details: <i>Letter & attachment dated 03/02/2000</i>	
CLOSED UNDER FOI EXEMPTION	
RETAINED UNDER SECTION 3(4) OF THE PUBLIC RECORDS ACT 1958	
TEMPORARILY RETAINED	 <i>14/11/2023</i>
MISSING AT TRANSFER	
NUMBER NOT USED	
MISSING (TNA USE ONLY)	
DOCUMENT PUT IN PLACE (TNA USE ONLY)	

Instructions for completion of Dummy Card

Use black or blue pen to complete form.

Use the card for one piece or for each extract removed from a different place within a piece.

Enter the department and series,
eg. HO 405, J 82.

Enter the piece and item references, .
eg. 28, 1079, 84/1, 107/3

Enter extract details if it is an extract rather than a whole piece.
This should be an indication of what the extract is,
eg. Folio 28, Indictment 840079, E107, Letter dated 22/11/1995.
Do not enter details of why the extract is sensitive.

If closed under the FOI Act, enter the FOI exemption numbers applying to the closure, eg. 27(1), 40(2).

Sign and date next to the reason why the record is not available to the public ie. Closed under FOI exemption; Retained under section 3(4) of the Public Records Act 1958; Temporarily retained; Missing at transfer
or Number not used.