

CONFIDENTIAL

10 DOWNING STREET

THIS FILE MUST NOT GO OUTSIDE 10 DOWNING ST

E  
1871

FILE TITLE:

Staff Issues

SERIES

Downing Street

~~For OPOLAR EYES ONLY~~

Amex I: He did & struggles report on potential candidates

PART

4

PART BEGINS

24 feb 05.

PART ENDS

5 MAY 05

CAB ONE

LABOUR ADMINISTRATION

PREM 49/4000

CONFIDENTIAL



# PART

# CLOSED

DATE CLOSED	5 MAY 2005
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Series : **DOWNING STREET**  
File Title : **STAFF ISSUES**  
Part : **4**

Date	From	To	Subject	Class	Secret
24/02/2005	Lord Birt	Ch.Staff	Number 10 Staffing and operation	C	
28/02/2005	PPS	DEFRA	Jon Booth	U	
03/03/2005	PD(KEG)	HPWG	HPWG Minutes of meeting	C	
04/03/2005	Lord Birt	PM	Number 10 Staffing	C	
04/03/2005	Lord Birt	Ch.Staff	Number 10: Structures, processes and people in the third term	C	
04/03/2005	Lord Birt	PM	Number 10 staffing	C	
04/03/2005		Lord Birt	Annex I - Reports on potential candidates from Gill Lewis, Heidrick &	C	
04/03/2005	Lord Birt	PM	Number 10 Staffing	C	
16/03/2005	PD(JB)	Ch.Staff	Number 10 Staff	C	
18/03/2005	Cab Off		Staff in post and permanency	U	
30/03/2005	personnel	PPS	Providing HR Services to No10	U	
01/04/2005	dcu	PPS	Key Issues from Staff Survey	C	
05/04/2005	PD(AB)	PM	Resignation Letter	R	
05/04/2005	pd(NR)	PM	General Election - resignation letter	U	
05/04/2005	PD(AB)	PM	General Election - resignation letter	C	
05/04/2005	Implementation Grou	PM	General Election - resignation letter	C	
05/04/2005	Implementation Grou	PM	General Election - resignation letter	C	
05/04/2005	SCU	PM	General Election - resignation letter	C	
05/04/2005	D/SEC	PM	General Election - resignation letter	C	
05/04/2005	ScotAss	Ch.Staff	No10 Special Advisers during Purdah	R	
06/04/2005	Ch.Staff	SOC	No10 Special Advisers during Purdah	R	
07/04/2005	Research	PM	Resignation Letter	U	
07/04/2005	POL	PM	Resignation Letter	U	
07/04/2005	PD(AMc)	PM	General Election - resignation letter	C	
07/04/2005	PD(MT)	PM	General Election	R	
08/04/2005	GovDir	SOC	Resignation	U	
08/04/2005	PRESS	PM	General Election - resignation letter	C	
08/04/2005		PPS	IIP Health Check - Comments from Operations Senior Management	R	
11/04/2005	cos	PM	Resignation Letter	U	
11/04/2005	Events	PM	Resignation Letter	U	
11/04/2005	PD(JMc)	PM	General Election - resignation letter	U	
12/04/2005	CommsDir	PM	General Election - resignation letter	C	





10 DOWNING STREET  
LONDON SW1A 2AA

Director of Communications

12<sup>th</sup> April 2005

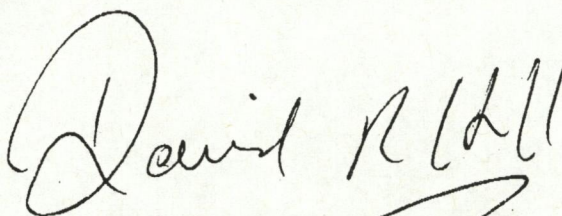
Dear Prime Minister,

**GENERAL ELECTION - RESIGNATION**

As the General Election has now been called, I wish, with effect from midnight tonight, to tender my resignation as a Special Adviser in line with the Special Advisers' terms and conditions of service.

Felicity Hatfield has very kindly offered to forward any official or personal correspondence in relation to this matter.

Yours sincerely,

  
**DAVID HILL**

Prime Minister



RESTRICTED - PERSONAL



10 DOWNING STREET  
LONDON SW1A 2AA

From the Senior Policy Adviser

11 April 2005

Dear Prime Minister

**GENERAL ELECTION**

Following the dissolution of Parliament, as required by my contract as a Special Adviser, I am writing formally to tender my resignation in order to work on the Labour Party election campaign.

I am copying this letter to Jay Jayasundara and Stuart McCulloch in the Cabinet Office (CSG Human Resources).

Yours sincerely

A handwritten signature in dark ink, appearing to read 'JM' followed by a long horizontal stroke.

**JOHN MCTERNAN**

The Right Honourable Tony Blair MP

RESTRICTED - PERSONAL





10 DOWNING STREET  
LONDON SW1A 2AA

From the Events and Visits Office

11 April 2005

Dear Prime Minister,

I am writing to offer my resignation as a part time special adviser in the Events and Visits Department as from today, in order to help with the election campaign.

It has been a great pleasure working for you in this post since 2003 and in my position within the political office before that.

Sincerely,

ANGELA GOODCHILD

cc Jay Jayasundara





10 DOWNING STREET  
LONDON SW1A 2AA

From the Prime Minister's Chief of Staff

11 April 2005

Der Tony,

In accordance with the terms and conditions of service for Special Advisers, I am writing formally to tender by resignation with effect from midnight tonight in order to work on the Labour Party election campaign.

I am copying this letter to Jay Jayasundara and Stuart McCulloch in the Cabinet Office (CSG Human Resources).

JONATHAN POWELL

The Rt Hon Tony Blair



FILE

WS



10 DOWNING STREET  
LONDON SW1A 2AA

cc J Jayasundara  
Personnel No 10

From the Director of Government Relations

8 April 2005

Dear Sir Andrew,

As the General Election has now been called, I wish, with effect from midnight tonight, to tender my resignation as a Special Adviser to the Prime Minister in line with the Special Advisers' terms and conditions of service.

Vanessa Burgess has very kindly offered to forward any official or personal correspondence in relation to this matter.

Yours sincerely,  
Shirley Morgan

BARONESS MORGAN OF HUYTON

Sir Andrew Turnbull KCB CVO

WS





10 DOWNING STREET  
LONDON SW1A 2AA

From the Prime Minister's Press Office

file  
8 April 2005

### GENERAL ELECTION - RESIGNATION

As the General Election has now been called, I wish, with effect from midnight tonight, to tender my resignation as a Special Adviser to the Prime Minister in line with the Special Advisers' terms and conditions of service.

Felicity Hatfield has very kindly offered to forward any official or personnel correspondence in relation to this matter.

HILARY COFFMAN

Sir Andrew Turnbull, Cabinet Secretary



**RESTRICTED**

**From:** Sarah Jameson

**Date:** 8 April 2005

**Ivan Rogers**

**Cc**      **Operations Senior  
Management Team**

**IIP HEALTH CHECK – COMMENTS FROM OPERATIONS SENIOR  
MANAGEMENT TEAM**

1. The Operations Senior Management Team discussed the IIP Health Check report at our team meeting this week. The comments below reflect that discussion and our subsequent thoughts on the issues raised in the report. All teams views are represented, with the exception of HR who were unable to attend the meeting.
2. The IIP Health Check Report is a snapshot of particularly negative staff views at a particularly unsettled time. The positive experiences of staff in No10 are not recognised, so the report does not give the full picture. The 'details against indicators' are used to record the negative findings. The positive findings in support of the indicators are not shown in the report. This could give an unbalanced picture if the report is taken out of context. A lot of the work that Operations and others have done over the last couple of years is missing.
3. The report contains some important nuggets that should be picked up on. The negative issues raised come as no surprise and have been around for a long time. They get raised consistently, every time a staff survey or similar exercise is carried out. The lack of 'management' in the policy areas, and the perceived treatment of Operations staff as second-class citizens are examples in case.
4. The report does not distinguish between findings in different areas of the House, so it is not always possible to tell whether comments reflect staff experience within Operations, or other teams.
5. The leadership in Operations is not risk averse. Risks are identified and managed. Risk aversion elsewhere can impact on Operation's ability to deliver.

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## RESTRICTED

- 2 -

6. There is a business plan & strategy in the PMO, although it is focused on delivery and budgeting and could be expanded to promote staff development. The overarching objectives could be re-tuned to have more relevance to what we all do. Staff are likely to feel more committed to the objectives if they see a 'real fit'. The business plan & balanced score cards are being developed this year to produce a living document. No10 Management Team will be responsible for dovetailing business objectives and individual objectives & making staff aware of how they contribute.
7. There is scope for improving the skills and knowledge of staff. Some initiatives have been promoted within Cabinet Office (e.g. Programme and Project management), and are available to PMO staff, but may not be well publicised. PMO also offer initiatives such as the Thinking Environment. The promotion of development opportunities would also assist in making developmental planning in PDPs more effective.
8. There may be only limited understanding in both directions between the role of political and policy staff and the supporting role provided by Operations, although the lunchtime seminars go some way towards addressing this.
9. The moves by you (surgeries, MB lunches etc.) are welcomed, but on the whole staff are waiting to see if actions follow to match the rhetoric. Any cynicism is largely due to staff experiencing the same problems time and again. To make changes commitment is required from all sides. Given the pressures on you, change needs to be directed to others (e.g. No10 management team) to drive through. But every-one must commit; individual units must not be able to opt out.
10. Projects are generally undertaken using project management principles and stakeholders are consulted. We don't feel that functional lines are necessarily the problem. Its more an issue of some management approaches in certain areas that can cause problems.
11. There are many developmental opportunities in Operations, with staff in Technical Services, Security Management, FM, Finance & HR undertaking professional training courses and examinations. Whilst senior Ops team members have benefited hugely from coaching, deputies are also benefiting from 360-degree feedback. We are now assessing the benefits of this before cascading further downwards. We do address PDP references.

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## RESTRICTED

- 3 -

Most of the training is driven forward independently and externally. Requests to CO HR have been known to disappear into the system. Teams do not recognise the training issue as a problem in Operations, or that Ops management is indifferent to training and development.

12. When we apply for courses we agree what we hope to gain/ achieve and, afterwards, state how we are going to use the info. Line managers need to confirm their support for the training and how it will benefit the section/individual and then discuss how the new skills can be applied.
13. The problem of learning and development should be addressed with line managers across the house. One has to recognise though, that a lot of staff are only here for a relatively short period.
14. Operations staff recognise their role in supporting the PMO, but feel that general courtesy and acknowledgement is sometimes absent. Some staff e.g. cleaners, messengers & custodians do feel less valued than other colleagues in the House. This is a long-standing issue. It is not generally about Ops colleagues. Staff seem to be shown respect due to their status or job titles. This point came up repeatedly during the messengers and cleaners annual appraisal discussions. All staff should be respected as equals and their roles recognised.
15. Security do have problems with some staff flouting security rules, e.g. not wearing passes, using mobile phones in the house, but again this is a wider house issue - Operations staff do generally comply with security regulations.
16. Communication of changes etc is a House issue. The reference to consultation in Ops in particular is unfair, as it is a far wider issue from the very top down. It is getting better, but there is plenty of room for improvement. We agree that staff are not always told early enough about proposed changes and there should be greater openness and more communication about future plans at all levels. We have talked about this a number of times recently at the senior team & other meetings e.g. re the Operations Support Team. Another example, raised at one of the Ops open mtgs (following the house survey) was being asked to do room moves at very short notice when some managers were aware of the planned move well in advance.

RESTRICTED



**RESTRICTED**

- 4 -

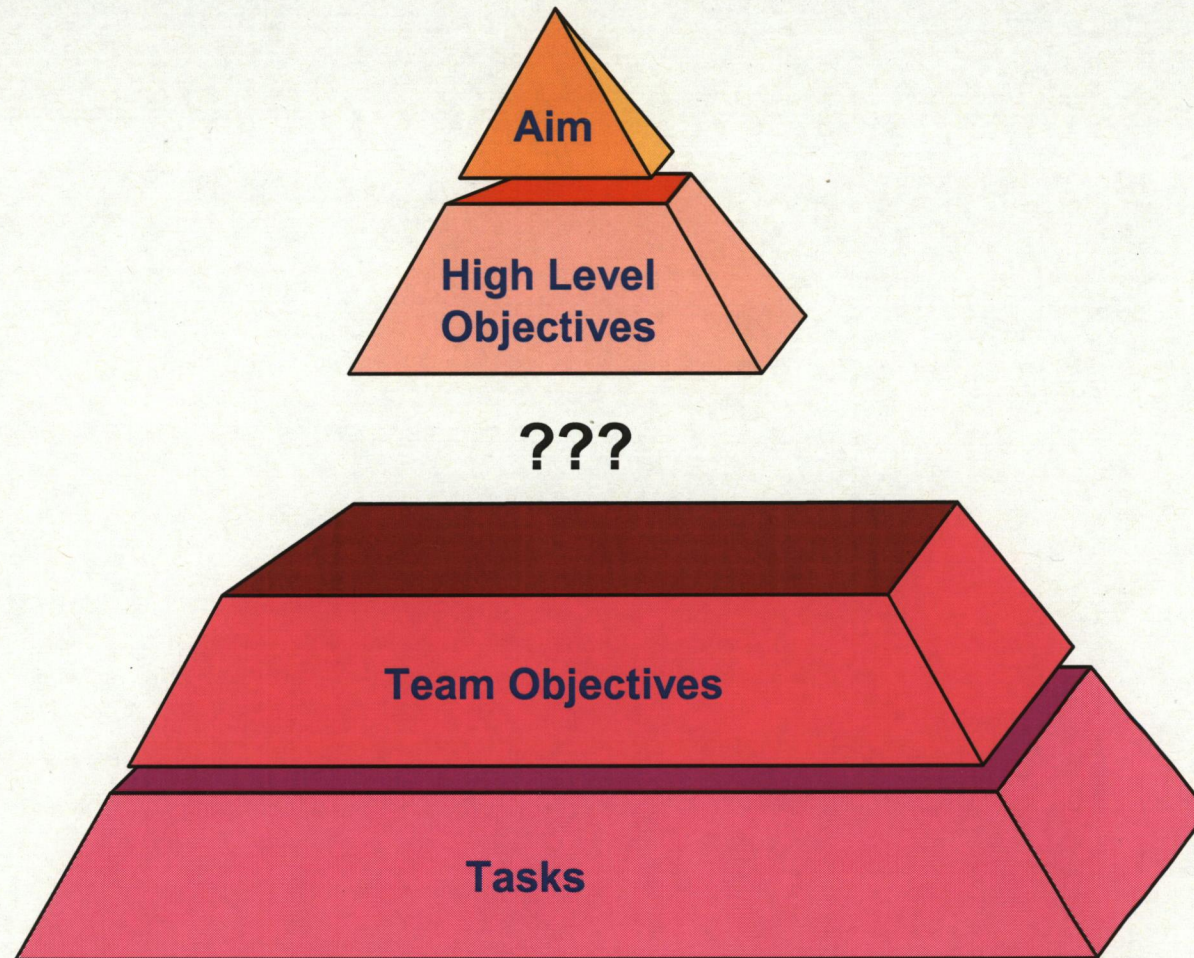
17. We have held a number of Ops open meetings throughout the year, at different days of the week and different times of the day to encourage staff to discuss issues of concern etc. Staff also attend quarterly all staff meetings and various lunchtime events. We have also held awaydays, on business planning issues and informal 'fun' get togethers in Ops. Jay has arranged donut meetings with teams and meetings for deputies and junior staff on a regular basis.
18. In speaking to the messengers, cleaners and FM team, anecdotal evidence shows that Ops are managing and working together well with other Ops teams in the majority of cases. Some Ops staff would like to see a more joined up approach with colleagues in other parts of the House e.g. when organising events & visits.
19. New staff used to have their photo taken & put on the intranet - this practice should be revived if it has stopped.
20. There are some house wide staff management problems that need to be addressed. Refresher appraisal training is underway.
21. Staff welcomed the Staff management Team, but not much has been heard of what they have done, if major issues are being addressed or any change implemented.
22. We don't understand the comments on induction, as we have not changed what we do.
23. Overall, we need to recognise that whatever we are trying to achieve requires buy-in from all (up-down and across House); commitment from all staff and not just managers. Staff need to know what to expect and we need to spell out clearly what we need from them.
24. We are continuing dialogue on the issues raised within our teams to ensure that we address priority issues.

SARAH JAMESON

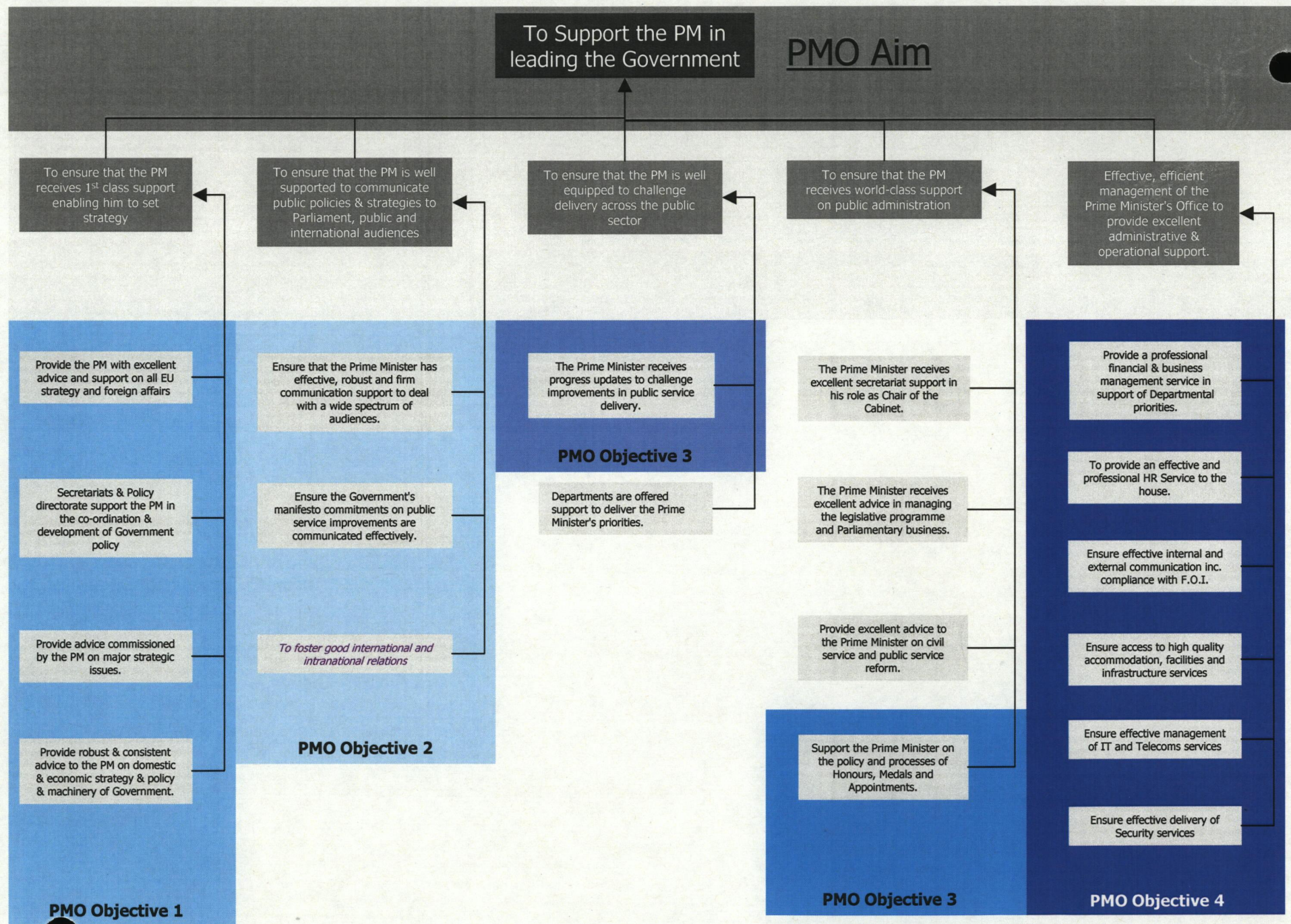
**RESTRICTED**



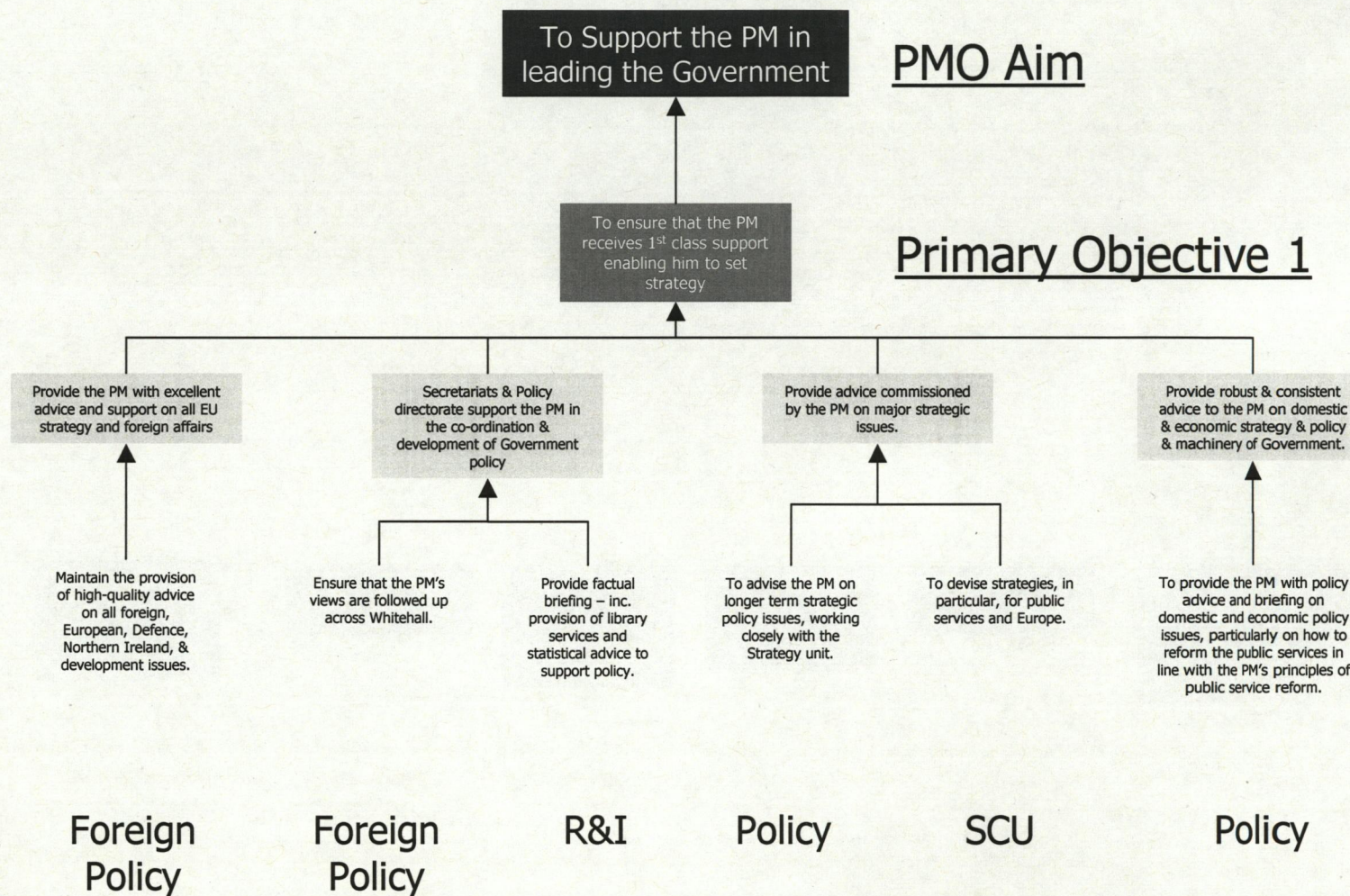
## The Planning Challenge



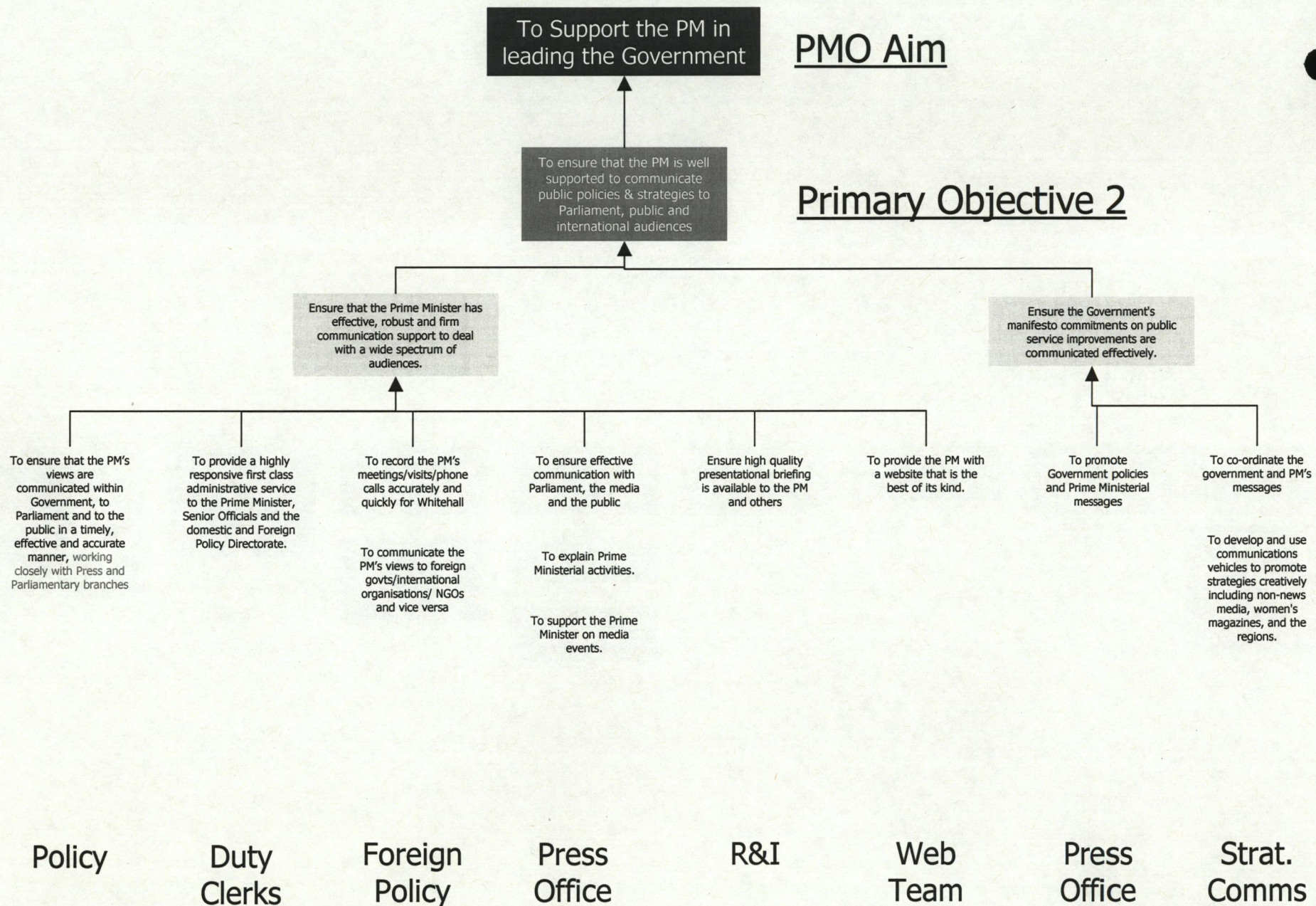














To Support the PM in  
leading the Government

PMO Aim

To ensure that the PM is well  
equipped to challenge  
delivery across the public  
sector

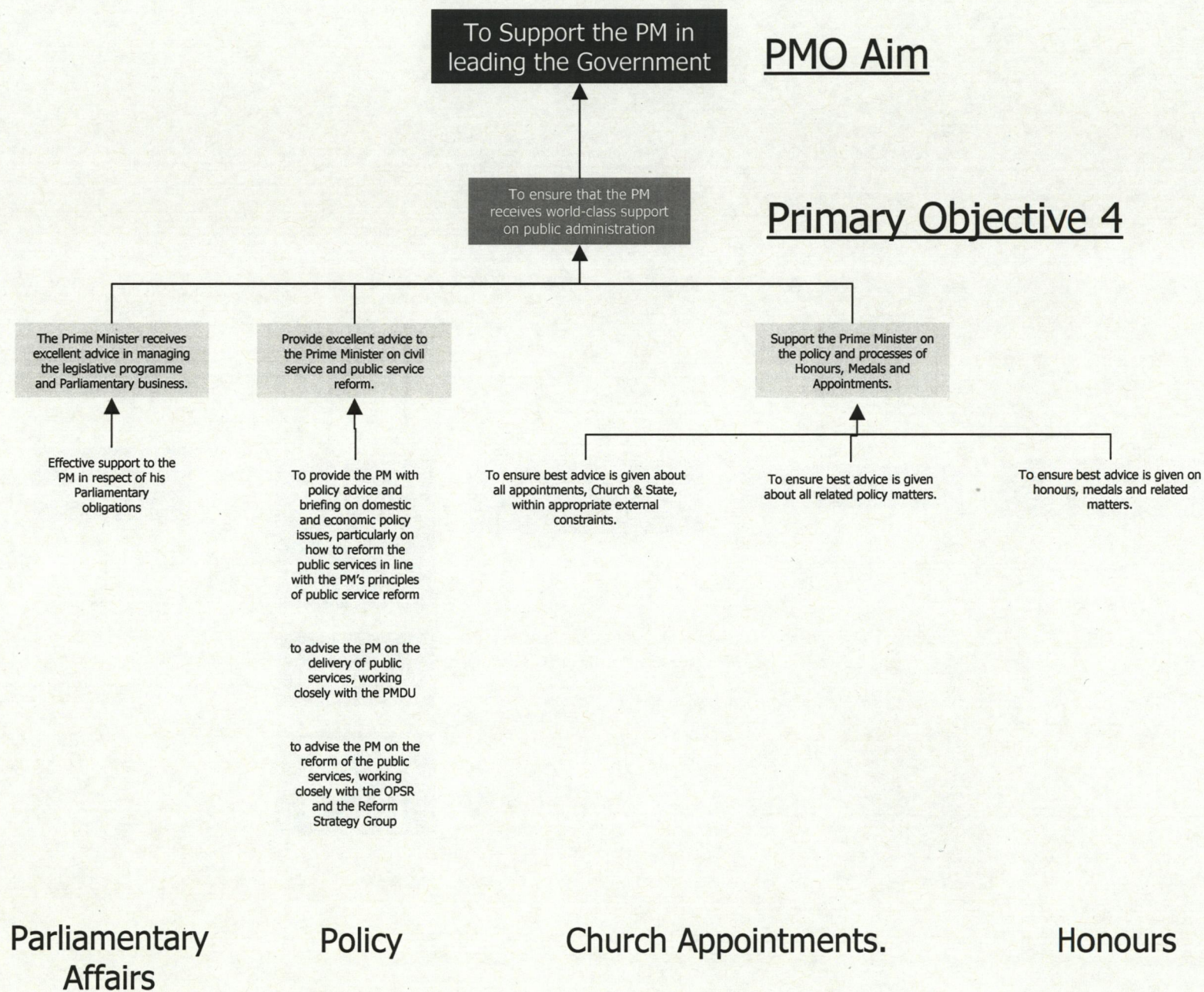
Primary Objective 3

The Prime Minister receives  
progress updates to challenge  
improvements in public service  
delivery.

to advise the PM on the  
delivery of public  
services, working  
closely with the PMDU

Policy





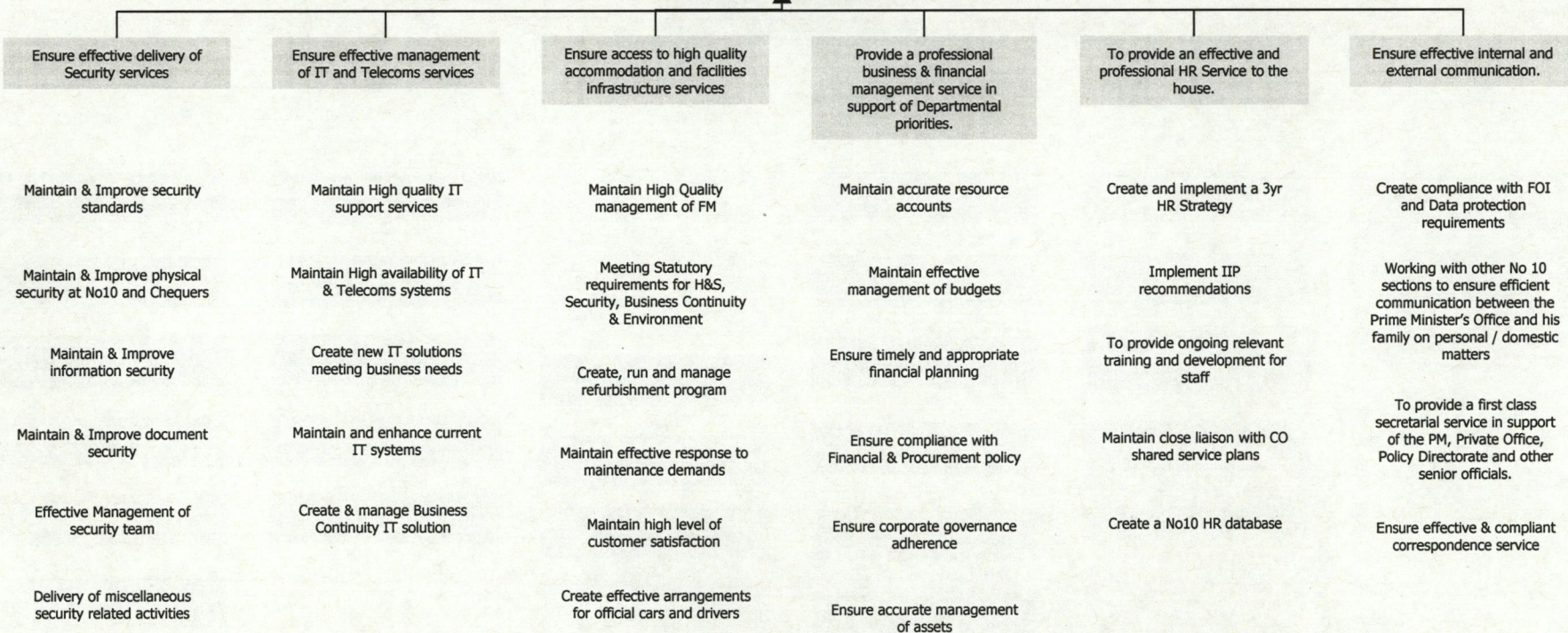


To Support the PM in  
leading the Government

## PMO Aim

Effective, efficient  
management of the  
Prime Minister's Office  
providing excellent  
administrative and  
operational support.

## Primary Objective 5



Security

Tech  
Services

Facilities

Finance

HR

DCU  
Garden  
Rooms



Working Example

To Support the PM in leading the Government

PMO Aim

Web Team

To ensure that the PM is well supported to communicate public policies & strategies to Parliament, public and international audiences

Objective 2

Ensure that the Prime Minister has effective, robust and firm communication support to deal with a wide spectrum of audiences.

To provide the PM with a website that is the best of its kind

Lead Objective

Maintain No 10 website

- Publish news from across government daily
- Maintain Cabinet pages and other key content
- Live broadcast of PMQs
- Video production of films on government initiatives
- Publish daily press briefings, PM speeches, statements, and press conferences
- Supply Directgov with news stories
  - Publish Honours and Appointments press releases
  - Manage email PM facility
- Provide out of hours support to press office
- Daily/weekly/monthly email newsletters to subscribers
- Manage e-petitions facility
- Publish event and visits photo gallery

To develop a website that is user-centric

- Integrate new search engine
- Implement new statistical reporting tool
- Re-design navigation and information architecture
- Implement metadata
- Develop content
- Develop greater interactivity
- Develop News and Features content

To make the website fully accessible, regardless of social, technical, physical or cognitive constraints

- Seek innovative ways to deliver content
- Develop relevant content
  - Undertake accessibility testing
- Video captioning
- Build accessibility into all projects

To integrate the web into the PMO communication strategy.

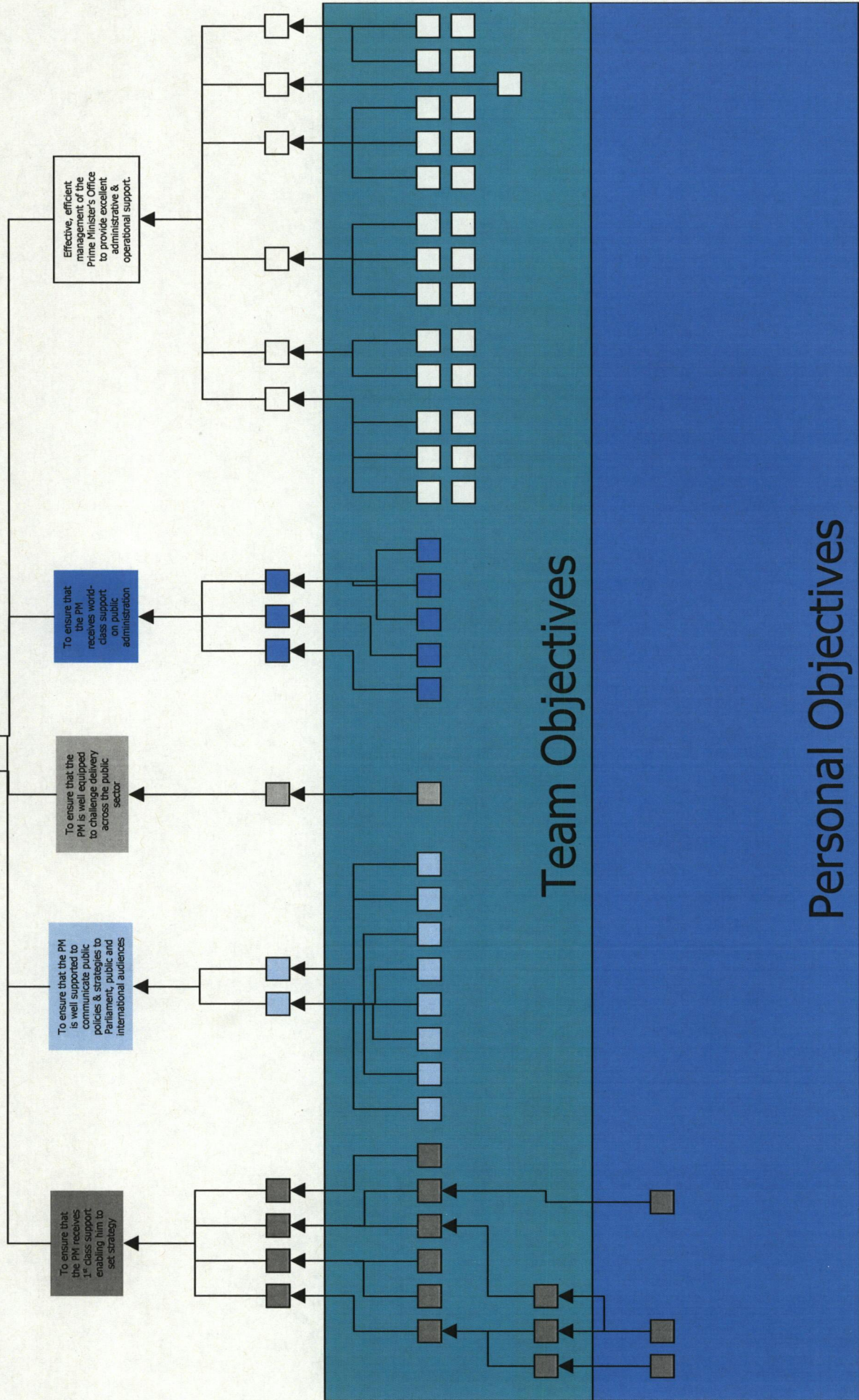
- Develop on-line communications strategy
- Deliver issue based content
- Deliver films and features
  - Digital media
  - Live broadcasts
- Search optimisation tools
- Promote website offline

Team Objectives

Tasks



# To Support the PM in leading the Government PMO Aim







10 DOWNING STREET  
LONDON SW1A 2AA

From the Senior Policy Adviser

7 April 2005

Dear Tony,

### GENERAL ELECTION

Following the dissolution of Parliament, as required by my contract as a Special Adviser, I am writing formally to tender my resignation in order to work on the Labour Party election campaign.

I am copying this letter to Jay Jayasundra and Stuart McCulloch in the Cabinet Office (CSG Human Resources).

ALASDAIR MCGOWAN

Rt Hon Tony Blair MP



file

10 DOWNING STREET  
LONDON SW1A 2AA

Head of Research and Information

7 April 2005

**GENERAL ELECTION - RESIGNATION**

As the General Election has now been called, I wish, with effect from midnight tonight, to tender my resignation as a Special Adviser to the Prime Minister in line with the Special Advisers' terms and conditions of service.

Felicity Hatfield has very kindly offered to forward any official or personnel correspondence in relation to this matter.



**CATHERINE RIMMER**

Prime Minister



file

10 DOWNING STREET  
LONDON SW1A 2AA

Joanna Nadin  
Special Adviser  
Research and Information

7<sup>th</sup> April 2005

To: The Prime Minister  
Cc: Sir Andrew Turnbull, Cabinet Secretary

**GENERAL ELECTION - RESIGNATION**

As the General Election has now been called, I wish, with effect from midnight on Sunday 10<sup>th</sup> April, to tender my resignation as a Special Adviser to the Prime Minister in line with the Special Advisers' terms and conditions of service.

Felicity Hatfield has very kindly offered to forward any official or personnel correspondence in relation to this matter.

*Joanna Nadin*

**JOANNA NADIN**



**RESTRICTED - PERSONAL**



**10 DOWNING STREET  
LONDON SW1A 2AA**

From the Chief Policy Adviser

7 April 2005

Dear Prime Minister

**GENERAL ELECTION**

Following the dissolution of Parliament, as required by my contract as a Special Adviser, I am writing formally to tender my resignation in order to work on the Labour Party election campaign.

I am copying this letter to Jay Jayasundara and Stuart McCulloch in the Cabinet Office (CSG Human Resources).

Yours sincerely

A handwritten signature in black ink, appearing to be 'Matthew Taylor', written over a large, faint circular stamp.

**MATTHEW TAYLOR**

The Right Honourable Tony Blair MP

**RESTRICTED - PERSONAL**



RESTRICTED

*P. Le*

From: Jonathan Powell  
Date: 6 April 2005

ANDREW TURNBULL

**No10 SPECIAL ADVISERS DURING PURDAH**

I attach a list of those SPADs in No 10 who are remaining in post and those who are resigning to contest the campaign.

The guidance for the election period and your note to me have been drawn to the attention of all those who are remaining in post.

*JP*

JONATHAN POWELL

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**Resigning**

Jonathan Powell  
Sally Morgan  
David Hill  
Matthew Taylor  
John McTernan  
Hilary Coffman  
Chris McShane  
Sarah Hunter  
Kate Garvey  
Katie Kay  
David Bradshaw  
Catherine Rimmer  
Joanna Nadin  
Nick Rowley  
Angela Goodchild  
Adrian Brown  
Darren Murphy  
Jo Gibbons (Cabinet Office/No10)  
Alasdair McGowan

**Remaining in post until 6 May**

Andrew Adonis  
Arnab Banerji  
Carey Oppenheim  
Geoffrey Norris  
Julian Le Grand  
Justin Forsyth  
Justin Russell  
Matthew Elson  
Liz Lloyd (on maternity leave)

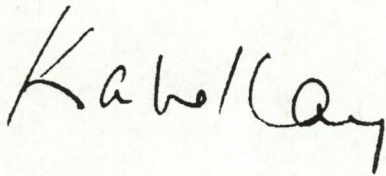


**From:** Katie Kay  
**Date:** 5 April 2005

**PRIME MINISTER**

**cc:** Jay Jayasundara  
Stuart McCulloch

I am writing to let you know that I am resigning from my post as special adviser in order to work on the Prime Minister's election campaign.

A handwritten signature in black ink, appearing to read 'Katie Kay', with a stylized, cursive script.

**KATIE KAY**



RESTRICTED - PERSONAL



10 DOWNING STREET  
LONDON SW1A 2AA

From the Policy Adviser

5 April 2005

Dear Prime Minister,

I would like to resign from my post as a Special Adviser with immediate effect to work on the General Election campaign.

It has been a real privilege and a pleasure to work for you in Downing Street over the past 14 months and I wish you and the Labour party every success in the forthcoming General Election.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'A. Brown'.

ADRIAN BROWN

The Right Honourable Tony Blair MP

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10 DOWNING STREET  
LONDON SW1A 2AA

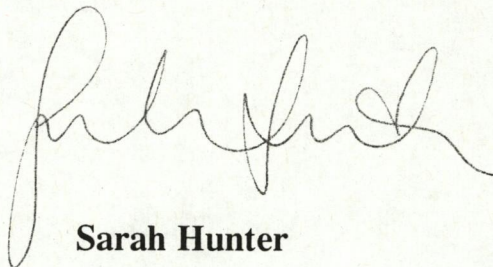
5 April 2005

*Dear Prime Minister,*

**Resignation Letter**

I am writing to offer my resignation from the post of Special Adviser with immediate effect.

Many thanks



**Sarah Hunter**

Cc Jay Jasundra  
Stuart McCulloch, Cabinet Office





10 DOWNING STREET  
LONDON SW1A 2AA

5 April 2005

**Resignation Letter**

I am writing to offer my resignation from the post of Special Adviser with immediate effect.

Many thanks

*Kate Garvey*

**Kate Garvey**

Cc Jay Jasundra  
Stuart McCulloch, Cabinet Office





10 DOWNING STREET

LONDON SW1A 2AA

020 7930 4433

5 April 2005

Dear Sir Andrew,

**GENERAL ELECTION: RESIGNATION**

As the General Election has now been called, I wish, with immediate effect to resign as a Special Adviser to the Prime Minister in line with the Special Advisers' terms and conditions of service.

Felicity Hatfield has very kindly offered to forward any official or personnel correspondence in relation to this matter.

Yours sincerely,

**DARREN MURPHY**

Sir Andrew Turnbull  
Cabinet Secretary  
Cabinet Office  
Whitehall.





10 DOWNING STREET  
LONDON SW1A 2AA

From the Strategic Communications Unit

6 April 2005

Dear Prime Minister,

I am resigning as a special adviser from Wednesday evening so I can take part in Labour's election campaign.

I am copying this letter to Jay Jayasyundra and Stuart McCulloch in the Cabinet Office (CSG Human Resources).

David Bradshaw

**DAVID BRADSHAW**



RESTRICTED

**CabinetOffice**



**Sir Andrew Turnbull KCB CVO**

Secretary of the Cabinet and  
Head of the Home Civil Service

70 Whitehall  
London  
SW1A 2AS

Telephone 020 7270 0101

Fax 020 7270 0208

E-mail [pturnbull@cabinet-office.x.gsi.gov.uk](mailto:pturnbull@cabinet-office.x.gsi.gov.uk)

Web [www.cabinet-office.gov.uk](http://www.cabinet-office.gov.uk)

Jonathan Powell  
No.10

05 April 2005

*Dear Jonathan*

Now that the General Election has been announced, Special Advisers have a choice. Those who wish to take part in the campaign (including accompanying their Ministers on campaign visits) or help in a Party headquarters or research unit must resign. Those who do not resign may only work on Government business and should be aware of the general restrictions on civil service and government press activity during the campaign.

I would be grateful if you would notify me of your and other No.10 Special Advisers' intentions during the Election period. Please draw this note to the attention of those Special Advisers who are remaining in post.

*Yours sincerely  
A.T.*

Andrew Turnbull

*JPO  
CCH  
DT  
KEG*

*Jonathan  
I've sent you  
an email  
Can you do a d/r with a draft  
reply  
Daniel  
c/y*



INVESTOR IN PEOPLE

Ref: AO2005/470

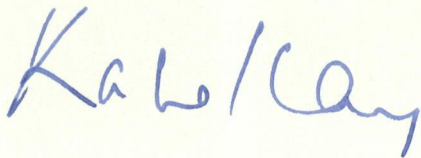


**From:** Katie Kay  
**Date:** 5 April 2005

**PRIME MINISTER**

**cc:** Jay Jayasundara  
Stuart McCulloch

I am writing to let you know that I am resigning from my post as special adviser in order to work on the Prime Minister's election campaign.



**KATIE KAY**





10 DOWNING STREET  
LONDON SW1A 2AA  
020 7930 4433

5 April 2005

Dear Sir Andrew,

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Yours sincerely,

**DARREN MURPHY**

Sir Andrew Turnbull  
Cabinet Secretary  
Cabinet Office  
Whitehall.





10 DOWNING STREET  
LONDON SW1A 2AA

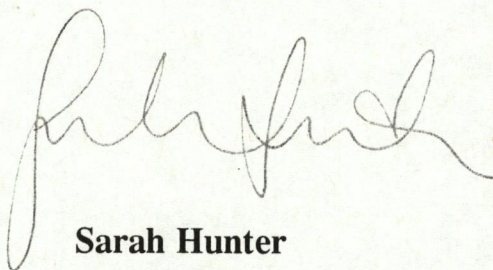
5 April 2005

*Dear Prime Minister,*

**Resignation Letter**

I am writing to offer my resignation from the post of Special Adviser with immediate effect.

Many thanks



**Sarah Hunter**

Cc Jay Jasundra  
Stuart McCulloch, Cabinet Office





10 DOWNING STREET  
LONDON SW1A 2AA

5 April 2005

**Resignation Letter**

I am writing to offer my resignation from the post of Special Adviser with immediate effect.

Many thanks

*Kate Garvey*

**Kate Garvey**

Cc Jay Jasundra  
Stuart McCulloch, Cabinet Office



RESTRICTED - PERSONAL



10 DOWNING STREET  
LONDON SW1A 2AA

file

From the Policy Adviser

5 April 2005

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Yours sincerely,

A handwritten signature in black ink, appearing to read 'A. Brown'.

ADRIAN BROWN

The Right Honourable Tony Blair MP

RESTRICTED - PERSONAL



DCU Copy to  
JJ +  
SMCC



10 DOWNING STREET  
LONDON SW1A 2AA

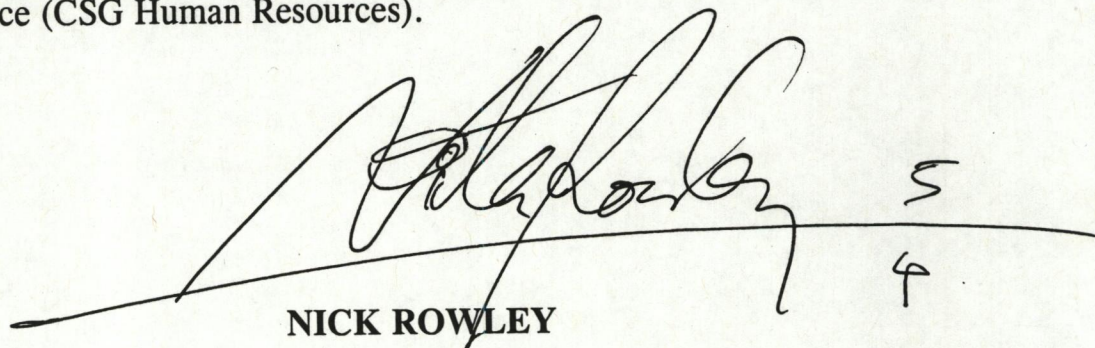
From the Senior Policy Adviser

5 April 2005

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I am copying this letter to Jay Jayasundra and Stuart McCulloch in the Cabinet Office (CSG Human Resources).

  
NICK ROWLEY

Rt Hon Tony Blair MP



RESTRICTED - PERSONAL

File



10 DOWNING STREET  
LONDON SW1A 2AA

From the Policy Adviser

5 April 2005

Dear Prime Minister,

I would like to resign from my post as a Special Adviser with immediate effect to work on the General Election campaign.

It has been a real privilege and a pleasure to work for you in Downing Street over the past 14 months and I wish you and the Labour party every success in the forthcoming General Election.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'A. Brown'.

ADRIAN BROWN

The Right Honourable Tony Blair MP

RESTRICTED - PERSONAL



✓  
From: Jan Taylor  
Date: 1 April 2005

IVAN ROGERS

cc: Katie Smith  
Daniel Thornton  
Simon Morys

**KEY ISSUES FROM STAFF SURVEY**

- 1 At the management team meeting Katie, Daniel and I said we'd try to identify issues that contributed to the perception that No 10 was poorly managed.
- 2 To do this we looked at topics identified by the staff survey. There is plenty of material within the written comments and we also looked at this area for suggestions of how to take forward. We'd like this to form the basis of the meeting on 5 April.
- 3 Four main areas were identified: -
  - Perceived lack of visible leadership and vision.
  - Lack of transparency re decision-making process.
  - Internal communications.
  - Physical barriers (ie the building).
- 4 To tackle these we'd initially suggest: -
  - Establish roles and responsibilities for executive and management teams. As already suggested by Simon, the executive board (EB), presently known as Management Board, should focus on strategic and policy level decisions, leaving the day to day management (including how to do/achieve) to the management team (MT).
  - Each member of the management team to assess his or her own management training needs - this will fit in with the appraisal round. The message has to be that management skills are very necessary and are valued. Training to take the form of formal, informal, coaching, discussions, mentoring etc.
  - At the start of each Parliamentary session (?) PM speaks to **his staff** about his aims for the future. This can be fairly general and doesn't need to take long. The EB can then put "more flesh on the bones".



- Organisational chart – or at least something that gives new (and old) staff a sense of the organisation.
- Ensure free exchange of ideas and views at MT meetings by EB members not being a standard part of MT, perhaps only one EB member at meetings or MT member attends EB meetings.
- MT has “enforcer” – Simon or Daniel to ensure that things are done.
- Communicating with teams must be seen as an essential management skill, but it’s not just about holding meetings – it’s about what is communicated, when and how. The MT need to agree this and then part of the “enforcer” role is to check out this has happened. Good communications are planned they don’t just happen!
- Chairing and minute taking of MT meetings to be “rotated” amongst group members.

It is essential that we do something about internal communications and management, however both are enormous and we need to break them down into manageable and realistic tasks. The above is a start, the IIP health check results will also give indicators. We may have to consider such things as - do we need dedicated resource for internal communications? We also need to ensure that we do not try to take too much on or promise too much and then fail to deliver.

**JAN TAYLOR**



Ivan Rogers

30 March 2005

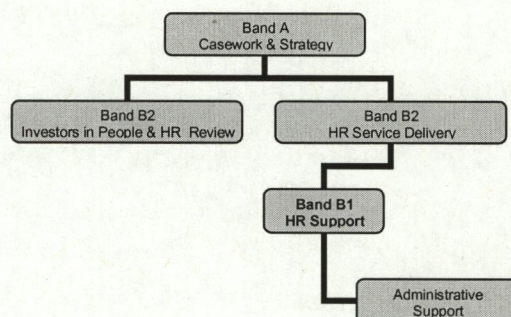
c.c. Jay Jayasundara

### PROVIDING HR SERVICES TO NO10

Following the IiP Healthcheck on 25 February and the subsequent report issued by our IiP Advisor, Angela Burke, you asked me for a proposal outlining how my team could deliver IiP and the current HR Business up to and beyond December 2005.

As we have discussed we currently do not have enough resources available to manage the current workload and deliver IiP. The HR team has had to cope with a significant increase in the number of staff in the house without any increase in the HR team resources which has meant that we have had to prioritise our work in order to meet the high demands of individual casework, pay queries and day to day business as well as long term sick absence within the team.

My proposal is that we increase the staffing levels, **on a temporary basis** to deliver the business, the outcomes of the HR review and IiP. I suggest a structure as follows:





This structure takes into account **assumptions** made on the expected outcomes from the HR and Shared Services Reviews and in my view shows what is required to deliver the initiatives and works towards the proposed future 'steady state' from the HR reviews.

#### Rationale for this structure

My post responsibility changes to focus on the management of the unit, current high levels of HR casework and development of a HR strategy for the future. It would also allow me to devise and implement a career development programme for people joining and leaving the house. My post is likely to become surplus by the end of the year following the implementation of the HR review/Shared Services Review.

A new post of F/T Band B2 is created temporarily, until the outcome of the Shared Services Review and HR Business Partners are fully known (Rosemarie Brim on T/P?), to manage the day to day HR business and lead on initiatives from CO, provide a lead on Learning and Development and carry out the business and personal Training Needs Analysis.

Another new P/T Band B2 (4 days) post is created for a period of 9 months or until IiP and HR reviews are delivered. These two aspects would form the main focus of this post with support from Ruth Appleton and Angela Burke.

The existing P/T Band B1 is supplemented by another P/T B1 temporarily, again for 9 months, to support a revised job to cover L&D delivery across the House for appraisals, better management and Leadership. Delivery of the IiP action plans with the B2, Pay committee work and day to day HR business support such as Inductions and Exit interviews etc. It is expected that these posts would become surplus when the Shared Services review is implemented.

Administrative support continues to be supplied from the OST as full time C2 (with T/P Diana Atuahene) and a P/T C1 (3 days). Joanne Hunter will be leaving the unit shortly.

During the timeframe for the delivery of the HR Review and IiP reaccreditation the unit will become clearer on the likely outcomes of both initiatives and the staffing requirements to fulfill the needs of the business. Based on current expectations we should only require a small HR business team once the Shared Services Review findings are implemented. We do however need to re-evaluate how Anne Copeland, the new CO HR director, sees the delivery of the



HR reviews and her view of what can and cannot be delivered from her team. Jay has asked Bob Appleton, the HR review author, to review with Anne his findings and confirm or re-adjust them accordingly. We expect his revised review findings in the next couple of weeks.

I will discuss this proposal with Jay and how it affects the headcount and other staffing requirements in the wider context and let you know the outcomes.

Happy to discuss or answer any questions you may have.

KEITH GAUTREY





**Colin Balmer CB**  
**Managing Director**

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SW1A 2AS  
Telephone 020 7276 0532  
Fax 020 7276 0535  
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E-mail [colin.balmer@cabinet-office.x.gsi.gov.uk](mailto:colin.balmer@cabinet-office.x.gsi.gov.uk)  
Pager  
GTN 276 0532  
Web [www.cabinet-office.gov.uk](http://www.cabinet-office.gov.uk)

18 March 2005

## **Heads of Management Units**

### **Staff in Post and Permanency**

I understand that that possibility of limiting permanency was discussed as yesterday's HR Panel meeting in the light of our currently being at least 300 posts over our 2008 efficiency target. I also understand that the panel took no firm view on this, wishing to consider it in more detail at its next meeting.

Given the difference between our current staff in post position and our target, the fact that the trajectory of staff numbers appears to be ever upwards and the uncertainty on the exact numbers of staff to be included within the headcount controls I am introducing a freeze on conversions to permanency with effect from today. I will reconsider this in the light of the advice from the HR panel following their next meeting.

*Paul*

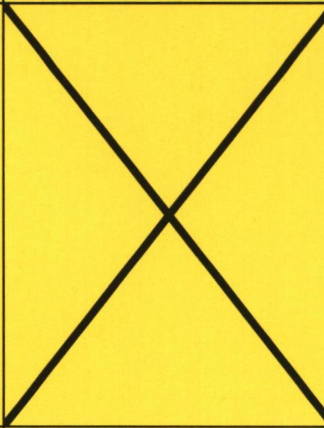
*Raised with Sally - ban on fully post  
permanently -  
deliberate answer CB  
only conversion.*

*Chris Pearson - MMT HR Director*





THE	
NATIONAL	
ARCHIVES	

DEPARTMENT/SERIES ..... <i>PREM 69</i> PIECE/ITEM ..... <i>4000/1</i> (one piece/item number)	Date and sign
Extract details:  <i>Report dated 16 March  2005</i>	
CLOSED UNDER FOI EXEMPTION ..... <i>4082</i>	<i>82/10/24</i>
RETAINED UNDER SECTION 3(4) OF THE PUBLIC RECORDS ACT 1958	
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eg. 28, 1079, 84/1, 107/3

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**FAXED** to Charles 4/16/05  
K2

**From: John Birt**  
**Date: 4 March 2005**

**PRIME MINISTER**

**cc: Jonathan Powell – copy 2**  
**Ivan Rogers – copy 3**  
**Sally Morgan – copy 4**  
**Pat McFadden – copy 5**

**NUMBER 10 STAFFING**

We are due to discuss the attached document - prepared in collaboration with Jonathan, Sally, Pat and Ivan – on Tuesday.

It sets out:

- how we might improve our operations in Number 10
- options on staffing, informed by the search exercise with Heidrick and Struggles as well as by consulting the usual suspects.

John

—

**JOHN BIRT**



## NUMBER 10

Structures, Processes and People  
in the Third Term



## Building the capability of the Number 10 operation

### Where we are currently strong

- The Number 10 operation is durable, responsive and cohesive
- The PM receives astute counsel on political matters
- The Communications operation is trusted by the media
- The delivery push has transformed outcomes in some key areas
- Our European and Foreign Policy operations work well

### Where we could improve

#### Policy

- We are insufficiently leveraging the formal machinery of government to drive policy reform and implementation across all the key areas
- We have not focused sufficiently on all the strategic issues of national importance
- There has been weak co-ordination of the policy bodies at the centre – the PD; the SU; and the work of EDS in supporting the Cabinet Committee system
- Collaboration between No 10 and HMT has been ineffective
- The PD has too few muscular, intellectually commanding people capable of winning the confidence of Ministers and permsecs and leading the policy formulation process – across the centre and with departments – in a collaborative way. (Simon Stevens is the model to aspire to)

#### Implementation

- The PM drives implementation effectively in a few policy areas, but in many other areas implementation planning is weak

#### Private Office

- Private Office needs to be stronger and wider and to offer a more comprehensive service of minute-taking, record-keeping and meetings management

#### Planning

- There has been no long-term planning process, integrating all of Number 10's activities into a coherent long-term plan across 12-36 month horizons and identifying problems and opportunities
- Scheduling needs to be professionalised: TB's events diary needs to be aligned with a political strategy

#### Communications

- Pro-active operational capability in media relations is weak (viz Robert Jackson)
- There is no strategic marketing and communication capability or plan designed systematically to build the standing and approval of TB and the government over the long term, using a wide array of marketing and communication tools
- We need a properly resourced and professional capability for stakeholder management
- We need to devote more resources to managing relations with every section of the PLP



## Summary of needs

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### **New capabilities needed at Number 10**

- New people
  - more muscular PD people
  - professional Private Office
  - strategic communication lead
  - proactive operational capability in media
  - stake-holder management capability
  - PLP relations
  - professional scheduling
- New processes
  - policy co-ordination across the centre
  - focus on strategic cross-cutting issues
  - comprehensive delivery plans
  - long-term planning
  - integrated media/marketing plan



## Policy Formulation and support at the Centre

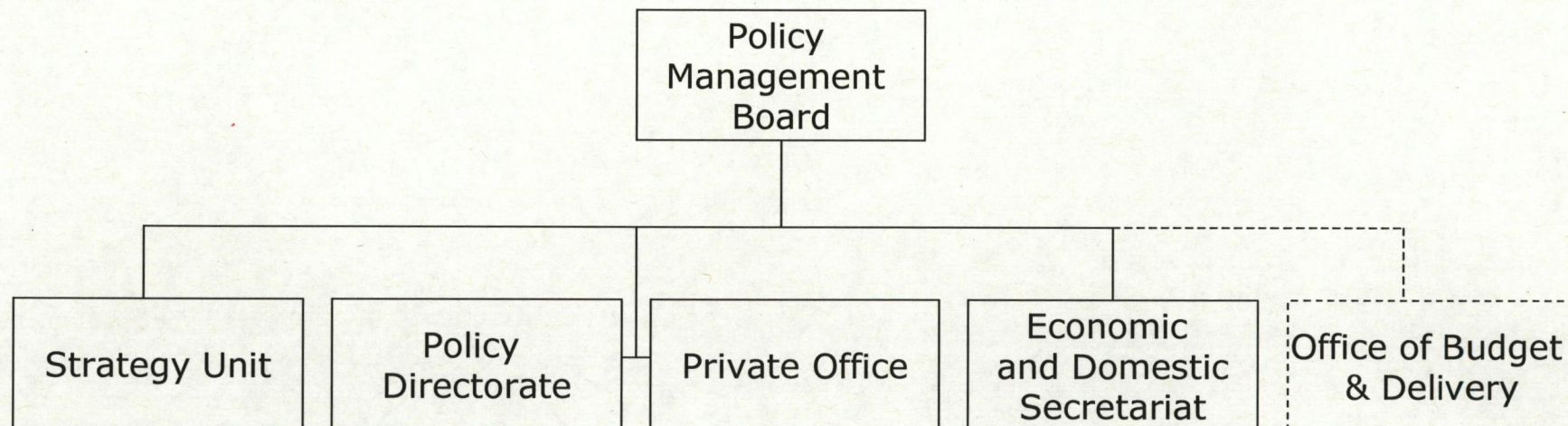
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## Policy Co-ordination at the Centre: Proposed Overall Structure

### Policy Management Board

- Harmonises policy operations across the centre – PD, SU, EDS & HMT/OBD
- Monitors prioritisation of SU staff to support PD and EDS
- Creates a comprehensive long-term plan across 12-36 month horizons







DEPARTMENT/SERIES ..... <i>PREM 49</i> .....	Date and sign
PIECE/ITEM ..... <i>4000 / 1</i> ..... (one piece/item number)	
Extract details:  <i>Report dated 4 March 2005</i> <i>[pages 6,7,8 &amp; 9]</i>	
CLOSED UNDER FOI EXEMPTION ..... <i>40(2)</i> .....	<i>8/4/25</i> <i>Wayland</i>
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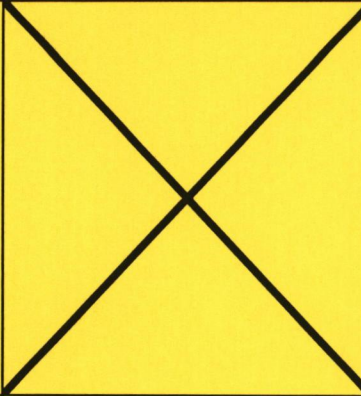
## Policy Management Board: People

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Policy Management Board	
Role	Candidates
Chair	<ul style="list-style-type: none"><li>• Minister</li><li>• Head of PD</li><li>• Other</li></ul>
Members	<ul style="list-style-type: none"><li>• Cabinet Secretary</li><li>• PPS</li><li>• PermSec OBD</li><li>• Head of PD</li><li>• Head of SU</li><li>• Head of EDS</li></ul>
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Issue: The chair of the Policy Management Board needs sufficient authority to manage a powerful board, and a wide range of policy matters



DEPARTMENT/SERIES .....PREM6A..... PIECE/ITEM .....4200/1..... (one piece/item number)	Date and sign
Extract details:  Report dated 4 March 2005 [pages 11, 12 & 13]	
CLOSED UNDER FOI EXEMPTION .....42(2)....	8/2/10/20
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## Summary of New Processes

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### FOCUS ON STRATEGIC CROSS-CUTTING ISSUES (Energy, Productivity etc)

- Reformed Cabinet Committee system (see Machinery Review)

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### POLICY CO-ORDINATION

- Achieved by Policy Management Board (see Machinery Review)

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### LONG-TERM PLANNING

- Chair of Policy Management Board pulls together multiple workstreams into a long-term plan
- PM considers long-term plan 6-monthly

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### COMMUNICATION STRATEGY

- Director, Number 10 Communications, supported by a Strategic Communications Unit, creates overarching and comprehensive communications plan for all media and stakeholders across short, medium and long term

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### COMPREHENSIVE DELIVERY PLANS

- OBD negotiates outcomes and implementation plans with departments and reports progress to SFC, chaired by PM (See Machinery Review)
  - PM targets critical delivery outcomes in new series of stocktakes
-



## Next Steps

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- Agree which slots we need to fill in each area, starting at the top
- Inform the people we want to leave
- Agree we have captured all likely candidates
- Head of section to interview likely candidates before 21<sup>st</sup> March Chequers meeting and to make recommendations to PM
- Settle who leads on communications appointments
- PM to see any candidates he wishes to vet at the end of March



**CONFIDENTIAL - STAFF****From: John Birt****Date: 4 March 2005****PRIME MINISTER****cc: Jonathan Powell - copy 2  
Ivan Rogers - copy 3  
Sally Morgan - copy 4  
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*John*

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**JOHN BIRT****CONFIDENTIAL - STAFF**



**CONFIDENTIAL - STAFF**

Draft of 04/03/05/A

04/03/2005

20:33

NO10 DUTY CLERKS OFFICE

## **NUMBER 10**

**Structures, Processes and People  
in the Third Term**

NO.805

P02



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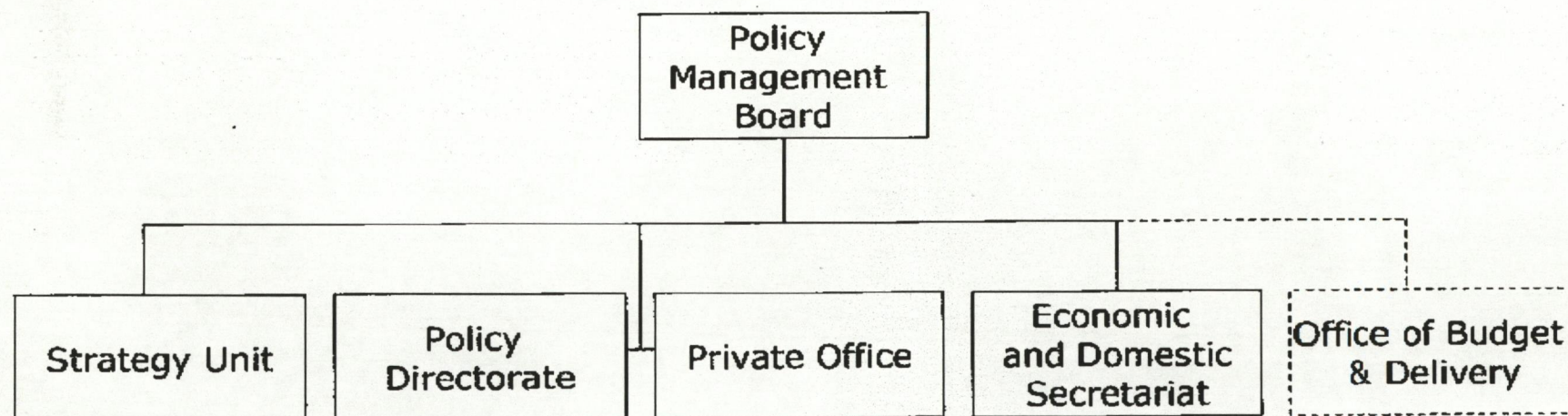
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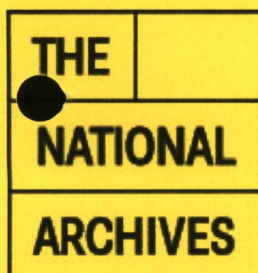
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PIECE/ITEM ..... <i>4000/1</i> ..... (one piece/item number)	
Extract details:  <i>Report dated 14 March 2005</i> <i>[pages 6, 7, 8 &amp; 9]</i>	
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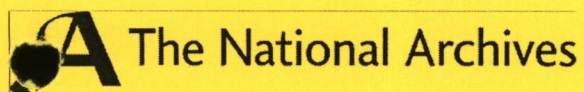
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## Next Steps

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- Agree which slots we need to fill in each area, starting at the top
- Inform the people we want to leave
- Agree we have captured all likely candidates
- Head of section to interview likely candidates before 21<sup>st</sup> March Chequers meeting and to make recommendations to PM
- Settle who leads on communications appointments
- PM to see any candidates he wishes to vet at the end of March



CONFIDENTIAL - STAFF

FILE

NO float  
Not to go on Matrix

From: John Birt

Date: 4 March 2005

JONATHAN POWELL  
IVAN ROGERS

NUMBER 10:  
STRUCTURES, PROCESSES AND PEOPLE IN THE THIRD TERM

This is for the box today.

I'm on the road, but I'd be grateful if you would check over the final draft before it goes in.

There may be one or two one-line biogs missing where I don't know people. If TB doesn't know them either, grateful if you would fill in. Thanks.

John  
—

JOHN BIRT

CONFIDENTIAL - STAFF



**From:** Kate Gross  
**Sent:** 03 March 2005 18:13  
**To:** Working Group - Happy People  
**Cc:** Vanessa Burgess; Duty Clerks  
**Subject:** Meeting: 3/3/05

(F)

Thanks to everyone who came along today (and double thanks to anyone who came to the volunteering seminar at lunchtime as well).

As usual, a quick record of action points:-

1. **Social Events:** No. 10 is invited to enter teams for the Cabinet Office **sports day** in July (no fixed date yet). Athletics, netball (mixed), six-a-side football (men only and women only), six-a-side cricket (men only), volleyball (mixed or single sex) & softball (mixed or single sex) will all be going on. Rosi and Dominic will coordinate No 10 teams nearer the time. Sarah had asked the **Chequers** trustees whether it might be possible to organise staff visits to Chequers. Unfortunately, they were only willing to allow those staff who had regular dealings with Chequers to visit. However, a visit from Switch was in the offing, and other teams who worked closely with Chequers - e.g. duty clerks - should consider whether they wanted to bid for a visit.
2. **Vision and Values:** We would return to the idea of V+V mugs and pass-holders when Keith came back from holiday. We were grateful to Phil McPherson for organising the new V+V screensavers which would be in use shortly.
3. **Volunteering day:** this would take place on Friday 22 April (with a further volunteering day taking place later in the summer, not on a Friday, if there was sufficient demand). Of the options the Community Service Volunteers had put to us, we agreed that we wanted to go to Cubitt School in the Isle of Dogs as our first choice, with the Community Garden in Kings X as our second choice, and the Positively Women charity in East London as our third choice. I would send out an email to all staff asking them to sign up on a first come first served basis - there were only 30 places so clearly not everyone would be able to attend this time. HPWG members who attended today's meeting would take priority - so please reply to this email if you came today and want to come on the 22nd.
4. **Red Nose Day:** 11th March. Simon Morys planned to organise a charity on line auction. Anita offered to run a charity quiz.
5. **AOB:** There had been some email correspondence about **toilets**. Larissa and I were meeting Malcolm Shaw on 17 March to discuss, after which the issue would come back to the HPWG. The HPWG would look at the **No 10 induction pack** at the next meeting, given that we might expect new staff post-election. Emily mentioned that the **Garden Rooms website** was brilliant. Having just had a look I totally agree!

Kate

Duty clerks: for matrix please





10 DOWNING STREET  
LONDON SW1A 2AA

File

From the Principal Private Secretary

28 February 2005

I am writing to let you know about a new role that Jon Booth from the Energy Strategy Unit in DTI has taken on in the No 10 Policy Directorate.

Jon will be working part-time in the Policy Directorate on the G8 climate change agenda, supporting the G8 Sherpa, Sir Michael Jay. He will be working closely with Vicki Bakhshi. Jon was brought into this role to add extra capacity to the Policy Directorate's preparations for the G8 Summit, particularly in the area of energy technologies.

Jon will also retain some management responsibilities in DTI on non-G8 issues.

This arrangement does not affect any other G8 structures. Henry Derwent remains No 10's Special Representative on Climate Change.

I am copying this letter to private secretaries of committee members of the ad hoc Climate Change Ministerial Group and the ad hoc Ministerial Group on Implementation of the Energy White Paper.

**IVAN ROGERS**

Mr Gavin Ross  
Defra



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1. *Pr* 2. FILE

JONATHAN POWELL - copy no. 1  
SALLY MORGAN - copy no. 2  
PAT MCFADDEN - copy no. 3  
IVAN ROGERS - copy no. 4

From: John Birt  
Date: 24 February 2005

## NUMBER 10 STAFFING AND OPERATION

Attached is the new draft on Number 10, incorporating - I hope - the fruits of our very helpful conversations.

My plan is to submit this to the Prime Minister this weekend if possible to get his go-ahead to up the pace on recruitment - where we are certainly not ahead of the game!

Let me know what I've missed or failed to grasp. If possible, could you please scribble your points on your draft and return it to me via Vanessa by 2pm Friday. If not, we'll delay a week. Thanks for your help.

*John*

—

JOHN BIRT

CONFIDENTIAL - STAFF



## NUMBER 10

Structures, Processes and People  
In the Third Term



## Building the capability of the Number 10 operation

### Where we are currently strong

- The Number 10 operation is now durable, responsive and cohesive
- The PM receives astute counsel on political matters
- The forward planning of events maintains political momentum
- The Communications operation is trusted by the media
- The delivery push has transformed outcomes in some key areas
- We have successfully pressed departments to be more strategic

### Where we could improve

#### Policy

- We are insufficiently leveraging the formal machinery of government to drive policy reform and implementation across all the key areas
- We have not focused sufficiently on all the strategic issues of national importance eg energy, productivity, transport
- There has been weak co-ordination of the policy bodies at the centre – the PD; the SU; and the work of EDS in supporting the Cabinet Committee system
- Collaboration between No 10 and HMT has been ineffective
- The PD has too few muscular, intellectually commanding people capable of winning the confidence of Ministers and permsecs and leading the policy formulation process – across the centre and with departments – in a collaborative way. (Simon Stevens, Gareth Davies are the models to aspire to)

#### Implementation

- The PM drives implementation effectively in a few policy areas, but in many other areas implementation planning is weak

#### Private Office

- Private Office needs to offer a more comprehensive service of minute-taking, record-keeping and meetings management

#### Planning

- There has been no long-term planning process, integrating all of Number 10's activities into a coherent long-term plan across 12-36 month horizons and identifying problems and opportunities
- Scheduling needs to be professionalised: TB's events diary needs to be aligned with a political strategy

#### Communications

- Pro-active operational capability in media relations is weak (viz Robert Jackson)
- There is no strategic marketing and communication capability or plan designed systematically to build the standing and approval of TB and the government over the long term, using a wide array of marketing and communication tools
- We need a properly resourced and professional capability for stakeholder management
- We need to devote more resources to managing relations with every section of the PLP



## Summary of needs

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### **New capabilities needed at Number 10**

- New people
  - more muscular PD people
  - professional Private Office
  - strategic communication lead
  - proactive operational capability in media
  - stake-holder management capability
  - PLP relations
  - professional scheduling
- New processes
  - policy co-ordination across the centre
  - focus on strategic cross-cutting issues
  - comprehensive delivery plans
  - long-term planning
  - integrated media/marketing plan



## Policy Formulation and support at the Centre

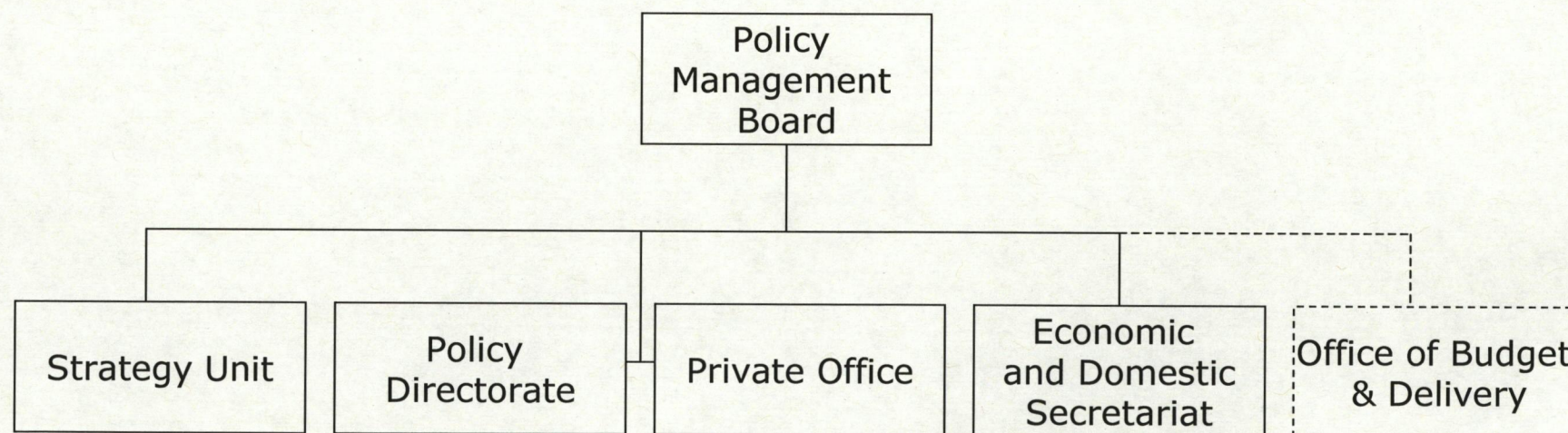
Policy Directorate	Private Office	Strategy Unit	Economic and Domestic Secretariat
<ul style="list-style-type: none"> <li>• Leads on main policy areas for the PM</li> <li>• Encourages collaboration and co-ordination within the centre, with HMT and with departments to forge robust policy propositions agreed bilaterally, multilaterally or through the reformed Cabinet Committee system</li> <li>• Receives consultancy support on an ad hoc basis from the SU</li> <li>• Manages the politics of policy formulation</li> <li>• Provides political edge to the policy formulation process</li> </ul>	<ul style="list-style-type: none"> <li>• Formal administration of the PM's wishes in Whitehall</li> <li>• Minute-taking, meeting support</li> <li>• PMQs</li> <li>• FOI</li> <li>• Private Office relations with Ministers</li> <li>• Residual policy issues not covered by PD</li> <li>• Ivan: what else?</li> </ul>	<ul style="list-style-type: none"> <li>• Offers ad hoc consultancy support               <ul style="list-style-type: none"> <li>- to PD on policy formulation</li> <li>- to EDS to support new strategic Cabinet Committees (Strategy &amp; Finance Cttee etc)</li> </ul> </li> <li>• Carries out occasional major reviews on cross-cutting issues commissioned by the PM</li> </ul>	<ul style="list-style-type: none"> <li>• Supports the new strategic Cabinet Committees chaired by the PM to forge cross-cutting policy agreement</li> <li>• Receives ad hoc consultancy support from SU</li> <li>• Supports other Cabinet Committees</li> </ul>



## Policy Co-ordination at the Centre: Proposed Overall Structure

### Policy Management Board

- Harmonises policy operations across the centre – PD, SU, EDS & HMT/OBD
- Monitors prioritisation of SU staff to support PD and EDS
- Creates a comprehensive long-term plan across 12-36 month horizons





THE	
NATIONAL	
ARCHIVES	

DEPARTMENT/SERIES  PIECE/ITEM ..... (one piece/item number)	Date and sign
Extract details:  	
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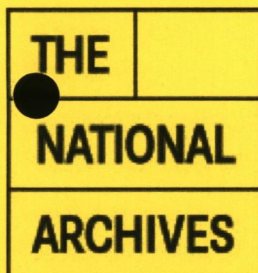


## Policy Management Board: People

Policy Management Board	
Role	Candidates
Chair	<ul style="list-style-type: none"><li>•Minister</li><li>•Cabinet Secretary</li><li>•PPS</li><li>•Head of PD</li><li>•Other</li></ul>
Members	<ul style="list-style-type: none"><li>•Cabinet Secretary</li><li>•PPS</li><li>•PermSec OBD</li><li>•Head of PD</li><li>•Head of SU</li><li>•Head of EDS</li></ul>
Support	<ul style="list-style-type: none"><li>•Chief of Staff's full-time planner supports the Board and authors long-term plans [or EDS to support?]</li></ul>

Issue: How do we integrate foreign, defence, security into long-term planning?





DEPARTMENT/SERIES ..... <i>PRM 49</i> .....	Date and sign
PIECE/ITEM ..... <i>4000/1</i> ..... (one piece/item number)	
Extract details:  <i>Report dated 24 February 2005</i> <i>[pages 10, 11 &amp; 12]</i>	
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Extract details:  Report dated 24 February 2005 (page 14)	
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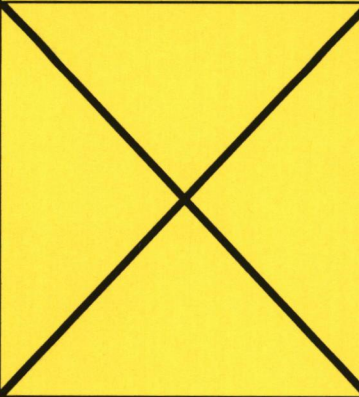
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- Head of section to interview likely candidates before 21<sup>st</sup> March Chequers meeting and to make recommendations to PM
- Settle who leads on communications appointments
- PM to see any candidates he wishes to vet at the end of March

Issue: do we need more help with interviewing –  
Alastair with communications; Geoff with Policy jobs?



DEPARTMENT/SERIES ..... PREM69 ..... PIECE/ITEM ..... 4000/1 ..... (one piece/item number)	Date and sign
Extract details:  Annex updated	
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