

22

PREM 19/6393

Confidential Filing

Organisation and functions
of confidential filing.

DOWNING STREET

March 1979

Referred to	Date	Referred to	Date	Referred to	Date	Referred to	Date
12.6.84							
3.7.84							
12.7.84							
10.7.85							
15.7.85							
12.12.85							
19.12.85							
7.1.86							
16.1.86							
21.1.86							
4.2.86							
10.5.87							
18.1.93							

PREM 19 / 6393

TRIA
agreed
11/72



W Beaufort
could you ^{CF}
take
charge of

10 DOWNING STREET

Nigel

We have reference to a
File which may contain
some guidelines: <sup>any continuing
plans needed in
this area</sup> NLW
11.5.

ELECTIONS : Action to be
taken in No. 10 during
& after a general election:
Aug. 1970 (EH).

It was last used in
1982, but unfortunately
I have been unable to
find the File.

I have asked CF to
continue the search
on Monday.

Julie

10.5.87

MR. WICKS

1987/1988 ELECTION: ORGANISATION OF CONFIDENTIAL FILING IN THE
EVENT OF A CHANGE OF GOVERNMENT

You asked me to consider contingency arrangements for Confidential Filing should there be a change of government following a general election. There are no authoritative written instructions so the following is my interpretation.

The attached list identifies those files which were brought forward from previous administrations at the start of the present government's term of office in 1979. I would suggest that these files should similarly be carried on to the next government.

Completely new files would need to be made up for the storage of all policy papers produced by a new government. The same rule would apply to the flimsies and cross-referencing system. Obviously if the present government were to be re-elected, the current files would simply continue in use through the next term of office.

The main problem imposed by a change will be to find sufficient storage space for the present government's files. We would normally expect these to be stored in the roly-poly files in CF's dungeon. We shall also need at least one more combination-lock cupboard for storage of 'Cabinet One' files.

At present, we have some JC files in our dungeon and others in the secure room beside the kitchen. Previous administrations' files are stored in a dungeon in the Cabinet Office prior to transfer to Public Records. There is no spare capacity in either of these locations.

May I suggest that this problem is considered by yourself, Mr. Fountain, Mr. Taylor and Sir Robert Armstrong's office. Further storage space must be found at some point in the future, but we will be under immediate pressure if there is a change of government.

Julie Bowers.

JULIE BOWERS

(DUTY CLERK) 10 May 1987

FILES BROUGHT FORWARD IN 1979

- (JC) CARS: Replacement of cars at No. 10) Part 2
Protection of PM's cars. Use of No. 10 cars)
- (WC) DEATHS: Action by PM on deaths of eminent persons: part 1
- (HW) DOWNING STREET: Security lectures in No. 10: May 1967
- (HW) DOWNING STREET: Access arrangements for telephone engineers
and communications: Nov 1967
- (JC) DOWNING STREET: Policy on inviting personal guests into
No. 10: Aug 1970
- (EH) DOWNING STREET: Vaccination for members of No. 10 staff: Sept.
1970
- (EH) DOWNING STREET: Flood precautions in No. 10: Feb. 1971
- (HW) DOWNING STREET: Installation of bomb and fire alarm systems at
10, 11 and 12: Sept. 1974
- (HW) DOWNING STREET: Maintenance of an up-to-date range of
statistical publications in private office: Nov. 1974
- (JC) DOWNING STREET: Interdepartmental circulating boxes between
No. 10 and Buckingham Palace: Dec. 1977
- (JC) DOWNING STREET: Procedures for handling Cabinet papers within
No. 10: Part 1
- (HW) DOWNING STREET: Physical security of Downing Street complex:
Part 1
- (EH) ELECTIONS: Action to be taken in No. 10 during and after a
general election: Aug. 1970

- (EH) GOVERNMENT MACHINERY: Preparations for war: Nov. 1973
- (HW) SECURITY: Low flying over Chequers: Oct. 1966
- (HW) SECURITY: Security checks on parliamentary Private Secretaries: Feb. 1974
- (JC) SECURITY: Transport of Boxes to Chequers: Sept. 1976
- (JC) SECURITY: Fire precautions at Chequers: Feb. 1978
- (HW) SECURITY: Security at Chequers: Part 2
- (EH) SECURITY: Security arrangements for ceremonial and military events. Horse Guards Parade Security: Part 1
- (HW) SECURITY: Procedure on receipt of suspicious letters and bombs at No. 10: Part 1
- (EH) USA: Presentation of moon rock on close of Apollo lunar landing programme: July 1973

MR. WICKS
MR. POWELL
MR. FLESHER
MR. NORGROVE

cc Mrs Richards

PROGRESS CHASING

Following the recent review of progress chasing arrangements in No 10 it has become clear that we need to tighten up somewhat the procedure for following up overdue responses from Departments. In particular, we need to keep a more careful eye on the weekly Garden Rooms reminder list which, though it appears routine, can conceal a number of important items of correspondence.

In future, Mrs Richards will ensure that the weekly summary of outstanding replies is circulated to all those Private Secretaries who have sent one or more letters to a Department for action, and when the reply is overdue. When two reminders have been sent and a reply has not been received, the item will be asterisked. The Private Secretary concerned should look particularly carefully at asterisked items and consider whether a personal approach to the Department at Private Secretary level is called for. He should also consult, if appropriate, the Private Secretary with the lead responsibility in that area.

Mark Addison

MARK ADDISON

4 February 1986

CC
CF procedure

Fileing

MISS HOLT

FILE REVIEW

^{attached-}
Since my minute on the subject dated 29 January I have seen the files "Handling and Destruction of Classified Documents" and "Document Security Inspection at No. 10 Downing Street and Chequers August 1980". These files overlap with each other (e.g. there are papers on breaches of security on both) and with my proposed new file "Document Security". Would it not be possible to amalgamate the two existing files into one entitled on the lines "Document Security - handling and distribution of classified documents including document security inspections" The ~~Paper~~ earmarked for the new file (a) in my minute dated 29 January should be filed in this new file.

P. S. Joce
P. S. Joce

29 January 1986

Miss Holt

FILE REVIEW

The attached file - Downing Street: examination of the physical aspects of the Downing Street complex. Working Party on protection of Downing Street - has become a repository for a number of different aspects of security affecting Nos. 10, 11 and 12. This is becoming increasingly unsatisfactory and I should be grateful if you would open three new files with the following titles - or something on these lines:

- (a) Document security
- (b) Security arrangements for access to Downing Street including Nos 10, 11 and 12, by the press, radio and TV, photographers and interviewers.
- (c) Acquisition, use and maintenance of security containers, locks, keys and allied equipment.

It would be wasteful of your time and mine to transfer papers under the above subject headings from parts 1 and 2 of this file to the new files. 1985 would seem a sensible starting point and I have therefore flagged accordingly those papers which I would like transferred to the new files. Papers with 'A' flags should be transferred to the new file (a) above; with 'B' flags to file (B) and so on.

There is a minute of mine dated 23 January to Mr. Taylor headed Security Equipment awaiting filing. This should be filed in file (c).

P.S. JOCE
P. S. JOCE
29 January 1986

cc: Mr. Addison ✓

BC / cf pl of to me on 27/1
MBA 23/1

PRIME MINISTER

PROGRESS CHASING ARRANGEMENTS IN NO. 10

Before Christmas you expressed disquiet about the adequacy of our progress chasing arrangements. I therefore asked Mark Addison to review them. His main findings, culled from his extremely thorough report attached, (which you need not read) are:

- i) Though systems for progress chasing are generally adequate there are two potential weaknesses:
 - a) Departments do not always act on repeated requests from No. 10 for replied to letters, etc. So, we are going to tighten up our chasing arrangements, bringing a Private Secretary to bear where delays are flagrant.
 - b) When documents move between different sections of No. 10 for action (eg Private to Political Office), responsibility for further action can become blurred. So it will be made a rule that when a document is passed between sections here, it would be clearly indicated that responsibility for dealing with the document is changing hands.

Mark's review has also suggested some small, but useful, ways of speeding up the processing of letters in Correspondence Section.

Finally, prompted by our experience with Sir Austin Pearce's letters, we have considered whether our systems can be improved so that important letters delivered to No.10 are drawn more quickly to the attention of the relevant Private Secretary. Sir Austin's letter arrived here, we think, around noon. It was not however seen by a Private Secretary until between 2.00pm and 2.30pm, and so could only be brought to your attention a little before 3pm after your lunch with the

Japanese.

I do not believe that there is any system which can ensure that letters are brought to a Private Secretary's attention within minutes of its arrival. We receive many hundreds of letters each day, including many which are hand delivered. Wise correspondents telephone us to warn of the imminent arrival of their letter. Sir Austin Pearce did not. But we will tell all staff concerned that they should be on the look out for topical letters and draw them to a Private Secretary's attention very soon after they arrive.

N.L.W.

NLW

21 January 1986

etc

MR. WICKS

PROGRESS CHASING

You asked me to review the arrangements in the office for progress chasing in your minute of 10 December.

I have consulted the Political Office, the Garden Rooms, Confidential Filing and the Correspondence Section. On the basis of their assessments I have drawn up the attached short report.

I have not in the report referred to the two incidents which I think gave rise to concern about the adequacy of our procedures. I should be happy to have a word with you about these if you wish. The recommendations that I propose, modest though they are, should help us to avoid similar lapses in the future.

MARK ADDISON

16 January 1986

ECL/37

file.

JALAHU

PROGRESS CHASING ARRANGEMENTS IN NO. 10

My remit was to review the progress changing arrangements in No. 10, to consider their effectiveness, and to make recommendations for improvement where necessary. By agreement with Nigel Wicks, I focussed on arrangements in the following sections:

Confidential Filing
Garden Rooms
Political Office
Correspondence Section

Picking out some parts of No. 10 for scrutiny leads naturally at times into considering other areas too. I have resisted that temptation as far as possible, though I have included some more general reflections at the end of the report.

Systems in use

Each of the four sections uses a well tried system to identify, bring forward and follow up those items which need to be chased.

Confidential Filing: When a document requires follow-up (eg because a Department has been asked for advice, or because No. 10 itself needs to take further action) it will be identified by the Duty Clerks as needing to be brought forward on a certain date. The appropriate identification is made when the Duty Clerks read the document as it is sorted for filing; sometimes the Private Secretary will also give a separate instruction. When a Department is asked for a reply, they are normally given a two-week period to respond. If no response has been received by the set date, the Duty Clerks will ring the Department. If the reason given for the delay is unsatisfactory, the Duty Clerks refer the matter to the

Private Secretary. To ensure no document requiring follow-up is missed, each document is read through a second time by the Duty Clerks before it is placed on the file.

Garden Rooms: All letters sent on to Departments for a draft reply carry a deadline, normally of two weeks. A list of letters which has not been responded to by the set date is circulated to the Private Secretaries concerned, who write to the Department identifying outstanding replies and asking for further action to be taken promptly. The Private Secretary at this stage has the opportunity to decide if a delay on any reply is serious enough to warrant a separate approach to the Department.

Political Office: A similar procedure is followed in cases where Departments, or Central Office, are asked for a draft reply.

Correspondence Section: Most of the large volume of letters dealt with by the Correspondence Section are forwarded to the appropriate Department for reply. When a reply needs to go from No. 10, the Department is given an 8 working day deadline. A bring forward system then operates. If no reply has been received by the due date the Department is telephoned.

General Assessment

In the reports I commissioned from each of the sections I asked them to assess the adequacy of their systems. All were content that their arrangements were comprehensive and effective. There was no evidence that the systems we use fail to identify documents to be followed up, nor that we fail to bring them forward at the appropriate time. When delays and mistakes occur, this is not because No.10 fail to chase a reply. The main reasons for delay are:

- (i) Departments do not act on repeated requests from No.10 for a response;

- (ii) Overlapping responsibilities between different parts of No.10 sometimes mean that delays can occur in handling correspondence within the building.

Ways in which the procedures might be improved

Delays in departments: CF rings departments for, on average, some 10 items every day; the Garden Rooms list each week contains some 40 outstanding replies. Departments are also chased by Appointments, Honours, the Political Office and the Correspondence Section among others. A Department is chased because it is late, though there may of course be good reasons for this. Whatever the merits on any particular case, the fact is that Departments receive many calls from No.10 of this kind, and there is a danger that the currency can lose its value if it is overused. We have taken a significant step to keep the total number of reminders down by dispensing earlier this year with issuing reminders to Departments when a reply falls to them.

Nonetheless, the danger remains. It is therefore particularly important that letters which are significantly overdue, or which have some special urgency, are followed up separately, at an appropriately senior level. Discretion here rests with the Private Secretary as he responds to notes from CF, or from the Garden Rooms. These reminders, particularly the weekly list from the Garden Rooms, need to be scrutinised carefully. The general rule should be adopted that the Private Secretary himself will follow up cases where two reminders have already been sent, following consultation with the Private Secretary with policy responsibility in that area (if different). Cases falling into this overdue bracket would need to be identified on the weekly list. When a Private Secretary chases a Department on his own initiative CF/GR should also be informed to prevent two separate approaches for the same purpose.

Handling correspondence within No.10: Often, more than one section here will need to be involved in follow-up. In particular the Political Office and the Private Office are

often jointly concerned. Introducing a follow-up system to be used when documents and letters are passed to other sections in No.10 would however be costly in terms of time and bureaucracy, and could not be justified. But it is important that clear responsibilities for dealing with a particular matter at each stage should be identified. We are already seeking to clarify allocation of responsibility so far as arrangements for meetings are concerned. Correspondence should similarly be clearly identified as falling to one office or another to take the lead at each stage. When a document is passed between offices, it should therefore be clearly indicated that responsibility for dealing with the document is changing hands, and an indication of where it is being transferred should always be given.

Summary

Different sections in No.10 necessarily operate separate progress chasing arrangement. These generally work successfully. The right documents are identified for follow-up, reminders are issued at the appropriate time, and action is then taken. But any system, however well designed, depends for its overall effectiveness on the discretion of those operating it, on the willingness of Departments to respond to requests on time, and on responsibility for action being clearly within No.10. Two modest improvements to the systems need to be made:

- (i) Private Office should scrutinise more carefully the standard list of outstanding replies and select those requiring follow-up at Private Office level;
- (ii) when documents are moved between different sections of No.10 for action, the transfer of responsibility should be clearly identified.

I recommend that a circular be issued to the appropriate sections, accordingly.

Office procedures in general

This review has prompted me to consider further, more general, matters relating to office procedures, and the handling of correspondence.

Correspondence Section: A heavy, but variable, workload in the Correspondence Section has contributed to unacceptable delays in forwarding the bulk of No.10 mail onto other Departments for action. We have taken steps over the past 9 months to speed matters up. Temporary help has been drafted in when the backlog has risen; new microfilming equipment has been installed in order to avoid sending letters outside the building to be filmed; and overtime has helped.

Two further steps should also be taken. First, the burden of signing should be eased by arranging for letters to be typed onto reproduced signed paper. This system is already used in the Honours Section. It could save up to 6 man hours a day. Second, a staffing review should be conducted. The last such review was undertaken in 1983 when the computerised system was installed. Since then, mail volumes have increased somewhat, and the new system has had a chance to establish itself.

Computerising Correspondence: it seems curious to the newcomer that computer technology has not been installed more extensively at No.10. So far, if one discounts word processors, computer technology in the office as a whole is deployed extensively only in the Correspondence Section. Honours have not been covered, because no special exemptions could be gained for them in the data protection legislation. CF records were considered for computerising in 1983 but on grounds of security, of cost

effectiveness, and because the existing system has worked well over a long period, the idea was not pursued. No similar study has been undertaken for the Garden Rooms, though many of the same arguments would apply.

Experience in the Correspondence Section can be marked up as a modest success. However, staff savings have been minimal. Any such savings are likely to be similarly modest in CF or GR if computerisation were introduced. Computerisation would clearly offer the prospect of automating the bringing forward of all overdue items. But it could not be justified on those grounds alone, and I do not believe that the argument for a further general review in this area is yet convincing.

Identifying the right section for incoming mail:

A centralised system for handling, and keeping track of, all incoming mail has its attractions. At present, seeking to identify the office in which earlier correspondence has been dealt with can take some time. Letters with no obvious home are passed from section to section until the right place is found. But a centralised system would involve a new tier of office organisation, more staff, and extra delays. I do not believe the advantages justify the change at this stage. There is nonetheless a need to improve procedures. I propose that a circular should be issued reminding staff:

- (i) to give priority to determining whether they are the correct section to deal with a piece of incoming mail (no acknowledgement from No.10 is, rightly, sent until previous correspondence has been located);

(ii) when a section has read through a letter, if it is clear that action does not lie with them, the letter should be passed to the section which seem most likely to hold the previous papers, and it should be made clear from whom the letter has been referred;

(iii) a list of all those sections in No.10 who deal with correspondence, and who have records of it, should be included on the circular.

(iv) the staffing review in the Correspondence Section should pay particular attention to the importance of determining whether or not they hold the previous papers.

E. R.

Miss Holt

Mrs. Richards

Mrs. Cross

Mr. Sherbourne

Seems fine
SUE
8/1/86

cc: Mrs. Cole

PROGRESS CHASING ARRANGEMENTS IN NO. 10

On the basis of your responses to my earlier minute, I have now drawn together a short assessment with my recommendations.

I shall be grateful for any comments you may wish to make by the end of the week please.

MEA

Mark Addison

7 January 1986

CAJ
File

MR ADDISON

cc Confidential Filing

PROGRESS CHASING

You asked for a note on CF's system of progress chasing or BF system. A version from the Duty Clerk's Training Manual is attached at flag A, which outlines the general procedure which CF follows. A more detailed analysis follows under the headings suggested in your minute 12.12.85.

(i) Arrangements for identifying items which need to be followed up

- 1) A paper is annotated by the Private Secretary eg: 'BF with Treasury response', 'Await replies from colelaques', 'BF with Policy Unit advice'.
- 2) The Duty Clerk/Clerical Officer responsible for linking loose papers to appropriate files each day will check outgoing letters/papers to see if a reply from a Department is required.
- 3) When doing 2), any mention of future meetings will also be noted and treated as BF's, in order chase briefing in good time.

If the person linking the papers happens to miss a possible BF there is a back-up system in that the person actually filing the papers would also check to see that nothing has been missed. BF files are treated separately at all times during CF procedure, are given priority when filing, and are kept in trays in strict BF date order separate from PA or TPM files. They are immediately identifiable by slips of paper attached to the front of the files which have the date of the BF and the details of the paper/letter concerned eg NW to RTA 5.12.85. If any BF file is sent to the Private Office for any reason, then a slip of paper

is placed in the appropriate 'BF Tray' identifying the file, so that if the file has not been returned to CF on the date the BF falls due, the Duty Clerk on the early duty knows there is a file upstairs requiring action. This ensures that a BF is not missed because the file happens to be absent from the 'BF Tray'.

(ii) Methods of Progress Chasing items

Step-by-step procedure:

- 1) Duty Clerk rings Departments to chase replies or briefing, including Policy Unit.
- 2) Whatever reply the Department gives is written on the BF slip.
- 3) If the Department cannot give an immediate answer they are asked to phone back the same day.
- 4) If the reply has a definite deadline and the Department has not been forthcoming with a reply or is prevaricating, the file is sent to the Private Secretary who can take action as necessary.
- 5) Once the Department has given a date when it thinks a reply may issue, the BF slip is noted and the file BF'd for the later date, when the Department is chased again.
- 6) If the BF has gone on for 4-6 weeks and there is still no reply, the file is also referred to the Private Secretary to ask what further action they would like CF to take - the Duty Clerks should not take the Department's word that something is not urgent. However, in general most replies come back

within 2-3 weeks of the date of the outgoing letter/
paper.

7) The BF slip is noted every time a Department is rung and with every response that they give until the actual reply is forthcoming. This can show the Private Secretary the action that CF has taken, and also provides the necessary record of events in view of the fact that the Duty Clerk doing the BF's changes every day and needs to know what his/her colleagues have been told previously.

(iii) Systems for assessing what further action may be necessary

This has really been covered in (ii). CF refers to the Private Secretary all cases where inadequate replies are given by Departments. If a Department decides that they are not going to reply or are not going to comment then the Private Secretary is so informed. It is always left to the Private Secretary to decide any future action that is required and to inform CF of that action.

I feel that the system that CF uses for Progress Chasing is both comprehensive and effective. Departments are extremely well versed in our daily 'ring-round' and on the whole are very co-operative. If a Department is uncooperative at any time they find that they are rung every day and often twice a day until we get an answer. I would like to make one plea from CF to the Private Secretaries. If a Private Secretary has been chasing a reply independently from CF it would be helpful if they could let CF know so that we do not 'double-up' on the action. Departments get extremely annoyed when both the Private Secretary and a Duty Clerk rings them constantly about the same subject.

It makes our internal communications look inefficient.
If our Progress Chasing system is working properly (and
it very rarely doesn't) then this should not be necessary.

S. M. HOLT

16 DECEMBER 1985

EARLY DUTIES

The early shift Duty Clerk works from 0900 to 1700, when he or she hands over any outstanding work to the late shift person. It is the job of the 'early' Duty Clerk to chase on the bring-ups, relieve the Duty Clerk on the desk for coffee and lunch breaks, and prepare meeting folders for the Prime Minister's meetings on the following day.

When papers are filed, any further action required is given a BF notation for an appropriate date. It is the early Duty Clerk's task to take the action indicated on the BF slip. 'Bring-up' markings are either the result of the relevant letter/document asking for a reply by a definite date or simply that sufficient time (usually 10 days from date of despatch) has elapsed since the letter was sent out. The early Duty Clerk decides what action is required and telephones the Private Office of the department concerned. The answer that is given is then noted on the file and where necessary a further BF date is given. Occasionally it may be necessary for the file to be referred back to the Private Secretary for further instructions or where insufficient reason has been given for delay in replying. Any action on files which are on BF for a given day is controlled by the Duty Clerk doing the early shift that day i.e. he or she does all the filing and deals with any pps. It is in your own interests therefore not to hold on to files unnecessarily.

During the day the Duty Clerk should check the diary for the forthcoming day to see for which of the engagements the Prime Minister will require meeting folders. Meetings of the Cabinet and Cabinet committees are obvious examples. For these meetings an agenda will be circulated in advance by the Cabinet Office. It lists the subjects to be taken and the relevant papers that will be discussed. The Duty Clerk makes up a folder for the Prime Minister's use and a duplicate blue folder for the Private Secretary. The folders should contain a separate manila folder for each item, numbered as per the agenda. Any previous references should be checked and

Je

MR SHERBOURNE
MRS RICHARDS
MISS HOLT
MISS BRINE

PROGRESS CHASING

I have been charged by Nigel with the task of conducting a review of the office arrangements for progress chasing. A copy of his commissioning note is attached.

The review will need to cover the arrangements in Confidential Filing, the Garden Rooms, the Political Office and the Correspondence Section. As a first step, I should therefore be grateful for a note from each of you, by the end of next week at the latest, which explains the current procedures in your section, and which in particular identifies, as Nigel's note suggests:-

- (i) the arrangements for identifying items which need to be followed up;
- (ii) methods of progress chasing those items;
- (iii) systems for assessing what further action may be necessary.

I should also be grateful for your assessment of the comprehensiveness and effectiveness of the existing procedures and to know whether, and if so how, they might be improved. I should like your reports to be kept as short as possible, and in any case to less than three sides.

BF // When I have your responses, I shall put together a short draft report, which I will circulate to you for comment. I will be submitting a final report to Nigel by Friday 17 January.

Mark Addison

MARK ADDISON
12 December 1985

MR. ADDISON

PROGRESS CHASING

I told you this morning that the Prime Minister would like a review of our arrangements throughout the office for progress chasing of outstanding letters, remits to departments, actions, etc.

I should be glad if you could carry out a review of our arrangements with a view to preparing a report which we could discuss with the Prime Minister.

I suggest that your review concentrates on the following:

- arrangements for picking up and identifying outstanding actions, etc. so that the office machine knows that there is an item to be chased;
- arrangements for chasing any item so identified;
- arrangements whereby the office judges whether progress on any particular action is adequate.

Your review should, in particular, identify the existing systems for progress chasing, should evaluate their effectiveness and make recommendations, where necessary, for their improvement.

Could you please aim to produce your report by, say, the first fortnight in 1986.

N. C. W.

N L WICKS

10 December 1985

SLH/16

cc Mrs Richards
Mr Cameron Taylor
Mr Peter Taylor
Mr Joce

12 August 1985

You kindly sent me an estimate on 5 July for supplying and laying carpet in the Garden Rooms and Confidential Filing.

We now have financial approval but the Finance Office have queried whether new underfelt is essential as they feel this would be quite a saving. Obviously one will leave this decision to the experts and I would be grateful if the carpet could be ordered and the work put in hand. Would you please liaise with Peter Taylor about suitable dates?

The Garden Rooms have chosen Pecan No 40 and Confidential Filing Saxe No 36.

The sample card is returned.

B

(Miss J D Drever)

Mrs Melanie Winters

D.T.
MR. BUTLER ✓

MR. POWELL

MR. TURNBULL

MR. FLESHER

MRS. RYDER

CONFIDENTIAL FILING

File

PRIME MINISTER'S BOXES

You will see from the attached note that the Prime Minister has agreed our proposal for ensuring that notes which have slipped to the bottom of the box receive attention.

We shall implement the new arrangement forthwith.

More Address

MEA

15 July, 1985.

PRIME MINISTER

You had a word with Caroline about finding a way to ensure papers which you needed to see for the following day, and which may have been carried over from earlier boxes, were marked appropriately so they could not be missed.

I think the simplest way to deal with this would be for us to ensure that papers which went into "Folder One" which have not been seen by you overnight should be sifted and those needing your attention for the following day would then be placed in a "priority folder" in the folder 1 for that night. When there are two or more boxes, the one containing the priority folder will be identified with a label. (Of course, notes which you needed to see during the day have to be dealt with separately by the Private Secretary responsible, picking them out and bringing them to your attention: this is the reason why we need to recover uncompleted boxes from the flat or the study when you start your day's engagements, though I know that this sometimes irritates you!).

This fall-back system will I hope ensure that notes you need for the next day or the weekend, and which may have slipped to the bottom of the box, will be clearly identified. As an extra precaution we shall ensure that notes dealing with your engagements for the weekend (e.g. for the Wimbledon match) are placed in a separate meeting folder on the Friday night.

Content?

Mark Addison

Yes ms

(MARK ADDISON)

12 July 1985



10 DOWNING STREET

Mrs. Macdonald,
Great George Street.

You asked one of my colleagues last week about how the Duty Clerk rota works in detail, and we undertook to write to you. The two main elements of the system are the night and weekend duties of which a Duty Clerk expects to work four of the former and one of the latter within a six week cycle.

2. Night duties take place from Monday to Thursday, and normally begin at 3.00 p.m., ending at 1.20 p.m. the next day. Within that period, the bulk of our time is spent in the Private Office - from 3.00 p.m. until the Private Secretaries leave (generally 10.00 p.m.), and from about 8.00 a.m. until 1.20 p.m. the next day. Between those times we expect to eat, sleep and deal with any urgent business which crops up.

3. Weekend duty begins at 5.30 p.m. on Friday and ends at 10.00 a.m. on Monday morning. During that time our work varies, but we spend the whole time at No.10 and are, again, expected to deal (in consultation as necessary with the Duty Private Secretary) with any urgent business.

4. When not working nights or weekend shifts we work from 9-5, 10-6 or 12-8 as appropriate. During those times we provide lunchtime and teabreak relief in the Private Office, and provide clerical support for the Duty Clerk currently in the Private Office.

5. I hope you find this rather simplistic and generalised explanation helpful. If you have any further queries please do not hesitate to contact us again.

~~DUTY CLERK~~

10 July, 1985.

SKW
32

cc Mr. Taylor

MR. BUTLER
MR. POWELL
MR. FLESHER
MR. TURNBULL

The Prime Minister is concerned that some notes going into the box which relate to arrangements for engagements, particularly at weekends, are not sufficiently clearly identified. The particular example last week was a note about the arrangements for the Wimbledon match on Saturday which was put into the box mid-week but which the Prime Minister did not come across before she went to the game.

I have had a word with ~~Caroline~~^{Caroline}, and we agree that the modest proposal suggested in the draft minute attached is probably the simplest way to deal with the problem.

I should be grateful for any comments.

MARK ADDISON
10 July 1985

PRIME MINISTER

You had a word with Caroline about finding a way to ensure papers which you needed to see for the following day, and which may have been carried over from earlier boxes, were marked appropriately so they could not be missed.

I think the simplest way to deal with this would be for us to ensure that papers which went into "Folder One" which have not been seen by you overnight should be sifted and those needing your attention for the following day would then be placed in an "immediate folder" in the hot box for that night. (Of course, notes which you needed to see during the day would have to be dealt with separately).

This fall-back system will I hope ^{assist} ~~deal effectively with the~~ difficulty that notes you need for the weekend, and which may have slipped to the bottom of the box during the week, will be clearly flagged up. As an extra precaution we shall ensure that notes dealing with your engagements for the weekend (eg, for the Wimbledon match) are placed in a ^{sequence} ~~sequence~~ meeting folder on the Friday night.

(MARK ADDISON)

PAPER July 85

THE COMPLETE (IDIOTS) GUIDE TO TRIPS

1. Who from No.10 is going? The Foreign Affairs PS, the PPS, the Press Secretary, at least one Garden Room girl and a party of Detectives normally go. Will Mr. Thatcher? How many GR girls? Check the composition of the party with the Foreign Affairs PS.

2. Who in FCO Protocol will make the arrangements for the trip? Whichever Conference Officer it is will use you as a "hot line" into No.10 for day to day queries. He or she will have a mass of useful information at their fingertips - so be nice to them!

3. Are all the passports still current? We hold most of the passports in a box in CF. If new or renewal passports are needed, the contact number in the Passport Office is 213-3401. We have a supply of forms in CF. Remember that during the trip, you are responsible for all the passports - so don't *lose them*.

4. Are Visas required? FCO Protocol will provide application forms which should be returned to them when completed. You can complete the PM's (and Mr. Thatcher's) forms on their behalf. If photographs are required, they can be obtained through COI - contact is Mr. Scott-Robertson 928-2345 Extn 621.

5. Are injections required? FCO Protocol will advise you what is required. The Civil Service Medical Advisory Service at Tilbury House (213-4111) will give the injections, and normally come to No.10 to do so if quite a few people are involved.

6. Queen's Permission The Queen must give her permission for the PM to be out of the country, and the usual procedure is for the Foreign Affairs Private Secretary to write to The

Queen's Private Secretary giving details. Always remind him to do it well in advance.

7. Will the office at your destination be adequate? FCO should tell the host Embassy what is required but some essentials are access to a photocopier with a sorter; a combination lock cupboard; a 'safe-hand' courier service (you may have to take safe-hand boxes with you, so check with FCO Protocol); a 24 hour cypher watch; electric typewriters (Garden Rooms can take their own if necessary).

8. Communications FCO and Cabinet Office liaise directly on what is required, but make sure you know what is happening. A direct line from No.10 to your office is very useful. We normally take portable secure speech equipment with us (it is called Brahm's, and is obtained from Fred Campbell or Leslie Wright in the Cabinet Office - Garden Rooms will issue you with "key material), and a secure telegraphic link is installed in the aircraft if the flight time merits it.

9. Do you have a current Couriers Passport? If not, one can be obtained through Gordon Macleod in the Foreign Office (233-5502). To take red boxes etc through diplomatic channels you need a Couriers Passport and a Waybill listing all the diplomatically 'sealed' items. Obtain a Couriers Passport (they are valid for a year) well in advance, but the usual time for the sealing of boxes is the day before departure. To get boxes sealed, contact Julie Rowan in the Foreign Office (233-3706). Give her a few days notice and let her know where you are going, what your Couriers Passport number is and how many items you have for sealing. Remember that anything which will contain official papers should be sealed, so check with the Private Secretaries, Press Office and Garden Rooms.

10. Which official papers are needed? You should always take a spare set of the briefing for the trip, and make sure that everybody's copies are up to date. You should also take any relevant CF files with you - check with the Foreign Affairs Private Secretary.

11. Are any gifts to be taken? Garden Rooms normally look after these, but check. You should keep a list of all gifts received during the trip, and make sure that they return safely to the UK. You should also arrange for Customs clearance of all gifts (see PM Tours Abroad: Procedure for Customs Clearance of Official Gifts: November 1981).

On return to London, a list of gifts received should be put on the Admin. file for the trip, and the master list of gifts on "Prime Minister: Gifts Received by the PM Since Taking Office: July 1979" should be updated.

12. Transport FCO Protocol will arrange all transport at your destination, but check the details with them. You are responsible for getting the No.10 party to and from the airport in the UK (but make sure you have some knowledge of everybody else's arrangements too!). Always have a car plan typed out, and make it as clear as possible. Remember that those coming into the office before going on a trip should have a car to take them and their luggage here. Talk to our drivers before finalising the car plan, as they will advise on timing and which driver will do which job. On the return journey, use No. 10 cars for the PM, the Principal PS and the Foreign Affairs PS, in that order of precedence. The cars should be booked, as normal, through the Government Car Service (extn. 3009).

Both personal and diplomatic baggage normally goes to the airport in an FCO Security van. Opinions differ on whether to accompany the van, but you may feel happier knowing where the luggage is being put!

13. Close to the time of departure, the FCO Conference Officer will send you a set of Admin. plans and baggage labels. Each member of the Party, plus the Duty Clerk on the Desk, and the Switchboard (2 copies) needs to have a copy of the Admin. plan. Always read it very carefully. Labels should be distributed as appropriate - it is vitaly important that all the luggage is labelled correctly, particularly that all "Cabin Load" items are clearly marked.

14. On arrival at the airport you have two main tasks. The first is to get the luggage safely stowed on the aircraft, after the RAF police have searched it (diplomatically sealed items cannot be searched). The second is to check in the No. 10 passports. The next thing to do is to relax and have some coffee.

15. Miscellaneous

(a) On long trips make sure that Garden Rooms take the following reference books: Who's Who, Roget's Thesaurus, Oxford Book of Quotes, a good dictionary.

(b) On the return journey, remember to compile a Customs declaration for the No. 10 party, to hand to Customs on arrival. During the trip, you will be expected to obtain duty free goods for the party (get people's requirements before you leave - it's much easier that way).

(c) At least two RMPs normally travel with you. Ask them to look after the personal baggage - they expect to be asked. Make use of them as much as you can, as they are both experienced and helpful.

(d) For your own personal comfort, take a change of clothes (casual) for the flight if it's a long one.

16. Most Important Advice: DON'T PANIC. There are lots of people from whom advice can be sought. Just try and relax and enjoy yourself.

Cameron - July 1985

MR TAYLOR

cc Mr Butler

27/6/85

CF

We spoke recently about a number of CF matters.

On training of new recruits to CF we agreed that you (with your colleagues) would draw up a manual which would contain:

- i) An outline training programme which would be passed to the new recruit on arrival. This would consist of a description of the duties and responsibilities of the post together with a timetable for the training period.
- ii) A training 'standard' listing the knowledge and skills which the fully trained Duty Clerk should possess. This would refer as appropriate to the relevant section in the 'Bible' on procedure. The standard would not be used formally to test new recruits, but it would help in identifying the strong and weak points in performance as the end of the training period was approached. This in turn would enable the new recruit to concentrate on improving those areas where he or she was weakest.

You would consult all those in No.10 who have regular dealings with CF before finalising this standard. In particular, you would need to discuss it with all those in the Private Office, with the Garden Rooms, with Correspondence Section, and with the Parliamentary Section and the Policy Unit.

We agreed there was a need to update and rationalise the 'Bible' on procedure. This would be a fairly major piece of work, and it would probably be difficult to absorb it within the normal CF duties. One option might be to arrange for a Duty Clerk to take the job on as a special project between leaving CF and rejoining their home department. While we agreed on the importance of this work, however, we also agreed

that the development of a training manual should take priority at this stage.

You are discussing with Peter Joce the question of access to CF. You and your colleagues were concerned that there was a tendency for other No.10 staff to visit CF even when there was no real need to do so. This was a practice you rightly wished to discourage. One possibility you are considering is to arrange some kind of flap system in the door so that papers can be passed in and out without the individual needing to enter the room.

In addition, we agreed there was a need to ensure all at No.10 are aware that Duty Clerks are charged with guarding on a day-to-day basis the confidential files used by the Private Office, some of which are highly classified. Access to all files must therefore be strictly on a need-to-know basis, and, in any case, before access is granted the permission of the appropriate Private Secretary needs to be obtained.

To summarise:

- i) You will be supervising the drawing up of a training manual for CF.
- ii) We shall bear in mind the need for a revision of the 'Bible' on procedure.
- iii) You will discuss with Peter Joce possible ways of restricting access to your room.
- iv) You and Peter Joce will draw up a draft Office Notice on access to information held by CF which we can all then discuss.

Mark Addison

Mark Addison

27 June 1985

COLLEAGUES

24/6/85

Attached is the brand new Cabinet Document circulation list. I have cut the list as much as I dare. However, if papers turn up which are not on the new list, please refer back to the February 1984 list which will remain in the Cabinet book.

Please note that Tim Fisher does not wish to see the following papers, so please delete him from the Private Office circulation copies:-

MISC 106, 114, 115 & 116.

Nigel
24/6/85

MINISTERIAL AND OFFICIAL CABINET COMMITTEES

PRIME MINISTER'S OFFICE - CIRCULATION LIST

JUNE 1985

COMMITTEE	TITLE	1	2	3	4	5	6	7	8
C/CC	Cabinet		FEB	PO	SP	NO	BI	MA	SS
CCU	Civil Contingencies Unit	AT	PO	SP	NO	BI			
CCU (N)	Working Party on Nuclear Emergency Arrangements	AT	PO	SP	NO	BI			
C(P)	Cabinet: Procedure		FEB	PO	SP	NO	BI		
E(A)	Sub Ctee: Economic Affairs		AT	PO	SP	NO	BI	MA	SS
E(CS)	Industrial Relations in the Civil Service	AT	PO	NO	SP				
E(CP)	Competition Policy	AT	PO	NO	BI	MA	SS		
E(DL)	Sub Ctee: Disposal of Public Assets	AT	PO	SP	NO	BI	MA	SS	
E(LA)	Sub Ctee: Local Authority Expenditure.	AT	PO	SP	NO	BI			
E(LF)	Sub Ctee: Local Government Finance	AT	PO	SP	NO	BI			
E(NF)	Sub Ctee: Nationalised Industry Financing	AT	PO	SP	NO	BI	MA	SS	
E(NI)	Sub Ctee: Nationalised Industries	AT	PO	SP	NO	BI	MA	SS	
E(P)	Environmental Pollution	MEA							
E(PS)	Sub Ctee: Public Sector Pay	AT	SP	NO	BI	MA	SS		
E(P)	Sub Ctee: Procurement Policy	AT	NO	BI	MA	SS			
E(S)	Economic Strategy		AT	PO	SP	NO	BI		
EQO	European Questions	COP	PC	NO					
EQO(E)	Sub Ctee: Enlargement of the Community	COP							
EQO(L)	European Questions: Working Group on Legal Aspects.	COP	PC						
EQS	European Questions: Steering Ctee.	COP	PC	NO					
EX	Sub Ctee: Exports		AT	PO	SP	NO	BI	MA	SS
EX(O)	Exports	COP							
H	Home and Social Affairs		MEA	PO	SP	NO	BI	MA	SS

COMMITTEE	TITLE	1	2	3	4	5	6	7	8
HDO	Home Defence	COP							
HDO (WB) (I)	Home Defence War Book								
	Sub Cttee: Public Information Policy	COP							
IT	Information Technology	MEA	SP	NO	BI				
L	Legislation		TF	PO	SP	NO	BI	MA	SS
NEDC	National Economic Development Council	AT							
OD	Defence and Overseas Policy		COP	PO	SP	NO	BI	PC	MA
OD (D)	Sub Cttee: Arms Control and Disarmament								SS
	Sub Cttee: European Questions	COP	SP	PC					
OD (E)	Sub Cttee: European Questions		COP	PO	SP	NO	BI	PC	MA
OD (EM)	Sub Cttee: Management of Political and Military Emergencies Overseas								SS
	Sub Cttee: Falkland Islands	COP	SP	PC					
OD (FAF)	Sub Cttee: Falkland Islands	COP	BI	SP	PC				
OD (HD)	Sub Cttee: Home Defence		MEA	PO	SP	NO	BI		
OD (K)	Sub Cttee: Hong Kong								
OD (I)	Sub Cttee: UK Relations with the Republic of Ireland	COP	PC						
	Sub Cttee: Terrorism	COP	PO	SP	PC	NO			
OD (T)	Sub Cttee: Terrorism	COP	PO	BI	PC				
OP	Pensions	NO	JR	NO	NO				
OP (NI)	Pensions: Nationalised Industries	NO	JR	NO	NO				
OP (PS)	Pensions: Public Sector	NO	JR	NO	NO				
PSP (O)	Public Services Pay	AT	BI	NO					
PY	Pay Negotiations	AT	NO						
QL	Queen's Speech and future Legislation.								
			TF	PO	SP	NO	BI		
RCT	Communications for Royal Tours	FELB							
RV	Royal Visits				FELB				
SQO	Official Cttee: Standards + Quality	NO							
SQS	Steering Cttee: Standards + Quality	NO							
VP	Value of Pensions	NO							

COMMITTEE	TITLE	1	2	3	4	5	6	7	8
MISC 7	Nuclear Defence Policy	FERB							
MISC 19	Maritime Affairs	CDP							
MISC 21	Rate Support Grant	AT	SP	NO	BI				
MISC 33	Benefits to Strikers	AT	NO						
MISC 63	Official Group on Oil Tanker Drivers	NO							
MISC 66	Civil Service Pay Negotiations	AT							
MISC 79	Local Government: Organisation & Finance	AT	PO	SP	NO	BI			
MISC 89	Pensions Legislation	AT	PO	SP	NO	BI			
MISC 90	Official Group: Pensions Legislation	NO							
MISC 91	Wider Parental Choice	AT	PO	SP	NO	BI			
MISC 92	Parliamentary Control on Expenditure	AT	PO	NO	BI				
MISC 95	Abolition of the GLC and Metropolitan Councils	AT	PO	SP	NO	BI			
MISC 98	Official Group: Withstanding a strike in the Gas Industry								NO
MISC 99	Ministerial Group on Public Expenditure	AT	PO						
MISC 101	Coal	AT	JR						
MISC 102	Libya	CDP							
MISC 104	Urban Policy	AT	PO	JR					
MISC 106	Public Expenditure	AT	PO	JR					
MISC 107	14-18 Year Olds	AT	PO	OW					
MISC 108	Small Firms	AT	PO	PW					
MISC 109	Local Government Contingencies	PO	OL						
MISC 111	Social Security Review	AT	PO	JR					
MISC 110	Official Group on Defence Research and Development	NO	CDP						
MISC 112	Civil Aviation	AT	PO	JW					
MISC 113	Official Group on Housing	CM							
MISC 114	Deregulation	AT	PO	NO					
MISC 115	Tourism and Leisure	AT	PO	PW					
MISC 116	Development of Urban Policy	AT	PO	NO					

10/6/85

SH (CT) PL MS MH ~~JE~~ NF

DUTY CLERK

MEETINGS WITH THE CHIEF WHIP, LORD PRESIDENT,
ETC ON MONDAY MORNINGS

Could I ask that in preparing the folders for these meetings we include some standard documents every week - namely, in the Prime Minister's folder, the Whip and Bernard Ingham's weekly note on "The Week Ahead". The backup folder should include these documents plus the list of those attending the lunch for colleagues and a copy of the Prime Minister's weekly and yearly diaries.

These are regular documents: you should also ask me on Friday whether there are any other particular documents to be included.

A single meeting folder should be used for both the meeting with the Chief Whip at 1200 and the meeting with the Lord President and others at 1215.

FCMP

10 June 1985

10/6/85

~~VACANCY~~VACANCIES FOR Duty Clerks (EO level) in the Prime Minister's Office

FOR COMPLETION BY MPO, PM3 DIVISION, GREAT GEORGE STREET, SW1P 3AQ

DATE OF ISSUE 10. June 1985

MPO FILE REFERENCE: PMB 31/1985/EO Pt.11

CLOSING DATE FOR APPLICATION

6 weeks from date of issue

Details for the post above should be completed in typescript on the form below

CONTACT FOR ENQUIRIES AND APPLICATIONS

Completed forms E117 for officers who can be made available for release, have the requisite qualifications and experience and can be recommended for transfer in their present grade or on promotion should be sent via Establishments/Personnel Divisions to:

NAME	Mrs F E McDonald
DEPARTMENT	Cabinet Office
DIVISION/BRANCH	Personnel Services, Branch 3
ADDRESS	Room 72A/2 Government Offices Great George Street LONDON SW1P 3AQ
TELEPHONE NO.	01-233 8593

It is planned to hold the interview board ~~on (if known)~~ during August/September 1985

Successful candidate(s) would be expected to take up appointment by as vacancies arise during 1986 and early 1987

Questions on this notice should be made through departmental Establishment Branches to the above named contact.

TRAWL ADVICE

1. GRADE(S) TITLE(S) AND NUMBER(S) OF POSTS

Vacancies for Duty Clerks (at Executive Officer level) in the Prime Minister's Office

2. DEPARTMENT BRANCH AND GEOGRAPHICAL LOCATION OF POST(S)

10 Downing Street, London SW1

3. ELIGIBILITY (to include references to seniority dates where relevant)

Executive Officers and corresponding departmental grades on level transfer.

4. QUALIFICATIONS AND/OR EXPERIENCE REQUIRED

Successful candidates will have the opportunity to develop an outline knowledge of the whole range of Government business. They will need the ability to respond promptly and efficiently under pressure, and be able to deal tactfully and effectively with people (including VIPs) both in person and on the telephone.

Long experience in the service is not necessary. Those most suitable would be young Executive Officers who will not enter the promotion field until towards the end of their second year of duty there.

5. JOB SPECIFICATION/DESCRIPTION OF DUTIES

A team of six Duty Clerks work on a rota system so the Private Office is continually manned. Over a six week cycle just over 300 hours will be spent at No. 10. There is an allowance, currently £3,307 a year, in recognition of night and weekend working, and to cover meals allowances.

The Duty Clerks are expected to turn their hand, as the need arises, to a wide variety of duties. Their main responsibilities include:

(a) Circulating papers within the Private Office and handling the receipt and despatch of correspondence; maintaining communications between the office and the Prime Minister wherever she may be. At nights and weekends (when the Duty Clerk sleeps at No.10) they deal with urgent business which may arise, in consultation as necessary, with the Duty Private Secretary. A little over half of the Duty Clerk's time (including sleeping time) will be spent on these duties.

(b) With the help of two clerical officers filing the more important and classified documents in the Prime Minister's Office. The Duty Clerks prepare folders of papers and briefs for the Prime Minister's meetings and engagements, and in consultation with the Private Secretaries ensure outstanding business is followed up promptly. Nearly half of the Duty Clerk's time is spent on these duties.

(c) On occasion, accompanying the Prime Minister on overseas visits. The Duty Clerk is responsible for organising the Prime Minister's temporary office and for maintaining communication links with No.10.

6. ADDITIONAL INFORMATION ON THE WORK OF THE BRANCH

Although on appointment Duty Clerks must be positively vetted, candidates need not have been at the time their names are put forward; but they should have served in a Government Department long enough to enable a reasonable judgement to be made of their security standing.

When submitting application forms, departments should indicate the date of expected entry to the field of promotion.

7. SALARY SCALE APPLICABLE

National

8. ALLOWANCES PAYABLE

Inner London Weighting when permanent transfer terms apply plus £3,307 per annum.

9. TERMS OF TRANSFER (eg loan, with expected duration, or permanent transfer, removal expenses, superannuation terms)

Loan of between 2 and 3 years. The first 3 months will be regarded as probation period.

3/6/85

CAMERONIAN PARKES : 3 JUNE TO 28 JUNE

Week 1	Monday 3/6	10-6	SUSAN
	Tuesday 4/6	(Night Duty 3.00 pm	MARGO
	Wednesday 5/6	(1.20 pm	SUSAN
	Thursday 6/6	10-6	SUSAN
	Friday 7/6	9-5	CAMERON
Week 2	Monday 10/6	10-3	SUE
	Tuesday 11/6	9-5	CAMERON
	Wednesday 12/6	(Night Duty 5.00 pm	CAMERON
	Thursday 13/6	(1.20 pm	CAMERON
	Friday 14/6	10-6	NIGEL
Week 3	Monday 17/6	10-6	NIGEL/PETER
	Tuesday 18/6	9-5	MARTIN
	Wednesday 19/6	12-8	SUE
	Thursday 20/6	(Night Duty 3.00 pm	
	Friday 21/6	(1.20 pm	
Week 4	Monday 24/6	10-6 9-5	
	Tuesday 25/6	10-6	
	Wednesday 26/6	10-6 night 5.00 pm	
	Thursday 27/6	9-5	
	Friday 28/6	12-8	

11/12/84
SC

~~Canada.~~
~~This night care~~
~~is handy for you~~
~~when organising~~
~~new chap's~~
~~duties!~~
SC.

JULIE BOWERS - DUTIES

11 December - 4 JAN

Week 1

Tuesday	11 December	10-6	Susan/Peter
Wednesday	12	9-5	Sue
Thursday	13	Night Duty (start 3 pm)	Sue
Friday	14	Finish night duty 1.20 pm	

Week 2

Monday	17	10-3 duty (finish 6 pm)	Martin
Tuesday	18	9-5	Mark
Wednesday	19	10-6	Nigel
Thursday	20	10-6	Margo
Friday	21	12-8 (start 1.30 pm)	Sue

Week 3

Monday	24	Privilege Leave	
Tuesday	25	Christmas Day	
Wednesday	26	Boxing Day	
Thursday	27	Leave? (or 10-6)	
Friday	28	Leave? (or 10-6)	

Week 4

Monday	31	Leave? (or 9-5 with Sue)	
Tuesday	1 January	Bank Holiday	
Wednesday	2	9-5	Susan
Thursday	3	10-6 (Box)	Peter
Friday	4	Night (half a weekend start 5.30 pm)	Cameron

Week 5

Take over Mark's Duties

MR BUTLER

M-F-J-A-B-Z

File being St:
cf cryannah
3/79

Thirty Year Rule Files

I have consulted my colleagues and Miss Drever on the feasibility of CF undertaking this review work on a more permanent basis.

Those of us who have been able to make a start on clearing the backlog have, as you said, found it most interesting - from the historical point of view. And it does of course help to add some variety and quality to our work but having said that any reading has to be done either during quiet periods or at the expense of normal CF work.

Since you first asked me to help on this front the actual amount of time devoted to this reading has been minimal - to the extent that no more than nineteen files have been seen. To the inexperienced reader it involves a lot of cross referencing to the instructions and is consequently time consuming. This progress is clearly unsatisfactory from Miss Drever's point of view - although I understand that the Lord Chancellor's Office are prepared to be flexible in their deadline, and give No.10 until the end of the year.

CF is now entering a period of annual leave commitments - these go through until mid-October which together with staff changes (myself, Nicky to Questions, and possibly the loss of one CO depending on his recent promotion board) means that our resources will be stretched even taking into account the recess period. This is apart from our long term work usually reserved for the recess (weeding of files for storage in the Cabinet Office, etc.).

In all honesty I do not feel that it is a practical solution to have one designated Duty Clerk. The Duty Clerks

and I, feel that this would be a hinderance to the working efficiency of this section - which we adapted last September to take into account the departure of Alan Davies-Jones. The filing is a chore, at times, but nevertheless an essential aspect of the job to be shared by all.

My feelings therefore are that I would be reluctant to see this opportunity to disappear altogether - during slack periods the Duty Clerks would certainly be only too pleased to assist Miss Drever (or whoever) with the reading but it is difficult to predict those opportunities and certainly the present is not the ideal time.

Of course, whilst my future is in the balance I should be only too willing, next week, to continue with this reading.

P Ewing

12 July 1984

MR BARCLAY

Duty Clerk Trawl 1984

Thank you for letting CF have an opportunity to comment on the draft trawl notice.

Our greatest concern is directed more towards the recruitment policy than the notice itself. Most of us have experienced extensive delays in waiting to take up appointment - which is very frustrating. More so if your parent Department puts you in a 'temporary' post until No.10 is ready. Any merit in delaying the trawl and maintaining a shorter waiting list?

A number of us would be in favour of candidates being told that they would be expected to stay for a minimum of two years - provided seniority would not be lost in the event of promotion. (MAFF already operate on basis of seniority date commencing on date of promotion.)

My greatest fear - shared by all - is that the job description cannot provide a sufficiently clear picture of what we do. I am not certain what ^{the} interview board rules are but it is essential that at some stage a CF representative has the opportunity to outline our duties. The Board members can give the broad picture but lack the detail of our work - especially in CF. If, within the rules, a CF representative cannot sit in on the interviews I would suggest two alternatives:

- candidates after interview have a brief opportunity (if they wish) to see CF in operation and talk to the Duty Clerks. Senior Duty Clerk could, at the end of the interview, be called upon to personally show him/her round our operations. Appropriate security precautions would need to be taken.
- 1/2 Duty Clerks ~~interview~~ chat to candidates, individually or collectively after interviews.

Hopefully candidates would not therefore take the job for the wrong reasons, and we would have the opportunity to see future

/colleagues

colleagues - who may react quite differently away from the tensions of an interview situation.

PE

P. Ewing

25 May 1984

Adm. of Cr.

MR BARCLAY

ANNUAL LEAVE

With staff changes on the horizon you may find it useful to have to hand our future leave commitments. There has been an attempt to avoid problems of previous years when because of the restriction of only taking leave during the recess, staff have either had to scramble for days off or have simply 'lost' leave.

MAY

14-18 Nicky
18 Sue
21-25 Peter L.
29-1 June, Sue

JUNE

7-8 Peter E
18-6 July, Peter E *

JULY

2-13 Susan
6-20 Nigel
19-5 August, Cameron
30-10 August, Sue

AUGUST

6-17 Peter L.
13-17 Peter E. (OU summer school)
20--7 Sept, Mark
23-31 Oct 1984

*If the office is busy I am quite prepared to come in on 6 July.

P.C.

P. Ewing
14 May, 1984

RAMAAH

MR BARCLAY

Mr Ewing

Content. Thank you.

*EWING
5/4*

EASTER RECESS

Confidential Filing will be manned as follows over the Easter period.

For week beginning 9 April we will have a virtually full complement with the exception of the Wednesday when I shall be on leave, and the Thursday when Nigel will be away. Susan will of course be fully occupied on the Portugal work.

The following week will be dominated by the Portugal trip. Sue Holt will be on leave on the Monday. On Maunday Thursday, I see little need for more than two people coming in during the day. On this basis Cameron and Peter will do the 9-5 duty. Mark having worked Wednesday night will finish as usual at 1320.

I shall cover from 1500 on Thursday through until 1730 on Good Friday when Sue will take over until the following Tuesday. There will be no other staff cover during this period.

Mark and I will be on leave from Tuesday 24 to Friday 27 inclusive.

Content with these arrangements?

P.E.

P EWING

4 April 1984

~~MR. W.C., SC, CT, SH, NF, PL~~
to be aware of changes

Return to P.E. →

MR. TAYLOR

cc: W. Ewing

SECURITY FURNITURE

I should be grateful if you would order as soon as possible, for Confidential Filing, two Office Storage Units DOE Code number 01-27-3810 (standard fitting).

Once these Units are in situ, C.F. will be able to release to store here two four drawer vertical filing cabinets. If you cannot find the necessary storage space, these cabinets will have to be returned to DOE.

C.F. also have a two drawer index card cabinet which they do not need. This can be returned to DOE unless you have use for it elsewhere.

In connection with these changes would you also please arrange the following works services:

- (a) install an emergency keybox (code number 25.17.1064) on the reveal of the escape door in room SB2 and remove existing obsolete keybox.
- (b) remove locking bar for "roly poly" container.

Note: 1. Files for Cab. 1+2 are to be amalgamated. P.J. agrees that there is no longer a need to distinguish between the two.

2. The 2 new Cabinets will stand where the mini-ab. drawers + coffee cupboard are.

P.S. Joe.
P. S. Joce

3. Mini-ab drawers to go either by the side of existing Cab. 2 or where Cab. 1. now is.

28 March 1984

Peter 2013

MR. TAYLOR

MR. EWING ✓

~~MR.~~, ~~MR.~~, ~~SE.~~, ~~CT.~~, ~~SA.~~, ~~NY.~~, ~~PL~~

* I suggest that this is done by a 10-6 person.

- @ the 12-8 30 c.c. Miss Dover there's no argument about who should do it?

- ... but guess who does the 12-8 on Thursdays!
- Shall Peter L + I toss a coin??!

Collection of classified waste

1. In anticipation of the issue of the approved new Security Instructions I should be grateful if the following arrangements could be made for the bagging, sealing and disposal of classified waste (sub-paragraphs (a) and (c) by Mr. Taylor and (b) by Mr. Ewing):

a) Classified waste stored in the teleprinter room (B52)

Late on Thursday afternoons a messenger should tie and seal all the sacks (whether for burning or pulping) containing classified waste with special string/lead seal ties. When securely tied, the seals should be crimped. Shreddings from the shredding machine should be placed in a 'burning' sack. There is no objection to mixing the shreddings with torn paper to fill a sack. To meet trade union requirements sealed sacks should not weigh more than 24 lbs. As a rule of thumb this means that each sack should be filled to a little less than two thirds capacity.

b) Classified waste stored in CF

Late on Thursday afternoons * a member of CF should take action similar to that outlined in (a) above in respect of classified waste held in CF.

c) On Friday mornings, the sealed sacks should be collected by a messenger or porter from the teleprinter room and CF and stacked in the area outside the teleprinter room to await collection by FCO staff. The messenger or porter should enter in the register (see paragraph 2) the date and number of sacks to be collected. The sacks should be handed over against signature.

2. A register, which can be an ordinary HMSO bound book, should show the date of collection, the number of sacks, by type (e.g., 2B 3P), collected and the signature (and name in blocks) of one of the FCO staff taking delivery.
3. For the present only 'burning' bags should be used although any 'pulping' bags now containing classified waste can be sealed and despatched this week. It is important that tins, bottles and general rubbish are not included with classified waste which is to be burned or pulped.
4. Until the ties and crimping pliers ordered by Mr. Taylor arrive, the messengers will use the equipment held by CF.
5. This new procedure should operate with effect from 26 January.
6. The Head of Security Guards, FCO, has been notified of this new procedure.

P.S. Jca.
P.S. JOCE

25 January, 1984.



10 DOWNING STREET

23 January 1984

Forthcoming Trips

I thought you might appreciate having to hand a list of which Duty Clerks are looking after the trips that we know of at present.

Anglo/Italian, Rome	26-27 January	Nicky Roche
Hungary	2-3 February	Mark Kerr
European Council, Brussels	19-20 March APRIL	Cameron Taylor- PE SC
European Council, Paris	25-26 June	Susan Chappell NR
Far East	14-28 September	Cameron Taylor Susan Chappell

In all probability, Susan Holt who recently joined us will look after the London Economic Summit but for the meantime I suggest you contact me in the first instance.

I am copying this letter to Mike Hall in Protocol.

PETER EWING

Miss Lindsay Wilkinson
Cabinet Office.

PETER E

MARK
NICKY
SUSAN
CAMERON
SUE
NIGEL
PETER L.

1. Duties

I have re-organised the duties to take into account the trips up until Easter, for which the allocation at present stands at:

Paris: 23 January	Susan
Rome: 26-27 January	Nicky
Hungary: 2-4 February	Mark
Brussels: 19-20 February	Cameron
Portugal: 17-19 April	Peter

The changes will be:

23 January Box:	Nigel
24 January 9-5:	Peter
26 January Box:	Cameron
1 February 9-5:	Susan
2 February 9-5:	Sue
2 February night:	Peter
3 February 12-8:	Sue
13 March 9-5:	Peter
19 March 9-5:	Nicky
19 March Box:	C.O.
20 March Box:	Mark
18 April 9-5:	Mark
19 April night:	Mark
20-24 April (EASTER):	Sue

2. Annual leave

Are there any more bids on this front? Leave booked so far stands at:

23-27 April:

Peter E

B.R.

2-13 ~~June~~:] July
6-20 ~~June~~:]

Susan
Nigel

I intend to have a go at working out the duties up until the end of August, so some guidance from you would be appreciated!

Peter
18 January 1984

Jan 1984

2. Present Job

Job Title (if any) Duty Clerk

(a) Job Description

(Set out, broadly in order of importance, the main duties performed during the period of the report; distinguish those of a continuous nature from particular projects and indicate where possible the approximate percentage of total time spent on each duty.)

Percentage total time

One of a team of six Duty Clerks working a rota system so that the Private Office is continually manned twenty four hours a day.

Duties include:-

- (a) being available at all times (especially during the silent hours and at weekends) to deal with the Prime Minister's requests for information and papers on domestic and international events in consultation with Private Secretaries.
- (b) acting as a general information point for both the staff of No.10 and other Government Departments. 60%
- (c) assembling the Prime Minister's workbox and ensuring that her folders of papers for meetings are complete.
- (d) dealing with incoming and outgoing classified documents, ensuring an orderly flow of paper work.
- (e) ascertaining all the Prime Minister's movements and co-ordinating messengers, drivers and secretarial assistants accordingly.
- (f) assisting all the Prime Minister's Private Secretaries as required.
- (g) ensuring that security procedures for classified papers are carried out.
- (h) being responsible for the co-ordination of secure communications between the PM and her staff at all times. Do you and the person reported on agree the job description and the order of importance? YES/NO* (If not, please discuss the changes with him/her and record any unresolved differences here.)

When not on duty in the Private Office I work in the confidential documents filing section. Duties include preparing briefing material and meeting folders for the PM, doing research work for the Private Secretaries, following up with other Government Departments any outstanding business and maintaining, with clerical support, the filing of all classified documents and other important Prime Ministerial correspondence. 30%

A Duty Clerk also accompanies the PM on overseas visits. On these occasions duties involve liaising with the Foreign Office on the administrative details, arranging some of the transport, ensuring the safety of all classified documents and maintaining the PM's Private Office abroad. During the last twelve months I have accompanied the Prime Minister to European Councils in Brussels and Athens; and Canada and the United States. 10%

*Delete whichever is not applicable

STAFF IN CONFIDENCE

file. Brl
cc Naki, CF.

17 May 1983

Thank you for your letter of 6 May
with which you included a copy of the trawl
notice for Duty Clerk vacancies next year.

We have slightly amended the draft and
I enclose a copy of the amended paragraphs
4, 5 and 6.

(Timothy Flesher)

Miss J.B. Turner,
Management and Personnel Office

STAFF IN CONFIDENCE

(W)

MR. FLESHER

The role of the Duty Clerk

You asked me for my views and proposals about how I thought the role of the Duty Clerks could be improved to give better job satisfaction without reducing the present level of efficiency and effectiveness.

The following proposals, therefore, constitute in the main, my own thoughts on this matter although obviously I have drawn on comments made by my colleagues during my time at No. 10.

I have considered two broad possible ways of achieving this:

- (1) Maintaining the present grade at EO level and substituting some of the more tedious and repetitive work with more interesting and demanding work, and reallocating the tedious work to more appropriate grades.
- (2) Regrading the job and reallocating some of the work proper to EO level to other EOs in No. 10.

However, before deciding upon which option is better it is necessary to consider the work which is presently carried out by the Duty Clerks. I have listed this below in two categories.

Work in the Private Office

1. Processing incoming mail i.e. opening post, distributing to GR or CF for previous pps/copying or direct to appropriate Private Secretary.
2. Clearing out trays, either despatching or forwarding to GR for despatch, maintaining records of material classified Secret or above, maintaining a record of papers for the PM's box.
3. Responding to Private Secretaries' and Prime Minister's requests/enquiries for pps/ files, information etc. / 4.

4. Dealing with telephone enquiries from members of the public, other Government departments and elsewhere in No. 10.
5. Being aware of PM's movements at all times.
6. Compiling the Prime Minister's work box and ensuring that meeting folders are complete.
7. Being available at all times (including silent hours and weekends) to handle any situation which may develop as a result of both domestic and international events. This involves liaising with other government departments and, during silent hours and weekends, informing the PM in consultation with the Duty Private Secretary as necessary.
8. Maintaining communications between No. 10 and the PM when she is away from No. 10
9. Informing appropriate members of staff of any changes to the PM's diary and movements.
10. Booking car requirements for members of staff.

Duties performed when not in the Private Office

11. Preparing PM's meeting folders with appropriate briefing material.
12. Carrying out research work for Private Secretaries.
13. Following up with other government departments any outstanding business on file.
14. With clerical support retrieving previous correspondence relating to incoming classified and other important Prime Ministerial papers which need Private Secretary attention.
15. Accompany PM on overseas visits when duties involve liaising before departure, with the Foreign Office over administrative

/ arrangements,

arrangements, acting as Special Courier for classified documents throughout the visit, setting up and manning the PM's temporary Private Office whilst overseas.

The more tedious work can, therefore, be identified as 1,2 & 14 but in my experience the majority of the work carried out during office hours could easily be handled by a capable Clerical Officer as it requires little executive ability.

Leaving aside the silent hours and weekend cover consider option 1) above. This has been considered on numerous occasions and various suggestions made e.g. delegating work by Private Secretaries to the Duty Clerk viz drafting of general correspondence replies, handling PM's diary, other EO work presently carried out elsewhere in No. 10. The main objection or stumbling block to these suggestions was lack of continuity because of the shift pattern of the Duty Clerks. Whilst it would be possible to alter the shift pattern so that more continuity was achieved i.e. longer periods without break in the Private Office and longer periods in CF, this still doesn't alter the fact that a great deal of the work is tedious albeit necessary.

Consider option 2:

As already stated the majority of the work carried out by the Duty Clerk could easily be carried out by a capable Clerical Officer and further that, in my opinion, EO ability is really only required during silent hours and weekends.

I therefore propose an alternative system operating along the following broad lines:

Replace the Duty Clerk during office hours with an Assistant Private Secretary who would deal with the PM's diary, answer general telephone enquiries from members of the public and elsewhere in No. 10 and handle car requirements.

Private Secretary "In" and "Out" correspondence could be dealt with by a messenger or Clerical Officer who would

maintain a steady and regular flow of papers between the Private Office and CF, where opening of mail, despatching and retrieval of files /pps would be dealt with. Thus CF could be manned by COs as a clerical back up section for the Private Office in similar fashion to present procedures. I would also replace the present HEO post in CF with an EO which in my opinion is the more appropriate grade. Private Secretaries could then approach CF direct for pps/information without going through the present Duty Clerk channel. This would not, in my opinion, result in a deterioration of the service presently provided. In fact it may prove beneficial because it would, I believe, result in maintaining more contact with lower grades of staff which is something to be encouraged.

Cover during silent hours and at weekends needs, as at present, to be pitched at EO level but I do not really see the need for that person to have worked in the Private Office during normal office hours in order to function as what is essentially a Duty Officer.

At present considerable emphasis is placed on the necessity for Duty Clerks to have good experience of filing pps and retrieval of files before he or she can function efficiently or effectively in the Private Office. I don't entirely agree with this view. Knowledge of CF's filing system is certainly necessary and I would envisage a Duty Officer spending a training period in CF to become acquainted with the system but I don't think that there is all that much benefit gained by actually filing papers (other than, of course, general interest and experience of reading briefing produced by highly graded staff from which COs under the proposed scheme would benefit). There are two main reasons for this:

1. Because of shift patterns no one person can be responsible for any one subject of subjects:
2. No contribution is required of the Duty Clerk by way of comments on the pps being filed.

With Clerical Officers carrying out filing any difficulty experienced in finding papers on files during out of office hours could be referred to Clerical Officers operating on an "on call at home" type of rota.

There are, of course, other things which a Duty Officer would need to be familiar with viz special telephones, tape recordings etc. This training, as at present, would be required before a Duty Officer could become effective.

The Duty Officer would, as at present, still be responsible for keeping the Duty Private Secretary and the PM informed as appropriate during these hours.

There would, therefore, still be a need to operate a rota system of such Duty Officers and I would envisage the pool being drawn from EOs currently employed in other areas of No. 10 e.g. Appointments, Honours, Press Office, Correspondence Section etc. This night and weekend work would be in addition to normal work along the same lines as Duty Officers employed in other Departments. As far as hours worked are concerned I envisage e.g. 6 p.m. - 9 a.m. during the week and 6 p.m. on Friday evening until 9 a.m. on Monday morning. The number of nights and weekends to be worked will depend, of course, upon the number of Duty Officers employed.

As far as overseas trips are concerned I see no reason why the proposed Duty Officer could not accompany the PM's party in the same way that our present Duty Clerks do.

Conclusion

The above is therefore a very broad outline of my thoughts on a subject which, as you know from the various suggestions which have been made in the past, many of the Duty Clerks have felt rather strongly about.

My arguments for the above proposals are twofold:

1. As already discussed with you I strongly believe that simply because the end result is satisfactory this is not sufficient

/ justification

justification for the type and level of work, which an EO (in this case the Duty Clerk) or any grade for that matter is required to do, to remain as it is forever more. We should always strive not only to achieve a high standard of the work which is produced but ensure that the work is pitched at the right level.

2. Whilst the last Staff Inspection in 1975/76 recommended several changes, some of which accord with the points I have stated above, no real alternatives or solutions were suggested to tackle the main problem of the type of work the Duty Clerk is required to carry out.

I fully realise that these proposals would involve changes elsewhere in No. 10 but if it is the intention to continue to trawl from other Government Departments where an EO^{in many cases} is involved in many cases, and will return to work unrelated to that of No. 10, I feel that an attempt should be made to ensure that the quality of that work will benefit not only No. 10 but the officer and the department to which he will eventually return.

Submitted for your consideration.



A. Logan
16 May 1983

Revised details prepared by Miss Roche May '83

4. Successful candidates will have the opportunity to develop an outline knowledge of the whole range of Government business. They will need the ability to respond promptly and efficiently under pressure, and be able to deal tactfully and effectively with people (including VIPs) both in person and on the telephone.

Long experience in the service is not necessary. Those most suitable would be young Executive Officers who will not enter the promotion field until towards the end of their second year of duty there.

5. JOB DESCRIPTION

A team of six Duty Clerks work a rota system so that the Private Office is continually manned. Over a six week cycle just over 300 hours will be spent at No. 10. There is an allowance, currently £3,039 a year, in recognition of night and weekend working, and to cover meals allowances.

The Duty Clerks are expected to turn their hand, as the need arises, to a wide variety of duties. Their main responsibilities include:

- a) Circulating papers within the Private Office and handling the receipt and despatch of correspondence; maintaining communications between the office and the Prime Minister wherever she may be. At nights and weekends (when the Duty Clerk sleeps at No. 10) they deal with urgent business which may arise, in consultation as necessary, with the Duty Private Secretary. A little over half of the Duty Clerk's time (including sleeping time) will be spent on these duties.
- b) With the help of two clerical officers filing the more important and classified documents in the Prime Minister's office. The Duty Clerks prepare folders of papers and briefs for the Prime Minister's meetings and engagements, and in consultation with the Private Secretaries ensure outstanding business is followed up promptly. Nearly half of the Duty Clerk's time is spent on these duties.
- c) On occasion, accompanying the Prime Minister on overseas visits. The Duty Clerk is responsible for organising the Prime Minister's temporary office and for maintaining communication links with No. 10.

6. The loan period is between two and three years. The first three months will be regarded as a probation period.

Although on appointment Duty Clerks must be positively vetted, candidates need not have been at the time their names are put forward; but they should have served in a Government Department long enough to enable a reasonable judgement to be made of their security standing.

When submitting application forms, departments should indicate the date of expected entry to the field of promotion.

STAFF IN CONFIDENCE



Management and Personnel Office

Whitehall London SW1A 2AZ

Telephone (Direct dialling) 01-273 3043
GTN 273 (Switchboard) 01-273 3000

Your reference

Mr T Flesher
Prime Minister's Office
10 Downing Street
LONDON SW1

Our reference

Date

6 May 1983

Dear *M Flesher,*

TRAWL FOR DUTY CLERKS

I enclose a draft of the trawl for Duty Clerk vacancies next year and should be grateful if you would look through it.

If you compare it with last year's notice you will see that we now have different forms and less space. Most of the details about people requested in paragraph 6 are shown on the candidates application form in any case so I have omitted the request except for 'Date of expected entry to field of promotion'. Tim Fuller has said he will quickly check the PV status of all those we wish to interview so I have omitted 'PV Status'. Some departments security sections would only give the PV status to Tim Fuller last year so it is probably better if it is dealt with by him. I hope you will agree.

I should be grateful for your comments and for suggested alterations to the notice.

Yours sincerely

Beryl Turner

MISS J B TURNER
Personnel Services 1

Enc

STAFF IN CONFIDENCE

MPO TRAWL NOTICE

TLN

VACANCY/VACANCIES FOR

FOR COMPLETION BY MPO, PM3 DIVISION, WHITEHALL, SW1A 2AZ

DATE OF ISSUE

MPO FILE REFERENCE: PM

CLOSING DATE FOR APPLICATION 6 weeks from date of publication

Details for the post above should be completed in typescript on the form below

CONTACT FOR ENQUIRIES AND APPLICATIONS

Completed forms E117 for officers who can be made available for release, have the requisite qualifications and experience and can be recommended for transfer in their present grade ~~or promotion~~ should be sent via Establishments/Personnel Divisions to:

NAME	Miss J B Turner
DEPARTMENT	Management and Personnel Office
DIVISION/BRANCH	Personnel Services 1
ADDRESS	Room 1/107 Old Admiralty Building London SW1A 2AZ
TELEPHONE NO.	01-273 3043

It is planned to hold the interview board during October 1983

Successful candidate(s) would be expected to take up appointment by during 1984

Questions on this notice should be made through departmental Establishment Branches to the above named contact.

TRAWL ADVICE

1. GRADE(S) TITLE(S) AND NUMBER(S) OF POSTS

Vacancies for duty Clerks (at Executive Officer level) in the Prime Minister's Office

2. DEPARTMENT BRANCH AND GEOGRAPHICAL LOCATION OF POST(S)

10 Downing Street, London SW1

3. ELIGIBILITY (to include references to seniority dates where relevant)

Executive Officers and corresponding departmental grades on level transfer.

4. QUALIFICATIONS AND/OR EXPERIENCE REQUIRED

Successful candidates will need to have the ability to respond promptly and efficiently under pressure. They must be alert, accurate, quick on the uptake and able to deal tactfully and effectively with VIP's both in person and on the telephone.

5. JOB SPECIFICATION/DESCRIPTION OF DUTIES

The post is graded at Executive Officer level. A Team of Duty Clerks work a rota system which involves night and weekend duties at 10 Downing Street, but also time off in lieu during the week. There is an allowance, currently £3039 a year, in recognition of night and weekend working and to cover meals allowances.

The Duty Clerks are expected to turn their hand, as the need arises, to a wide variety of duties. Their main responsibilities include:

a. Keeping the Private Office at No. 10 continuously manned on a rota basis. This involves maintaining communications between the office and the Prime Minister, wherever she may be; circulating papers within the Private Office and handling the receipt and despatch of Private Office correspondence; taking turns in undertaking night and weekend duties (when the Duty Clerk sleeps at 10 Downing Street) and dealing with urgent business which may arise during those times, in consultation as necessary with the Duty Private Secretary.

(During a six week cycle of duties, a Duty Clerk will normally be at No. 10 for just over 300 hours; of this, about 175 - including seven nights sleeping time - would be spent on these duties).

b. Maintaining, with the help of Clerical Officers, filing arrangements for more important and more highly classified documents, and preparing folders of papers and briefs for the Prime Minister's meetings and other engagements. The Duty Clerks must ensure that papers are kept systematically and readily available at short notice; and, in consultation with the Private secretaries, that outstanding business is followed up promptly.

(Over a six week cycle, about 135 hours are spent on these duties).

c. On occasion, accompanying the Prime Minister on overseas visits. The Duty Clerk is responsible for organising the Prime Minister's temporary office and for maintaining communications links with No. 10.

6. ADDITIONAL INFORMATION ON THE WORK OF THE BRANCH

Duty Clerks are very important to the efficient running of the Prime Minister's Office and it is emphasised that a high standard will be looked for. They can develop an outline knowledge of the whole range of Government business and the job provides excellent experience for the promising EO who may be expected to reach Principal or beyond.

Long experience in the service is not necessary. It is considered that those most suitable would be young Executive Officers who will not enter the promotion field during their term at No. 10 - or at least until the end of their second year of duty there.

Although everyone appointed to the Prime Minister's Office must be positively vetted, candidates need not have been positively vetted at the time their names are put forward; but they should have served in a Government Department for long enough to enable a reasonable judgement to be made of their security standing.

When submitting application forms departments should indicate the date of expected entry to the field of promotion.

7. SALARY SCALE APPLICABLE

National

8. ALLOWANCES PAYABLE

Inner London Weighting when permanent transfer terms apply plus £3039 per annum.

9. TERMS OF TRANSFER (eg loan or permanent transfer; removal expenses, superannuation terms)

Loan period of 2-3 years. The first 3 months will be regarded as a trial period.



10 DOWNING STREET

MR. FLESHER

Attached is a schedule showing CF's staffing over the Christmas and New Year holiday period.

Alan Davies-Jones

A. Davies-Jones
29 November 1982

Line
12

29/11

CONFIDENTIAL FILING STAFFING ARRANGEMENTS OVER CHRISTMAS AND NEW YEAR

<u>DECEMBER 1982</u>	<u>PRIVATE OFFICE</u>	<u>C.F.</u>
Wednesday 22nd	Normal staffing	Normal staffing
Thursday 23rd	Normal staffing	Normal staffing
Friday 24th	Normal staffing	Normal staffing
Saturday 25th	Mark Kerr (on call at home on: Guildford 62814 from 0900- 2000 hrs.)	None
Sunday 26th		
Monday 27th		
Tuesday 28th	Peter Ewing from 1000 hrs.	None
Wednesday 29th	S. Geary N. Roche A. Coombes	S. Geary N. Roche
Thursday 30th	Normal staffing	Normal staffing
Friday 31st	Normal staffing	Normal staffing

JANUARY 1983

Saturday 1st		None
Sunday 2nd		
Monday 3rd		
Tuesday 4th	Normal staffing	Normal staffing

Mr. Hester,

Following our discussion the other day I am writing formally with a request to have a photocopying machine installed in Confidential Filing.

My impression is that we are called upon to use the machines more often than anyone in No. 10 other than the Garden Room girls. The request for copies from CF are generally made at short notice and inevitably required urgently. It does not make a great deal of sense to have to run around to find a copying machine which is not being used.

You are also aware that the amount of copying to the Policy Unit has also increased considerably.

We are now in a position of having to copy very nearly every piece of paper that comes in to our office and it is going to increase when the Policy Unit is fully operational later in the year.

I propose that the small machine currently located outside the Garden Rooms be installed in C.F. G.R. already have such a machine in their office and also they make use of the Xerox one outside.

Could you find out if this can possibly be done please.

Han James Jones 24/8/67

B. R.
MANAGEMENT IN CONFIDENCE

ALAN DAVIES-JONES

cc Mr Whitmore

We spoke the other day about certain aspects of CF's work:

- (a) As you know, the CCTA have been doing a study of the possibility of introducing new technology into private offices throughout Whitehall. I have told them that there may be scope for extending the system that will be installed in Correspondence Section into the Garden Rooms and into CF, so as to improve our information retrieval. Steve Mumby of the CCTA may wish to talk to you about this. He will simply want to know how your filing and cross-referencing system works at present. You agreed with me that you would talk to the Duty Clerks and see whether you could think of any areas where new technology might help you, and how.
- (b) You also agreed to consider whether there was any case for changing the distribution of clerical and executive staff in CF, for instance by having one more CO and one less EO. This might only be possible with the introduction of new technology; and I am not sure any case can be made for changing the existing system; but it would be useful for me and my successors to have your thoughts on this;
- (c) I mentioned that some of the Duty Clerks were concerned that they were not properly informed about goings on in their own departments, and that they did not know who their personnel managers were. As you will have seen from my recent minute to Dennis Burkhard, I am trying to remedy this.

- (d) We discussed whether CF might take on any extra tasks to improve job satisfaction. I said I was reluctant to give CF any work dealing with the Prime Minister's correspondence, since the shift system worked by CF would make it difficult for them to devote sufficient time to this, and partly because there could be an element of job creation in this. But I am willing to reconsider the suggestion. There are other useful tasks, such as improving the filing system in the Garden Rooms, on which CF could help, and I certainly hope that CF will be able to give some assistance to Correspondence Section to help them over the introduction of their new technology. But I am not in favour of needless job creation and there ought to be some identifiable gain for the office in any new tasks taken on by CF. Have you any ideas ?
- (e) How are you getting on with your study of allowances ? As you know, the MPO have offered expert help on this, but it would be useful to have your assessment of whether it would be worthwhile, or sensible, to involve them. I have some back papers on this subject which you might find useful. I appreciate that this is a very sensitive subject.

WR

5 April 1982



Mr. Burkhart
Thank you.
W.H.
10/14

Mr. Whitmore
for information

10 DOWNING STREET

Mr Davies-Jones
I hope this is as we agreed
and that it does not cause
you any problems

From the Private Secretary

MR BURKHARD
MANAGEMENT AND PERSONNEL OFFICE

W.H.
2/14

I am conscious that I have not come back to you on the question of a trawl for duty clerks. Daphne Edmunds also reminds me that we need to decide on when to hold a trawl for Personal Secretaries.

It seems likely that I will be taking over from Mike Pattison in the Parliamentary affairs seat here at the end of May. There is therefore no question of our completing either of these trawls before I move. In which case I would like to ensure that my successor is given time to get settled in before he and I have to get stuck in to the process of interviewing. Moreover, while Parliament is sitting I will have very little time to help my successor in the selection process.

While these considerations are clearly not overriding in determining the timing of our trawls, I think they suggest that we should issue notices for both trawls before the end of May; and that we sift the applications over August and September in time for all the interviews to be completed by the middle to end of October. This is a fairly relaxed timetable, although last year the process of trawling for duty clerks was started on 11 February and took until 20 May to complete.

This timetable should cause no operational problems. Gus Collings was the next duty clerk due to leave. He has decided to stay until the results of the Customs and Excise board for promotion to HEO is known in June, and is quite happy to stay on after that. Alan Davies-Jones would like him to stay at least until after the Prime Minister's overseas travel in September and preferably until later in the Autumn. I intend to replace Teresa Rolleston as Parliamentary Clerk by promoting one of the duty clerks, and it would be best for her replacement to take up post at the beginning of the next session of Parliament in early November. We will therefore need to replace one duty clerk towards the beginning of November, and one between then and the end of the year.

We have one candidate, Mr Kerr, left from those selected at the last trawl, and two reserves. If we replace the duty clerk promoted to Parliamentary Clerk with Mr Kerr, then Gus

Collings can go as soon as we have selected candidates from the October interviews, and been through the process of positive vetting. If Gus has good reasons for going earlier, we can replace him with Mr Kerr, and aim to replace the new Parliamentary Clerk with the first of our new selection. In case of emergency, we can call on the two reserves: of these, Alan Davies-Jones has a preference for Miss McCormack, and I am bound to support his choice.

I would prefer to carry out the trawl for personal secretaries on the same sort of timescale, unless you feel there is more urgency in this.

The notices for the last trawls for duty clerks and personal secretaries seem to me to be perfectly adequate, and can be used for this year's trawls.

While I am writing, I should raise two other issues. First, a number of the duty clerks have mentioned that their home departments no longer send them establishment division notices, trawl notices, staff movement notices, notices of promotion boards, and so on. Customs and Excise seem to be particularly remiss in this way. Some of the duty clerks also are unsure of the names of their establishments and welfare officers in their home departments. Would it be too much to ask if you could let me know the names and telephone numbers of each of the duty clerks' establishment officers (working level). We can then make sure they receive sufficient information about goings on in their own departments. It is wrong that they should learn about trawl notices and promotion boards from friends in their departments.

Secondly, I have been looking at the figures for our staff in post and at our staff allocation for 1982/83. As background, Clive Whitmore has asked for figures on the numbers and grade of staff in post at 4 May 1979, 1 April 1980, 1 April 1981 and 1 April 1982; and I am not sure I can glean these from our records very easily. Perhaps you, or others in the MPO, could help me with this.

C. F. S. Rickett

1 April 1982



10 DOWNING STREET

MR. RICKETT

Attached is a schedule showing Confidential Filing's staffing arrangements over the Christmas and New Year holiday period.

Alan James

27 November 1981

CONFIDENTIAL FILING STAFFING ARRANGEMENTS OVER CHRISTMAS AND NEW YEAR

DECEMBER 1981

PRIVATE OFFICE

CONFIDENTIAL FILING

Tuesday 22

Normal staffing

Normal staffing

Wednesday 23

Normal staffing

Normal staffing

Thursday 24

Normal staffing

Normal staffing

Friday 25

N. Mitchell

-

(On call at

Charlotte Stevens

HOME

from 0900-2000 hrs

Tel: 01 254-8615)

Saturday 26

Sunday 27

Monday 28

N. Mitchell

-

Tuesday 29

Normal staffing

--

Wednesday 30

Normal staffing

Normal staffing

Thursday 31

Normal staffing

Normal staffing

JANUARY 1982

Friday 1

Saturday 2

Sunday 3

Monday 4

A. Coombes and

-

A. Logan

"

Normal staffing

Normal staffing

Copy sent to Lord Turner (CSO).
She will let me know of any
comments to CSO may have - S

3281

I told you that I would like to see the Duty Clerk Trawl notice revised, to give a clearer impression of the balance of the duties involved. I have in mind something along the following lines:-

[First paragraph as in present draft.]

"The Duty Clerks are expected to turn their hand, as the need arises, to a wide variety of duties. Their main responsibilities include:-

(a) Keeping the Private Office at No. 10 continuously manned on a rota basis. This involves maintaining communications between the office and the Prime Minister, wherever she may be; circulating papers within the Private Office and handling the receipt and despatch of Private Office correspondence; taking turns in undertaking night and weekend duties (when the Duty Clerk sleeps at 10 Downing Street) and dealing with urgent business which may arise during those times, in consultation as necessary with the Duty Private Secretary.

(During a six week cycle of duties, a Duty Clerk will normally be at No. 10 for just over 300 hours; of this, about 175 - including seven nights sleeping time - would be spent on these duties.)

(b) Maintaining, with the help of Clerical Officers, filing arrangements for more important and more highly classified documents, and preparing folders of papers and briefs for the Prime Minister's meetings and other engagements. The Duty Clerks must ensure that papers are kept systematically and readily available at short notice; and, in consultation with the Private Secretaries, that outstanding business is followed up promptly.

(Over a six week cycle, about 135 hours are spent on these duties.)

(c) On occasion, accompanying the Prime Minister on overseas visits. The Duty Clerk is responsible for organising the Prime Minister's temporary office and for maintaining communications links with No. 10."

MAP

3 February 1981

CONFIDENTIAL FILING STAFFING ARRANGEMENTS OVER THE CHRISTMAS AND
NEW YEAR PERIOD 1980/81

<u>December 1980</u>	<u>Private Office</u>	<u>Confidential Filing</u>
Monday 22	Normal staffing	Normal staffing
Tuesday 23	Normal staffing	Normal staffing
Wednesday 24	N. Mitchell to 1700 C. Stevens 1700 to 0900 on 25.12.80	D. Pritchard
Thursday 25	C. Stevens on call at home 0900-1900	-
Friday 26	C. Stevens to 1500 D. Collings	-
Saturday 27	D. Collings	-
Sunday 28	D. Collings	-
Monday 29	Normal staffing	A. Jess, N. Mitchell
Tuesday 30	Normal staffing	A. Jess, R. Banner D. Collings
Wednesday 31	Normal staffing	R. Banner A. Jess
<u>January 1981</u>		
Thursday 1	N. Mitchell	-
Friday 2	Normal staffing	S. Pike D. Collings

Stephen

GUIDANCE TO CFI'S
OPERATIONS

March 1979

THE FILING SYSTEM

The Confidential Filing system is a proven system which has evolved over many years. Its main requirements are that papers should be readily available, speedily found and complete according to subject. The papers of each Government are kept separate although when elections occur within a short space of time and the same party is returned to office it is not the practice to separate the files.

Since duty clerks change within a few years the importance of keeping to the same system must be stressed. Changes should only be made where they would bring a substantial improvement into the system. In this way duty clerks can look back over twenty years of previous files and still locate papers with a minimum of delay.

A set of "flimsy books" list the subject headings alphabetically. For reasons already explained we use the same headings all the time, although occasionally new titles are added where a need is shown or others may lapse. Each heading is further divided into separate files. Where files become too large, separate parts are made and these too are flagged in the flimsy books for easy reference. The flimsy for the file lists every document on that file and after the last entry it shows (in pencil) where the file is and the date that it was so placed.

Files that are marked PA have been put away in the cabinets as there is no further action on them. They are kept in boxes according to subject heading in the lockable cabinets arranged around the room. Within the boxes the separate files are kept in order of the date of the last entered document which is shown on the front cover of the file. Separate parts of files have separate boxes and these can be identified by their orange labels. [Files marked TPM can be found in the four-drawer cabinet to the right of the stairs leading to the dungeon. They are arranged alphabetically in the top drawer.] (The next two drawers contain the folders of Prime Ministers speeches and broadcasts. These are arranged in date order and are kept (PA'd) here rather than in the cupboards since their volume is increasing throughout the term of office). Files marked B/F are kept in the trays in cabinet (11) ~~top~~ according to B/F date. These files have been marked here

[
are moved
to the
cupboard
as yet with
cc
located
(
in
)

because there is action on them and correspondence is expected in the future. Other flimsies may be marked with the name of the private secretary to whom the file was sent.

When files are sent out of the Confidential Filing room the details are also entered in the "Marking Out Book" which is kept by the "PP tray". Details of files returned are deleted from the book so that it provides a record of all files that are not in C/F. ✕

The filing box by the duty clerk in the Private Office is emptied periodically and the contents sorted. Files which have been thrown out by private secretaries are ✕ "marked back" and then a decision must be made on where they should be placed. Any papers attached to the file should be read through to check that they are relevant to the file before their details are entered on the flimsy. If there is any further action to be taken or if a secretary has written a letter which demands a reply then the file must be given a B/F date accordingly. If there are papers missing from the file and no other indication of further action apart from the return of the papers they are marked "TPM" and put into the "Top Papers Missing" cabinet. Files that are complete and those upon which there is no further action are marked PA on the flimsy and returned to their appropriate box. It is important to check that the date of the most recent document has been written on the front cover of the file as this is the date which governs the placing of the file in the box when it is put away. When files are put away it is also the custom to write the subject heading of the file in the top right-hand corner of the last entered document. This is to show that all previous documents have been entered on the flimsy.

Give to 450 No
Loose papers from the private office are sorted into the filing trays which normally reside in Cabinet 5. Papers which need to be made into new files are put into the appropriate tray with a note to show which subject heading is appropriate. The papers should be read through and a suitable title made up. When making up file titles it is important to make cross references for any important names or places that may be included in the title.

These crosses are kept in a separate set of books and are useful for locating files on which previous papers have been filed in cases where it is not readily obvious. A separate tray is kept for filing papers on which there are bring-ups. This is so that the action on them is not overlooked. The procedure for entering the documents on existing files or for making up new files is the same, but when complete the file will be put into the Bring-ups for the appropriate date.

Care must be taken when filing to make sure that all previous references are on the file, including Hansard references and cuttings from newspapers. Telegrams should be checked carefully for previous telegram references which may also need filing.

Incoming letters which require linking up with our existing files on the subject concerned are sent down from the private office by the duty clerk who gives a "double buzz" on the internal telephone to draw attention to the fact that "PPs" are in the lift. From the lift they are put into the "PP tray" to be dealt with in turn. They are linked with the appropriate file and the file is then marked out to the private secretary who deals with the subject on the flimsy and in the marking out book. The new paper is put on the top of the file with a TPM slip giving the date and details of the paper. This is a contingency in the event of the Secretary taking the paper off the file - we still have a record of the paper's existence within the office. Thus when the file is returned to C/F the TPM slip indicates that the file should not be put away.

Secret and Top Secret documents must be recorded in the secret book at the same time as they are linked with the file. The heading of the file is entered in pencil. When the paper is filed the title is inked in. All secret and top secret documents are numbered consecutively in the top right hand corner and on the flimsy with a red pencil. Duplicate copies must be accounted for at the time of filing and destroyed by shredding. Two signatures must certify the destruction of the document in the secret book.

Aide Memoire for C/F Procedures

1. Key to system - the Flimsy Books
 - (a) Yellow labels - actual file titles
 - (b) White labels - cross references
2. A confidential file - records
 - (a) Main file title, eg H. ...
 - (b) Subject, eg Internal situation
 - (c) Date of first papers on file
 - (d) Date of last papers on file - this is the date which governs where the file is "put away"
3. The PPs tray - new papers entering the office are placed in the red box in the lift and then put in the tray by the lift. These papers have priority over all filing and must be linked with appropriate files and sent to the Private Office.
4. The B/F trays - there is a bring-up system of 9 trays which contain the files of the same date for action.
5. Filing trays - (a) B/F filing - files which need to be transferred to B/F system above
(b) New files
(c) Ordinary filing - 3 trays in alphabetical order
6. TPM Cabinet - Files which are incomplete because papers have been removed or top copies are not available.
7. The Marking Out Book - All files leaving confidential must be entered in the marking out book and likewise on their return to C/F they must be "marked back".
8. Ministers' Absences - Green plastic covers filed in Cabinet in dungeon - see separate note on procedure.
9. B/F filing - IT IS MOST IMPORTANT that when letters are filed they are read for any bring-ups or further action required. Be particularly careful with "MARK BACKS".

The Filing of Papers

1. Secret and Top Secret: Incoming documents are entered in the Secret Book
Destruction is noted and countersigned in S/Book
Filing of secret papers:
a) Numbered on the files on the flimsy
b) An entry in the secret book
Top Secret Telegrams (only) are entered in Secret Book.
2. Records of P.M.'s Meetings: These can be straight forward notes of meetings or a letter to a department recording what was said. In all cases they must be read and copied to files as appropriate
A copy must be made for the MASTER set, with a note where original is filed.
3. T - Messages: Messages to and from Executive Heads of State - can be telegrams, letters or records of telephone calls.
Entered in T-Book and a number allocated.
Copies:
1) Subject
2) Master - with a note where subject filed
3) Ops - " " "
4) Spares
4. M - Minutes: Minutes sent by the PM.
Entered in M-Book and a number allocated
Copies:
1) Subject
2) Master - with a note where subject filed
3) Ops - " " "
5. Cabinet Papers and Minutes: Registered in the Cabinet Book (instructions inside back cover) filed in the dungeon.
Papers - first copy marked ACTION
Minutes and conclusions - first copy marked MASTER.

Always look out for BF's
Always check that the paper being filed
has been seen by a P.S. or P.M.

PM's SPEECHES & BROADCASTS.

There is a separate flimsy book for PM's Speeches & Broadcasts. Speech flimsies are put away in order of the date of the speech. Papers referring to each speech are kept in their own brown Speech Folder.

All previous speeches are PA in the last section of the Roly-Folys, in date order.

Speech material arrives; it is usually in the form of:

1. a letter to a department requesting speech material.
2. a letter noting that the PM will be making a speech at some time in the future.

1. Make out a new brown folder for each speech.
2. Make out a new flimsy for each speech, cross the relevant words for easy reference.
3. If there is action clearly indicated on the papers, BF the folder accordingly.
4. If no action is indicated, BF folder for a date a couple of months before the speech is due to be made. The BF action is to request "Speech Material". The file should be sent up to a Private Secretary to check that a letter has gone out and that the speech is not overlooked.
5. Place the folder in BF Trays, as normal, mark whereabouts of folder on flimsy. (The Duty Clerks will take the BF action).

When all the advice has been received and speech has been written - ie. when the folder is finished with - BF the folder for a date after the speech has been delivered, for copying.

After the speech has been made;

1. Sort out the papers in the folder.
2. Keep a copy of the various stages of the draft speech - throw away any unnecessary duplicates.
3. Make copies of the speech cards. (The text of the speech as used by the PM when delivering the speech.)

Copies for i. David-Lipsey. *POLITICAL OFFICE*

ii. PM's set in the Study.

iii. T. Lankester's own set.

iv. Spares to be kept in speech folder.

(The Duty Clerk on the Desk will send the copies for B. Lipsey and the Study to their respective homes; T. Lankester keeps his set in his desk drawer. Update the index to this set and add the speeches.)

4. Mark the flimsy with a red ✓ to indicate the speech has been copied.
5. Mark flimsy that speech is PA. Place in dungeon Roly-poly.

It is necessary only to mark on the flimsy the whereabouts of speech folders.

If copies of a speech are requested by other departments - try to send out a copy of the press release, rather than a copy of the PM's speech cards.

The Press Office should ensure that, wherever possible, we receive a copy of the Press Notice for PM's Speeches.

PROCEDURE FOR HANDLING MINISTERIAL ABSENCES

Cabinet Ministers

When a new letter arrives:-

1. Note visit in diary
2. B/F file for FCO advice (7 days after date of letter, unless more urgent)
3. Send letter up on green folder to Mike Pattison

When file returned to C/F

1. B/F file as normal, unless MAP comments otherwise.
2. Chase FCO on the B/F date.

When FCO advice arrives

1. Draft approval letter
2. Attach to file and send up to MAP for his approval
3. Give to Garden Rooms for typing
4. When typed up, PA the file in dungeon

Junior Ministers

1. FCO handle all visits by Junior Ministers, copying to us their approval/refusal letter
2. Note visit in diary
3. An acknowledgement letter is sent from No.10 for Junior FCO Ministers
4. No.10 only handled the visit of Junior Ministers, if the Minister wishes to take his/her wife or PPS at public expense

Contact

The contact in the FCO is Malcolm Adams (233-4650)

Friday

Every Friday, a list of Ministers' absences for the following week, beginning Saturday, should be typed up for MAP to go in the PM's weekend box.

STATISTICS

1. Papers are taken from the B/F End Tray.
2. Sort papers into appropriate piles.
3. Link to Statistics files & other appropriate files.
4. Check on flimsies to see if the papers that are placed on files need entering. (Many do not).
5. "Weekly note on Economic Statistics" & "Statistical Checklist" are kept in a brown folder. This lives with main Statistics files in filing cabinet No.8.
6. Ireland Situation Reports are destroyed after being kept for a few months.
7. There is a separate Blue Box for miscellaneous Press notices.

P. M.

PRIVATE OFFICE

POLICY UNIT

PRESS OFFICE

POLITICAL OFFICE

CONSTITUENCY SECRETARY

HONOURS

APPOINTMENTS

CORRESPONDENCE

GARDEN RECMS.

QUESTIONS

CF

the gang

DAPHNE LOMAXE
JOE ~~PERICE~~ INGA
ROSIE PADWICK (LIVES RA)
KITTY SPENCE
JACKY TRACY

COLIN PETERSON
JOAN PORTER
JANE DEWITT
JULIANNE, LIZ
PAULINE REDWOOD

KAY DOVET
GILSON GUES
BETTY CLARE

JANE PARSONS
- the girls

PRIVATE OFFICE

Principal CURWORTHMORE
Private Secretary - (CAW)

PS Foreign MICHAEL ALLEN
Defense Affairs (MODS)

PS Home Aff/Corp. TIM LANESEN
(LONDON) (TFL)

PS Parliamentary NICK SAVOEN
Questions (NGS)

PS Misc. MIKE PATTERSON
Home Affairs (HAR)

JOHN HISHYNE
ANDREW DUGUID
(NORMAN SPEARER)
LINDA RUST

BERNARD INGHAM
NEVILLE GAFFIN
JOHN VERKER
GUS...
IAN KYDD
IAN GUN
LIZ KUMMONEN
DAVID WOLFSON

de have...
IAN GUN
LIZ, SALLY - SWAN

JOY ROBILLARD

SALLY HAYTER
TERESA ROLLESTON

Q