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Mr B Hutton
xxxxxxxxx@xxxxxxxxxxxxxxxxxxx.xxx

DE&S/PolSec3/1/12/2

Date:
28 May 2010

Dear Mr Hutton

I am writing about the request for information you recently made under the Freedom of Information (FOI) Act requesting copies of emails between Commodore (Cdre) Ian Jess, Royal Navy, and Common Purpose during the last 12 months.

My colleague Andrew Parrish previously wrote to you on 6 May 2010 to inform you that it would be necessary to carry out a Public Interest (PI) Test to determine whether information that falls within the scope of your request should be withheld under exemptions of the FOI Act. He also undertook to write to you again by 20 May 2010 and I would like to apologise that this was not the case. I am, however, now in a position to provide you with a substantive response.

Three emails were identified as falling within the scope of your request; these are:

- a. Email 1 – sent from Common Purpose to a number of addressees, including Cdre Jess, on 9 April 2010 at 16:48. This email contained an attachment providing details of five applications to join Common Purpose;
- b. Email 3 – sent from Common Purpose to a number of addressees, including Cdre Jess, on 13 January 2010 at 16:54. This email contained an attachment of a questionnaire which addressees were invited to complete and return (Cdre Jess did not do so); and

c. Email 2 – sent from Common Purpose to a number of addressees, including Cdre Jess, on 12 December 2009 at 12:46. This email provided an update of recent Common Purpose activity.

The PI Test was carried out to determine whether information contained within the emails and attachments falls within the scope of qualified exemption Section 43 (Commercial Interests) of the FOI Act. This work, which included consultation with Common Purpose, has, however, concluded that no qualified exemptions apply and that the emails can be released. A copy of each email is therefore attached at Annex A although I am withholding personal information relating to individuals named in the emails in accordance with absolute exemption Section 40 (Personal Information) of the FOI Act. Releasing this information would contravene the individuals' rights under the Data Protection Act 1998 and as Section 40 is an absolute exemption it is not subject to a PI Test.

I hope this is helpful but if you are not satisfied with this response or you wish to complain about any aspect of the handling of your request, then you should contact me in the first instance. If informal resolution is not possible and you are still dissatisfied then you may apply for an independent internal review by contacting the Head of Corporate Information, 2nd Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail CIO-FOI-IR@mod.uk).

Please note that any request for an internal review must be made within 40 working days of the date on which the attempt to reach informal resolution has come to an end.

If you remain dissatisfied following an internal review, you may take your complaint to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act. Please note that the Information Commissioner will not investigate your case until the MOD internal review process has been completed. Further details of the role and powers of the Information Commissioner can be found on the Commissioner's website, <http://www.ico.gov.uk>.



Lee Archer
For Head of Secretariat

**Email 1 – Sent from Common Purpose to various individuals, including
Commodore Ian Jess Royal Navy**

Personal information has been withheld in accordance with Absolute
Exemption Section 40 (Personal Information) of the Freedom of Information
(FOI) Act

From: [REDACTED]
Sent: 09 April 2010 16:48
To: [REDACTED]
Cc: [REDACTED]
Subject: Shared in Confidence - applications for approval

Dear all

I hope you all had a great Easter

I am sending you some initial applications for two of our up and coming
courses which fall within the Devon and budget and delivery

Common Purpose Somerset - senior leaders

I am delighted to tell you that, after a successful first Somerset
programme for senior leaders in 2009, we will be running the course
again in 2010, commencing **26th May**. The Somerset 2010 Common
Purpose course for Senior Leaders will take up to 12 leaders in
Somerset from across the private, public and not for profit sectors who
commit to eight days across a five month period and who are invited to
examine their leadership challenges and those across Somerset and
explore what it means to lead beyond authority, investigate their
connections to each other's locations and reflect on what this means in
their local context. For three of the days participants go beyond the
boundaries of their own town or county and work with leaders,
challenges and leadership strategies in Gloucester and the West of
England.

As with all our courses Action Learning Sets remain a strong feature of
the course and the learning.

During this eight day course

The participants will investigate, first hand, local, regional and national
challenges, issues and opportunities. They will visit a range of

organisations - from prisons, housing developments and hospitals to businesses and manufacturing plants - in order to experience, first hand, a range of real life leadership challenges, insights and strategies and find inspiration outside their usual spheres and explore more deeply what it means to:

- " influence beyond their immediate authority - inside and outside of their organisation
- " operate more effectively outside their familiar structures and across silos
- " work better with people from different disciplines, teams, organisations, sectors, communities and cultures

We have **five** applications in so far from [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED] and [REDACTED]. I have another 3 strong possibilities – [REDACTED], [REDACTED] and [REDACTED], the rest is in the lap of the gods!

Action required

1. Please confirm approval
2. Please let me know of anyone you know who might be interested in the course. I am actively pursuing applications and whilst I know, for most of you, Somerset is not your area, you may still know of someone in your wider network. [REDACTED] – I have already emailed you and [REDACTED] regarding the Somerset course – can you let me know if there is a suitable candidate?

The Somerset course is within the Devon budget to strengthen the overall Devon finances and I deliver the course. Its much like Matrix but shorter and cheaper!

Common Purpose International Navigator South West- early career leaders

Again this exciting course is within my budget and responsibility. We run this course each year but the format has changed this year to a more modular and international focus.

Commencing **8th June**, we will be running Common Purpose International Navigator in the South West for a group of 30 'rising stars' across the region.

Common Purpose International Navigator is a powerful learning experience that brings together high-potential, early-career individuals from different backgrounds and sectors, on a local, regional, national and international basis.

Over a 4 month period, participants come together in larger regional and national groups on 3 compulsory core days to explore the

leadership themes of power, courage and resonance. In between, they will work together in smaller local or regional groups choosing from different leaning modules and learning sets. Over the same time period the course will run simultaneously in other parts in the UK, South Africa and Germany giving the opportunity for groups and individuals to be connected across national and international boundaries.

Course structure:

- " Foundation four months - a minimum of 44 hours
- " Three core days (15th June, 21st September & 14th October 2010)
- " Flexible modules attended in your local area or across the South West providing opportunities to connect locally or regionally, nationally and internationally.

Why International Navigator?

Tomorrow's senior leaders, more than any other generation will need the confidence and determination to be a different type of leader and to lead with a global perspective. Common Purpose International Navigator is a powerful learning experience that brings together high potential, early career individuals from widely differing backgrounds.

Benefits

- " Learning from leaders in different settings and geography to your own is integral to what makes this course unique. Participants will connect with others who they would otherwise probably never meet.
- " Participants will be inspired as a leader through 'behind the scenes' visits to investigate change in action, and the leaders responsible
- " Organisations benefit from high potential, early career individuals who are able to understand the international context of global leadership and see themselves as leaders - and responsibly act as leaders in their organisation and beyond

Action required

- 1) I have attached an information pack for this year's course for those of you who would like to nominate a member of your team or talk to me about it further.
- 2) We have two applications in from the same organisation – a charity called [REDACTED] [REDACTED]. In view of the modular and South West nature of the course, two people from the same organisation will work fine as they will attend different modules. Please confirm acceptance. Remember the level of responsibility is of a more junior nature in terms of leadership

I will assume no news from you by cob Thursday 15th = agreement to the applications

Attachment to Email 1. In total five versions of this document, each one completed by a different applicant to Common Purpose, were attached to the email. As the document contains personal information provided by the individual applicants, this has been withheld in accordance with Absolute Exemption Section 40 (Personal Information) of the Freedom of Information (FOI) Act.

**Common Purpose International Navigator South West
Applications 2010**

Applicant	Role	Organisation	Sector	Business Type	Office location
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Role & Responsibilities					
[REDACTED]					
Leadership Challenges					
[REDACTED]					

[Redacted]

Reasons for applying

[Redacted]

Contribution to group

[Redacted]

Email 2 – Sent from Common Purpose to various individuals, including Cdre Ian Jess Royal Navy

Personal information has been withheld in accordance with Absolute Exemption Section 40 (Personal Information) of the Freedom of Information (FOI) Act

From: [REDACTED]

To: [REDACTED]

Sent: 21 December 2009 12:46

Subject: Common Purpose update – Information Shared in Confidence

Follow Up Flag: Follow up

Flag Status: Completed

Please note this document is intended for Advisory Group use only and is not for wider distribution. It may contain commercially sensitive or personal information.

Dear All

I am delighted to tell you that we have just launched a new Common Purpose UK website.

The website is designed to be easier to navigate and easier to understand. We have tested it extensively on a range of staff and external contacts. We would be delighted to receive any feedback you may have – please have a good look around.

You will notice that there are some new sections, highlighting the comprehensive range of work that we do. There are new sections on - amongst others - Leading Beyond Authority, our course methods, personnel, application process, the history of common purpose and our charitable status. We have a course finder wizard to help people decide which course suits them best. We have also added a section in on the role of the advisory groups; <http://www.commonpurpose.org.uk/courses/application-process>, and have taken the decision to list the names of each advisory group on the website also. Please note this is **names only** and no other details such as organisation or job title.

I would also take this opportunity to bring to your attention some of our national courses for which we are inviting applications;

20:20 is for senior leaders from all sectors who currently have, or who are taking on roles with, a national or international remit. It's a demanding and highly participatory residential five day course, held

once a year. 20:20 has two central themes; wealth creation and governance, which are explored in the context of increasing globalisation. Through briefings from top business people, media, lobby groups, politicians, civil servants, economists and scientists, the participant group assesses key economic, political, technological and social trends. In parallel, they meet leaders who are constantly dealing with situations that they cannot fully control stakeholders who are going in different directions, partners and systems they do not understand and timescales - far shorter or far longer - that they would like.

The next course takes place from 19-23 April 2010.

Interested? Please contact [REDACTED] or complete the online application form: <http://www.commonpurpose.org.uk/courses/late-career/2020> Not for you? You might know someone in your organisation for which this would be suitable.

Making a transition at the end of your career with What Next?

What Next? is a Common Purpose course for people in leadership positions who are ready to put their energy and experience to work in society and need practical help with the first steps. It's an excellent transition from one phase of a career to the next, in the company of a peer group facing a similar challenge.

What Next? is a joint initiative combining Oxford Said Business School's reputation for academic rigour with the Common Purpose approach to experiential learning and challenging insight. The residential course is complemented by a follow-up day in Autumn 2010. Further information about the course and an application form can be found at <http://www.commonpurpose.org.uk/courses/late-career/what-next>

The next course takes place from 15-18 March 2010

I hope that you have a very good break over the festive period. Thank you for your continued support of Common Purpose this year. I look forward to meeting with you or speaking to you during 2010.

Best wishes

[REDACTED]

[REDACTED]

Common Purpose
Discovery House
28-42 Banner Street
London EC1Y 8QE

T: [REDACTED]
F: [REDACTED]
M: [REDACTED]

www.commonpurpose.org.uk

**Email 3 – Sent from Common Purpose to various individuals, including
Cdre Ian Jess Royal Navy**

Personal information has been withheld in accordance with Absolute Exemption Section 40 (Personal Information) of the Freedom of Information (FOI) Act

From: [REDACTED]
To: [REDACTED]
Cc: [REDACTED]
Sent: 13 January 2010 16:54
Subject: Common Purpose – Information Shared in Confidence

Please note this document is intended for Advisory Group use only and is not for wider distribution. It may contain commercially sensitive or personal information.

Dear All

Each year Common Purpose holds a training day for all our Programme Directors and Programme Managers. The training day is part of our commitment to continued personal development and up skilling of our staff. As part of our preparation we are asking each of our Advisory Groups to fill out a short questionnaire - it is only 8 questions over 2 pages. The responses are anonymous and we are not intending to use the information directly with individual programme teams. We wish to use the data to help us shape this event as well as giving us a steer for other areas of the organisation where we should be focussing our efforts. It would help us enormously if you could fill out the attached questionnaire.

If you could get your responses back to me by **Friday 29 January**, it would be really appreciated.

With thanks & Best wishes

[REDACTED]

[REDACTED]

Common Purpose
Discovery House
28-42 Banner Street
London EC1Y 8QE

T: [REDACTED]

F: [REDACTED]

M: [REDACTED]

www.commonpurpose.org.uk

Attachment to Email 3. A questionnaire was sent as an attachment to Email 3. It should be noted that Cdre Jess did not subsequently complete and return it to Common purpose

Thank you for taking the time to fill out this short questionnaire. It is only 12 questions long and designed to be quick and easy to complete. We are, of course, delighted if you have more feedback that you have time to give us. We are committed at Common Purpose to continuing to improve the service we offer to our customers and getting honest feedback is very important to us. Your contribution to this process will remain anonymous unless you request otherwise. Best wishes for 2010.

1. Common Purpose staff understand my sector (choose 1):
 - Comprehensively
 - Adequately
 - Inadequately
 - Not at all

Questions 2 – 5: Please rate the following statements on a scale of 1 to 6, where 1 indicates strong agreement with the statement and 6 indicates strong disagreement with the statement.

2. Common Purpose staff are confident when faced with the challenges of my sector:

1 2 3 4 5 6

3. Common Purpose staff are well informed regarding the needs of my sector:

1 2 3 4 5 6

4. The content of Common Purpose courses in my area meets the needs of my sector:

1 2 3 4 5 6

5. In meetings Common Purpose staff are:

- Appropriately dressed
1 2 3 4 5 6
- Clearly spoken
1 2 3 4 5 6
- Well-prepared
1 2 3 4 5 6
- Well-informed
1 2 3 4 5 6
- Polite and courteous
1 2 3 4 5 6
- Efficient and responsive
1 2 3 4 5 6
- Confident and create a strong first impression
1 2 3 4 5 6
- Focused on the needs of my sector/org
1 2 3 4 5 6

Please use the space to provide additional comments about question 5

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6. Common Purpose staff are knowledgeable about my sector:
- Yes
 - No
 - Don't know
 - Other (please use the space below to explain your answer)
7. Common Purpose marketing materials are written in a way that is appealing and informative.
- Yes
 - No
 - Other (please explain)

8. Please use the space below if you would like to provide any additional information regarding your answers above, or if you have any additional feedback.

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To understand trends we would appreciate understanding a little more about you.

I am:

- Male
- Female

Please indicate which sector you work in:

- Private
- Public
- Third

Please indicate the city or region you work in: _____

Which of these titles best describes your position:

- Senior manager
- Manager
- Director
- CEO
- Coordinator/Assistant

Thankyou