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PRIME MINISTER

STAFFING OF NO 10

Labour

Private Office

Not Sent

The Private Office is made up as follows:

Stephen Wall. Foreign Affairs Private Secretary.
From FCO. Has been in No 10 since March 1991. As he
spent two-and-a-half years as Private Secretary to
Sir Geoffrey Howe and Mr Hurd,

Was Assistant Private Secretary
to Dr Owen in 1977-79.

Barry Potter. Economic Affairs Private Secretary.
From Treasury.

William Chapman. Parliamentary Affairs Private
Secretary. From Department of Environment. Spent a
year as Home Affairs Private Secretary before moving
across to the Parliamentary desk, the usual route to
this post.

Mark Adams. Home Affairs Private Secretary. From
Department of Employment.

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Principal Private Secretary. I have been in No 10 for nearly three-and-a-half years

Subject to the points above, no immediate decisions are necessary.

Press Office

You can choose whether to bring in a "political" appointment or appoint a civil servant. There are precedents for both, and both arrangements can work. My only advice is that it is more important to choose someone who can operate effectively with the written press than television. The daily encounter with the Lobby is primarily a press occasion and the TV correspondents, while making their reports differently, acquire it through the same route. I also think you should choose someone who, while putting across your side of the story, is nevertheless not perceived just as your mouthpiece. You will want someone you can feel confident with.

If you wish to appoint a civil servant, there are the following possibilities:

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has suggested three other names:

My own views are as follows.

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You will need to weigh these candidates against the outsiders who will be well known to you. There is a balance to be struck between someone who knows how you think and someone who is able to organise the Whitehall machine.

The Chief Press Secretary briefs the Lobby twice a day at 11.00 and 1600 hours to explain your daily programme, announce Government business and respond to questions. It would be possible to adopt a different way of informing the press about Government business. For example, should we continue the convention under which the Chief Press Secretary is not named but is referred to as "Downing Street", or "Government sources". This is something you would want to discuss with whoever you appoint.

Foreign Affairs Adviser

The current chairman of the Joint Intelligence Committee, Sir Percy Cradock, has also been Foreign Affairs Adviser. In this role he has offered insight and advice to the Prime Minister which have provided a cross-check on the advice of the Foreign Office. Has played role of elder statesman and a

source of wisdom.

The existing arrangement was considered to have been helpful. The Adviser was able to draw together insights gained through diplomatic channels and intelligence channels and report them quickly. Appointment of a senior diplomat who 'knows the score' has avoided problems in the relationship between the Prime Minister and the Foreign Secretary. The contribution an Adviser of the senior diplomat type could make is spelled out fully in the attached Annex.

You have, therefore, the following options:

- i. have no Foreign Affairs Adviser and rely on the Policy Unit;
- ii. repeat the existing arrangements
- iii. appoint a separate Foreign Affairs Adviser.

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You may want to talk to Sir Robin Butler about these possibilities.

Economic Adviser

STAFF IN CONFIDENCE

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AT

(ANDREW TURNBULL)

9 April 1992

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STAFF IN CONFIDENCE

FOREIGN POLICY ADVISER TO THE PRIME MINISTER

1. The Prime Minister needs to be very well informed on foreign policy issues. Apart from their intrinsic importance, the Prime Minister has to handle a lot of issues personally, eg summits with Bush, Yeltsin, EC Heads of Government, decisions on Iraq, Libya and other 'hot' subjects. Because of their public/political importance virtually all significant foreign policy issues are referred to No 10 before decision.
2. The principal source of advice to the Prime Minister on foreign affairs is the Foreign Secretary. No advice on issues of substance comes from the Foreign and Commonwealth Office without being cleared by him.
3. The Prime Minister's own Foreign Affairs Adviser has fulfilled the following main functions:
 - a. To anticipate crises and see that the Prime Minister is briefed in advance of having to take quick decisions on the recommendation of the FCO.
 - b. To interpret to the FCO what is in the Prime Minister's mind on major issues and to make sure they have the Prime Minister's preoccupations. The Foreign Policy Adviser has, in the past, had regular meetings with the Permanent Under Secretary in the Foreign Office and this has proved a very efficient way of preventing misunderstandings and ensuring that we are all pointed in the same direction. Relations between the Foreign Office and Downing Street have gained in consequence.
 - c. To offer the Prime Minister advice independent of the Foreign Office on issues of importance. This does not mean constant disagreement with the FCO, but it assures FCO recommendations are tested against an independent standard before being approved. In practice, the two preceding Prime Minister's have valued this cross-check.

4. To relate this to the specific questions:

- a. Why does the Prime Minister need advice over and above that of the Private Secretary?

The Private Secretary is heavily involved in the daily organisation of the Prime Minister's foreign policy engagements and in coping with a large flow of paper. The Foreign Policy Adviser can stand back and take a rather longer view. If he also holds the position of Chairman JIC (see below) he has even greater advantages in this warning role.

- b. Why not someone from the Policy Unit?

The Adviser, if he is a senior diplomat, will have a great area of direct expertise, eg Russia or China, and a wide experience of other foreign policy issues. He will also know the way that Whitehall works. He will therefore be better fitted than anyone else to gather the information and report on the cross-currents. For security reasons, because of clearance and of the classification of his papers, it will probably be found in practice that there should be a physical division between him and the Policy Unit.

- c. Why is the combination of senior diplomat and Chairman JIC a good formula?

The short answer is that this is the best possible combination of knowledge and experience. The senior diplomat will know the world or large parts of it as set out above. The Chairman JIC will have not only the normal diplomatic traffic at his disposal but also all the resources of a formidable intelligence machine. He will therefore be specially well-equipped for the warning/alerting role and can ensure that the Prime Minister has all the relevant

information at his disposal at once. This body of hard information means that his foreign policy advice is likely to be well-founded, not just spun from the top of his head. It also means that the intelligence machine is alive to current policy preoccupations and knows what questions are in Ministers' minds. Both intelligence and policy gain.

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