



The Lord Browne of Madingley, FRS, FREng

The Rt. Hon. David Cameron, MP
Prime Minister
10 Downing Street
London SW1A 2AA

14 November 2014

Dear Prime Minister,

I am writing to inform you of my intention to step down from my positions as the Government's Lead Non-Executive Director and the Lead Non-Executive Director for the Cabinet Office by 31 January 2015.

You appointed me four years ago to lead the establishment of a new set of departmental boards, with an enhanced role for non-executive directors from the private and not-for-profit sectors. These non-executive directors have drawn on their experience and expertise to help equip the Civil Service with the new skills needed to deliver government policy more effectively. They have brought a more business-like approach to Whitehall, and have worked with the Civil Service to introduce significant improvements to the way departments are run. The feedback I have received suggests that enhanced departmental boards have become an established part of formal and informal governance in Whitehall.

The role of non-executive directors in government is now evolving. After a period during which they have spearheaded reforms such as the professionalisation of major project management, improvements to the quality of management information, and the introduction of functional leadership, they are now spending much of their time helping the Civil Service to implement and embed these reforms. There is much still to do, and non-executives have a lot more to contribute, particularly when it comes to strengthening the centre of government and developing talent at senior levels of the Civil Service. But the appointment of a CEO for the Civil Service marks an inflection point in a process of reform which will take several Parliaments to reach its conclusion. It is the right time for new leadership and new perspectives on this process. I am stepping down now so that my successor will be in place well before the general election.

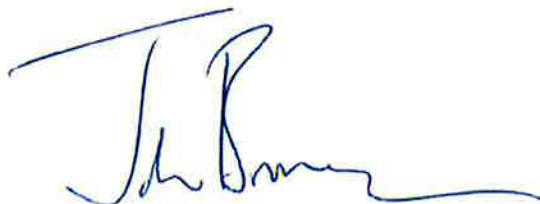
Work on this project began very soon after the completion of my independent review of higher education funding and student finance (the Browne Review). I have enjoyed

working extensively on this activity for the last four years, and would like to express my gratitude for the way in which you, Sir Jeremy Heywood, his predecessor Lord O'Donnell and their teams have supported it. Under Sir Jeremy's extraordinary leadership, the Civil Service has demonstrated impressive professionalism, ambition and dedication to the many tasks at hand, while the determined commitment of Francis Maude has made much of my work possible. Francis deserves credit for his tenacity in driving the Efficiency and Reform programme, which has delivered significant savings for the Exchequer, and for his work to improve the skills and accountability of the Civil Service. He and I agree that the Government and the Civil Service must now work to ensure that these reforms are irreversible.

The aspiration to make government admired for its efficiency and innovation is a noble one. I am proud to have been part of efforts in the United Kingdom which have brought external expertise to bear on the challenges of modern government.

I am copying this letter to the Cabinet Secretary and to the Minister for the Cabinet Office.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'John Brown', with a long horizontal flourish extending to the right.