



10 DOWNING STREET
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17 November 2014

THE PRIME MINISTER

Dear John,

Thank you for your letter of 14 November, and for all you have done for the Government. Your work as the Government's Lead Non-Executive Director, and the Lead Non-Executive for the Cabinet Office, has been a great success.

Under your leadership, Departmental boards fast became a valued part of Whitehall's management, and you have overseen the recruitment of an array of first-rate non-executives. Their experience, wise counsel and managerial acumen are relied upon by senior civil servants and Ministers alike. You have served this Government and previous administrations with distinction, and I hope that we will be able to draw on your energy, advice and expertise in the future.

This Government's long-term economic plan has meant that the UK is now on course to be the fastest growing economy in the G7. You and your team of non-executives have helped us deliver that, ensuring that all Departments have become growth Departments, cutting red tape and supporting growth and exports in their sectors. We have implemented an enormous and ambitious programme at pace. You helped ensure Departments were able to do so, drawing on the best experience from business and beyond. The Civil Service is now stronger and more effective for your efforts.

I firmly agree with you that we should aim to make Government an admired source of efficiency and innovation. In the past four years we have begun a long-overdue process of reform across the Civil Service. The Civil Service today is 17% smaller than it was at the time of the 2010 General Election, but operating with much greater productivity and higher efficiency. In particular, your work with Francis Maude to improve the management of major projects - through the Major Projects Authority and the Major Projects Leadership

Academy - has been revolutionary. We are now improving commercial and digital skills, and are attracting strong talent from the world of business, including the new Chief Executive. We saved an unprecedented £14.3 billion last year alone through efficiency and reform, compared to a 2009-10 spending baseline. However, I agree that there is a great deal more to do and so I have tasked John Manzoni with accelerating this programme of reforms working closely with your successor, the Cabinet Office and Her Majesty's Treasury, to maximise savings for the Exchequer.

You have also made a significant contribution to sharpening the management of talent across the Civil Service, including through the Senior Leadership Committee. I have valued your work with Sir Jeremy Heywood to improve talent management in the Civil Service, and the recommendations in your recent report on 'the right people, in the right place, with the right skills'.

We will shortly begin the process of recruiting your successor, and I hope you will be closely involved in that.

Thank you for all that you have done.

Yours,
David

The Lord Browne of Madingley