

PREM 19/3232

Part 2.

Confidential Filing.

Use of the Government  
Car Service (G.C.S.)

CARS.

Part 1: May 1979

Part 2: Sept 1989

In attached folder: Misc. GCS invoices ] INDICES DESTROYED  
+ STAMPED

Referred to	Date	Referred to	Date	Referred to	Date	Referred to	Date
<del>6-9-89</del>							
<del>11-20-89</del>							
<del>9-10-89</del>							
<del>16-10-89</del>							
<del>7-11-89</del>							
<del>6-4-90</del>							
<del>1-7-90</del>							
<del>26-11-90</del>							
<del>4-12-90</del>							
<del>19-2-91</del>							
<del>27-6-91</del>							
<del>19-9-91</del>							
<del>21-11-91</del>							
<del>17-12-91</del>							
PREM 19/3232							
PART ENDS							

PART 2 ends:-

WEC to BHP

17.12.91

PART 3 begins:-

MA to C.O.

23.1.92



10 DOWNING STREET

~~Danny~~

You should be aware of  
the needle car bill

for year June - Aug.

About the same as  
mine! (I think

AT wants a word with  
me) - we've now spoken.

The problem appears to  
be waiting time. Can

we try to be more  
accurate in our ordering?

~~144~~ <sup>live told</sup> tell AT Net's our aim is to work



CABINET OFFICE

Government Offices Great George Street London SW1P 3AL Telephone 071-270 5890

HZ04726

Mark *ra* *Walter*

I suggest use "per person" returns each month plus a cumulative total, tracked against previous year, i.e. simple journeys ~~to~~ (Not of course possible - but first year) ~~to~~ *to* take can start with simple journeys before attempting to break them down *IT*

W Chapman Esq  
10 Downing Street  
LONDON  
SW1 8AA

5 December 1991

12/11

Dear William

*Walter*  
Any comments?

*Lith* 13/12

NO. 10 BILATERAL: GCS CARS

Mr Turnbull asked at the No.10 Planning Bilateral if the printouts on the use of GCS short term cars, provided to you on a monthly basis, could be enhanced to show the number of journeys as well as cost.

The summary sheets included with the individual printouts show the number of journeys per person, in the period covered with a final total. I am not I am not sure what further information would be useful, unless you would like a cumulative, year to date total of journeys. The only additional analysis which could be made would be to analyse use by time eg:

No of journeys under 0.5 hours

No of journeys 0.5 - 1hr

This could be done, but would require additional programming and my IT resource is fully committed for the next 2-3 months. I am, however, prepared to add it to my list of future projects if this is what Mr Turnbull was looking for.

not rec

MISS J M E BUCHAN  
Finance Division

*Saj*

Dictate letter

- taken over - aplo;
- cumulative total to date / previous year
- individual print-outs for journey
- Last rec to show price go but can call up

From: John Richards  
Date: 4 December 1991

Amber

You may wish to be aware  
of Sam's H's car bill - highlight.

WILLIAM CHAPMAN

~~Off~~      Withia.  
M Br      18/12  
9/12

No 10 Downing Street  
Government Car Service Analysis

As promised please find enclosed the analysis for Period 5  
(August 1991). Period 6 will follow shortly.

John Richards

→ ~~Off~~ This covers  
June - August

If this is for one  
month, and a holiday  
month, I don't see

how I could have  
made 27 (Journey)

- on Day 40 - etc etc

Could you please  
confirm?

WCR 10/12

Finance Division  
Rm 57/3 Ext 5975

COST CENTRE : MCS77341 PERIOD:05

NAME	NUMBER OF JOURNEYS	COST
ALLEN A MISS	1	52.00
BAINSFAR L MISS	3	45.06
BEAN P MR	21	1180.91
BEAN P MR +1	2	112.00
BEAUMONT & HASLAM	1	52.00
BEAUMONT I MR	13	342.17
BEAUMONT I MR +1	1	25.20
BIRD S MR	10	417.05
BOX S MISS	2	80.60
BRAIN MR	3	182.00
BRIGHT G MR	1	78.00
BURGESS MRS	1	52.00
CARTER S MISS	3	252.20
CATFORD R MR	2	59.25
CHAPLIN J MRS	3	125.76
CHAPMAN W MR	27	1071.57
CHARMAN S MISS	11	557.29
CRADOCK P SIR	16	500.48
DEMANUEL MR	2	68.90
DEMANUEL MR + 1	1	104.00
DESPATCH	35	1343.18
DESPATCH + MESSENGER	1	92.60
DESPATCH RELIEF CAR	4	110.82
DIBBLIN J MRS	2	91.00
DRIVERS O/N EXPENSES	6	244.20
DUTY CLERK (LETTER)	1	31.64
ENVELOPE	1	45.28
GALVIN MRS +1	1	39.00
GOODCHILD MISS	2	72.30
GREEN P MRS	4	337.30
HASLAM J MR	17	429.14
HASLAM J MR + 1	2	91.00
HAYTER S MISS	2	50.94
HILL J MR	8	147.50
HOGG S & MILLS J	1	39.00
HOGG S MISS	66	2046.99
HUGHES H MR	4	109.45
JELLEY M MISS	4	149.40
KEEN G MRS	2	142.42
KNIPE K MISS	3	101.40
LEWIS D MISS	13	939.99
LINGHAM MR	1	78.00
MACLEOD S MRS	5	226.47
MAJOR E MISS	1	16.80
MAJOR N MRS	4	270.38
MAJOR T MR	1	20.80
MESSENGER	8	427.96
MESSENGER + BOX	2	229.98
MILLS J MR	1	10.78
MORRIS D MR	27	732.25
MURPHY M MISS	5	273.00

O'DONNELL G MR	45	1383.39
O'DONNELL G MR & MRS	1	20.80
PHILLIPS MISS	2	25.85

POLICY UNIT	3	69.30
POTTER B MR	40	1160.19
POTTER B MR +2	1	21.56
PRESS OFFICE	2	72.10
PRIVATE SECRETARIES	1	16.80
QUINN J MR +1	1	65.00
RHEINHOLT-WEBB MRS	3	122.19
RITCHIE C MISS	5	113.91
ROBERTS M MR	1	20.80
ROLFE A MISS	14	871.60
SCOLA D MISS	2	96.20
SINCLAIR C MISS	3	52.90
STACEY D MR	2	81.61
STONE R MR	3	98.08
TREW N MR	4	91.14
TURNBULL A MR	6	195.60
TURNBULL A MR + 1	1	42.00
WALDOCK K MISS	3	432.60
WALL S MR	5	113.14
WALL S MR + 1	1	104.00
WELLS MR	1	65.00
WHITING T MR	5	236.60
YANDLE A MR	4	195.80
YANDLE A MR + 1	1	65.00
YANDLE A MR +2	1	78.00
VAT AMOUNT	1	3494.60
-----		
TOTAL	520	23705.17





10 DOWNING STREET

~~William~~

CF

MB 25/4

Re your note on ACS charges. <sup>with</sup> 22/4

I spoke to Steve Cusby (deputy manager ACS) who said that "the higher rates were notified to customers but subsequently withdrawn after many protests were received - to his knowledge, nobody was ever charged at the higher rates and there will consequently be no refund."

David 21/4.

CF

GCs fleet manager

Pl. v. ing Tando McCarthy

217 3821 or

Steve Gentry 217 3853  
at 0900

+ check with them -

<sup>ie</sup>  
when + hav under the  
refund will be.

~~AM~~

217 3839

CF  
Property Holdings



supplied the  
hire charges  
without warning & then withdrew  
them and provided a refund.

10 DOWNING STREET

Will ~~ham~~ <sup>will the latter</sup> make up for  
PTO

Sent to RC -

for you, I think?

Unless we are  
meant to have  
a copy.

(ACT)

Angela

Dr wing?

14.11.91

Refund?

all / part of the overpayment  
recorded on the attached?

WEL

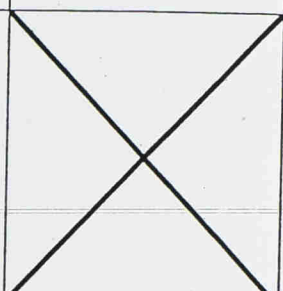
18/4

REPORT MCS50 CABINET OFFICE (OMCS)  
 COST STATEMENT FOR PERIOD 07  
 OCTOBER 1991

COST CENTRE: GCS SHORT HIRE

RUN DATE 07/11/91 PAGE 20  
 MAISY CODE: MCS775

BUDGET	ACTUAL	OVERSPEND/ UNDERSPEND	COST ELEMENT	ANNUAL BUDGET		BUDGET TO DATE		ACTUAL TO DATE		OVERSPEND/ UNDERSPEND	
				£	£	£	£	£	£	£	£
10,417	87,041	76,624	RUNNING COSTS								
10,417	87,041	76,624	-----	125,000	125,000	72,917	138,742	138,742	65,825	65,825	
1,359-	0	1,359	GCS-SHORT HIRE			72,917	138,742	138,742	65,825	65,825	
9,058	87,041	77,983	TOTAL G.A.E.	16,304	16,304	9,511-	0	0	9,511	9,511	
9,058	87,041	77,983	VAT REFUNDS-CURRENT	108,696	108,696	63,406	138,742	138,742	75,336	75,336	
			TOTAL RUNNING COSTS	108,696	108,696	63,406	138,742	138,742	75,336	75,336	
			GRAND TOTAL			63,406	138,742	138,742	75,336	75,336	

DEPARTMENT/SERIES ..... <i>PREM 19</i> ..... PIECE/ITEM ..... <i>3232</i> ..... (one piece/item number)	Date and sign
Extract details:  <i>Letter from Blackwell dated 14 October 1999</i>	
CLOSED UNDER FOI EXEMPTION .....	
RETAINED UNDER SECTION 3(4) OF THE PUBLIC RECORDS ACT 1958	
TEMPORARILY RETAINED	<i>24/2/2017</i> <i>J. Gray</i>
MISSING AT TRANSFER	
NUMBER NOT USED	
MISSING (TNA USE ONLY)	
DOCUMENT PUT IN PLACE (TNA USE ONLY)	

8 October 1991

Thank you for your letter of 4 October about the special equipment recently installed in Prime Ministerial cars.

I had passed on the invoice, etc to you in the belief - perhaps erroneous - that GCS were now meeting the complete cost of specially protected vehicles and that this was consolidated in the weekly hire charges to users. (Previously, as you recall, the prime purchase cost of vehicles was on the GCS budget but the extra cost of armouring, etc was charged to the user Department. This practice ceased in 1991/92).

However, if you think this is a proper charge for the Home Office I have no objection to the papers being referred to them. One of the cars included under this claim is not on allocation to No. 10 but to Mrs Thatcher.

**ROBIN CATEFORD**

Tom McCarthy Esq

cc. Brian Blackwell Esq



Department of the Environment

*Government Car Service*

Ponton Road London SW8 5AX  
Telex 928064  
Facsimile 071-217 3840  
Telephone 071-217

*MS*  
The Secretary for Appointments  
10 Downing Street  
LONDON  
SW1A 2AA

4 October 1991

*Dear Mr Catford*

I refer to your letter of 2 October 1991.

Whilst the GCS gave all possible assistance with the installation of the equipment you mentioned, I was not aware that we were expected to provide funds for it's purchase. Indeed, no such funds have been allocated within the GCS budget.

However, in considering how the equipment might be paid for I came to the thought that it was possibly appropriate for the Home Office Central Unit to meet the cost. I therefore mentioned the matter to Brian Blackwell, head of the Unit, and he asked that I pass the papers to him. Subject to your comments I will do so.

*Yours*  
*Mr McLeary*



RECYCLED PAPER

*c.c. Mr Blackwell*



10 DOWNING STREET  
LONDON SW1A 2AA

19 September 1991

Dear Miss Allman,

Further to our telephed conversation  
last week, I can confirm that our invoices  
should in future be addressed to  
Mr. William Chapman here at No 10 Downing  
St.

Yours sincerely

Antonia A. Parker.

lany 77341  
code

~~the catford~~

Mr Chapman

these are for you, not  
me. Del.  
9/19

Miss D Allman  
Accommodation Services  
Room 63/5  
GOGGS  
Tel: 270 5827

GCS Invoices

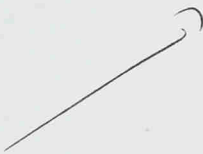
Copies of GCS invoices are enclosed for information only.

The invoice amount has been paid and coded to the cost centre as detailed. If there are any amounts that you consider to be wrongly coded, please return to myself at the above address.

Debbie Allman

Debbie Allman.

where are  
the invoices  
when?  
pk



NOTE FOR THE RECORD

GOVERNMENT CAR SERVICE

I spoke to Robin Catford yesterday about the increasing costs arising from the new charging arrangements which the GCS introduced in July and about the overspend in both long term and short term hire which we are already suffering.

We agreed that I should explore the possible use of a computer cab service outside the core hours.

We agreed that we would both need to put in for supplementary amounts for the budget to cover this year's expenses.

Mr. Catford said he would look at the possibility of trimming the use of Government cars meanwhile. Derek Morris in the Cabinet Office is apparently a good contact. I would need to check with him whether we can book taxis outside the GCS or whether we have to use their operation room to do it.



(WILLIAM E. CHAPMAN)

18 September 1991

C:\HOME\GCS (ECL)



Department of the Environment

## Property Holdings

Directorate of Special & Central Services

St Christopher House Southwark Street London SE1 0TE  
Telephone 071-921 3988  
Facsimile 071-921 2357  
Telex 21352 DOESCH

*cc. Mr Chapman (If you have not received this direct)*

TO ALL GCS CUSTOMERS

*this confirms what I told you this morning. All 23/9*

17 September 1991

Dear Customer

### GOVERNMENT CAR SERVICE: HIRE CHARGE RATES 1991-92

I wrote to you on 27 June outlining the new charging arrangements which the Government Car Service was proposing to introduce from 1 July 1991.

You may be aware that, following my letter, we received strong representations from a number of customers who, whilst not generally disagreeing with the principles of the new charging arrangements, expressed serious concerns about the effect that the in-year increases would have on hard pressed departmental administrative budgets. We had always recognised that this might cause problems but we had also to recognise our own obligations to balance the GCS books.

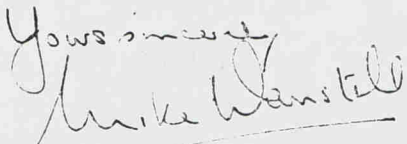
However, in the light of the representations made, we have decided to defer the introduction of new charges for the GCS until 1 April 1992. Customers will therefore continue to pay for and be invoiced for GCS services on the basis of the previous charges (a copy of these rates is attached). We will be answerable for any resulting deficit in the current financial year.

For 1992/93, we will endeavour to advise you of the new charges which will come into effect from 1 April 1992 as quickly as possible and in any event, not later than 31 October. This will enable you to take the new charges fully into account when preparing your bids for next year's funds.

As you will recognise, this means that we will be setting charges which would remain in effect until a date some eighteen months ahead and we will clearly have to make assumptions about the additional pay and other costs which will arise over that period. However, other than in exceptional and unforeseeable circumstances, it is our firm intention to hold prices at the level set in October for the whole of that period.

The charging arrangements will be one of the important aspects that will be covered in the new Supply and Services Agreement which is currently being drafted and which will be put to GCS customers for discussion and agreement before the end of 1991.

If you have any queries or questions about this letter, would you please address them to the GCS Fleet Manager, Tom McCarthy (Tel 217-3821) or his deputy, Steve Gentry (Tel 217-3853).

Yours sincerely  


M J WANSTALL  
Director of Central Support Services, DOE



Department of the Environment

*Government Car Service*

Ponton Road London SW8 5AX  
 Telex 928064  
 Facsimile 071-217 3840  
 Telephone 071-217

Direct Line: 071-217 3821

Our Ref: PO/ACC/2

17 September 1991

Dear Customer

GOVERNMENT CAR SERVICE : HIRE RATES 1/7/91

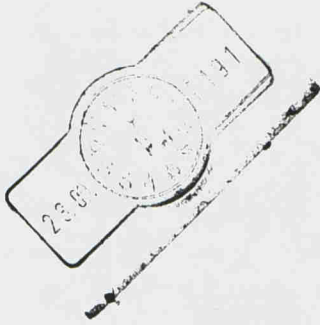
A) WEEKLY RATES - STANDARD FIRST CALL CARS

	Option 1 Basic rate (07.00 to 20.00 Monday to Friday)	Option 2 24 Hr Service (07.00 Monday to 18.00 Friday)	Option 3 Full 7 Day Service
	£	£	£
Montego/Cavalier/Sierra	659.00	753.50	848.00
Rover	726.00	815.00	929.50
Daimler Sovereign/Jaguar	889.00	993.00	1080.00

Customers who select the Option 1 or 2 level of service will be able to use their cars outside the periods covered by these options at the following hourly rates, charged in addition to the weekly rates shown above.

	Hourly rate before 20.00 hrs Weekdays	Hourly rate (After hours) Weekday nights after 20.00 hrs, Sats & Suns
	£	£
Montego/Cavalier/Sierra	20.54	25.65
Rover	21.82	26.95
Daimler Sovereign/Jaguar	28.25	33.30





B) OTHER CHARGES	1/1/91 to 30/6/91	1/7/91 to 31/3/92
a) Pool Day Rate	£ 21.56 per hour	£ 21.00 per hour
b) Pool Night Rate	£ 30.14 per hour	£ 26.00 per hour
c) Despatch	£ 16.17 per hour	£ 16.17 per hour
d) Despatch (weekly)	£505.00	£505.00
e) Shuttle (weekly)	£574.00	£574.00
f) Limousine Day Rates	£ 25.85 per hour	£ 25.85 per hour
g) Limousine Night Rates	£ 32.34 per hour	£ 32.34

Please address any enquiries on these revised rates to Miss J Appleton on 071-217 3810 in the first instance.

Yours sincerely

*PP S G - 6*

**T A McCARTHY**  
**Fleet Manager**  
**Government Car Service**

THE GOVERNMENT CAR SERVICE

Some Questions answered

\*\*\*\*\*



For most of our customers the GCS is represented by a personal car and a regular driver who arrives every morning and remains at the disposal of the Minister or other customer until the final journey home at the end of the day. But you may be interested in a rather more comprehensive picture.

### What services does GCS provide?

The best known is, of course, the allocated car and driver serving an individual customer. GCS also maintains a pool of cars and drivers, primarily to provide cover for absences, breakdowns etc in the allocated service. This pool is also available to customers for ad hoc journeys or for regular commitments which do not in themselves require a fully allocated service.

In addition to these services, GCS provides a despatch service mainly for the regular movement of Ministerial boxes and, through contracts with outside firms, can provide supplementary taxi or car hire services.

### When are GCS services available?

24 hours a day, 365 days a year.

### How many cars does GCS own?

In all about 185. These range from the special vehicles provided for the Prime Minister and certain other Ministers down to the standard pool and despatch service vehicles. In addition GCS has its own breakdown and recovery vehicles.

### Which models does GCS use?

At present the general fleet includes Sierras, Cavaliers, Montegos and Rover 416's. We are progressively moving towards a fleet which will largely comprise Rover 416 vehicles on both general customer satisfaction and environmental/economic grounds.

### How are cars acquired?

Mostly through call off contracts run by the Ministry of Defence, but some cars are purchased direct from manufacturers.

### How often are cars replaced?

The normal replacement period is 3 years. Experience suggests that this generally represents the most cost effective balance between new capital expenditure and increasing maintenance costs.

### Who maintains the vehicles?

For security reasons most GCS cars are maintained in the fully equipped GCS workshops at Ponton Road, Vauxhall.

### Does GCS operate an 'environment friendly' policy?

Yes. All new vehicles are equipped with catalytic converters and we are seeking to replace the current 2 litre vehicles with 1.6 litre models. In addition we are examining the advantages and disadvantages of diesel engined vehicles where these are acceptable to customers.

### How many staff does GCS employ?

In all about 200. The largest single group is, of course, the drivers of whom there are currently some 150. In addition there are

- Garage and workshop staff
- Briefing officers, who man the briefing room which takes customer and driver messages on a 24 hour basis.
- Management and administrative staff, handling the general finance and administration of the Service.
- Security staff.

### How are the drivers recruited?

GCS has a very loyal staff of drivers and turnover rates are generally low. Some of our drivers have served the GCS for 25 years or even more. We have a waiting list of applicants for posts with GCS and new recruits are generally selected from that list.

Are the drivers specially trained?

On recruitment, all drivers are required to undertake a driving standards examination carried out by ROSPA. In addition special training on security matters is given to drivers by the Metropolitan Police.

Do GCS drivers have any special status in relation to statutory or local authority regulations?

No. All GCS drivers are required to observe the requirement in exactly the same way as the ordinary motorist. Thus a driver who is asked to wait for his passenger on a double yellow line is liable to be required to move on by the police, and a driver guilty of a road traffic offence is liable to prosecution just like anybody else.

What does GCS cost to run?

In total, some £7m per annum.

What are the main cost elements?

The largest single item is wages and salaries, which account for well over half of the total. In the nature of the service which GCS provides the drivers, in particular, work long hours. Overtime costs are therefore a more significant element than in most Civil Service organisations. Other significant cost elements are

Vehicle replacement	Around £1m per annum
Fuel	£350K
Provision of secure garage and workshop etc	£730K

CARS: Use of GCS

Pt 2



Department of the Environment

# Property Holdings

Directorate of Special & Central Services

St Christopher House Southwark Street London SE1 0TE  
Telephone 071-921 3988  
Facsimile 071-921 2357  
Telex 21352 DOESCH



*Mr Chapman*  
*This appears to be the No 10*  
*action copy - received by me only*  
*today - effective from 1 July!*  
*It has considerable budget implications.*  
*We need to talk. (I have obtained some*  
*further elucidation.) DC*  
*8/7/91*

27 June 1991

Dear Customer

## GOVERNMENT CAR SERVICE: HIRE CHARGE RATES 1991-92

When I wrote to you on 4 December 1990, I mentioned that we had put in hand a full scale review of the basis on which GCS charges are calculated and that I would come back to you in due course and advise you of the outcome.

We have now completed that review and what has clearly emerged is that our charges have not been fully reflecting the total costs. Very briefly, our investigations have revealed that when the GCS formed part of The Crown Suppliers operations, there was a degree of cross-subsidisation as a result of which some of the GCS costs were hidden within the overall TCS accounts. Whilst under the TCS Trading Fund arrangements this was quite acceptable, the GCS is now operating under its own separate Memorandum Trading Account and we are subject to a strict Treasury remit to recover all GCS costs through our charging arrangements. The shortfall in 1990/91 was of the order of 15%.

In addition to this general point, the review has confirmed that the present charging system does not adequately reflect the differential level of use of the service, and, therefore, the costs incurred in serving individual customers. In short the lower level users have been subsidising those who require and receive a service for many more hours during the week.

In order to remedy this I propose that with effect from 1 July GCS will operate a form of 'pay as you use' scheme. The component parts of this will be a core charge which will cover the standard GCS working day of 0730-1930 Monday to Friday, and an hourly charge for services outside that period. The core charge will vary according to the type of vehicle provided; the hourly charge will be standard for all vehicles (to avoid administrative complications) but will be higher for Sunday work because of the higher wage costs on that day.

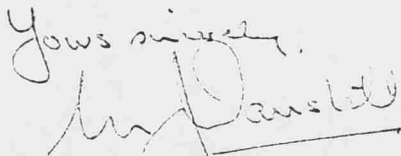


RECYCLED PAPER

The new weekly rates, together with the hourly charges for use outside the core period are shown at Annex A. They have been set to cover not only the shortfall to which I referred earlier, but also the likely cost of the GCS pay awards for this year which take effect from 1 July.

So far I have said nothing about what GCS is doing to reduce its costs or improve its service. Although our charges are still significantly lower than most comparable outside firms, I am not in any way complacent about our costs. I am currently awaiting the results of an audit of the GCS and expect that this will provide indicators of areas where costs might be better controlled. In the light of that report I shall be setting in hand a full review of costs, particularly overheads. Finally, I am considering whether we should set up some form of service agreement with each customer, spelling out clearly what our obligations to you are. I would welcome any views which you might have on this and, in particular, suggestions about matters which you, as the customer, would like to see covered by any such agreement.

I will write to you further on these matters later in the year, but in the meantime, as a first step in a more positive customer relations initiative I am enclosing a fact sheet which provides answers to some of the basic questions about GCS. I would be happy to respond similarly to other questions. Any queries about the new hire charges in particular, should be addressed initially to the GCS Fleet Manager, Tom McCarthy (Tel 217-3821), or his deputy, Steve Gentry (Tel 217-3853).

Yours sincerely,  


M J WANSTALL  
Director of Central Support Services, DOE

## ANNEX A

## GOVERNMENT CAR SERVICE: HIRE RATES 1991/92

## A. ALLOCATED CARS - STANDARD VEHICLES

1. The new rates will be:

	Rover 827/Jaguar	Rover 416/Montego/ Cavalier/Sierra
	£	£
Mon-Fri 0730-1930 (core hire period)	807 per week	759
Mon-Fri per hour for additional hours	15	15
(Non-contiguous hours will be charged at the appropriate pool rate, see Section C below and are subject to vehicle availability)		
Saturday (per hour, minimum charge 4 hours per call-out)	15	15
Sunday (per hour, minimum charge 4 hours per call-out)	25	25

B: ALLOCATED CARS WITH SPECIAL SECURITY FEATURES

2. The new rates will be

	Category 1	Category 2	Category 3
	£	£	£
Mon-Fri 0730-1930	1,778	1,219	1,070
Mon-Fri per hour for additional hours	15	15	15
(Non-contiguous hours will be charged at the appropriate pool rate, See Section C below, and are subject to vehicle availability)			
Saturday (per hour, minimum charge 4 hours per call-out)	15	15	15
Sunday (per hour, minimum charge 4 hours per call-out)	25	25	25

3. Full 24 hour 7 day per week allocation if required would necessitate the assignment of two drivers to the allocation. The addition to the core hire rate would be £850 per week.

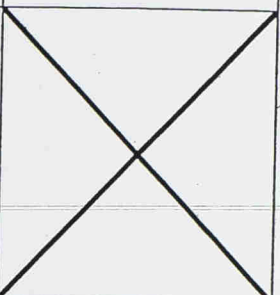
C. SHORT TERM HIRE

4. The new short term hire rates will be as follows:

(Day rates cover 0730-1930)

Pool Day Rate	£21.00 per hour
Pool Night & Weekend Rate	£26.00 per hour
Limousine Day Rates	£28.00 per hour
Limousine Night & Weekend	£33.00 per hour
Despatch Day Rate	£17.60 per hour
Despatch Night & Weekend Rate	£22.60 per hour
Despatch (Mon-Fri 0830-1700)	£528.00 per week
Shuttle (Mon-Fri 0830-1700)	£578.00 per week



DEPARTMENT/SERIES ..... <i>PREM 19</i> PIECE/ITEM ..... <i>3232</i> (one piece/item number)	Date and sign
Extract details:  <i>Slowed to Appleton dated 19 February 1991 with attachment</i>	
CLOSED UNDER FOI EXEMPTION .....	
RETAINED UNDER SECTION 3(4) OF THE PUBLIC RECORDS ACT 1958	
TEMPORARILY RETAINED	<i>24/8/2017</i> <i>G. Gray</i>
MISSING AT TRANSFER	
NUMBER NOT USED	
MISSING (TNA USE ONLY)	
DOCUMENT PUT IN PLACE (TNA USE ONLY)	

Ms Stocock Rde

MRS MAJOR

Use of Government Cars

I attach a comprehensive note which has now been finalised and agreed with the Prime Minister concerning the charge made for the use of Government cars for private or Party purposes. (It also embodies an earlier note setting out the circumstances in which you are entitled to the free use of Government cars.)



Robin Catford

5 February 1991

Circulation:

Private Secretaries  
Political Office  
Duty Clerk  
Miss Wallis  
Mrs Richards

USE OF GCS CARS BY THE PRIME MINISTER

AND MRS MAJOR

Official use

Three Government Car Service (GCS) vehicles and one reserve car are on permanent allocation to No 10 (and can be augmented when required) to cover the Prime Minister's transport requirements for all official purposes. The cost is, of course, met against the No 10 budget.

Apart from occasions when she travels with the Prime Minister on official business, Mrs Major is entitled to be provided with a separate Government car (if available) without charge in circumstances such as the following:

- (i) travelling from home to attend a function with the Prime Minister in London or to join him at Chequers;
- (ii) the converse of (i);
- (iii) travelling independently to or from a function attended with the Prime Minister but where he has prior or later commitments elsewhere in which she is not involved;
- (iv) travelling to or from events which she attends in a representational capacity on behalf of the Prime Minister.

The principle applied to determining the journeys which are covered by the free provision of a Government car is that they must arise out of Mrs Major's position as wife of the Prime Minister. Such journeys are also met against the No 10 budget. This of course covers other members of her family travelling with her. The same provision cannot, however, be

made for members of the family travelling alone.

Non-official use

The use of Government cars by the Prime Minister or Mrs Major for non-official purposes is subject to a charge. Such circumstances would include attendance at Party functions, private holidays, shopping, etc. It has been the practice for past Prime Ministers to indicate which of the charges should be directed to Party headquarters for settlement, and to meet the remaining charges themselves. (The rendering of such accounts is handled within Appointments Section at No 10.)

Because the Prime Minister (and certain other Ministers) are required for security reasons to use a Government car rather than their own for all journeys by road (including those for private and party purposes), it has been agreed (Cabinet Office reference A088/1952) that the use of a Government car in these circumstances should be charged at a special rate equivalent to the estimated running costs of a private vehicle. The rate is currently 12.519p per mile and is derived from the AA schedule of motoring costs for a self-driven 1300cc car.

In the absence of such a security requirement this arrangement does not apply to Mrs Major when travelling alone. However, if she or her family wishes to make use of a Government car for private or Party purposes and a No 10 allocated car is available, the charge would be at the rate of the standard Civil Service motor mileage allowance, currently 35.7p per mile.

In other circumstances, if operational factors do not make it possible for a No 10 allocated car to be provided, the private use of a GCS pool car by Mrs Major or her family would be charged at the GCS pool hire rate of £21.56 (plus VAT) per hour up to 2000 hours and £30.14 (plus VAT) after 2000 hours.

Booking arrangements

All bookings for Government cars should be made through the Duty Clerk at No 10 regardless of whether the journey is with or without charge.

The services of the Duty Clerk are also available for booking cars from independent commercial operators, which experience shows may be a good deal cheaper than using a GCS vehicle. For example, one operator with whom the Cabinet Office has an account (Galaxy Radio Cars Ltd) charges £1 per mile (minimum £3.90) plus an administrative charge of 12½% and VAT. In order to secure a car at the most advantageous rate the Duty Clerk should be given as much warning as possible of an intended booking, since not all sources may be available at short notice.

It would be helpful if, when booking a car, Mrs Major could give an indication of the nature and purpose of the journeys so that this can be related to the log kept by drivers and others, and be subject in due course to the appropriate allocation of a charge, if any.



Robin Catford

1 February 1991

PRIME MINISTER

AT/- A word please 4/1.2

Use of Government Cars

You asked (below) about the charge made for Government cars used by you or Mrs Major for private or Party purposes.

I am sorry to have taken so long in sorting this out, but some aspects have needed negotiating afresh with the Cabinet Office.

The short answer is that when you - for security reasons - are obliged to use an official car for private or Party purposes instead of your own vehicle you are charged at a special rate of 12.519p per mile.

Mrs Major, however, would be charged (at best) at the Standard rate for an allocated car of 35.7p per mile, provided a No 10 car is available. To use a GCS pool car, however, costs upwards of £24 per hour. In the latter case a commercially hired car would be a better option, and the Duty Clerk can organise this.

I attach a comprehensive note setting out the position.



Robin Catford

1<sup>st</sup> February 1991

MR CATFORD

From: D A Morris

Date: 31 January 1991

## USE OF THE GOVERNMENT CAR SERVICE BY THE PRIME MINISTER AND MRS MAJOR

We have spoken on several occasions about use of the GCS by the Prime Minister and Mrs Major for private or Party purposes.

## Prime Minister

2. The Prime Minister and other Ministers for whom the security authorities exceptionally consider it essential may use their official cars for all journeys by road, including those for private or Party purposes. The charge for use of official cars for private or Party purposes in these circumstances is at a rate equivalent to the cost it is estimated would have been incurred had a private car been used - ie on the basis of the running costs contained in the AA's schedule of motoring costs for a self-driven 1300cc car, currently 12.519p per mile.

## Mrs Major

3. Mrs Major is assessed at threat level 5 which does not necessitate the use of a GCS car for security reasons. However, if Mrs Major wishes to make use of a GCS car for private or Party purposes and a No 10 allocated car is available the charge is at the standard motor mileage allowance, currently 35.7p per mile. If use is made of a GCS pool car the hire charge is £21.56 (plus VAT) per hour up to 8.00pm and £30.14 (plus VAT) per hour after 8.00pm. The charge is based on details recorded by the driver and covers the time a car leaves and returns to the Ponton Road garage.

4. In addition to the GCS the Cabinet Office has an account with Galaxy Radio Cars Ltd. The cost is £1.00 per mile - minimum charge of £3.90 - together with an administrative charge of 12 $\frac{1}{2}$ % plus VAT. Waiting time is £10.20 per hour. Galaxy also operate a VIP service for which the cost is £1.25 per mile - minimum charge of £12.00 - with waiting time at £11.40 per hour.

5. As an alternative the Cabinet Office has an account with the Computer Cab Co Ltd. There is a booking fee of £1.40 (plus VAT) on each booking. The metered fare, minimum of £5.40, is charged at the rates shown attached. If a taxi is kept waiting more than nine minutes a charge of 16p per minute is levied for every minute of waiting. A service charge (tip) of 12.5% is made on the combined fare. There is additionally an administrative charge of 15% (subject to VAT) on all fares with a total of at least £12.50

*Dennis Morris*

D A Morris

OSB



## DRIVERS TARIFF

### LICENSED TAXI-CABS

METROPOLITAN POLICE

The driver must, unless he has a reasonable excuse, accept any hiring up to 6 miles (20 miles if he is at Heathrow Airport), if the destination is in the Metropolitan and/or City Police Districts. The fare for such journeys is as follows:

#### Fare Table

<b>£1.00</b> <small>minimum charge</small>	For the first 1021.5 yards or 3 minutes 36 seconds.
<b>20p</b>	For each additional 340.5 yards or 1 minute 12 seconds until the fare exceeds £6.40.
<b>20p</b>	Thereafter for each 227 yards or 48 seconds.

#### Extra Charges

1. **ADDITIONAL PASSENGERS**  
Each person (excluding infants in arms)  
(2 children under 10 count as one person) ..... **20p**
2. **LUGGAGE**  
Each item in the driver's compartment and  
each other item over 2 feet long ..... **10p**
3. **EVENINGS, NIGHTS, WEEKENDS AND PUBLIC HOLIDAYS**  
For any hiring beginning or ending within the  
following periods:—  
Mondays to Fridays 8 pm to midnight ..... **40p**  
Saturdays 6 am to 8 pm ..... **40p**  
Monday to Friday nights, midnight to 6 am  
Between 8 pm on the day before until 6 am on the  
day after Sundays and Public Holidays ..... **60p**  
Between 8 pm on 24 December and 6 am on 27 December  
Between 8 pm on 31 December and 6 am on 1 January ..... **£2**
4. **TELEPHONE BOOKINGS**  
For any hiring which is arranged by telephone ..... **£1.20**  
*Note: Only one of the charges listed at 3 is payable in respect of one hiring.*

COMPLAINTS about the cab or the driver should be sent immediately to the Metropolitan Police, Public Carriage Office, 15 Penton Street, London, N1 9PU with the number of the cab or the number of the driver's badge. Complaints can also be notified by telephone to 071-278 1744 on Monday to Friday, 9.00 am to 4.00 pm.

LOST PROPERTY should be claimed at the Metropolitan Police Lost Property Office at the same address between 9.00 am and 4.00 pm Monday to Friday. Telephone enquiries may be made on 071-833 0996. Please allow at least 24 hours from loss before making any enquiry.

MR CATFORD

From: D A Morris

Date: 25 January 1991

## USE OF THE GOVERNMENT CAR SERVICE BY THE PRIME MINISTER AND MRS MAJOR

We spoke about my minute of 22 January.

2. As you are aware the former Prime Minister was charged the standard mileage rate for use of the GCS for private or Party purposes. I have discussed this with the Senior Finance Officer and it is considered the standard rate should continue to apply for the use of an allocated vehicle. I have also approached PSA who have unearthed a 1982 letter supporting the private use of the GCS being charged at the standard rate (with any subsistence incurred). The Treasury - Finance Division, Chancellor's Private Office and Office Services - have so far been unable to trace Mr Major being charged for private use of the GCS. They will confirm one way or the other on Monday.

Dennis Morris

D A Morris

OSB

Private or Party use :-

	<u>PM</u>	<u>Mr Major</u>
GCS allocated vehicle	— standard rate	standard rate
GCS pool vehicle	— <del>rate</del>	full hourly charge

Mr Turnbull

PM's private/party use of transport

The attached is what I had hoped to be able to say in response to the PM's recent query (within), subject to Cab off clearance.

However, they will not agree either to the "public transport rate" being applied (X in my minute) or to Mrs Major being charged for a No 10 car ~~XXXXXX~~ (when available) at the "standard motor mileage rate" (Y in my minute) rather than the £20+ per hour GCS pool rate.

Their authority for refusing these concessions which I proposed is cited in their attached minute.

I can easily revise my draft to fall in with all this, but I fear there may be a reaction from the PM — especially as something akin to Y appears to have been applied to him when Chancellor.

What next?

RC.  
24/11

11.375 p/mile

DRAFT

Use of Government Cars by the Prime Minister

Three Government cars (and a reserve) are on permanent allocation to No 10 (and can be augmented when required) to cover the Prime Minister's transport requirements for all **official purposes**. The cost is, of course, met against the No 10 budget.

A separate note dated 18 January gives guidance on the circumstances in which Mrs Major may also be provided with a Government car without charge.

The use of Government cars by the Prime Minister or by Mrs Major for **non-official purposes** is subject to a charge. Such circumstances would include attendance at Party functions, private holidays, shopping, etc. It has been the practice for past Prime Ministers to indicate which of the charges should be directed to Party headquarters for settlement, and to meet the remaining charges themselves. (The rendering of such accounts is handled within Appointments Section at No 10.)

X Because the Prime Minister is normally required for security reasons to use a Government car rather than his own for private journeys, the rate charged is at the concessionary figure of 18.8 pence/mile (ie the "public transport rate" currently in force under Civil Service arrangements) and not at the "standard <sup>motor</sup> mileage rate" which would otherwise be applicable (35.7 pence/mile currently). The former rate would also apply to a car provided separately for Mrs Major if similar security requirements should arise.

Y In other circumstances, private use of a Government pool car by Mrs Major or her family is charged at full cost on a time basis (currently upwards of £20/hour depending on type of car and time of day) - unless operational factors make it possible for one of the cars on permanent allocation to No 10 to be used, in which case the mileage rate of 34.4 pence/mile applies. As an alternative to using a Government pool car at the hourly rate, a cheaper option would be to use the services of an independent car hire firm. (This can also be booked through the Duty Clerk at No 10.)

[J.R.C—]

[Date]

MR CATFORD

From: D A Morris

Date: 22 January 1991

USE OF THE GOVERNMENT CAR SERVICE BY THE PRIME MINISTER AND MRS MAJOR

You asked for advice on the rates to be paid by the Prime Minister and Mrs Major for use of the GCS for private or Party purposes.

Prime Minister

2. A copy of the relevant paragraph from the guidance on travel by Ministers (C(P)(87)3 - being reissued but paragraph remains unchanged) is attached at 'A'. You will see that the charge for use of an official car for private or Party purposes "will be on the basis of the Civil Service Motor Mileage Allowance". Finance Division are checking their files to establish who decided, and on what understanding, the Prime Minister should be charged at the standard rate, currently 35.7p per mile. I will let you know the outcome. I have pointed out to Finance Division that Treasury charged Mr Major at the public transport rate, currently 18.8p per mile.

7 up  
24 4

Mrs Major

3. The threat to Mrs Major has been assessed at level 5 which does not necessitate the use of a GCS car for security reasons. Nevertheless, if Mrs Major wishes to make use of the GCS, and you accept it is inappropriate for her to use a No 10 allocated car, the short-term charge is £21.56 (plus VAT) per hour up to 8.00pm and £30.14 (plus VAT) per hour after 8.00pm. The charge is based on details recorded by the driver and covers the time a car leaves and returns to the Ponton Road garage.

4. As an alternative to the GCS the Cabinet Office has an account with Galaxy Radio Cars Ltd. The cost is £1.00 per mile - minimum charge of £3.90 - together with an administrative charge of 12½% plus VAT. Waiting time is £10.20 per hour. Galaxy also operate a VIP service for which the cost is approximately £1.25 per mile with waiting time at £11.40 per hour.

5. As a further alternative the Cabinet Office has an account with the Computer Cab Co Ltd. There is a booking fee of £1.40 (plus VAT) on each booking. The metered fare, minimum of £5.40, is charged at the rates shown at 'B'. If a taxi is kept waiting more than nine minutes a charge of 16p per minute is levied for every minute of waiting. A service charge (tip) of 12.5% is made on the combined fare. There is additionally an administrative charge of 15% (subject to VAT) on all fares with a total of at least £12.50. An example of a Computer Cab charge is £14.16 for a journey from No 10 to Kings Cross.

*Dennis Morris*

D A Morris

OSB

## GUIDANCE ON TRAVEL BY MINISTERS

### I. The Use of Official Cars

1. Cabinet Ministers, Ministers in charge of major Departments and such other Ministers as the Prime Minister may indicate will have first call on cars in the Government Car Service pool. When the Minister concerned does not require the car it should be made available for other use within the Department (see also Paragraph 8).

2. On Mondays to Fridays Ministers may use a car in London (the Metropolitan Police District) for any purpose (other than Party business, see Paragraph 5) which will secure a saving of their time. They may also use it for the purpose of attending an official engagement outside the Metropolitan Police District if that is the most convenient way of travelling to their destination.

3. Ministers are permitted to use an official car for home to office journeys on the understanding that they would normally be carrying classified papers on which they would be working. Ministers may use official cars for journeys to a house in the country within a reasonable distance (say, 50 miles) from London if they have been seriously delayed by their official duties and other means of transport are not conveniently available.

4. It is desirable, as far as possible, to keep the hours of duty of drivers within reasonable limits. Ministers must therefore be prepared to use any car at weekends (see also Paragraph 7). At these times cars may normally be used only for official purposes or for social occasions of an official character in London. Cabinet Ministers and Ministers specified by the Prime Minister may, however, use a car from a pool outside London at weekends for journeys of reasonable distance (say, up to 50 miles) between home and an airport or railway station conveniently placed in relation to a Government car pool.

5. Except for Ministers covered by the special arrangements in Paragraph 6, official cars should not be used for journeys on Party business, such as constituency visits or attendance at Party meetings. There is, however, no objection to using an official car if the meeting involving Party business takes place immediately between two official engagements in the course of the working week.

6. The Prime Minister, the Secretary of State for Defence, the Foreign and Commonwealth Secretary, the Home Secretary, the Secretary of State for Northern Ireland, and any other Minister for whom the security authorities exceptionally consider it essential may use their official cars for all journeys by road, including those for private or Party purposes. Ministers will normally be charged for the use of the official car on journeys for private or Party purposes which are outside the provisions of Paragraphs 2-5. The charges will be on the basis of the Civil Service Motor Mileage Allowance.

7. Car drivers are required to keep records in the form of log sheets. Journeys between points within five miles of Whitehall will not be recorded individually, but all other journeys outside this area will be detailed in full. Ministers will be responsible for ensuring that cars are used only for authorised journeys, and for identifying which journeys require repayments. Log sheets will be sent weekly to Ministers' Private Secretaries for authorisation.

# DRIVERS TARIFF

B

## LICENSED TAXI-CABS

METROPOLITAN POLICE

The driver must, unless he has a reasonable excuse, accept any hiring up to 6 miles (20 miles if he is at Heathrow Airport), if the destination is in the Metropolitan and/or City Police Districts. The fare for such journeys is as follows:

### Fare Table

<b>£1.00</b> <small>minimum charge</small>	For the first 1021.5 yards or 3 minutes 36 seconds.
<b>20p</b>	For each additional 340.5 yards or 1 minute 12 seconds until the fare exceeds £6.40.
<b>20p</b>	Thereafter for each 227 yards or 48 seconds.

### Extra Charges

#### 1. ADDITIONAL PASSENGERS

Each person (excluding infants in arms)  
(2 children under 10 count as one person) ..... **20p**

#### 2. LUGGAGE

Each item in the driver's compartment and  
each other item over 2 feet long ..... **10p**

#### 3. EVENINGS, NIGHTS, WEEKENDS AND PUBLIC HOLIDAYS

For any hiring beginning or ending within the  
following periods:—

Mondays to Fridays 8 pm to midnight  
Saturdays 6 am to 8 pm ..... **40p**

Monday to Friday nights, midnight to 6 am  
Between 8 pm on the day before until 6 am on the  
day after Sundays and Public Holidays ..... **60p**

Between 8 pm on 24 December and 6 am on 27 December  
Between 8 pm on 31 December and 6 am on 1 January ..... **£2**

#### 4. TELEPHONE BOOKINGS

For any hiring which is arranged by telephone ..... **£1.20**

*Note: Only one of the charges listed at 3 is payable in respect of one hiring.*

**COMPLAINTS** about the cab or the driver should be sent immediately to the Metropolitan Police, Public Carriage Office, 15 Penton Street, London, N1 9PU with the number of the cab or the number of the driver's badge. Complaints can also be notified by telephone to 071-278 1744 on Monday to Friday, 9.00 am to 4.00 pm.

**LOST PROPERTY** should be claimed at the Metropolitan Police Lost Property Office at the same address between 9.00 am and 4.00 pm Monday to Friday. Telephone enquiries may be made on 071-833 0996. Please allow at least 24 hours from loss before making any enquiry.





10 DOWNING STREET

From the Principal Private Secretary

Mr Catford

Can we have a word. I am not sure  
what case the PM is making of.

(1) PM had in No 10 to Party  
conference. Norma had independently  
to meet him (as returns home separately)  
I would regard Norma's journey as  
chargeable

(2) But he may be referring to charges  
for his journey. What is the position  
there?

AT

21/1/91

CONFIDENTIAL



Department of the Environment

**Property Holdings**  
Directorate of Special & Central Services

St Christopher House Southwark Street London SE1 0TE  
Telephone 071-921 3988  
Facsimile 071-921 2357  
Telex 21352 DOESCH

18 January 1991

Dear Private Secretary

**GOVERNMENT CAR SERVICE - SECURITY**

With the outbreak of hostilities in the Gulf it is more than ever necessary that we should exercise vigilance in all aspects of the service provided by the Government Car Service. Drivers have been instructed to be particularly scrupulous in observing security rules. There are however two particular points on which I would be grateful for your help.

First, daytime parking of vehicles. In some departments it may not be possible for cars to be kept in secure accommodation when not actively in use, but wherever such accommodation is available it should be used. Clearly there is a need to have regard to the possible inconvenience of some delay in the arrival of the car to pick up a Minister, particularly in the context of division bell demands. But we must have rather greater regard to the security requirements than has perhaps been the case in the past. The recent Home Office report on these issues, which has been endorsed by Ministers, specifically draws attention to the need for secure daytime parking of GCS vehicles. The relevant recommendation reads:

"We recommend therefore that secure parking arrangements by day and night be made available as a matter of urgency to all Government cars carrying principals assessed at threat level three and above. In the future similar arrangements should be made for all other GCS cars, since, apart from the threat to the principals involved, those cars will frequently be taken into secure parking areas and close to other principals at higher risk for meetings and social events. (Recommendation 32). Where secure parking is not possible, stricter enforcement of rules for drivers will be necessary, even where this may be to the inconvenience of both drivers and of principals".

The second point is, in effect an extension of the first and concerns the actual observance of security requirements. It can happen - and indeed has happened - that instructions are given to a GCS driver by either a Minister or the Private Office which clearly conflict with the security rules under which, on the instructions of the Security authorities, GCS is required to operate. In such circumstances the

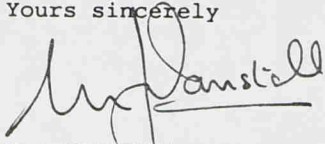


100% RECYCLED PAPER

# CONFIDENTIAL

driver is likely to have no choice but to carry out the Minister's instructions and this may well give rise to difficulties. As a general rule, as the Home Office report makes clear, drivers should not be asked to break security rules. If, on occasion, this is unavoidable I would be grateful if you would let me know the circumstances. This will enable any necessary alternative security arrangements to be considered in consultation with the security authorities. It will also avoid the possibility of unjustified disciplinary action against the driver concerned.

Yours sincerely

A handwritten signature in dark ink, appearing to read 'M J Wanstall', written over a horizontal line.

M J WANSTALL

Director of Special and Central Services

MRS. MAJOR

USE OF GOVERNMENT CARS

You asked for guidance on when Government cars may be used without charge. A note setting out the principles we propose to follow is attached.

BT

PP ROBIN CATFORD

18 January 1991

cc.

Duty Clerk  
Miss Wallis  
Miss Hordern

Robin, Thank you. Post help Ref.  
Woman had been told there  
would be a charge when I was  
travelling in the service car but  
for a Party function.

This surely must be wrong?  
John H. 18.1.

Use of Government Cars by Mrs. Major

Apart from occasions when she travels with the Prime Minister on official business, Mrs. Major is entitled to be provided with a separate Government car (if available) without charge in circumstances such as the following:

- (i) travelling from home to attend a function with the Prime Minister in London or to join him at Chequers;
- (ii) the converse of (i);
- (iii) travelling independently to or from a function attended with the Prime Minister but where he has prior or later commitments elsewhere in which she is not involved;
- (iv) travelling to or from events which she attends in a representational capacity on behalf of the Prime Minister.

The principle applied to determining the journeys which are covered by the free provision of a Government car is that they must arise out of Mrs. Major's position as wife of the Prime Minister. Such journeys are official and are met against the No.10 budget. This of course covers other members of her family travelling with her. The same provision cannot, however, be made for members of the family travelling alone.

Cars required for journeys covered by the above should be booked through the Duty Clerk at No.10 and will normally be met by one of the cars on permanent allocation to No.10; but depending on operational factors it will sometimes be necessary for a Government Car Service (GCS) pool vehicle to be provided.

The services of the Duty Clerk at No.10 are also available to obtain cars for Mrs. Major for journeys other than those covered by the above and for which she will be charged. It is possible that one of the No.10 cars or a car from the Government Car Service (GCS) pool may be available if desired, but experience shows that a vehicle from an independent car hire firm may be considerably cheaper, and the Duty Clerk is able to obtain a vehicle from such a source if given sufficient warning.

It would be helpful if, when booking a car, Mrs. Major could give an indication of the nature and purpose of the journeys so that this can be related to the log kept by drivers and others, and be subject in due course to the appropriate allocation of a charge, if any.

ROBIN CATFORD

18 January 1991

jd c:\wpdocs\pps\cars

JH



Department of the Environment

PSA

ce Mrs Richards  
Miss Parlin  
MSA  
BUILDING MANAGEMENT SCOTLAND

Room H646  
Argyle House  
3 Lady Lawson Street Edinburgh EH3 9SD  
Fax 031 222 6408  
Telephone Direct Dialling 031 222 6543  
Switchboard 031 229 9191  
GTN Code 7161

Our ref: SB 10038/18

Prime Minister's Office  
10 Downing Street  
LONDON

/9 December 1990

Dear Customer

GOVERNMENT CAR SERVICE, SCOTLAND

We have recently concluded a review of our prices, which have not been increased since 1st April 1988. As a result, we are obliged to increase our rates with effect from 1st January 1991. The revised charges are as follows (old rates in brackets):-

Chauffeur Driven Cars

Monday-Friday	- Hourly Rate (between 0800-2000 hours)	£19.00	(£17.00)
	Hourly Rate (outwith 0800-2000 hours)	£25.00	(£22.00)
	Daily Rate (covers first 8 hours*)	£120.00	(£107.00)
Saturday-Sunday	- Hourly Rate	£25.00	(£22.00)
	Daily Rate (covers first 8 hours*)	£140.00	(£114.00)

\* Note - All hours in excess of 8 are charged at the relevant hourly rate.

Please address any enquiries on these revised rates to the GCS Supervisor, Morag Warwick on 031-222-6594 in the first instance.

May I take this opportunity to wish you and your staff a Merry Christmas and a Happy and Prosperous New Year.

Yours sincerely

G BURNS  
GCS Manager



Department of the Environment

cc Mr Catford  
Mr Pether  
Mr Mills  
Ms Parkin -  
has been min  
compare to  
present charges?

**Property Holdings**  
Government Car Service

Ponton Road London SW8 5AX  
Telex 928064  
Facsimile 071-217 3840  
Telephone 071-217

Direct Line: 071-217 3821

Our Ref: PO/ACC/2

GCS  
18/12

17 December 1990

Dear Customer

**GOVERNMENT CAR SERVICE : HIRE RATES FROM 1.1.1991**

1. Further to Mr Wanstall's letter of 4 December '90, the revised charges for GCS vehicles as from 1 January 1991 will be as follows:

**A) WEEKLY RATES - STANDARD FIRST CALL CARS**

	Option 1	Option 2	Option 3
	Basic rate (07.00 to 20.00 Monday to Friday)	24 Hr Service (07.00 Monday to 18.00 Friday)	Full 7 Day Service
	£	£	£
Montego/Cavalier/Sierra	659.00	753.50	848.00
Rover	726.00	815.00	929.50
Daimler Sovereign/Jaguar	889.00	993.00	1080.00

Customers who select the Option 1 or 2 level of service will be able to use their cars outside the periods covered by these options at the following hourly rates, charged in addition to the weekly rates shown above.

	Hourly rate before 20.00 hrs Weekdays	Hourly rate (After hours) Weekday nights after 20.00 hrs, Sats & Suns
	£	£
Montego/Cavalier/Sierra	20.54	25.65
Rover	21.82	26.95
Daimler Sovereign/Jaguar	28.25	33.30



B) OTHER CHARGES

a) Pool Day Rate	£ 21.56	per hour
b) Pool Night Rate	£ 30.14	per hour
c) Despatch	£ 16.17	per hour
d) Despatch (weekly)	£ 505.00	
e) Shuttle (weekly)	£ 574.00	
f) Limousine Day Rates	£ 25.85	per hour
g) Limousine Night Rates	£ 32.34	per hour

4. Please address any enquiries on these revised rates to Miss J Appleton on 071-217 3810 in the first instance.

Yours sincerely



T A McCarthy  
Fleet Manager  
Government Car Service



*cc in lot/ped*



Department of the Environment

### Property Holdings

Directorate of Special & Central Services

St Christopher House Southwark Street London SE1 0TE  
Telephone 071-921 3988  
Facsimile 071-921 2357  
Telex 21352 DOESCH

*cc Mr Carlford  
Is this what  
we were expecting?  
MJB*

4 December 1990

*Dear Customer,*

*at final*

#### GOVERNMENT CAR SERVICE

Since my Fleet Manager wrote to you in July about GCS charges, we have been faced with a number of additional costs, including additional fuel costs consequent on events in the Gulf and security costs following recent terrorist attacks. More significantly we have recently discovered that our charges to Departments do not cover the superannuation costs of GCS employees, whereas they should do so.

Given the essentially 'demand led' nature of the service which GCS has to provide, there is very limited scope for major cost savings, but we have deferred until next year some items of capital expenditure. Despite this I have to advise you that it will be necessary to increase all GCS charges by 10% with effect from 1 January 1991.

A full scale review of the basis on which GCS charges are calculated is now under way. At present, the three options available do not adequately provide for the very wide differences in the number of hours for which the car is used. In addition customers who use cars for the fewest hours within the normal week are often subsidising, sometimes substantially, those who use cars for much longer periods. The aim of the review will be to produce a system which will link charges much more closely to actual hours of use.

I am hoping to be able to produce proposals in time for the new system to operate from 1 April 1991 and will write with further details as soon as possible.

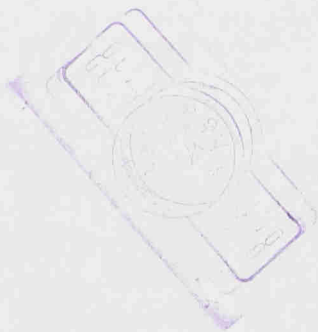
*Yours sincerely  
M J Wanstall*

M J WANSTALL  
Director of Special and Central Services



RECYCLED PAPER

CARS: 90 P2



CONFIDENTIAL

26 November 1990

Prime Ministerial Cars

As agreed on the telephone today, I attach a schedule of cars and vehicles to cover journeys to and from Buckingham Palace for the change over of Prime Minister later this week.

The drivers here are being instructed accordingly, but I enclose spare copies of this letter for you to pass on to GCS through whatever channel is appropriate.

A R Atherton Esq

cc: Andrew Turnbull  
Dennis Oliver  
Duty Clerk

CHANGE OF PRIME MINISTER : JOURNEYS TO AND FROM  
BUCKINGHAM PALACE, NOVEMBER 1990

TO PALACE

	<u>CAR</u>	<u>DRIVER</u>
From No 10 : Mrs Thatcher + DT	Daimler F 908 FYR	Dennis Oliver
From No 10 : Andrew Turnbull	Jaguar F 904 OYR	Bob Rumble
From home : New PM if Mr Heseltine or office if Mr Hurd if Mr Major	Private Car FCO car Treasury car	Private driver FCO driver Treasury driver
From No 10 : spare car	Rover G 774 TYM	Nigel Dean

FROM PALACE

To No 10 : if Mr Heseltine if Mr Hurd if Mr Major	Daimler F 908 FYR " "	Bob Rumble " "
To No 10 : Andrew Turnbull	Rover G 774 TYM	Nigel Dean
To Dulwich : Mrs Thatcher + DT	Jaguar F 904 OYR	Dennis Oliver

**Notes:**

F 908 FYR is the No 1 Daimler normally used by the Prime Minister.

F 904 OYR is the Jaguar allocated henceforth to Mrs Thatcher

G 774 TYM is one of the No 10 Rovers

Dennis Oliver will be leaving No 10 on permanent allocation to Mrs Thatcher  
Bob Rumble will initially become the new Prime Minister's driver, but this  
may not be permanent depending on the availability of other drivers

DEPARTMENT/SERIES	Date and sign
PIECE/ITEM ..... (one piece/item number)	
Extract details:	
<i>Catford to Maasz dated 26 November 1990 with attachment</i>	
CLOSED UNDER FOI EXEMPTION .....	
RETAINED UNDER SECTION 3(4) OF THE PUBLIC RECORDS ACT 1958	
TEMPORARILY RETAINED	<i>24/8/2017 S. Gray</i>
MISSING AT TRANSFER	
NUMBER NOT USED	
MISSING (TNA USE ONLY)	
DOCUMENT PUT IN PLACE (TNA USE ONLY)	

*Cite MRM*

MR. CATFORD

cc: Mr. Mills  
Mr. Perks

I should have sent you a copy of the attached minute to John Mills and Terry Perks about the use of 'Option 3' cars. As you will see, I am encouraging them to make use of the free hire of a car to which we are entitled when one of our drivers is unavailable, because of annual leave or periods off duty.

Dennis Oliver has had a word with me about this and points out that the scope for such free GCS 'Option 3' cars at lunch time is limited, largely because our own cars are normally fully in use ferrying No.10 people to and from lunch. He mentioned that we also have a replacement driver at lunch time to cover Paul's break.

A further point Dennis raised was that Paul is at the moment entirely devoted to messenger work. He wonders whether it might be possible for him - or his replacement at lunchtime - to help the other drivers out at times of pressure. Apparently Peter Taylor and Dot tend to resist this because they argue that Paul needs to be on stand-by for any urgent work. They may have a point, but perhaps there is some scope for Paul to help on short journeys?

Do you have any views on this?

*CS*

CAROLINE SLOCOCK  
20 NOVEMBER 1990

c:\wpdocs\home\Cars.MRM

*[Handwritten mark]*



Department of the Environment

**Property Holdings**  
Government Car Service

Ponton Road London SW8 5AX  
Telex 928064  
Facsimile 071-217 3840  
Telephone 071-217

Direct Line: 071-217 3846

**CONFIDENTIAL**

Miss Patricia Parkin  
Duty Clerk Office  
No.10 Downing Street  
LONDON SW1

19 November 1990

Dear Miss Parkin

**GOVERNMENT CAR SERVICE EXPENDITURE BREAKDOWN**

I enclose a breakdown of the monthly long term hire figures with the following additional information:-

- 1) Item 1113/0005/5 - Charge £5,175.00 is higher than usual as it refers to a five week month for the Prime Ministers' 1st car.
- 2) July, August, and September reductions reflect recess of Parliament.
- 3) Other long term charges are included in the listing i.e. Overnight expenses, and radio telephone charges.

The Year To Date total expenditure as at 19.11.90 is £148,182.00 compared to a total long term cost of £84,018.00, giving a short term figure to date of £64,164.00.

I trust the attached and above information will be of assistance.

Yours sincerely

**GRAEME WHEATLEY**  
Accounts Section

**ENCLS:**

cc: Mr R A Dawson - GCS



NL TRANSACTIONS

PSA GCS Company 1

6/11/90 Nominal ledger NL code '1309' A/c code 'D22' Ref. No. ' ' All transactions Page -1

S	NL code	date	a/c	item	ref	VAT	Narrative	Amount	Balance
SL	1309 5700	27/04/90	D22	0965 0001 006283	S		LONG TERM	-1,040.00	-1,040.00
SL	1309 5700	27/04/90	D22	0965 0001 006283	S		LONG TERM	-2,752.00	-3,792.00
SL	1309 5700	27/04/90	D22	0965 0001 006283	S		LONG TERM	-3,016.00	-6,808.00
SL	1309 5700	27/04/90	D22	0965 0001 006283	S		LONG TERM	-3,016.00	-9,824.00
SL	1309 5729	04/04/90	D22	0906 0007 005959	E		T/S DV/XP	-119.59	-9,943.59
SL	1309 5729	04/04/90	D22	0906 0007 005959	E		T/S DV/XP	-76.20	-10,019.79



NL TRANSACTIONS

PSA GCS Company 1

16/11/90 Nominal ledger NL code '1309' A/c code 'D22' Ref. No. ' ' All transactions Page -1

S	NL code	date	a/c	itea	ref	VAT	Narrative	Amount	Balance
SL	1309 5700	30/05/90	D22	1033 0012 006595	S		LONG TERM	-1,040.00	-1,040.00
SL	1309 5700	30/05/90	D22	1033 0012 006595	S		LONG TERM	-2,752.00	-3,792.00
SL	1309 5700	30/05/90	D22	1033 0012 006595	S		LONG TERM	-3,016.00	-6,808.00
SL	1309 5700	30/05/90	D22	1033 0012 006595	S		LONG TERM	-3,016.00	-9,824.00
SL	1309 5700	30/05/90	D22	1033 0012 006595	S		LONG TERM	-4,140.00	-13,964.00

NL TRANSACTIONS

PSA GCS Company 1

16/11/90 Nominal ledger NL code '1309' A/c code 'D22' Ref. No. All transactions Page -1

S	NL code	date	a/c	item	ref	VAT	Narrative	Amount	Balance
SL	1309 5724	29/06/90	D22	1119 0018 007120	E	T/S	DV/XP	-50.40	-50.40
SL	1309 5724	29/06/90	D22	1119 0018 007120	E	T/S	DV/XP	-40.30	-90.70
SL	1309 5724	29/06/90	D22	1119 0018 007120	E	T/S	DV/XP	-88.50	-179.20
SL	1309 5700	27/06/90	D22	1113 0005 006980	S	LONG TERM		-1,300.00	-1,479.20
SL	1309 5700	27/06/90	D22	1113 0005 006980	S	LONG TERM		-3,440.00	-4,919.20
SL	1309 5700	27/06/90	D22	1113 0005 006980	S	LONG TERM		-3,770.00	-8,689.20
SL	1309 5700	27/06/90	D22	1113 0005 006980	S	LONG TERM		-3,770.00	-12,459.20
SL	1309 5700	27/06/90	D22	1113 0005 006980	S	LONG TERM		-5,175.00	-17,634.20
SL	1309 5729	04/06/90	D22	1053 0013 006730	E	T/S	DV/XP	-117.88	-17,752.08

NL TRANSACTIONS

PSA GCS Company 1

16/11/90 Nominal ledger NL code '1309' A/c code 'D22' Ref. No. ' ' All transactions Page -1

S	NL code	date	a/c	item	ref	VAT	Narrative	Amount	Balance
SL	1309 5700	30/07/90	D22	1177 0006 007433	S		LONG TERM	-3,084.00	-3,084.00
SL	1309 5700	30/07/90	D22	1177 0006 007433	S		LONG TERM	-3,380.00	-6,464.00
SL	1309 5700	30/07/90	D22	1177 0006 007433	S		LONG TERM	-3,380.00	-9,844.00

NL TRANSACTIONS

PSA GCS Company

16/11/90	Nominal ledger	NL code '1309	A/c code 'D22'	Ref. No.	All transactions	Page -1	
S	NL code	date	a/c	item	ref VAT Narrative	Amount	Balance
SL	1309 5700	28/08/90	D22	1235 0012 007010	S LONG TERM	-3,084.00	-3,084.00
SL	1309 5700	28/08/90	D22	1235 0012 007010	S LONG TERM	-3,380.00	-6,464.00
SL	1309 5700	28/08/90	D22	1235 0012 007010	S LONG TERM	-3,380.00	-9,844.00
SL	1309 5729	28/08/90	D22	1233 0012 007002	E	-57.75	-9,901.75

Sept.            4225.00    L/T.  
                   4225.00    L/T.  
                   3855.00    L/T.  
 -----  
 12305.00.

NL TRANSACTIONS

PSA GCS Company 1

16/11/90 Nominal ledger NL code '1309' A/c code 'D22' Ref. No. All transactions Page -1

S	NL code	date	a/c	item	ref	VAT	Narrative	Amount	Balance
SL	1309 5700	23/10/90	D22	1339 0006 008436		S	L/T HIRE	-3,084.00	-3,084.00
SL	1309 5700	23/10/90	D22	1339 0006 008436		S	L/T HIRE	-3,380.00	-6,464.00
SL	1309 5700	23/10/90	D22	1339 0006 008436		S	L/T HIRE	-3,380.00	-9,844.00
SL	1309 5707	17/10/90	D22	1321 0004 008333		S	OUTSIDE OPTION	-151.58	-9,995.58
SL	1309 5728	03/10/90	D22	1304 0022 008242		S	RAD.TEL ACCOUN	-0.35	-9,995.93
SL	1309 5729	02/10/90	D22	1300 0008 008199		E	T/S DV/XP	-44.40	-10,040.33
SL	1309 5729	02/10/90	D22	1300 0008 008199		E	T/S DV/XP	-44.30	-10,084.63
SL	1309 5729	02/10/90	D22	1300 0008 008199		E	T/S DV/XP	-146.80	-10,231.43

five

MR MILLS

cc: No.10 Drivers

MR PERKS

USE OF GOVERNMENT CARS

As you will know, we have been making concerted efforts to reduce our expenditure on the short-term hire of Government cars. One measure which has proved particularly effective has been the use of what is known as "Option 3". Under this arrangement, the Government Car Service meets the costs of hiring a car. They agree to do so because we are already paying for a basic service under a flat rate charge. This covers the cost of our regular drivers and cars and when a driver is not available because they are off duty or on annual leave we can call on a free Government car to take their place. We use Option 3 most frequently in the evening when our drivers have gone home. But it can be used early in the morning and also during the day e.g. if a driver is at lunch.

My purpose in writing to you is to remind the Policy Unit and Press Office of this service so that you can call on it when you find a No.10 driver is not available. The use of Option 3 had led to significant savings, and is particularly useful where long journeys have to be made.

The Duty Clerks order cars for the Private Office and, after a certain hour, for the rest of No.10. They can be relied on to ask for an Option 3 car if we are eligible for one. But when a booking is being made by the Press Office or the Policy Unit, and a No.10 car is not available, the No.10 drivers should be asked whether an Option 3 car would be possible as they will be aware of how many of our drivers will be working. When a No.10 driver cannot be contacted, the Duty Clerk should be consulted about the availability of an Option 3 GCS car. A booking can then be made with the GCS on the basis of this advice.

CWS

Caroline Slocock

16 November 1990

c: cars (MJ)

h



Department of the Environment

**Property Holdings**  
Government Car Service

Ponton Road London SW8 5AX  
Telex 928064  
Facsimile 071-217 3840  
Telephone 071-217

Direct Line: 071-217 3810

Mr D Kerr  
10 Downing Street  
LONDON  
SW1

*Patricia last name*  
~~testar~~  
~~Drax~~  
~~David~~  
~~Saxah~~

JA/SP

18 September 1990

Dear ~~Mr Kerr~~

**NO 10 USEAGE OF GCS CARS**

I refer to our telephone conversation of 17 September, in which we agreed to institute a daily check system as to the use of Option 3 cars by No 10 staff. A copy of the instruction issued to our Briefing Officers is enclosed.

We also spoke about the outstanding queries on the charges to your department, and agreed that I would look into these and authorise adjustments where necessary. But I would be unable to check on all of the queries regarding Option 3 useage.

I have now completed the adjustments and enclose a copy of the Credit Note No.008019, denoting the invoices in which adjustments have occurred on.

There were instances where you have queried the cost of journeys as being excessive. These are due to a number of factors, ie:

- (a) Waiting time due to the car being booked for a specific time and the passenger turning up much later.
- (b) There is a standard procedure for drivers when taking passengers to Airports. They are to wait until the flight has departed before leaving the Airport Suite.
- (c) Added instructions to the driver by the passenger to vary the route.

over/...

Not  
true of  
No 10.

A query was made on one invoice requesting the passengers name. For security reasons, we are not always given the passengers name or their destination, we do not query this, we just send a car. But if this causes problems, perhaps an instruction could be issued asking that a reference of some sort must be given when booking a car.

I hope this will assist you and trust that the matter regarding the option useage is now resolved.

Yours sincerely



JAN APPLETON  
Senior Section Leader

ENC:



GOVERNMENT CAR SERVICE(LONDON)  
 PONTON ROAD LONDON SW8 5AX  
 QUERIES RING 071 217 3846/3847  
 PLEASE NOTE NEW VAT NO 6D104

**Property Holdings**

**Government Car Service**

Pay to:  
 PSA  
 The Cashier  
 AA5C, Room B40  
 Ashdown House  
 Sedlescombe Road North  
 Hastings, East Sussex TN34 1XA

VAT Reg. No. GD 104

Please quote Account  
 and Invoice Numbers

Invoice Address

OMCS (100 ACC)  
 HEAD OF OFFICES SERVICES  
 RM63/5 THE GROUND,GOVT OFFICES  
 ST GEORGES ST, LONDON SW1P 3AL

Invoice Date	18/09/90	Invoice No.	008019
Account No.	D22	Page	2
Order No.	VARIOUS		

**CREDIT NOTE**

	Units	Rate	Total
PAGE 3 LINE 6 THE HOURS CHARGED ARE INCORRECT AND SHOULD HAVE BEEN 5.8 HOURS NOT 6.5 HOURS THE RATE CHARGED WAS FOR WEEKDAY AND SHOULD HAVE BEEN SUNDAY RATE IE 27.40 NOT 19.60 THEREFORE WE HAVE CHARGED THE DIFFERENCE 5.8 X 27.40 =158.92 6.5 X 19.60 =127.40 DIFFERENCE = 31.52			
	1.0	-31.52	-31.52

Rate	Goods/Service	VAT	Nett	217.08
0.00	0.00	0.00		
15.00	217.08	32.57	VAT	32.57
15.00	0.00	0.00	Gross	249.65

Terms : Monthly terms

GOVERNMENT CAR SERVICE(LONDON)  
 PONTON ROAD LONDON SW8 5AX  
 QUERIES RING 071 217 3846/3847  
 PLEASE NOTE NEW VAT NO GD104

**Property Holdings**

Government Car Service

Pay to:  
 PSA  
 The Cashier  
 AA5C, Room B40  
 Ashdown House  
 Sedlescombe Road North  
 Hastings, East Sussex TN34 1XA

VAT Reg. No. GD 104

Please quote Account  
 and Invoice Numbers

Invoice Address

OMCS (100 ACC)  
 HEAD OF OFFICES SERVICES  
 RM63/5 THE GROUND, GOVT OFFICES  
 ST GEORGES ST, LONDON SW1P 3AL

Invoice Date	18/09/90	Invoice No.	0002019
Account No.	022	Page	2
Order No.	VARIOUS		

**CREDIT NOTE**

	Units	Rate	Total
PAGE 3 LINE 6 THE HOURS CHARGED ARE INCORRECT AND SHOULD HAVE BEEN 5.8 HOURS NOT 6.5 HOURS THE RATE CHARGED WAS FOR WEEKDAY AND SHOULD HAVE BEEN SUNDAY RATE IE 27.40 NOT 19.60 THEREFORE WE HAVE CHARGED THE DIFFERENCE 5.8 X 27.40 =158.92 6.5 X 19.60 =127.40 DIFFERENCE = 31.52	1.0	-31.52	-31.52

Rate	Goods/Service	VAT	Nett	
0.00	0.00	0.00		217.08
15.00	217.08	32.57		32.57
15.00	0.00	0.00		349.65

Terms : Monthly terms

DAY BRIEFING OFFICERS  
NIGHT BRIEFING OFFICERS

USE OF OPTIONS BY NUMBER 10 STAFF

1. Due to the increasing difficulty in agreeing the use of OPTIONS by Number 10 staff, it has been decided to institute a daily check system.
2. When taking bookings from Number 10 please make sure that when use of the Option is requested that this is clearly marked on the Log Sheet.
3. Upon listing the jobs on the Log Monitor & Night Book please mark the sheet/book with a highlighting pen. This will allow ready identification of those jobs for which no charge should be raised.
4. *Better if we do it* At approx 2100 each evening the Duty Clerk at 10 Downing Street will ring to agree that day's Option 3 bookings. Any failure to agree figures that cannot be ratified should be referred to the Section Leader the following day.
5. If you need any further advice on this matter please do not hesitate to contact me.



D S NOLAN  
SECTION LEADER  
GOVERNMENT CAR SERVICE

17 September 1990

Part of this exercise is designed to sweep up any cars booked by the Policy Unit or Press Office who are no doubt ignorant of Option 3. If we think their charges should be changed to Option 3 then we should instruct GCS.

D.

Policy Unit  
Press Office

CARS

I am writing to encourage you to save money. No. 10 pays for the cars it uses in one of two ways. For its own four cars hired on a long-term basis we pay the Government Car Service a flat rate to provide us with a 24 hour, 7 day-a-week cover. The GCS also provide cars on a short-term basis for those journeys our drivers are unable to cover.

Because we do not physically have a driver service for 24 hours, 7 days-a-week, but are paying for one, we have an arrangement with the GCS that allows us to charge any short term cars to our long term budget providing we are below our complement of four cars and drivers.

In other words, if it's 8.00 pm and three of our drivers have gone home for the evening we may charge three short term car bookings to the long term hire budget, which takes up the slack and means we are not having to pay twice for the same service.

So when you book a car and are informed that a No. 10 driver is away - and obviously that doesn't mean away on duty - you should ask the GCS to charge the car, or taxi, to "option 3". It will save us a small fortune.



DEREK KERR

17 September 1990

c:\wpdocs\GCS (kk)

R28/8.

FROM: G H MALLABAND

DATE: 24 AUGUST 1990

c. Ms Slocock

Mr J R Catford  
No 10 Downing Street

**GCS LONG-TERM HIRE RATES**

The GCS has advised us that its long-term hire rates have been increased by 12.12% with effect from 1 July 1990. This represents an overall annual increase of 9.1% from 1 April. Short-term hire rates are unchanged and GCS do not propose to increase them during the current financial year.

The 1990-91 long-term hire budget shows an increase of approximately 5% on the previous year's figure based, as I recall, on earlier advice from the GCS. Nevertheless I note from the Period 4 cost statement that the actual expenditure to date (£72.2K) exceeds the budget profile figure by some 75%. Clearly there is likely to be a significant overspend on this budget even before account is taken of the revised GCS rates and it may be necessary to include an appropriate sum within a Winter Supplementary.

I should be grateful if you could let me have an estimate of the likely effect of the increased charges on the total spend.



G H MALLABAND  
Finance 3



Department of the Environment

## Property Holdings

Directorate of Special & Central Services

St Christopher House Southwark Street London SE1 0TE  
Telephone 01-921 3988  
Facsimile 01-921 2357  
( From 6 May 1990 - 01 becomes 071 )

To All Private Secretaries  
GCS Allocated Car Users

4 July 1990

Dear Private Secretary

### GOVERNMENT CAR SERVICE

Given the relationship between Ministers or senior officials and their drivers, and the direct impact of the service provided by the GCS, I am writing to all Private Offices to bring you up to date with developments on the GCS drivers' claim for an improvement in basic pay.

#### Background

GCS drivers are currently classified as industrial Civil Servants. Their basic pay, including London Weighting, is about £8140 per annum. High levels of overtime available result in average earnings of around £15,000 per annum within a range of £11,500 up to £28,000. The drivers are conditioned to a 39 hour week exclusive of lunch breaks; hours actually worked range from about 53 at the minimum to well over 100 per week. Only basic pay is payable during periods of annual or sick leave; only basic pay counts towards pension.

Some other car drivers in the Civil Service, notably in FCO, are classified as non-industrials with basic pay some £25 per week higher than GCS drivers. The great majority of car drivers are, however, like the GCS, classified as industrials.

#### The drivers' claim

The GCS drivers have been pursuing for some time a non specific claim for an improvement in basic pay. More recently they have focused on the possibility of a reclassification to non industrial status as a means of achieving this. A basic cause of their concern has been the wide difference between total earnings and basic pay.

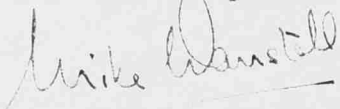
#### The present situation

At a long meeting last Thursday GCS management and the drivers' representatives explored the scope for changes in the pay structure within the industrial pay system and the implications for both drivers and management of any possible reclassification to non industrial status. During that meeting management tabled a proposal for changes within the industrial pay framework which, by bringing nine hours of currently worked overtime into the guaranteed week and amalgamating the cost of certain allowances

into basic pay would increase basic pay from about £156 to £210. The effect would be that the proportion of average earnings payable during sick or holiday absence would be significantly increased, as would reckonable pay for pension purposes. At the close of the meeting the drivers' representatives, without abandoning the possibility of reclassification, asked for that proposal to be put in writing with a view to it being considered by the drivers as a whole.

This has now been done and a meeting of drivers will consider the proposal on Thursday, 5 July. I will keep you informed of any significant developments.

Yours sincerely

A handwritten signature in cursive script that reads "Mike Wanstall". The signature is written in dark ink and is positioned above a horizontal line.

M J WANSTALL  
Director, DSCS

MS. SLOCOCK

cc Miss Drever

1990-1992 PESC - CARS

The CF budget is fine. And we can easily accommodate the 6 per cent efficiency savings sought by the Cabinet Office in our cars budget. In fact, we could offer more.

I predict a saving of around 25 per cent on this year's short term car hire budget. This year's allocation is £163,759. At this early stage, I think we shall spend about £123,000 in this financial year. This assumption is based on our continuing to bear down on expenditure which for the past three months has never risen above £10,000 in any month (our average monthly budget is £13,646).

By the time of the next planning exercise in Oct/Nov, we will be able to make a more accurate prediction of outturn. But certainly (hiccups like rail/tube strikes permitting) we shall be left with money to divert to other cost centres for this financial year and can offer a healthy efficiency saving for next year.

Offering a 6 per cent efficiency saving represents £9,825 on this year's allocation. We can certainly live with that. The question is, should we offer up more at this stage. We could probably cope with 10 per cent less money, allowing ourselves some manoeuvre for price rises, set to go up shortly by 8 per cent, and the unexpected. Ten per cent represents £16,375.

I am worried about Robin Catford's long term car budget. He has an allocation of £123,960 but my prediction is an outturn of £200,000 (average monthly bills are about £17,000). £123,960 is therefore not enough. I have spoken to June Drever (to whom I am copying this minute). We may need some adjusting.



o in summary:

<u>Cars</u>	<u>Budget</u>	<u>Forecast</u> <u>Outturn</u>	<u>Loss/</u> <u>Saving</u>	<u>%</u>	<u>Offer up</u>	<u>Represents</u>
Short-term	163,759	123,000	40,759	25	16,375	10% saving
Long-term	123,960	190,000	-66,040	-52	?	?

£177,464



DEREK KERR

23 May 1990

A:\dk (pmm)

£26,000 extra  
for Long  
Term

MISS SLOCOCK

CARS

I have had a look at your draft guidelines on cars.

There are a couple of typographical changes I have made in some cases just to beef up the message we want to get across.

I spoke to you about the inconsistency in the term "London Transport area" in that some distances normally undertaken by tube can qualify for a car home, whereas a shorter journey, normally undertaken by train, may not. Take an example: Amersham, on the Metropolitan tube line, is 27 miles away; St. Albans, by BR, is 22 miles away. If I lived in Amersham, the rules as they stand would allow me a car home. If I lived in St. Albans, they would not.

I think the best way round is to set an outer limit for tube journeys, say a radius of somewhere between 15-20 miles. We would, of course, have to limit that strictly to tube journeys.

You asked about Bernard's entitlement to a car. I have not asked him, but spoke to Ann Allen, his secretary. She thinks he is entitled to one, since he equates to Andrew. As ever, there is nothing on paper. But he has never used official cars from and to home as he gets car sick in the back of a car and, anyway, prefers driving himself.

Finally, I have added one paragraph about cars to and from airports for foreign and domestic travel. There is always luggage to be carried, and on the return leg people are usually exhausted.



DEREK KERR

6 April 1990

A:\derek (chequers 1)

MR TURNBULL

~~ccMr Kerr~~

USE OF OFFICIAL CARS AT NO 10

I attach a first draft of a statement about our use of cars at No 10. I suspect it goes rather wider than Peter Kemp was suggesting in that it covers the use of our own No 10 cars during the day. The invoices the Cabinet Office see do not of course record this use. But I think it is worth taking the opportunity to take a look at this, even if we decide finally not to open up this area with the Cabinet Office. I think it would be useful to circulate within No 10 a clear statement of policy on the use of all official transport, particularly as by far the largest use is of our own cars.

The material in the attached might ultimately be presented in a shorter form. But I thought it worth setting out the principles which underlie our use, given that these are rather different from those underpinning the rules in the staff code.

Probably the main changes to current practice which I am suggesting are:

- a change from of "the car home rule" from 20.00 to 21.00. I have explored this with CF, who would prefer to change the rule to 20.30, but I think would be resigned to 21.00. As you will recall, Peter Kemp was proposing 22.00. We might also look at exceptions and I have paved the way for this in the attached;

- a change, I imagine, for members of the Press Office and Policy Unit of the time at which they take a car home. From invoices it would appear that some members of the Policy Unit in particular take a car home whenever they wish and do not abide by any time threshold. I am suggesting they follow a 21.00 rule. They may argue that they work excessive hours and should be entitled to a car home earlier. This may be true of certain press officers;

- a restriction on the use of cars to official purposes only. In practice, our drivers do ferry people around for personal errands. I think this is justified because of the time it saves, but it is also true that this is a very grey area;

- a clarification on the destination of cars taking staff home. I have suggested a new formulation for this: that staff should be entitled to a car home if that falls within the London Transport area or, otherwise, to a mainline station. In practice I think this is happening already, but you may have doubts about it. It would mean that staff could get a car home, for example, to Dulwich, rather than simply to Victoria Station. To my mind, this puts them on a par with staff travelling to, say, Hampstead Heath. Narrowly interpreted, the current rules discriminate against those living in south or east London, I believe.

I suggest that if you are happy with the broad lines of this, we should circulate it within No 10 for comments. In the meantime, Derek Kerr will doubtless correct me if there any factual or other points he has on the attached.

CMS

CAROLINE SLOCOCK  
29 March 1990

## USE OF OFFICIAL CARS AT NO 10

No 10 has four full-time drivers available on a permanent basis. We also call on Government cars or taxis to supplement their use where necessary.

The underlying principles behind the use of cars at No 10 are as follows.

(i) A protected vehicle should always be available for the Prime Minister except where she is at No 10 overnight.

For regional tours and overseas trips, two cars are necessary for ~~X~~ the Prime Minister's use if she flies, so that there is a car at each end.

(ii) A car should be available at No 10 so that all mail from No 10 is delivered with the maximum speed.

We have one driver dedicated to this work.

(iii) Cars should be available to transport officials (and in certain circumstances their spouses) accompanying the Prime Minister on official visits or travelling independently to official occasions where they attending in an official capacity.

*Used cars or always*  
Official cars, not ~~taxis~~, must ~~be~~ used where the Prime Minister is accompanied in convoy. Where this is so, we try to use our own vehicles and resort to the GCS as a last resort as our drivers are specially trained for travelling in convoy.

Where officials travel to engagements where they are attending in an official capacity - or where the spouses of private secretaries do so to meet them - a No 10 car should be used or a taxi. But there may be occasions where the use of a taxi may not be suitable, for example, travelling to Buckingham Palace.

(iv) The time of staff, particularly senior staff, should be maximised.

Pressures on time are considerable and, to make the best use of it, it makes sense that senior staff at No 10 should make full use of official transport throughout the day but drawing on No 10 cars wherever possible.

X On this basis, No 10 cars, or where one is not available, a taxi or GCS car, are made available to transport to and from work and for official business throughout the day the Principal Private Secretary, the Prime Minister's Foreign Affairs Adviser, Sir Percy Cradock, the Head of the Policy Unit, Professor Griffiths, and the Chief Press Officer, Mr Ingham.

There are other posts within No 10, particularly within the Private Office, where it would not be possible to complete the tasks of the day without the time-savings which result from use of official cars. A good example is at Prime Minister's Questions, where private office officials briefing the Prime Minister could only go over to the House by foot if they were to cut short by 10 minutes their preceding briefing session with the Prime Minister.

X Where our permanent cars are not otherwise in use, they are available throughout the day for the use of Private Secretaries, the Appointments Secretary and Security <sup>Co-ordinator</sup> Officer, members of the Policy Unit and the press office for official travel. This makes sense both because it makes the best use of their time, which is always under great pressure, and because it ensures that our own cars are used to the maximum.

We would not generally book a taxi or a Government car for the use of these staff during the day where a No 10 car is not available. But there are exceptions where time is of the essence or where a good case can be made on grounds of cost. For example a Government car might be used by press officers and No 10 detectives during a reconnaissance trip to prepare for a visit by the Prime Minister. This might be both necessary (to fit in the trip into one day) and cost-effective (a car will often be cheaper

than the combined costs of a number of rail/airplane tickets and taxi journeys).

At night, journeys are also much quicker by car than by public transport and there is therefore a particularly strong case for maximising the time of crucial staff by using official transport. A car home or to a mainline station can enable staff to devote extra time in the office when they are already at full stretch: working hours of private secretaries are generally between 12-15 hours a day. Staff who generally work at least a 12 hour or more day should therefore be entitled to a taxi to a mainline station or home if within the London area at the end of a working day, because it makes the best use of their already overstretched time.

(v) The safety and comfort of staff should be considered where staff are asked to work excessive or late hours on a regular basis.

Many staff at No 10, particularly those in Confidential Filing and the Garden Rooms have to work late hours on a regular basis. In some cases staff stay at No 10 overnight. But there are evening shifts which end officially at 20.00 where staff are often in practice asked to stay on beyond the end of their shift. And there are also many occasions where staff working day-time shifts are still required to work late into the night.

Where staff are asked to work beyond their regular hours into the evening, it is reasonable that for their comfort and security they should be provided with a taxi to the nearest mainline station, or home if this is within <sup>a 15 mile radius of central London.</sup> the London transport area, after 9.00. In exceptional circumstances (for example where they started their day particularly early), they may be given a taxi earlier. There are also circumstances in which it might be necessary for a member of staff to take a taxi to their home even where this is outside <sup>15 mile radius</sup> the London Transport area - for example, where the public transport available at the end of a railway journey would be unsafe or unpredictable.

(vi) Staff working during the weekend or on bank holidays, where these duties are not part of their regular shift work, should have access to official transport, where this would significantly reduce the time they spend in travelling.

*to and from home to airport where luggage needs conveying.*  
(vii) Staff travelling with the Prime Minister on a regional visit or foreign visit should have access to official transport.  
What this means in practice

(i) Principal Private Secretary, Foreign Affairs Adviser, Head of the Policy Unit, [Chief Press Officer] should have access to a No 10 car or a taxi to and from work and for official travel during the day.

(ii) Private Secretaries should have access to a No 10 car, where available, for official journeys throughout the day. Where a No 10 car is not available, a taxi or Government car may still be used if this is absolutely necessary to allow private secretaries to make the best use of their time, or where this is a more cost-effective solution than public transport. They should also be entitled official transport home if within the London Transport area, or otherwise to a mainline station, at the end of the day, given that they generally work 12 hours a day or more. Private Secretaries should generally have use of official transport to travel to and from work and to Chequers if working during the weekend.

(iii) Members of the Policy Unit, the Press Office, the Appointments Secretary and the Security Officer should have access to a No 10 car for journeys throughout the day, where a car is available; and to a taxi or Government car where this is absolutely necessary to make the best use of their time or where this represents a more cost-effective solution than public transport. They should also be entitled to use a No 10 car or a taxi after 21.00 to take them home, if they live within the London Transport area, or otherwise to a mainline station. Official transport should generally be available for travel to and from work and to Chequers at the weekend.

(iv) Garden Room secretaries, staff in Confidential Filing and other personnel in No 10 should be entitled to a taxi/car home, if



*a 15 mile radius of central London*

within ~~the London Transport~~ area, or to a mainline station, after 21.00 or, at any time of day at the weekend or bank holidays, if working outside normal shifts. They are also entitled to travel by No 10 or GCS car to Chequers (taxis are not used for security reasons) where they do so on official business; or when travelling in advance of the Prime Minister's convoy during a regional tour.

(v) spouses of private secretaries should be entitled to official transport if they are accompanying or in effect representing their partner at official functions on journeys from their home to the venue of the function and the return.

#### Other points

Except where staff are accompanying the Prime Minister, or where the nature of the occasion demands an official car, the presumption should be that a taxi should be used. Official transport should not be used to carry staff to private lunches but could be used if the lunch is in connection with official business. Where GCS cars or taxis are hired, they should only be asked to wait for the return journey in exceptional circumstances and certainly not for a lunch-time engagement.



## USE OF OFFICIAL CARS AT NO 10

I attach a first draft of a statement about our use of cars at No 10. I suspect it goes rather wider than Peter Kemp was suggesting in that it covers the use of our own No 10 cars during the day. The invoices the Cabinet Office see do not of course record this use. But I think it is worth taking the opportunity to take a look at this, even if we decide finally not to open up this area with the Cabinet Office. I think it would be useful to circulate within No 10 a clear statement of policy on the use of all official transport, particularly as by far the largest use is of our own cars.

The material in the attached might ultimately be presented in a shorter form. But I thought it worth setting out the principles which underlie our use, given that these are rather different from those underpinning the rules in the staff code.

Probably the main changes to current practice which I am suggesting are:

- a change from of "the car home rule" from 20.00 to 21.00. I have explored this with CF, who would prefer to change the rule to 20.30, but I think would be resigned to 21.00. As you will recall, Peter Kemp was proposing 22.00. We might also look at exceptions and I have paved the way for this in the attached;

- a change, I imagine, for members of the Press Office and Policy Unit of the time at which they take a car home. From invoices it would appear that some members of the Policy Unit in particular take a car home whenever they wish and do not abide by any time threshold. I am suggesting they follow a 21.00 rule. They may argue that they work excessive hours and should be entitled to a car home earlier. This may be true of certain press officers;

- a restriction on the use of cars to official purposes only. In practice, our drivers do ferry people around for personal errands. I think this is justified because of the time it saves, but it is also true that this is a very grey area;

- a clarification on the destination of cars taking staff home. I have suggested a new formulation for this: that staff should be entitled to a car home if that falls within the London Transport area or, otherwise, to a mainline station. In practice I think this is happening already, but you may have doubts about it. It would mean that staff could get a car home, for example, to Dulwich, rather than simply to Victoria Station. To my mind, this puts them on a par with staff travelling to, say, Hampstead Heath. Narrowly interpreted, the current rules discriminate against those living in south or east London, I believe.

I suggest that if you are happy with the broad lines of this, we should circulate it within No 10 for comments. In the meantime, Derek Kerr will doubtless correct me if there any factual or other points he has on the attached.

CS

CAROLINE SLOCOCK  
29 March 1990

## USE OF OFFICIAL CARS AT NO 10

No 10 has four full-time drivers available on a permanent basis. We also call on Government cars or taxis to supplement their use where necessary.

The underlying principles behind the use of cars at No 10 are as follows.

(i) A protected vehicle should always be available for the Prime Minister except where she is at No 10 overnight.

For regional tours and overseas trips, two cars are necessary for the Prime Minister use if she flies, so that there is a car at each end.

(ii) A car should be available at No 10 so that all mail from No 10 is delivered with the maximum speed.

We have one driver dedicated to this work.

(iii) Cars should be available to transport officials (and in certain circumstances their spouses) accompanying the Prime Minister on official visits or travelling independently to official occasions where they are attending in an official capacity.

Official cars, not taxis, must be used where the Prime Minister is accompanied in convoy. Where this is so, we try to use our own vehicles and resort to the GCS as a last resort as our drivers are specially trained for travelling in convoy.

Where officials travel to engagements where they are attending in an official capacity - or where the spouses of private secretaries do so to meet them - a No 10 car should be used or a taxi. But there may be occasions where the use of a taxi may not be suitable, for example, travelling to Buckingham Palace.

(iv) The time of staff, particularly senior staff, should be maximised.

Pressures on time are considerable and, to make the best use of it, it makes sense that senior staff at No 10 should make full use of official transport throughout the day but drawing on No 10 cars wherever possible.

On this basis, No 10 cars, or where one is not available, a taxi or GCS car, are made available to transport to and from work and for official business throughout the day the Principal Private Secretary, the Prime Minister's Foreign Affairs Adviser, Sir Percy Cradock, the Head of the Policy Unit, Professor Griffiths, [and the Chief Press Officer, Mr Ingham].

There are other posts within No 10, particularly within the Private Office, where it would not be possible to complete the tasks of the day without the time-savings which result from use of official cars. A good example is at Prime Minister's Questions, where private office officials briefing the Prime Minister could only go over to the House by foot if they were to cut short by 10 minutes their preceding briefing session with the Prime Minister.

Where our permanent cars are not otherwise in use, they are available throughout the day for the use of Private Secretaries, the Appointments Secretary and Security Officer, members of the Policy Unit and the press office for official travel. This makes sense both because it makes the best use of their time, which is always under great pressure, and because it ensures that our own cars are used to the maximum.

We would not generally book a taxi or a Government car for the use of these staff during the day where a No 10 car is not available. But there are exceptions where time is of the essence or where a good case can be made on grounds of cost. For example a Government car might be used by press officers and No 10 detectives during a reconnaissance trip to prepare for a visit by the Prime Minister. This might be both necessary (to fit in the trip into one day) and cost-effective (a car will often be cheaper

than the combined costs of a number of rail/airplane tickets and taxi journeys).

At night, journeys are also much quicker by car than by public transport and there is therefore a particularly strong case for maximising the time of crucial staff by using official transport. A car home or to a mainline station can enable staff to devote extra time in the office when they are already at full stretch: working hours of private secretaries are generally between 12-15 hours a day. Staff who generally work at least a 12 hour or more day should therefore be entitled to a taxi to a mainline station or home if within the London area at the end of a working day, because it makes the best use of their already overstretched time.

(v) The safety and comfort of staff should be considered where staff are asked to work excessive or late hours on a regular basis.

Many staff at No 10, particularly those in Confidential Filing and the Garden Rooms have to work late hours on a regular basis. In some cases staff stay at No 10 overnight. But there are evening shifts which end officially at 20.00 where staff are often in practice asked to stay on beyond the end of their shift. And there are also many occasions where staff working day-time shifts are still required to work late into the night.

Where staff are asked to work beyond their regular hours into the evening, it is reasonable that for their comfort and security they should be provided with a taxi to the nearest mainline station, or home if this is within the London transport area, after 9.00. In exceptional circumstances (for example where they started their day particularly early), they may be given a taxi earlier. There are also circumstances in which it might be necessary for a member of staff to take a taxi to their home even where this is outside the London Transport area - for example, where the public transport available at the end of a railway journey would be unsafe or unpredictable.

(vi) Staff working during the weekend or on bank holidays, where these duties are not part of their regular shift work, should have access to official transport, where this would significantly reduce the time they spend in travelling.

What this means in practice

(i) Principal Private Secretary, Foreign Affairs Adviser, Head of the Policy Unit, [Chief Press Officer] should have access to a No 10 car or a taxi to and from work and for official travel during the day.

(ii) Private Secretaries should have access to a No 10 car, where available, for official journeys throughout the day. Where a No 10 car is not available, a taxi or Government car may still be used if this is absolutely necessary to allow private secretaries to make the best use of their time, or where this is a more cost-effective solution than public transport. They should also be entitled official transport home if within the London Transport area, or otherwise to a mainline station, at the end of the day, given that they generally work 12 hours a day or more. Private Secretaries should generally have use of official transport to travel to and from work and to Chequers if working during the weekend.

(iii) Members of the Policy Unit, the Press Office, the Appointments Secretary and the Security Officer should have access to a No 10 car for journeys throughout the day, where a car is available; and to a taxi or Government car where this is absolutely necessary to make the best use of their time or where this represents a more cost-effective solution than public transport. They should also be entitled to use a No 10 car or a taxi after 21.00 to take them home, if they live within the London Transport area, or otherwise to a mainline station. Official transport should generally be available for travel to and from work and to Chequers at the weekend.

(iv) Garden Room secretaries, staff in Confidential Filing and other personnel in No 10 should be entitled to a taxi/car home, if

within the London Transport area, or to a mainline station, after 21.00 or, at any time of day at the weekend or bank holidays, if working outside normal shifts. They are also entitled to travel by No 10 or GCS car to Chequers (taxis are not used for security reasons) where they do so on official business; or when travelling in advance of the Prime Minister's convoy during a regional tour.

(v) spouses of private secretaries should be entitled to official transport if they are accompanying or in effect representing their partner at official functions on journeys from their home to the venue of the function and the return.

#### Other points

Except where staff are accompanying the Prime Minister, or where the nature of the occasion demands an official car, the presumption should be that a taxi should be used. Official transport should not be used to carry staff to private lunches but could be used if the lunch is in connection with official business. Where GCS cars or taxis are hired, they should only be asked to wait for the return journey in exceptional circumstances and certainly not for a lunch-time engagement.



23 March 1990

No 10 Cars and Charges

Thank you for your letter of 13 February: I am sorry to have been rather long in responding, but I wanted to pursue some careful enquiries.

We can now say that we are very happy with the way the "Option 3" arrangement is working, although there have been one or two instances when charges have been improperly raised, these, have however been dealt with by raising specific queries when the invoice has been sent and there is no need to pursue them here. Suffice to say, that as a general principle, the arrangement seems to be running very satisfactorily. We would therefore be happy for the system to continue.

As regards the relief drivers mentioned in your final paragraph, it is naturally disappointing if you have had no response to your quest for volunteers, and I can only agree that you should proceed as you have suggested.

ROBIN CATFORD

Miss J Appleton

Hz03397

FROM: J M E BUCHAN  
Date: 5 March 1990

MISS SLOCOCK  
10 DOWNING STREET

cc Mr Kemp  
Mr Davie  
Mr Luck

NO.10: GOVERNMENT CARS *with cars?*

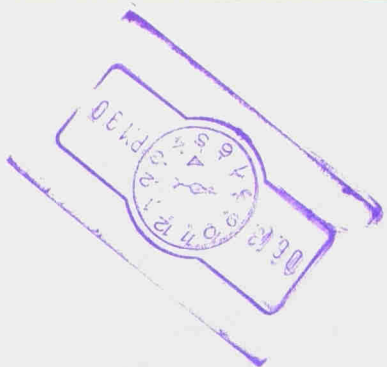
Mr Kemp's minute of 2 March to Mr Davie suggested that I should consider ways of improving the documentation provided to 10 Downing Street on use and cost of GCS cars.

If you are content with the format of the listings which we provided of GCS use for the last quarter of 1989 I will be happy to arrange for a similar monthly analysis to be prepared of GCS invoices for No.10. GCS invoices are usually received on a monthly basis; the analysis would, therefore, be one month behind actual expenditure ie. an analysis produced on 30 April would refer to expenditure incurred in March. I would suggest the arrangement be introduced from 1 April. Similar analysis of taxi company accounts could also be arranged if necessary.

I have also asked Mr Luck to prepare a short paper on the options open to us in setting up one or more accounts for 10 Downing Street with a taxi company. Any accounts for No.10 should, I think, be kept entirely separate from other OMCS accounts and access controlled from No.10. When the paper is ready, perhaps we could discuss the options and select the most appropriate. We will do all we can to ensure that access control procedures and administrative overheads are kept to the minimum.



J M E BUCHAN  
Finance Division



FROM: E P KEMP  
DATE: 2 March 1990

MR DAVIE

cc Mr Turnbull  
Ms Slocock

Miss Buchan

NO 10: USE OF GOVERNMENT CARS

I duly called on Mr Turnbull this morning; Ms Slocock was also present.

2. I passed over the aide memoire we had put together (copy attached). After a full discussion we agreed the following way forward :-

- a. Having regard to the very substantial cost differential between the use of cabs and the use of the GCS No 10 would seek to make it a rule that cabs should always be used in preference to the GCS where this was practicable.
- b. Mr Turnbull would reflect further on the question of the circumstances and cut-off times etc in which No 10 staff should normally be expected to use public transport as opposed to a publicly paid for motor car, having regard to the points made in the aide memoire and to the discussion we had, and would come back with some proposals.
- c. Miss Buchan would be asked whether it was possible to improve the documentation provided to No 10 so that both management there and individuals there could get a better feel for the actual cost of what they were incurring by way of the use of publicly provided cars. Perhaps Miss Buchan would like to liaise with Ms Slocock over this in the first place.
- d. I would take up with the Treasury the whole question of whether the Code and Guide in this area, particularly paragraphs 2347 to 2349 which you had helpfully summarised for paragraph 1 of the aide memoire, did not deserve a sharp review, assuming that is it was

not already getting one in the context of the present examination of the whole of the Code and Guide. Not just in relation to Private Offices, but generally it begins to look out of date, not least against the background of the move from mandatory rule to a more flexible approach in which managers can manage their resources totally. I will take this up myself.



E P KEMP

## USE OF OFFICIAL CARS

### AIDE MEMOIRE FOR DISCUSSION WITH MR TURNBULL

#### The formal position

The formal position as to the use of official transport by civil servants is laid down in the Code and Guide. In brief official transport may be used where public transport is not available unless a quite disproportionate loss of official time would result. It should not normally be used for journeys in Central London and the use of official cars between home (or railway station) and office is permissible on an exceptional basis only where staff are detailed by official duties until after public transport services have ceased to run. Official transport should not be used to take officers to or from meals, receptions, or other similar functions. Officers of Permanent Secretary rank have discretion to use official cars for home to office and other journeys on the understanding that they would normally be carrying classified papers.

2. The Code and Guide does not distinguish between people in private offices and other civil servants.

#### The practical position

3. In practice "old Spanish customs" have grown up, and indeed given the special circumstances that can arise, particularly in important private offices, this is not surprising and can be tolerated. But these variations need to be reasonable and known, if only so that they can be defended if necessary.

#### Proposals

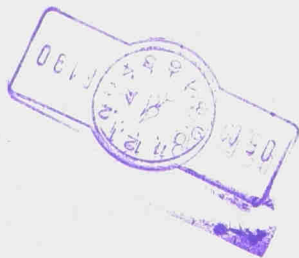
4. Against the special circumstances of No 10, taking account of the practices that have grown up, the following suggestions are made :-

- a. The normal cut off time for the use of motor cars publicly paid for to get home should be moved to 10 o'clock at night.
- b. Where anyone uses a car in these circumstances the first choice

should be a dedicated No 10 car if it is available, and the second should be a cab. Cabs should be ordered by direct arrangement between No 10 and one or more reputable cab companies. Cabs would pick up their customers in Whitehall and need not go through the hassle of using Downing Street. Only exceptionally should the GCS be used.

- c. These rules should apply to all No 10 Private Office staff with the exception of the Principal Private Secretary, who as an exception and having regard to the practice that has grown up may follow the Permanent Secretary rules (see paragraph 1 above) and use a car to and from home either by way of a dedicated No 10 car if it is available, or a hired cab, or (exceptionally) a GCS car.
- d. Spouses of No 10 Private Office staff may use publicly paid for motor transport if they are accompanying or in effect representing their spouses at official functions on journeys from their home to the venue of the function and the return. However such cars should either be a dedicated No 10 car or a publicly paid for cab. The GCS should not be used.

5. These rules are of course intended to be operated flexibly and in the circumstances of a busy Private Office like No 10 not all contingencies can be foreseen. Derogation from them can be authorised by the Principal Private Secretary in his judgement depending on the circumstances, but this derogation should be used sparingly and in circumstances where it is patently justifiable.





Miss Stocock

D. ALLMAN

MR CATFORD

GCS INVOICES

Copies of GCS invoices are enclosed for information only.

The invoice amount has been paid and coded to the cost centre as detailed. If there are any amounts that you consider wrongly coded, please return the invoice to:

Debbie Allman  
Accommodation Section  
Room 63/5  
GOGGS

showing the correct cost code.

Debbie Allman

77340

GCS 2

PSA/GOVERNMENT CAR SERVICE  
PONTON ROAD LONDON SW8 5AX  
QUERIES REGARDING THIS INVOICE  
PLEASE RING 217 3846/3847

**PSA**  
Property Services Agency  
Government Car Service

Pay to:  
PSA  
The Cashier  
AA5C, Room B40  
Ashdown House  
Sedlescombe Road North  
Hastings, East Sussex TN34 1XA

VAT Reg No GD106

Please quote Account  
and Invoice Numbers

Invoice Address  
  
OMCS (10D ACC)  
HEAD OF OFFICES SERVICES  
RM 65B THE GROUND, GOVT OFFICES  
ST GEORGES ST, LONDON SW1P 3AL

Invoice Date	15/02/90	Invoice No	005030
Account No	D22	Page	1
Order No			

**INVOICE**

	Units	Rate	Total
PSA/GCS 114824 DESPATCH RELIEF CAR 7/02/90 1315 NO10-AS DIR	1.7	14.70	24.99

77310 3342

*McDonnell*

Rate	Goods/Service	VAT	Nett	
0.00	0.00	0.00		24.99
15.00	24.99	3.75	VAT	3.75
15.00	0.00	0.00	Gross	28.74

Terms : Monthly terms

*from Slocock*  
*Basically helpful*  
*we need to hear*  
*Press Office involved*  
*in any follow up. The*  
*point about being*  
*is important.*

1. *Everbull*

*Please see the two minutes - one below and*  
*attached - in response to your's of 10 Jan 30.*  
*Press Office is aware of the need for economy*  
*We must take after 8.30 pm.*

*15/2*

I have minuted Caroline Slocock separately (copy attached) about the numerous queries I have on individual charges for use of GCS and hire cars against Press Office staff. These include excessive journey times, what appears to be double charging in a number of cases and some journeys of which officers have no record.

Considering the amount of travelling press officers have to do for one reason or another our costs, even taking into account excessive journey times and double charging, would appear to be quite reasonable compared with the total for No 10.

Press Office are called upon to work late into the evening and when this is necessary they are authorised to use the GCS to get them home. In fact, when you look at the charges, our record is quite good as staff do use their own transport in a number of cases.

All car bookings by the press office are done through No 10 drivers who book GCS if they are not available. Press Officers use cars for meetings in other parts of London, for recesses in the London area, when they are accompanying the Prime Minister, or when they are travelling to airports or mainline railway stations. Often on these journeys they can be accompanied by other members of staff from No 10: Garden Room girls, Private Secretaries, Special Advisors, Parliamentary Private Secretary or detectives.

While it is obvious economies need to be made within No 10 it is important that cars or taxis remain available in the future for the Press Office staff. It would be a false economy in a number of respects if they were forced to use other means of transport. In an effort to achieve economies:

- ✓ - more use should be made of taxis, as they would appear to be cheaper, for short central London journeys but access to the Street needs to be considered
- ✓ - we could continue to hire taxis through GCS or have our own contract with a taxi firm or firms and have direct contact
- we should also consider when cars are booked through GCS that we stipulate taxi if it is a short inner London journey
- ✓ - we should question GCS about their hire charges as they are excessive and confusing. The only charge should be actual journey time (normal car hire practice) and should

not include time taken by drivers from garage or home to pick-up point or empty return journeys. I accept that  
✓ waiting time when necessary would have to be allowed when meeting people at airports or railway stations.

✓ - we should seriously discuss with GCS the possibility of a special contract for No 10 as we would appear to be heavy users of their services

? - consideration might be given to having an extra car on permanent hire to No 10. This, however, could cost in the region of £35,000 and we would have to look seriously to see if there would be any savings over a year

✓ - all officers should make a careful note of dates, destinations and journey times

✓ - we should have monthly accounts from GCS so that each section is able to check the details before authorising payment

T.J.P.

TERRY J PERKS  
14 February 1990



Department of the Environment

Mr R Catford  
10 Downing Street  
LONDON  
SW1

**PSA**

Property Services Agency  
Government Car Service

Ponton Road London SW8 5AX  
Telephone 01-217 3810  
Telex 928064  
Fax 01-217 3840

Our ref JA/SP

Your ref

Date 13 February 1990

*Mr Catford*  
*We are very happy with the way option 3 is working out (although we are being charged - or not charged - properly)*

*Mr Kerr*  
*I would like to know about his & other car matters*

*AS*  
*16/3*

*The final part is a pity but there isn't much we can do.*  
*we cannot do much about the last para.*  
*AS*  
*2/3*

*Ms Slocock*  
*I'm afraid that I've been sitting on this. Presumably we say yes to X, but are there any points to raise, refinements to suggest?*

Dear Mr Catford

NO.10 CARS AND CHARGES

Further to Mr McCarthy's letter of 14 November 1989, three months have now passed since it was agreed that the Duty Clerk would inform GCS when using Option 3 for short term hire jobs.

This seems to be working very well, on average there are 13 jobs per month which are not charged to your department under this system.

X We would be happy to carry on with this system if you agree. X

With reference to the relief drivers to be available when the regular drivers are on leave or sick, unfortunately we had no response to our notice requesting volunteers for this. I would like to suggest we carry on at present using our Pool drivers when a relief is required, and review the situation at a later date when we may get a better response for volunteers.

Yours sincerely

MISS J APPLETON  
Senior Section Leader

MISS SLOCOCK

I have been looking at the attached charges for use of GCS and hire cars by Press Office and have a number of queries. These are noted on each of the individual sheets.

The points I have to raise are:

- excessive journey times in a number of cases.
- double charging in a number of cases.

I have not queried times from airports to home or No 10 as there could have been some waiting as a result of flight delays. We need, however, to have a meeting with GCS just to see how they work out their charges. We should not be charged travelling time for the car between the garage or the driver's home and the pick-up point. Nor should we be charged for the time it takes the car to return empty to base. I fully accept, however, that we should be charged waiting time where it is legitimate - i.e. at airports and stations because of delays. But we should not be charged waiting time when a car arrives at No 10 thirty minutes or so before it is due.

We also need to have monthly accounts from GCS so that we can verify the charges before they are paid. It is no use them sending these into us once every five or six months.

Perhaps you may wish to invite GCS to see us. If so could I please be included in any meeting.

T.J.P.

TERRY J PERKS  
5 February 1990

NAME : PERKS MR/JELLEY MISS

COMPONENTRE : MCS77340

DATE	START TIME	MODE	DEPARTURE POINT	DESTINATION	HOURS	COST
22/11/89	945	G	NO 10	WELLINGTON BARR	1.9	37.24
22/11/89	1330	G	WELLINGTON BARR	NO 10	1.0	19.60
TOTAL						56.84

Number of journeys : 2

1. why 1.9 hrs from No 10 to W'TON BARRACKS?

NAME: WINGHAM MR  
COST CENTRE : MCS77340

DATE	START TIME	MODE	DEPARTURE POINT	DESTINATION	HOURS	COST
07/09/89	800	H	NO10	EUSTON SQ.	1.0	19.60
07/09/89	1725	H	EUSTON SQ.	NO 10	1.0	19.60
08/09/89	1930	H	NO 10	PALL MALL	.5	9.80
08/09/89	1930	H	NO 10	PALL MALL	.5	13.70
15/09/89	1545	H	MONAHAN AVE	LAP	2.0	54.80
15/09/89	1810	H	GATWICK	MONAHAN AVE.	1.9	37.24
15/09/89	1810	H	GATWICK	MONAHAN AVE	2.1	57.54
25/09/89	1250	G	DOWNING ST	CARLOS PLACE W1	1.6	31.36
29/09/89	1230	G	10 DOWNING ST	VICTORIA ST EC4	1.2	23.52
13/10/89	1550	G	NO 10	VANDON ST W/RTN	.8	15.68
16/10/89	630	G	MONAHAN AV	NO 10	1.8	49.32
09/11/89	1920	G	NO 10	DEAN ST W1	.7	13.72
09/11/89	2130	G	DEAN ST W1	NO 10	.5	13.70
22/11/89	1415	G	ST JAMES PLACE	DOWNING STREET	.5	9.80
TOTAL						369.38

Number of journeys : 14

AT 102 why 2 changes?



NAME: CHALMERS MISS  
COST CENTRE : MCS77340

DATE	START TIME	MODE	DEPARTURE POINT	DESTINATION	HOURS	COST
22/09/89	2100	H	10 DOWNING ST	PUTNEY	2.5	68.50
TOTAL						68.50

Number of journeys : 1

DO NOT HAVE MISS CHALMERS ON  
STAFF. PRESUME THEY MEAN  
MISS CHAMMAN; BUT WHY 2.5 HRS  
FROM NO 10 TO PUTNEY?

NAME: HARMAN MISS  
 COST CENTRE : MCS77340

DATE	START TIME	MODE	DEPARTURE POINT	DESTINATION	HOURS	COST
1 04/06/89	1715	H	CARLTON DR SW15	10 DOWNING ST	2.7	52.92
04/06/89	1715	H	CARLTON DR SW15	10 DOWNING ST	1.3	35.62
13/06/89	930	H	10 DOWNING ST	DOCKLANDS	4.0	78.40
23/06/89	1300	T	NO 10	WEST HALKIN ST	1.0	68.87
18/09/89	830	H	NO 10HALL	ST PANCRAS STN	1.0	19.60
24/09/89	1730	G	DOWNING ST	PUTNEY	1.2	32.88
3 25/09/89	815	G	10 DOWNING ST	VICTORIA STN	2.8	54.88
25/09/89	1345	G	WELL 'TN B' RACKS	10 DOWNING ST	1.3	25.48
25/09/89	1845	G	10 DOWNING ST	GUILDHALL	1.0	19.60
25/09/89	2230	G	GUILDHALL	CARLTON DR SW15	1.8	49.32
25/09/89	700	H	PUTNEY	NO 10	1.0	27.40
25/09/89	700	H	PUTNEY	NO 10	.5	9.80
27/09/89	1210	G	10 DOWNING ST	LIME GROVE W12	2.5	49.00
27/09/89	1930	G	ALDWYCH	10 DOWNING ST	1.5	29.40
27/09/89	2230	H	10 DOWNING ST	PUTNEY	1.0	27.40
29/09/89		G	CARLTON DR SW15	10 DOWNING ST	1.2	32.88
2 12/10/89	1220	H	DOWNING STREET	BELGRAVE SQUARE	1.0	19.60
31/10/89	2030	G	NO 10	PUTNEY	1.3	35.62
02/11/89	630	G	CARLTON DRIVE	LAP	2.0	54.80
03/11/89	1815	G	LONDON AIRPORT	PUTNEY	2.8	54.88
03/11/89	1815	G	LONDON AIRPORT	PUTNEY	.3	8.22
07/11/89	700	G	PUTNEY	PADDINGTON STN	1.3	35.62
08/11/89	2020	G	NO 10	PUTNEY	1.0	27.40
TOTAL						849.59

Number of journeys : 23

1. Number of double changing again
2. At 1 Miss Chapman has no record of making this journey. The same at 2.
3. why 2.8 has from M10 to Victoria STN

NAME: BEAN MR  
COST CENTRE : MCS77340

DATE	START TIME	MODE	DEPARTURE POINT	DESTINATION	HOURS	COST
20/10/89	1920	G	LONDON AIRPORT	ORPINGTON	2.0	39.20
20/10/89	1920	G	LONDON AIRPORT	ORPINGTON	2.5	68.50
20/11/89	1435	G	DOWNING STREET	CARLTON HSE TER	.5	9.80
TOTAL						117.50

Number of journeys : 3

*Double charging at 1.*

NA RATES MR  
 COST CENTRE : MCS77340

DATE	START TIME	MODE	DEPARTURE POINT	DESTINATION	HOURS	COST
20/09/89	645	G	BRIGHTON	LAP	2.0	54.80
20/09/89	645	G	BRIGHTON	LAP	1.0	19.60
23/09/89	1845	G	LONDON AIRPORT	BRIGHTON	5.3	145.22
28/09/89	1050	G	DOWNING ST	MURRAY HSE SW1	1.0	19.60
10/10/89	1145	H	10 DOWNING ST	LONDON AIRPORT	4.3	84.28
12/10/89	1245	H	DOWNING STREET	KNIGHTSBRIDGE	3.0	58.80
13/10/89	700	G	BRIGHTON	DOWNING STREET	2.8	76.72
13/10/89	700	G	BRIGHTON	DOWNING STREET	1.0	19.60
13/10/89	1800	G	NO 10	LAP	1.5	29.40
13/10/89	1800	G	NO 10	LAP	.5	13.70
25/10/89	400	G	LONDON AIRPORT	BRIGHTON	3.8	104.12
TOTAL						625.84

Number of journeys : 11

1. Some double charging
2. At 1 why 4.3 has from Downy St to LAP?
3. At 2 is 3.0 has " " " " TO KNIGHTSBRIDGE?

NAME: ALLAN MISS  
COST CENTRE : MCS77340

DATE	START TIME	MODE	DEPARTURE POINT	DESTINATION	HOURS	COST
18/09/89	1100	G	NO 10	HOC	.5	9.80
05/10/89	1110	G	10 DOWNING ST	VANDON ST SW1	.8	15.68
16/10/89	615	G	EVELYN AVE	NO 10	1.3	35.62
25/10/89	400	G	LONDON AIRPORT	RUISLIP	4.0	109.60
27/10/89	2100	G	NO 10	RUISLIP	1.8	49.32
TOTAL						220.02

Number of journeys : 5

1. At 1 why he has from LAR to Ruislip when the plane was 30 minutes early & the journey time is between 20 & 30 minutes?

NAME: WYLETT MR  
COST CENTRE : MCS77340

DATE	START TIME	MODE	DEPARTURE POINT	DESTINATION	HOURS	COST
11/09/89	530	H	H. HEMPSTEAD	LAP	2.0	54.80
15/09/89	545	H	HEMEL HEMPSTEAD	LONDON AIRPORT	2.3	63.02
15/09/89	545	H	HEMEL HEMPSTEAD	LONDON AIRPORT	.7	13.72
03/10/89	2130	H	HEMEL HEMPSTEAD	HEMEL HEMPSTEAD	2.5	68.50
26/10/89	2115	H	DOWNING STREET	RUISLIP-HEM HEP	3.0	82.20
20/11/89	800	G	HEMEL HEMPSTEAD	LON AIRPORT	2.5	49.00
20/11/89	800	G	HEMEL HEMPSTEAD	LON AIRPORT	1.0	27.40
TOTAL						358.64

Number of journeys : 7

*Again charges between Hemel Hempstead & LAP appear to be excessive.  
Some double charging.*

MR INGHAM

7. Bus

Thank you.

Can you let me have a minute which:

- i) states our practice re late night taxis - to after 9pm?
- ii) summarizes Press Office practice in relation to ~~the~~ GCS/hire cars?
- iii) identifies issues which need to be written out in the bills presented to us
- iv) suggests remedies.

NUMBER 10 CARS

Press Office total for a five month period between June and the end of November comes to £3044.43. Relate this to a 12 month period and the total would be between £7200 and £7500 - one tenth of the total car bill for No 10. For a section like Press Office this is good.

I will then forward it to J. P. P. P. P.

But the above total figure could be lower as there are numerous queries I have on the details which I will follow up separately.

The queries include:

- being charged twice for the same journey
- length of time journey has taken e.g:
  - 2.8 hours No 10 to Victoria Station
  - 1.9 hours No 10 to Wellington Barracks
  - 4 hours Heathrow to Ruislip
  - 2 hours Croydon to Heathrow
  - 2.5 hours No 10 to Putney
  - 4.3 hours No 10 to Heathrow

It is not clear from the returns whether we are being charged "driving time from garage and return" as some of the trips are for less than one hour. I will be asking how GCS charges are calculated so that this whole issue can be sorted out.

It would seem to me ludicrous if charges are calculated on the time taken for the driver to come from his garage or his home to the pick-up point. The driver, through no fault of ours, could live several miles away from the pick-up point. GCS charges, as you will see from the papers, are high and therefore they should relate to the actual journey from pick up to set down. This is the practice of normal private hire firms, although I must say from experience their charges are lower than GCS who have "captive passengers" throughout Whitehall. As No 10 is a big user of GCS

surely we can negotiate a far more favourable contract with them? When I have discussions about the charges I will ask if there is a "waiting" time as some of the cars arrive at Downing Street about half an hour before they are needed.

In an effort to save costs thought should be given to using taxis for short journeys within central London. Whether taxi hire should be done through GCS, who already have a list of firms, or direct by No 10 is one of the questions that should be looked at. It could well be that when GCS is contacted they will send one of their own cars instead of a taxi so that they can bring in some money.

Another possibility, though costly, for No 10 is to have another car on long term contract. It is true that we already have three cars but one of these is dedicated to the outdoor messenger service for much of the day. My understanding is that long term hire on a 24 hour, 7 days a week basis, would cost in the region of £35,000 a year. It would be about £30,000 a year for a five day service. We should also ask GCS to send us monthly accounts so that we can check before payment is authorised.

T.J.P.

TERRY J PERKS  
2 February 1990



MISS SLOCOCK

cc: Mr. Turnbull

USE OF GCS CARS

One small point which you might want to take up with GCS in the light of the detailed figures circulated with Andrew's minute of 30 January.

The number of hours that the GCS charge for seem to be extremely random. For example, the length of time taken for late night return journeys from No. 10 to Saffron Walden varies between 2½ hours on 13 September and 4½ hours on 3 October. The lower figure seems perfectly reasonable; on average, it takes just over an hour to get from here to Saffron Walden late at night. But 4½ hours is outrageous. Although I cannot remember the precise circumstances of 3 October, I do know that <sup>no</sup> late night journeys covered by this period took significantly longer than the average. At the very least, there is padding in this charge of 1½ hours.

I draw two morals from this:

- (i) when any of us have a GCS car for a long journey, it would be worth just noting in our diaries the time taken for the outward leg, so that when the bills come in we can do a quick cross check if any of the times claimed by GCS look excessive;
- (ii) you might fire a warning shot across GCS bows that some of their timings on these latest bills are questionable to say the least.

*Paul Gray*

PAUL GRAY

2 February 1990



File  
Pm

10 DOWNING STREET  
LONDON SW1A 2AA

*From the Private Secretary*

**MR. REX DAVIE**  
**CABINET OFFICE**

---

cc Mr. A. Turnbull  
Miss J. Buchan  
Mr. Catford

At your meeting with Andrew Turnbull earlier this week about No. 10's use of Government cars, I mentioned a survey which had been carried out here on usage by other Private Offices. We had used this survey to help us establish the rules under which cars are used here. As you expressed an interest in this, I am attaching a table showing the results. As you will see, we are by no means alone in using the Government Car Service after 8 o'clock to take staff to the nearest station or (where necessary) home; and most private offices use cars in this way after a given hour in the evening.

On the rules for ordering cars, you may like to see a copy of the Office Notice which we circulated in May. These rules apply to those who work in the Garden Rooms, CF, secretaries in the Policy Unit and other offices. Our use of cars for journeys to and from home are based on the following considerations:

- (i) Staff at No.10 work excessive hours even by other private office standards and often for long tours of duty;
- (ii) Journeys late at night can be extended by interrupted and unreliable services; it is reasonable to try to reduce the discomfort experienced by staff who are asked night after night to stay late. For example the Private Secretaries catching trains from Euston or

da

Liverpool Street (in each case for journeys of about one hour) can leave here only 15 minutes ahead of the departure compared with 45 minutes by underground a gain to us/ saving to them of 30 minutes a day.

- (iii) Travel at night can be dangerous. The hour changed from 9 to 8 followed the mugging of a Duty Clerk. <sup>not so</sup>

As far as the Private Office is concerned, the 8 pm rule has not been applied specifically as in practice most departures are after that time. Even when Private Secretaries have been able to get away a bit earlier the arrangements for taking them home or to the nearest station have been sustained. Where possible we use one of the No.10 cars, only turning to GCS if one is not available. We are talking here of staff who regularly work somewhere between 12 and 15 hour days and that even if they finish before 8 pm will have already worked 12-13 hours.

Joy Buchan very kindly offered to help us in setting up the arrangements for using taxis, given that these are considerably less expensive than Government cars. As you will know, it is possible already to order taxis through the Government Car Service; and we have reminded people here of this on a number of occasions in the past. Andrew Turnbull has given this reminder again in the context of the very high charges underlined by the returns you handed to us; and has asked people here to order a taxi as their first choice.

However, in practice not enough use has been made of taxis in the past and we think we should look at ways - beyond a request - to make sure that use increases. One way of achieving this would be to give instructions to the Government Car Service that unless otherwise specified they should always supply a taxi for No.10 use. There are occasions when we have to use Government cars for security reasons.

Taxis ordered through the Government Car Service are significantly cheaper than Government cars; but we have also been exploring with the Cabinet Office whether we use Computer Cabs or Galaxy Cars, which are cheaper. There are security problems -

they cannot, like other taxis - come up the street. But the main advantage to us of using the Government Car Service is that it takes on board much of the detail of identifying and monitoring the progress of cars. Ideally, the Government Car Service would order Computer Cabs or Galaxy Cars for us, for a small fee. I raised this with Tom McCarthy from GCS when I met him back in October and he thought this was possible, although they do have certain requirements which restrict the taxi companies they use.

It would be very helpful if Joy Buchan could help us to get the systems right to make sure that we use the cheapest possible method; and we would be grateful for her views on the points raised above as well as practical help in taking them forward.

Andrew Turnbull has asked people to look at their returns and this may throw up a number of questionable charges. For example, for identical journeys to take Paul Gray to Saffron Walden we were charged 2.5 hours on one occasion and 4.5 hours on another. In a different case, Miss Hayter was charged £438 for the hire of a GCS car for a day when she accompanied the Prime Minister to Glyndebourne. This should have been covered by the Option 3 arrangement. Other examples of overcharging may be identified.

*CSlococock*

CAROLINE SLOCOCK

2 February 1990

A:\home\chart

<u>DEPARTMENT</u>	<u>CAR THRESHOLD</u>
MAFF	2200
MOD	2200
DES	Don't use GCS cars
D/Emp	2000
DEN	Only when on duty in House of Commons after Public Transport finishes
DOE	2200
FCO	Private Office 2000 Rest of FCO 2100 FCO do not use GCS, they have contracts with Black Cabs
DSS	Don't use GCS cars
Home Office	2200
Attorney General	Don't use cars
Lord Chancellor	2230
Department of Health	2130
Lord Privy Seal	2330
Lord President of the Council	2200
Chief Whip	2200
NIO	Women 1900 in winter only Men 2000 or all in summer

ODA

Don't use cars

Scottish Office

Private Secretaries only use cars and then only those allocated to them from within Scottish Office

DTI and CDL

2000

DTp

Don't use cars

HMT

2100

Welsh Office

Don't use cars.

OFFICE NOTICE

USE OF OFFICIAL CARS FOR LATE TRAVEL

Hitherto those who work in the Garden Rooms, Confidential Filing, secretaries in the Policy Unit and certain other offices have been able to call on the use of an official car to take them to the suitable mainline station (or, if necessary, home) when they have been unavoidably detained at work beyond 2100 hours. This is to inform you that as from now the use of such cars will be permitted on a similar basis after 2000 hours.

*Dominic Morris*

(D.C.B. MORRIS)

15 May 1989

MR. INGHAM

PROFESSOR GRIFFITHS

MRS. RICHARDS

MR. KERR

MR. WHITTINGDALE

cc: Mr. Catford

Miss Slocock

USE OF GCS CARS

No. 10 has 3 cars allocated to it permanently on long-term hire plus the Prime Minister's car. In addition we use GCS cars on short-term hire. This is currently costing No. 10 £75,000 a year. The Cabinet Office have produced an analysis of our car use, the returns for your section being shown in the attached folder.

We have been asked by the Cabinet Office to look at ways of reducing this bill, and I think you will agree that the charges are horrendous. In the first instance, this will involve methods to avoid using GCS cars on short-term hire. As the attached table shows, calling a taxi through GCS, as can be done already, is almost always cheaper. It is particularly so where it is possible to avoid a wait-and-return booking. I would be grateful if, when bookings are made, taxis could be specified (though current security rules require picking them up at the end of the the street). We are doing further work to see how such arrangements could be improved.

Cabinet Office have also queried our guidelines for when an official car may be used. While it may be necessary to draw up our rules rather more tautly and police them more closely, I am hopeful that we will be able to meet the Cabinet Office's wish for economy by using cheaper arrangements.

In the meantime I would be grateful if you would draw the figures to the attention of people in your section so that they are aware of the magnitude of the problem.



ANDREW TURNBULL

30 JANUARY 1990

A:\PPS\CARS (MRM)



£164,000  
next yr. 2511

10 DOWNING STREET

Caroline

CARS.

We had a word yesterday in advance of your meeting with the Principal Finance Officer about cars.

When we met Jim Hetherington <sup>Flag 'A'</sup> there were 3 main points:-

- our checking of bills; till then we didn't.
- high cost in using GCS and the possibility of using Galaxy.
- the iniquity of having no 'Option 3' cars in silent hours and being billed for substitutes.

We agreed that we could and would check GCS invoices against our booking forms. Finance Division would need to pick up any queries we raised.

The invoicing could perhaps be altered ~~to~~ in such a way that we received a Private Office invoice and Policy Unit likewise etc. In other words when we booked a car we could ask for it to be booked against, say, the Press Office or the Policy Unit and invoiced accordingly.

That would of course happen if <sup>budgets</sup> cars were divided across ~~cost~~ <sup>cost</sup> centres. It would make crediting easier.

As to using Galaxy cars things are at a standstill. Charles Fountain has listed the standards to be reached before they are permitted regular access to Downing Street. (drivers needing normal vetting, ID cards, a check on the company). & stalemate, say the Cabinet Office.

The problem is not insuperable. Not all cars need come into Downing Street and the occasional use of Galaxy would surely provide its own security. Witness Brian Griffiths: an account with Computacabs who drop him outside the gates at Downing St. each day.

The issue then is a security one, not financial, and probably needs to be resolved with Charles Fountain.

As to Option 3 we now specify ~~to~~ when booking cars that we wish to exercise our Option 3 facility. We have only started recently (November) so it's probably a bit early to say we're making savings. But I've done a summary of out-turn for the

months of October — January 88 and 89 as follows.

i. GCS long term line

	<u>FY 88/9.</u>	<u>FY 89/90</u>	<u>Variation +/-</u>
Oct 88	£22,296	Oct 89 £18,225.	- 4071.
Nov 88	£19,992	Nov 89 £17,180.	- 2812.
Dec 88	£16,168	Dec 89 £21,285.	+ 5117
Jan 88	£17,502	Jan 90 (to date) £16,059.	- 1443.

ii GCS short term line.

	<u>FY 88/9.</u>	<u>FY 89/90.</u>	<u>Variation +/-</u>
Oct 88	£9,133	Oct 89 £4,845	- 4288
Nov 88	£19,620	Nov 89 £14,593.	- 5027
Dec 88	£9,618	Dec 89 £4,442	- 5176
Jan 88	£13,707	Jan 90 (to date) £14,171	+ 464

On short term line, Nov and Dec 89 are certainly down on the same period in the previous year. Jan. 90

is certainly up and it remains to be seen whether this is a blip.

You asked about the rules we live by in making car bookings. I've attached the extracts from the Duty Clerk's bible, <sup>Parts B+C. ~~is~~ are.</sup> which ~~are~~ are largely procedural and don't provide ready terms of reference. The use of cars is largely <sup>one of</sup> custom and practice although there are some rare examples of what amount to rules. These are attached at flag D.

At flag E I have summarised how we now manage our car bookings. It covers wives.

Jim Hetherington tells me his report is due out in a couple of weeks. We'll get a copy. It will bring out all of the above and say we need some terms of reference. Some of what he said has been dealt with ~~is~~ is currently being looked at. Nonetheless with the summer rail strike in particular we are are probably heading for another expensive year.

The relevant files are attached should you require them.

Jerik

25.1.90

CARE - 9.5.42  
PA  
file  
A

MR CATFORD

cc Mr Turnbull  
Mr Perks  
Miss Sinclair  
Mr Kerr  
Mr Hemington  
(Cabinet Office)

GOVERNMENT CARS

We have had two meetings in the last few days on the subject of Government Cars. This is a note for the record. The first - at which Mr Kerr was also present - was with Mr Hemington and Mr Walker from the Cabinet Office who are carrying out a multi-disciplinary review of the use of cars in the Cabinet Office. We had a further meeting today with Tom McCarthy from the Government Car Service to look at ways to get a better return from the high costs of our long-term and short-term hire of cars.

At our first meeting, Mr Hemington explained that the following points had so far come out from their survey:

- they felt that the Department did not have a sufficiently structured policy on the use of cars;
- there was too little guidance on ordering cars and on approving bills;
- responsibility for managing transport should be closer to the point of use;
- the approving of invoices should be done by those who are best placed to monitor usage;
- authority for cars should be devolved down to cost and budget and cost centre levels;
- managers needed more regular information.

They were considering making a number of recommendations, only one of which seems relevant to us at Number 10. This was that invoices should be approved by those who authorise the use of cars rather than - as at present - by the Central Finance Section. We agreed that this must be right in principle. However, we also stressed that it was important that we should not be overloaded with paperwork; and that it had to be recognised that if we did approve invoices this would inevitably lead to some delay. The best option might be for invoices to be approved centrally but then sent on to us so that we could query items which we thought were incorrect. Indeed, a system of this kind has recently been put into operation. Its main weaknesses (apart from the fact that the invoices have hitherto been sent to you rather than to me) are that we receive the information too infrequently and are presented with too large a bundle to check through. The other problem is that the invoices cover all cars ordered at Number 10 and are not broken down between Press Office, Policy Unit and those handled by the Duty Clerk. It is difficult for me to check all of the items since the Duty Clerk does not normally handle Press Office and Policy Unit requests

for cars. It would be easier for me to circulate the invoices for checking within No.10 if they were presented separately.

We therefore agreed that the Cabinet Office would get the Government Car Service to break down the invoices between these three centres and to send us these on a weekly basis. I agreed with Derek Kerr that the Duty Clerks would then check our allocation of invoices against the records they hold of cars which we have ordered; and I imagine that the Policy Unit and Press Office would want to do the same with theirs. We also agreed that the invoices would continue to be authorised centrally by Cabinet Office Finance Branch and if we raised any queries on them that these would be pursued by Finance Branch on our behalf - we do not have the resources here to get involved in this work in too much detail.

We also discussed the high, and sometimes apparently erratic, levels of charges made by the Government Car Service for short-term hire cars. Mr Hemington gave me a very useful piece of paper which broke down the various levels of charges made by the Government Car Service and I am attaching a copy to this minute for information. It makes it clear that it is far cheaper to ask GCS to provide a taxi rather than a Government car. I explained to Mr Hemington that we had been looking at the possibility of using, through Cabinet Office, Galaxy Cars instead of the Government Car Service. He said that several parts of Cabinet Office were ordering non-GCS cars through Office Services and, perhaps following the review, it might be possible in due course to order cars direct. He also explained that the Department does have vehicles of its own and that these might be available for us to use for despatch work. He pointed out that an alternative to using Galaxy Cars would be to ask the Government Car Service to provide a taxi rather than a Government Car, given that this is significantly less expensive. However, he was not clear whether the Government Car Service would only provide a taxi if a Government Car was not available; or whether it was possible to specify that a taxi should be used. Mr Kerr thought that it would be preferable, wherever possible, to order cars through the Government Car Service as we do not really have the resources here to pursue orders with other sources; or indeed, to approve invoices coming in from various channels.

You also raised the question of our difficulties with the long-term hire of our Number 10 cars under Option 3. You said that we hoped to reach an agreement with the Government Car Service to ensure that we got better value for money from these cars. You explained that under our option 3 agreement we should expect to have four cars permanently available. Yet we only have access to four drivers, who are not of course available on a twentyfour hour basis. Mr Walker said that he certainly knew that it was possible to get reductions on Option 3 agreements during holiday periods when cars were not in full use. Mr Hemington said he would be interested to hear the results of our discussions with the Government Car Service.

We met Tom McCarthy today primarily to talk about these arrangements under Option 3. You suggested that as we do not have drivers twenty-four hours a day, we want access to replacement drivers, at no extra charge, if we are to get the

service for which we are paying. Mr McCarthy seemed surprised that we were not already provided with this cover. He said that we should have access to four drivers at all times, even when our own drivers are "off the clock". One way of arranging for this would be to provide a discount on the cost of the Option 3 cars. However, this is not attractive to the Government Car Service as it does not guarantee that their full costs will be covered. The alternative, which Mr McCarthy preferred, would be to look at the orders we make for short-term hire cars and not to charge us for those which were necessary because one or more of our drivers were not available because of Annual Leave etc. Mr McCarthy undertook to look at the systems at the Government Car Service and see whether it would be possible to approach it in this way and to come back to us. We agreed that if such a system were possible, the Government Car Service should include in their invoices those journeys for which no charge was made so that we could cross-check with our own records.

I raised with Mr McCarthy the question of the high and varying charges we received for short-term hire. Mr McCarthy said that we could specify that we wanted a taxi rather than a Government Car when ordering cars through them. I also mentioned that we had asked the Cabinet Office to look at whether we might use Galaxy Cars; and that I believed that they were looking for us at whether a proportion of the Galaxy Car drivers could be specially cleared for Number 10 work. I said that I would be interested to know whether the Government Car Service would take on the responsibility of hiring the Galaxy Cars for us if these cars proved substantially cheaper than others they offered. I, of course, appreciated that they would need to charge a commission but thought that we might nonetheless prefer to use them as intermediaries as this would simplify our own systems. I undertook to consider this further and to let Mr McCarthy know if we wanted to pursue this.

I took advantage of this meeting to raise with Mr McCarthy the problems we had experienced on the Nottingham trip last month. The Government Car driver took part of the Prime Minister's party by a circuitous route to RAF Northolt and as a result we arrived ten minutes after the Prime Minister. The problem arose because the driver was inexperienced. I asked Mr McCarthy to make sure that in future we were, wherever possible, given experienced drivers for trips with the Prime Minister. In all cases I emphasised that it was important that the driver should be asked to get in touch with ours to discuss the route they would take. Mr McCarthy said that, unfortunately, their spare drivers were often the most inexperienced, although the Government Car Service had instructions that Number 10 should always receive the best service wherever possible. He would go back and make sure that desk instructions were clear on this point so that the difficulties we experienced on the Nottingham trip would not be repeated.

CJK  
CAROLINE SLOCOCK  
9 October 1989  
C:\WPDOCS\HOME\GOVCARS.DAS

bn



COST COMPARISON BETWEEN SIMILAR JOURNEYS BY  
GOVERNMENT CAR SERVICE AND TAXI

DEPARTURE/ DESTINATION	APPROX. START TIME OF JOURNEY	GCS CHARGE	TAXI CHARGE	TAXI SAVING
Whitehall to Picadilly	12.30pm	19.60	9.62	9.98
Whitehall to Marsham Street	12.30pm	19.60	6.20	13.40
Whitehall to Southbank	2.30pm	19.60	6.20	13.40
Whitehall to Liverpool Street Station	7.30pm	21.16	8.40	12.76
Whitehall to Beckenham	10pm	54.80	18.00	36.80
Whitehall to Muswell Hill	10.30pm	65.76	15.40	50.36
London Airport to Whitehall	6am	109.00	20.00	89.00

No 10 Drivers - 3137

GCS: Day : 87

Night : 70-217-3817

*Duty Clerk Bible.*

Panton Road

Nine Elms

SW8 5AZ

The Duty Clerk is responsible for booking and arranging cars for Mr Thatcher, the Private Secretaries and Appointments (Mr Catford), and all cars for overseas trips which a Duty Clerk is organising (see *PPS*). The Duty Clerk should work closely with No 10 drivers and GCS for advice on journey times, traffic conditions, etc. All cars for the Policy Unit and Press Office will be booked by these divisions.

Four drivers are permanently assigned to No 10: one (Denis) for the Prime Minister, two for general duties and one for the outdoor messenger. The PPS is entitled to use a car at all times of day or night, one driver will be assigned to him. Three of the cars are fitted with car telephones (not one for outdoor messenger), so that the switchboard can contact each driver. Conversation on these phones is not secure.

The Prime Minister's detective can be contacted in his car via the police network. Switch will get the Inspector in charge of the information Room at New Scotland Yard. Tell the Inspector the message to be passed on. Be sure the police know where the car is.

*TEMPORARILY RETAINED*

**THIS IS A COPY. THE ORIGINAL IS  
RETAINED UNDER SECTION 3 (4)  
OF THE PUBLIC RECORDS ACT.**

## Government Car Service GCS

When no No 10 car is available we can obtain one from the GCS (administered by DoE).

### Option 3

When all No 10 drivers have gone home, there is always a GCS driver to cover No 10's requirements. The work which this driver does for No 10 is not billed to No 10. You should therefore always ask for "Option 3" for any cars you book when our drivers have gone home.

N.B. Always assign the "Option 3" driver to the longest journeys, thus saving No 10 a large GCS bill.

GCS and hire cars will not be allowed into Downing Street unless the Front Door is warned of their arrival. Each evening the Duty Clerk must send a copy of the following day's car plan to the Front Door and late amendments should be phoned through.

Taxis will not be allowed beyond the barrier unless the Front Door is told that the status of the visitor justifies a drop outside No 10. This rule may be relaxed in bad weather. Special arrangements are made for receptions. GCS are able to radio their driver if necessary.

#### 1. Convoys

All cars which will be travelling in convoy with the Prime Minister must either be No 10 cars or GCS cars and should be experienced in convoy driving. On no account must private hire cars or taxis be allowed to travel in convoy with the Prime Minister. [Hired cars should be assigned to a civil servant or the Prime Minister's office if this will release a No 10 car or GCS car to join the convoy.]

#### 2. Weekends

Procedure: one driver is assigned to the Prime Minister, others take it in turn to act as duty drivers (on call from home) to take boxes to Chequers and return GR + Switch. Weekend bookings should be made on Thursday afternoon (or Friday if appropriate).

On Sunday, the weekend Duty Clerk will be told by the Chequers GR girl what time they will leave Chequers. The Duty Clerk should pass this information on to the driver "on call" so that he can go Chequers in good time.

### 3. Questions

The Duty Clerk should ensure that all No 10 cars are on stand-by between 1400 and 1600 on Prime Minister's Questions days (Tuesday and Thursday) to ferry people to and from the House of Commons.

NB Only No 10 drivers or GCS drivers may go the Chequers. A hire car must never be used.

### 4. Trips

For details of organising cars for a trip see the "Idiots Guide to Trips". When a Garden Room girl is organising a trip she will book cars to and from the airport but always check that this has been done.

### 5. Short notice car for PM

If the Prime Minister asks for a car, <sup>or</sup> No 10 or GCS car can be obtained in time, the Duty Clerk should contact Scotland Yard control room 230 2094. They will send an unmarked car. The Detective on duty and the Prime Minister's driver should be informed so that the return journey may be undertaken with a No 10 driver and detective.

### 6. Collection from (i) Railway Stations

Meeting arrangements from London stations are as follows;

Charing Cross	Forecourt
Euston	Platform 2
Kings Cross	Front (by taxis)
Liverpool Street	Platform 10/11 (outside Great Eastern Hotel while building work continues)
Paddington	Platform 8/9
St Pancras	Front
Victoria	Forecourt
Waterloo	Steps

(ii) Airports

Heathrow and Gatwick pick up points:

BAA desk at relevant terminal. If VIP lounge used, tell

GCS pick up will be from there.

8. Taxis

All bookings for cars should be through GCS. If it is impossible to get a car through them, two car services may be used:

London Wide Radio Taxis - 286 6070 Account No 1853/9.

Galaxy cars - 834-4000 Cabinet Office Account.

Victoria Car Hire - 834 7293 Cabinet Office Account.

These should be used only on exceptional occasions when you cannot use the GCS.

! This will have to change.

9. Despatch Riders

Motorcycles will be kept at the barrier. Where necessary the rider may walk to No 10 to effect delivery or pick up.

10. Drivers' Records

The Home Affairs PS countersigns all the drivers' work and hour records, which are held and completed by the drivers.

CAR BOOKINGS

*Duty Clerk  
Training Manual.*

There are four No.10 cars. One is permanently assigned to the Prime Minister, and one is used for taking the Outdoor Messengers on their rounds. The other two cars are allocated as necessary. The PPS can have a car whenever he needs one including to and from work.

All cars are booked through the No.10 Drivers whose tel. no. is 3021 on our switchboard. As a general rule those entitled to cars are (in order of precedence):-

PPS

Private Secretaries

Parliamentary Private Secretary

Chief Press Officer

Head of Policy Unit

The Duty Clerk is responsible for booking cars for the Private Office, Mr Thatcher and Mr Catford. Other sections are responsible for booking their own cars. Any other member of staff can have a car if one is available and if it is absolutely necessary.

Car booking forms are kept in the top left hand drawer of the Duty Clerk's desk and are filled in as and when the Duty Clerk is notified of a requirement (see attached form for details). All bookings for the following day are 'phoned through to the No.10 Drivers. They will sort out for themselves which ones they will do, GCS will then cover any extra bookings with their own cars, hire cars or taxis. If the Duty Clerk is asked to provide a car at short notice, first 'phone our drivers to see if one is available to do it. If they can't they will 'phone the GCS. However, if you need to use GCS you must give them at least 15 minutes' notice, because even if they are providing one of their cars, it will take them 10-15 minutes to get to No.10.

It is the responsibility of the Duty Clerk doing the Thursday night each week to book the cars that will be needed over the weekend. These are done through our drivers in the first instance. They will tell you who is driving the Prime

Minister and what other bookings they are prepared to do. Any outstanding ones can then be booked through the GCS. For any cars which are going to Chequers, you must find out the registration nos and drivers names (for further information see section on Chequers).

#### QUESTIONS

On Tuesday and Thursday afternoons from 1400 to 1600, all our cars must be on standby for journeys to and from the House of Commons.

#### TAXIS

The Head of the Policy Unit also has access to his own special account with a taxi firm. He will book these taxis himself. The switchboard can also order a taxi for any member of staff who requires one. However, these have to be paid for by the member of staff using it.

#### CAR TELEPHONES AND BLEEPER

With the exception of the car used by the Outdoor Messengers, all No.10 cars are fitted with telephones and the switchboard hold the numbers. The Prime Minister's driver also has a bleeper, so that he can be contacted whenever he is not in his car (this does not extend outside London). However, he should still tell the Duty Clerk whenever possible of where he will be.

#### TRIPS AND REGIONAL TOURS

Cars which are required when the Prime Minister is going abroad are booked by the Duty Clerk(s) going on a trip. A full list is left with the Duty Clerk on the desk. In the case of Regional Tours, it is the responsibility of the Garden Room girls to book the cars and inform the Duty Clerk.

MR. CATFORD

Pl put on.  
Can Hill

cc: Mr. Morris

D

Miss Robilliard has sent me a copy of the attached bill from GCS relating to Mr. Thatcher's private use of government cars. Examination of it indicates some important lessons for use of government cars by the Private Office and the Policy Unit, and also provides some explanation of why our bill for car usage is way over budget.

\* There are some modest changes in our practice which could be made immediately and which could save quite significant sums.

i) Policy Unit: I would propose that when they go to meetings or lunches they first seek a No. 10 car but that if that is not available they call a black cab with whom we have opened an account. On return they should either hail a cab or, if the return time is known to within 10 minutes or so, should book a cab in advance. They should avoid using GCS cars where any waiting time is involved.

ii) Private Office: Our use relates mainly to trips to and from London stations (or in Charles' case, trips in the evening to Roland Way). Again No. 10 cars should be first choice but if that is not available black cabs should again be preferred to GCS cars.

Outside London for example to airports where no waiting time is involved GCS probably compares reasonably with other options. For trips to Chequers it would be better to encourage people to use their own cars where possible and claim reimbursement.

This raises the issue of whether we need to take a more fundamental look at our car usage, possibly calling in someone from the Cabinet Office to help.

I would welcome comments from you and Mr. Morris.

A. TURNBULL

31 MARCH 1989



WJ/10 detail with David as to who are the guilty culprits. P.23/2

No. 10 CARS

I think it would be useful to remind staff of the limitations regarding the use not only of our cars but those from the Government Car Service (GCS).

The Duty Clerks have recently experienced difficulties from the Policy Unit and Press Office: and whilst we have tried to be flexible to meet their needs/demands, I suspect that some of the newcomers are unaware of our limited resources.

Requests for transport, barring staff shortages, should be catered for from our own cars. In the past it has been understood that the PPS, Mr. Wolfson\* and Mr. Ingham had priority. It would seem reasonable to extend this to Mr. Alison, Sir Percy Cradock, Mr. Catford and Mr. Redwood. Occasionally, Joy Robilliard will ask for a car for Mr. Thatcher. If other members of staff need transport the Duty Clerk will allocate a car if one is available, sometimes at the expense of people sharing and adjusting their departure times accordingly.

We can of course draw on the services of the GCS, but this should be regarded as an emergency source of transport to be drawn upon when our own drivers are themselves stretched (holidays, regional trips, etc.). If we have to resort to ordering a car from the GCS it will take a minimum of 10-15 minutes for it to reach No. 10 - there is no point staff demanding cars at short notice due to lack of foresight on their part. Policy Unit are the main offenders, urgently asking for cars to DES and Central Office. It should be remembered that GCS caters for all of Whitehall, a one-off car for No. 10 may need to be hired for what amounts to a 20-minute journey. It is reasonable for members of staff to have a GCS car where very early starts or very late departures occur, but during a normal working day (0900 to 1800) we should rely on our own drivers. After 1800

or rarely we.

+ Mr Catford has <sup>we have</sup> been known to ask for a car on Tues + Thurs pm.

we have just the one driver providing transport home for the PPS.

Can I suggest that an office notice might be appropriate. *to clarify the parking order.* We will continue to do our utmost to provide transport as requested but a greater degree of understanding on the part of staff would be appreciated when a No. 10 car is not available.

P.E.

PETER EWING  
DUTY CLERK

23 February 1984

## Cars - Operating Procedures / Teams of Ref for booking.

PM — has first call. A car is always with her unless she is at No 10 for the night. Should she want to go out at very short notice and there are no No 10 cars available we have an emergency arrangement with Scotland Yard. No 10 or GCS cars travel in Convoy with her; never hired cars or taxis.

The PPS — has a call on a No 10 car all day. Requests at short notice pushes other customers down the queue, perhaps to the GCS.

Private Secretaries — use cars to take them home in the evening and, less so, to collect them in the morning. They are sometimes used for lunch engagements.

Questionnaires — Tuesdays and Thursdays are blocked out between 1pm and 4pm exclusively for PM's Quest's.

Mr Thatcher — pays for his own but will not use the GCS; No 10 or taxis only. The above have priority but there is never a dash, he takes a taxi if No 10 cannot ~~be~~ drive him.

Everyone else. Cars are provided for official travel, eg. for a foreign trip, getting to and from an airport; going for injections; collecting something for the PM.

Duty Clerks, Garden Room girls and other secretaries are permitted cars to deliver them home if they work beyond 200 hrs.

Wives. No written rules, but wives are collected from ~~home~~ home to bring them to No 10 to attend a function or to attend a Garden Party at Buckingham Palace.



Department of the Environment

*PMTF*  
*BU 16/11/90*  
*Mr Catford*  
*Yes*  
*CS*

**PSA**

Property Services Agency  
Government Car Service

Ponton Road London SW8 5AX  
Telephone 01-217 3821  
Telex 928064  
Fax 01-217 3840

Mr R Catford  
10 Downing Street  
LONDON  
SW1A 2AA

*Mr Slocock*  
*Content with*  
*this? Is X*  
*now in place?*

Our ref TAM/SP

Your ref

Date 14 November 1989

*If so I will*  
*MIF for 2 months*  
*so we can review*  
*in mid-January*  
*Re*  
*15/11*

Dear Mr Catford

NO 10 CARS

X Further to our meeting of last month, it has been agreed and arrangements have been made, between the Duty Clerk and the Drivers that the Duty Clerk will inform GCS when using Option 3 for short term hire jobs. I have also informed the GCS Briefing Office of this so that when jobs are requested under Option 3 no charges will be made.

As the Duty Clerks' are the focal point for both the drivers and the bookings, this would appear the best way of operating, but I would suggest this should be reviewed after a trial period of 2 months.

Arrangements are being made to find relief drivers to be available when the regular drivers are on leave or sick. I will be writing to you in due course with the drivers names.

Yours sincerely

T A McCARTHY  
Fleet Manager

FILE 816



10 DOWNING STREET  
LONDON SW1A 2AA

From the Private Secretary

9 November 1989

Dear Mr McCarthy,

THE CHANCELLOR'S JAGUAR

The Prime Minister granted permission for Mr. Lawson to order a new Jaguar when he was Chancellor of the Exchequer. You asked whether you should continue with the order for this car in view of recent changes. I have spoken to Mr. Turnbull about this who agrees that the commission applies equally to Mr. Major and you should therefore go ahead with the order.

I am copying this letter to Duncan Sparkes (HM Treasury).

Yours sincerely  
C Slocock

CAROLINE SLOCOCK

Tom McCarthy, Esq.,  
Government Car Service

2

STAFF IN CONFIDENCE



STAFF IN CONFIDENCE

10 DOWNING STREET

LONDON SW1A 2AA

*RLO*

MIKE DEAN

cc - Miss Slocock ✓  
CR Supt Ross DPG.

USE OF GALAXY CARS

You asked for my views on the proposed additional use of Galaxy cars, particularly in respect of access to Downing Street.

In view of the close association that could be established with the Cabinet Office and Downing Street, I would recommend that a background check be carried out on Galaxy, on the lines that Box 500 carry out for potential List X firms. This includes a check on financial standing and on the owners.

For management, operating staff and all drivers liable to come to Downing Street, a full NV clearance should be obtained (not just an access check). We should need to hold a list of all cleared drivers at Downing Street and only these would be allowed access.

For every pick up from Downing Street we would need to be notified of the name of the driver and registration number of vehicle. No vehicles should be directed to Downing Street by radio.

All drivers involved should hold a photographic identity card.

As regular association with Downing Street would put the firm at some risk, I would also recommend that relevant staff be instructed how to look for 'devices' on cars and that random checks be introduced in this respect.

The DPG concur with the above.

*Charles Fountain*

CHARLES FOUNTAIN  
8 November 1989

STAFF IN CONFIDENCE

STAFF IN CONFIDENCE

From: J Hemmington  
Date: 20 October 1989

MR MORRIS  
Office Services

c Mr Luck  
Mr Boulton  
Mr Walker  
Mr Mallaband

#### TRANSPORT REVIEW

As the information gathering and interview stages of the transport review are nearing completion, we thought you would like to be aware of one particular point which has emerged as a result of the transport review team's investigations so far.

2. It is clear from discussions with various users around the Department that there is potential for a substantial shift from the use of GCS short term hire to the cheaper alternative found in taxis. Indeed, this will form the basis of one of the key recommendations of the final report. This raises at least two points of procedure ie:

i) whether Galaxy cars will be in a position to cope with what could be a substantial rise in the Department's demand on their services?;

ii) in relation to security for Downing Street, will Galaxy cars be allowed access to Downing Street to make pick-ups and should drivers be vetted to any degree?

3. The review team is keen to ensure that any increase in the use of taxis will not cause a strain on existing arrangements and undermine the move away from GCS short term. On (ii) above, Charles Fountain will of course have to be consulted; presumably Office Services would need to take this forward with him.

4. In the longer term, we would hope if the demand for Galaxy cars did increase significantly, that there would be scope to negotiate a discount of some sort, based on overall usage over a particular period.

5. I would appreciate your views on these points.

  
J HEMMINGTON  
Finance Division

Mr Dear of

note

could we have a  
word please,

Jul 23/.



45/05

From: M D Dean  
Date: 10 May 1989

MR MARTIN

No 10 Cars

I went to see Mr Ahearne at Galaxy Cars to discuss the provision of a service for No 10 embracing the criteria set out by Dominic Morris. He could not foresee any problems and agreed that:

- a) His drivers would complete the necessary forms for security clearances to be made. For obvious reasons it would be necessary to clear quite a number.
- b) There need be no 'open air' summons for cars; because of the short distance between Galaxy HQ (Gillingham Street, Victoria) and No 10, cars could be called back for reporting instructions.
- c) Galaxy's billing system will only allow itemised billing if separate accounts are issued to each user unit. There may be a way around this which we can discuss.

I was interested to learn that Mr Thatcher has recently made use of Galaxy Cars and in an impressive name-dropping session I was informed that several Royals also use them.

Please let us speak when you are ready.

*Mike Dean.*  
M D Dean

*Deanie can you please  
copy into the GDS file  
and let me know when  
back in Galaxy file*

*Mike*



10 DOWNING STREET

LONDON SW1A 2AA

From the Private Secretary

MR. MARTIN  
CABINET OFFICE

NO.10 CARS

We spoke yesterday. I would be grateful if you could pursue either with Computer Cabs or Galaxy Cars whether they could provide a service within London for No.10 staff which could meet the necessary criteria:

- the drivers would need to be security cleared for access to Downing Street;
- arrangements would need to be made to ensure that when cars were summoned there was not an open air summons to Downing Street; |x
- provide itemised billing sufficient for our own internal budget purposes, eg to be able to differentiate Policy Unit use from that of the Private Office or Press Office.
- and of course that the price they charge will be cheaper than GCS short-term hire (this last point should not, I suspect, be too difficult).

Perhaps you could let me know in the next week or so how you are getting on so we can put this together with the steps taken on long term hire to change to more economical arrangements within No.10.

DOMINIC MORRIS

4 May 1989

P Martin. EX. 5771.

C. Mr Dean <sup>pls</sup>

Can we get together in the next day or two to discuss this. The term 'open air' as X refers primarily to the use of radios which can be picked up on normal receivers + thus constitutes a security risk. If Computer Cabs or Galaxy cannot meet these requirements, can we explore other services company might be able to provide No.10 with?



File  
MRE

10 DOWNING STREET

LONDON SW1A 2AA

From the Private Secretary

16 October 1989

Dear Doug,

Thank you for your letter of 3 October seeking the Prime Minister's permission for your Minister of State for Defence Procurement to continue to use his own Jaguar in place of the car normally allocated to Ministers of State.

The Prime Minister recognises that this arrangement results in a saving to the Exchequer and is therefore happy for Mr. Clark to do so.

Yours sincerely,

Caroline Slocock

CAROLINE SLOCOCK

D. F. Weidner, Esq.,  
Ministry of Defence

①  
PRIME MINISTER

MR ALAN CLARK'S JAGUAR

You may recall that you agreed in 1987 when Mr Clark was Minister for Trade that he could use a Jaguar car in place of the Montego normally allocated to Ministers of State since he agreed to pay for the car himself. This was against advice from Sir Robert Armstrong who felt that he should be promoting the Montego as other Ministers of State were doing. He was also worried about snide comments in the press. You pointed out that the Minister of State for Trade's case was exceptional because he would be offering a saving to the Exchequer.

Your comments were interpreted to mean that Mr Clark's case was exceptional largely because he was Minister of Trade. Having looked at the file I am not sure that this is necessarily what you intended.

Mr Clark's office have asked whether you would agree to the arrangement continuing now that he has become Minister of State for Defence Procurement. He is still paying for the Jaguar himself and changing his car now might only attract attention.

Agree that Mr Clark can keep his Jaguar for official use?

ans

Caroline Slocock  
10 October 1989

Yes -  
Saves us  
money  
MT

MR CATFORD

cc Mr Turnbull  
Mr Perks  
Miss Sinclair  
Mr Kerr  
Mr Hemington  
(Cabinet Office)

GOVERNMENT CARS

We have had two meetings in the last few days on the subject of Government Cars. This is a note for the record. The first - at which Mr Kerr was also present - was with Mr Hemington and Mr Walker from the Cabinet Office who are carrying out a multi-disciplinary review of the use of cars in the Cabinet Office. We had a further meeting today with Tom McCarthy from the Government Car Service to look at ways to get a better return from the high costs of our long-term and short-term hire of cars.

At our first meeting, Mr Hemington explained that the following points had so far come out from their survey:

- they felt that the Department did not have a sufficiently structured policy on the use of cars;
- there was too little guidance on ordering cars and on approving bills;
- responsibility for managing transport should be closer to the point of use;
- the approving of invoices should be done by those who are best placed to monitor usage;
- authority for cars should be devolved down to cost and budget and cost centre levels;
- managers needed more regular information.

They were considering making a number of recommendations, only one of which seems relevant to us at Number 10. This was that invoices should be approved by those who authorise the use of cars rather than - as at present - by the Central Finance Section. We agreed that this must be right in principle. However, we also stressed that it was important that we should not be overloaded with paperwork; and that it had to be recognised that if we did approve invoices this would inevitably lead to some delay. The best option might be for invoices to be approved centrally but then sent on to us so that we could query items which we thought were incorrect. Indeed, a system of this kind has recently been put into operation. Its main weaknesses (apart from the fact that the invoices have hitherto been sent to you rather than to me) are that we receive the information too infrequently and are presented with too large a bundle to check through. The other problem is that the invoices cover all cars ordered at Number 10 and are not broken down between Press Office, Policy Unit and those handled by the Duty Clerk. It is difficult for me to check all of the items since the Duty Clerk does not normally handle Press Office and Policy Unit requests

*NFA pattern  
HIA see o/r.  
OK  
12/10*

for cars. It would be easier for me to circulate the invoices for checking within No.10 if they were presented separately.

We therefore agreed that the Cabinet Office would get the Government Car Service to break down the invoices between these three centres and to send us these on a weekly basis. I agreed with Derek Kerr that the Duty Clerks would then check our allocation of invoices against the records they hold of cars which we have ordered; and I imagine that the Policy Unit and Press Office would want to do the same with theirs. We also agreed that the invoices would continue to be authorised centrally by Cabinet Office Finance Branch and if we raised any queries on them that these would be pursued by Finance Branch on our behalf - we do not have the resources here to get involved in this work in too much detail.

We also discussed the high, and sometimes apparently erratic, levels of charges made by the Government Car Service for short-term hire cars. Mr Hemington gave me a very useful piece of paper which broke down the various levels of charges made by the Government Car Service and I am attaching a copy to this minute for information. It makes it clear that it is far cheaper to ask GCS to provide a taxi rather than a Government car. I explained to Mr Hemington that we had been looking at the possibility of using, through Cabinet Office, Galaxy Cars instead of the Government Car Service. He said that several parts of Cabinet Office were ordering non-GCS cars through Office Services and, perhaps following the review, it might be possible in due course to order cars direct. He also explained that the Department does have vehicles of its own and that these might be available for us to use for despatch work. He pointed out that an alternative to using Galaxy Cars would be to ask the Government Car Service to provide a taxi rather than a Government Car, given that this is significantly less expensive. However, he was not clear whether the Government Car Service would only provide a taxi if a Government Car was not available; or whether it was possible to specify that a taxi should be used. Mr Kerr thought that it would be preferable, wherever possible, to order cars through the Government Car Service as we do not really have the resources here to pursue orders with other sources; or indeed, to approve invoices coming in from various channels.

You also raised the question of our difficulties with the long-term hire of our Number 10 cars under Option 3. You said that we hoped to reach an agreement with the Government Car Service to ensure that we got better value for money from these cars. You explained that under our option 3 agreement we should expect to have four cars permanently available. Yet we only have access to four drivers, who are not of course available on a twentyfour hour basis. Mr Walker said that he certainly knew that it was possible to get reductions on Option 3 agreements during holiday periods when cars were not in full use. Mr Hemington said he would be interested to hear the results of our discussions with the Government Car Service.

We met Tom McCarthy today primarily to talk about these arrangements under Option 3. You suggested that as we do not have drivers twenty-four hours a day, we want access to replacement drivers, at no extra charge, if we are to get the

service for which we are paying. Mr McCarthy seemed surprised that we were not already provided with this cover. He said that we should have access to four drivers at all times, even when our own drivers are "off the clock". One way of arranging for this would be to provide a discount on the cost of the Option 3 cars. However, this is not attractive to the Government Car Service as it does not guarantee that their full costs will be covered. The alternative, which Mr McCarthy preferred, would be to look at the orders we make for short-term hire cars and not to charge us for those which were necessary because one or more of our drivers were not available because of Annual Leave etc. Mr McCarthy undertook to look at the systems at the Government Car Service and see whether it would be possible to approach it in this way and to come back to us. We agreed that if such a system were possible, the Government Car Service should include in their invoices those journeys for which no charge was made so that we could cross-check with our own records.

I raised with Mr McCarthy the question of the high and varying charges we received for short-term hire. Mr McCarthy said that we could specify that we wanted a taxi rather than a Government Car when ordering cars through them. I also mentioned that we had asked the Cabinet Office to look at whether we might use Galaxy Cars; and that I believed that they were looking for us at whether a proportion of the Galaxy Car drivers could be specially cleared for Number 10 work. I said that I would be interested to know whether the Government Car Service would take on the responsibility of hiring the Galaxy Cars for us if these cars proved substantially cheaper than others they offered. I, of course, appreciated that they would need to charge a commission but thought that we might nonetheless prefer to use them as intermediaries as this would simplify our own systems. I undertook to consider this further and to let Mr McCarthy know if we wanted to pursue this.

I took advantage of this meeting to raise with Mr McCarthy the problems we had experienced on the Nottingham trip last month. The Government Car driver took part of the Prime Minister's party by a circuitous route to RAF Northolt and as a result we arrived ten minutes after the Prime Minister. The problem arose because the driver was inexperienced. I asked Mr McCarthy to make sure that in future we were, wherever possible, given experienced drivers for trips with the Prime Minister. In all cases I emphasised that it was important that the driver should be asked to get in touch with ours to discuss the route they would take. Mr McCarthy said that, unfortunately, their spare drivers were often the most inexperienced, although the Government Car Service had instructions that Number 10 should always receive the best service wherever possible. He would go back and make sure that desk instructions were clear on this point so that the difficulties we experienced on the Nottingham trip would not be repeated.

CPS  
CAROLINE SLOCOCK  
9 October 1989  
C:\WPDOCS\HOME\GOVCARS.DAS

COST COMPARISON BETWEEN SIMILAR JOURNEYS BY  
GOVERNMENT CAR SERVICE AND TAXI

DEPARTURE/ DESTINATION	APPROX. START TIME OF JOURNEY	GCS CHARGE	TAXI CHARGE	TAXI SAVING
Whitehall to Picadilly	12.30pm	19.60	9.62	9.98
Whitehall to Marsham Street	12.30pm	19.60	6.20	13.40
Whitehall to Southbank	2.30pm	19.60	6.20	13.40
Whitehall to Liverpool Street Station	7.30pm	21.16	8.40	12.76
Whitehall to Beckenham	10pm	54.80	18.00	36.80
Whitehall to Muswell Hill	10.30pm	65.76	15.40	50.36
London Airport to Whitehall	6am	109.00	20.00	89.00



NOTE FOR THE RECORD

Number 10 Cars

Tom McCarthy came on 9 October to talk with Caroline Slocock and me.

On Option 3 long term hire vehicles he fully agreed that we were entitled always to have four cars and four drivers available to us. If there were any occasions when GCS fell below this in their provision to No 10 we were entitled to replacement arrangements free of charge and not as a charge under the short term hire contract. He undertook to look into their arrangements to make sure that charging out arrangements at GCS took account of this. We suggested that we might have a rebate under the long term contracts when any short fall occurred, but he preferred the alternative of free replacement vehicles. In that event I asked if the invoice could show the charge for all such journeys.

As regards vehicles available under short term hire arrangements, he said we could always specify when booking what sort of vehicle was required. If we wanted a London taxi we could have a London taxi and this would usually be the cheapest even though they would charge a commission. Caroline would put a note round the office setting out the arrangements.

We discussed building up a pool of PV'd drivers and he undertook to look into this further. I promised that we would always support an application for a driver to be PV'd.

Tom McCarthy raised the point about converting telephones in the two armoured vehicles from System 4 to the new arrangements which had been separately agreed with Cabinet Office. He wanted to decline a free fitting by the telephone suppliers on security grounds, even though GCS would themselves charge for making the change. I agreed that the two armoured vehicles need not be exposed to outside contractors and that GCS should themselves do it.



9 October 1989

file 25

CONFIDENTIAL

(cc: \wpdocs \pps \  
Chan (car), das)



10 DOWNING STREET

*From the Principal Private Secretary*

4 October 1989

CHANCELLOR'S CAR

You raised with me the question of replacing the Chancellor's Jaguar which is now off the road. I have spoken to GCS who confirm that the option of fitting a new engine is not an economic one. The Prime Minister has therefore agreed that a new Jaguar may be purchased for the Chancellor. This should be presented as a normal replacement decision.

I am copying this letter to Stephen Gentry (Government Car Service) and Trevor Woolley (Cabinet Office).

ANDREW TURNBULL

John Gieve, Esq.  
H.M. Treasury

CONFIDENTIAL

A handwritten signature in the bottom right corner of the page.



MINISTRY OF DEFENCE

WHITEHALL LONDON SW1A 2HB

Telephone 01-218 6621 (Direct Dialling)  
01-218 9000 (Switchboard)

Minister of State  
for Defence Procurement

D/MIN(DP)/AC/12/1

3<sup>rd</sup> October 1989

Dear Miss Slocock,

--- You will see from Mr Bearpark's letter of 28 April 1987 to Marjorie Davies in the DTI (copy attached for ease of reference) that the Prime Minister agreed that, given his (then) special position as Minister for Trade, Mr Clark could use a Jaguar car in place of the lower grade car more normally allocated to Ministers of State.

As the correspondence at the time (which I'm afraid I do not have) should make clear, the essence of the arrangement was that Mr Clark purchased the car himself.

Now that Mr Clark has moved to Minister of State for Defence Procurement I would be grateful for confirmation that this arrangement can continue.

Yours sincerely  
D F Weidner

D F WEIDNER  
Assistant Private Secretary

Miss C Slocock



10 DOWNING STREET  
LONDON SW1A 2AA



From the Private Secretary

c Mr. Rusk  
Mr. P. Tillington

28 April 1987

Mr. Rusk. 30/4  
SR 30/4

Thank you for your letter of 31 March requesting clearance for your Minister to use a Jaguar in place of the Ambassador he is currently allocated. The Prime Minister has considered this, and on the basis that the Minister for Trade is in a different position to his other Ministerial colleagues in terms of promoting British interests, has agreed that he may proceed as proposed in your letter. In particular, it is on the understanding that there is indeed a net saving to Government funds.

I am copying this letter to the Private Secretary to the Chief Executive of the Property Services Agency.

2AAA

P. A. BEARPARK

Miss Marjorie Davies,  
Department of Trade and Industry.

521/4

CARS. Use of GAS  
Pr 2



PERSONAL AND CONFIDENTIAL

PRIME MINISTER

THE CHANCELLOR'S CAR

In 1988 the Chancellor approached you with the request that he should inherit the B registration Jaguar which the Speaker was trading in for a new Jaguar. Although this went beyond the normal eligibility of Jaguars you agreed on the grounds that the Chancellor was one of the most senior Ministers (no. 3 in Cabinet precedence).

The normal guideline is that Cabinet Ministers have Rover 827s except those who need protected cars i.e. yourself, and the Secretaries of State for Defence, Foreign and Commonwealth Affairs, Northern Ireland and Home Department. These normally have Jaguars.

There are, however, several exceptions to this:

- i. The Lord President has an unprotected Jaguar, as Lord Whitelaw had done before him.
- ii. The Secretary of State for Wales has an unprotected Jaguar. This is a hangover from Mr Edwards who was given a Jaguar on the grounds that he had a long journey while in poor health.
- iii. Mr Brooke has a protected Rover as his predecessor got fed up with the unreliability of Jaguars and switched to Rovers.
- iv. Mr Hurd has an protected Jaguar provided by the Metropolitan Police.
- v. Mr Lawson has an unprotected Jaguar on the grounds of his seniority.

Mr Lawson's B registration Jaguar has now reached the end of its economic life and is now off the road. The choices are:-

PERSONAL AND CONFIDENTIAL

-2-



- i. The Chancellor to have a new Jaguar on the grounds that that is the perfectly normal replacement decision. The capital cost would be £21,000 which is paid for by a weekly rental from the Treasury to GCS.
  
- ii. The Chancellor could be asked to revert to a Rover 827, cost £16,300.

I have established that the option of buying a new car for someone else and handing one down to the Chancellor is not available.

This would be a tricky decision in any case as the Chancellor will be moving up from a secondhand Jaguar to a new one, but it has been complicated by the fact that he has been seen in the Rover which he is using now that his Jaguar is off the road. This has given rise to the very distorted story in today's Sun. Coming on top of the country house saga, the spectacle of Ministers squabbling over cars is distasteful.

The Chancellor naturally prefers (i) above; primarily on grounds of comfort and status but also because he would like to avoid the "first she took away his country house and then his car" story.

Content with this, to be defended on grounds that it is a routine replacement?

   
Andrew Turnbull

3 October 1989

PERSONAL AND CONFIDENTIAL

*The Sun 3.10.89*

# LAWSON TOLD: SWAP YOUR JAG FOR A ROVER

## *Fury at cash curb*

By MARK SOLOMONS

**TREASURY chiefs have AXED Chancellor Nigel Lawson's luxury Jaguar — and given him a Rover instead.**

And he is said to be **FURIOUS** that he will not get a £37,000 XJ12 when his present "company" Jag is replaced.

The official reason is the government's new green image and a move towards cars which run on lead-free petrol.

Mr Lawson's new Rover, probably a £25,000 Sterling, will come ready to run on lead-free petrol.

New Jaguars have to be converted — for an extra £500.

But a government insider said: "This is not a green move. This is a cost-cutting move."

### Senior

Other Cabinet ministers with Jags are the Prime Minister, Lord President Sir Geoffrey Howe, Home Secretary Douglas Hurd, Foreign Secretary John Major and Northern Ireland secretary Peter Brooke.

Other ministers have had Jags but now drive Rovers. Mr Lawson is the most senior to lose his.

It is thought he only had his old B-reg Jag for so long because his



**CHAUFFEUR** insisted on it.

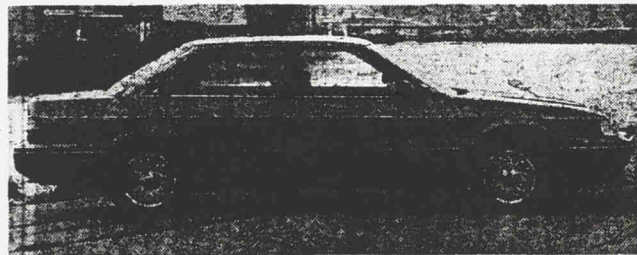
The government insider said: "He was one of the best. But because he had a bad back he would only drive a Jag."

"Now he has left — and the people at the Treasury have an excuse to ditch the car."

He added: "Mr Lawson is not happy."



*The car the Chancellor wanted — the latest luxury Jaguar XJ12. Price tag: £37,000*



*The car Mr Lawson will probably get — a Rover Sterling. It costs just £25,000*



**TABLE I**  
**OFFICES SUBJECT TO LIMIT OF 95 IN HOUSE OF COMMONS**

(Present total 83)

**PART I**

(Salaries under Part I subject to limit of 50: present total 49(a))

All those in Division A, and none of those in Division B, are in the Cabinet

**DIVISION A**

(Salaries under Division A subject to limit of 21: present total 20(a))

Annual salary: Prime Minister and First Lord of the Treasury £46,109 (b) ; all others £41,997 (c)

<i>Office</i>	<i>Holder in Commons</i>	<i>Holder not in Commons</i>
Prime Minister and First Lord of the Treasury	Mrs Thatcher	Protected Jaguar
Lord President of the Council and Deputy Prime Minister	Sir Geoffrey Howe	Unprotected Jaguar
Chancellor of the Exchequer	Mr Lawson	?
Secretary of State for—		
Defence	Mr Tom King	Protected Jaguar
Education and Science	Mr MacGregor	Row 827
Employment	Mr Fowler	Row 827
Energy	Mr Wakeham	Row 827
Environment	Mr Christopher Patten	Row 827
Foreign and Commonwealth Affairs	Mr Major	Protected Jaguar
Health	Mr Kenneth Clarke	Row 827
Home Department	Mr Hurd	Protected Jaguar (provided by Met Police)

## DIVISION A

<i>Office</i>	<i>Holder in Commons</i>	<i>Holder not in Commons</i>
Northern Ireland ... ..	Mr Brooke	Protected Rows 827
Scotland ... ..	Mr Rifkind	Row 827
Social Security ... ..	Mr Newton	Row 827
Trade and Industry ... ..	Mr Ridley	Row 827
Transport ... ..	Mr Parkinson	Row 827
Wales ... ..	Mr Peter Walker	Unprotected Jaguar
Minister of Agriculture, Fisheries and Food ... ..	Mr Gummer	Row 827
Lord Privy Seal ... ..		Lord Belstead Row 827
Chancellor of the Duchy of Lancaster ... ..	Mr Kenneth Baker	(a) Row 827
Chief Secretary to the Treasury ... ..	Mr Lamont	Row 827
Lord Chancellor	Lord Mackay	Row 827

18 September 1989

Number 10 Cars

Since our meeting originally fixed for today has now been deferred to later in the month, you may like to have a decision now on the question put to me (orally) in August about a replacement for the "second car" on full-time long-term hire to Number 10. This is the vehicle for which the allocated driver is Bob Rumble, and is at present the semi-armoured Daimler OJD 173Y.

The fact of its being a semi-armoured vehicle is a hang-over from an earlier scheme dating from before the Brighton bomb episode. Since that time the Prime Minister drives only in a fully armoured vehicle and we, of course, already have two such on allocation to us (one being in full-time use with Denis Oliver as driver, the other held in reserve for backup purposes and driven either by Denis Oliver or Bob Rumble as circumstances require). This arrangement suffices for all normal purposes, and I can confirm that we do not require a third fully armoured vehicle and that there is no point in having a semi-armoured vehicle.

The replacement for OJD 173Y could therefore be a Rover similar to the one already in our fleet (E629 KYW) driven by Nigel Dean. Although not armoured it must be a Rover, however, because it is important for the performance of this vehicle to be no lower than that of E629 KYW since, like the latter, it will very frequently be driven in convoy with the Prime Minister's Daimler. For the same reason it should also, if possible, be black.

COPIED

Tom McCarthy Esq

SL2AFC



10 DOWNING STREET  
LONDON SW1A 2AA

11 September 1989

*From the Private Secretary*

MINISTERIAL CAR

Dawn Gibson wrote to Caroline Slocock on 15 August about the Lord President's car.

We have subsequently discussed this. This is to confirm that the Prime Minister is content in principle for the Lord President to continue to have an entitlement to a Jaguar. She assumes that this would involve no material difference in overall running costs. We agreed that the question of the timing of a replacement for the Lord President's present car is one for you to pursue with the Government Car Service in the normal way.

I am copying this letter to Trevor Woolley (Cabinet Office).

PAUL GRAY

Steven Catling, Esq.,  
Lord President's Office

A handwritten signature in the bottom right corner of the page.

CF - PC.

REC 6  
11/9

PRIME MINISTER

JAGUAR FOR THE LORD PRESIDENT

The Lord President is seeking your permission to have a Jaguar for official use. As Foreign Secretary, Sir Geoffrey had used a Jaguar but since taking on his new job he has been temporarily allocated an old Jaguar which will shortly have to be replaced on grounds of age.

I have taken the advice of Sir Robin Butler's office. They point out that Jaguars are issued to Ministers on security grounds and that the Lord President is not strictly entitled to one. Jaguars are currently allocated to the Foreign and Commonwealth, Northern Ireland, Defence and Home Secretaries on these grounds.

However, there are precedents for allocating Jaguars on other grounds. You agreed last year (against Sir Robin's advice) that because of his seniority the Chancellor of the Exchequer should be allocated the Jaguar formerly used by the Speaker. Before that you allowed the Secretary of State for Wales (Nicholas Edwards) to have a Jaguar because it would make the regular journeys by road between London and Cardiff more comfortable - he had been ill. Lord Whitelaw as Lord President also had a Jaguar. Looking back at the files it seems that he was also given a Jaguar on grounds of comfort - the standard Rover was judged to have been a little small for him, particularly on the long run to Cumbria.

Do you agree that the Lord President should have a Jaguar and if so on what grounds - seniority?

CS

Caroline Slocock  
6 September 1989

What is the price difference? If none, I see no problem  
MT

Andrew

You may like to be aware  
of this issue. CAB

Allocation of Ministerial Cars

In your minute of ~~15~~<sup>16</sup> August, you asked for advice on the request from the Lord President's office (Mr Catling's letter of 15 August) that the Lord President be allocated a Jaguar.

2. Cabinet Ministers are normally allocated Rovers (most now have the Rover 827 which is replacing the Rover 820). Those at special security risk are allocated protected Jaguars: this is the case for the Foreign and Commonwealth and Northern Ireland Secretaries. The Defence Secretary has an ex-Prime Ministerial Daimler (because of the unavailability of a specially protected Jaguar) and the Home Secretary a Jaguar provided by the Metropolitan Police (not the Government Car Service). However, in addition, the Prime Minister agreed last year, on the grounds of his seniority, that the Chancellor of the Exchequer should be allocated the Jaguar formerly used by the Speaker, and, before that, that the Secretary of State for Wales should have a Jaguar because of his regular journeys by road between London and Cardiff.

3. Although Sir Geoffrey Howe would not qualify for a Jaguar on strict security grounds, the Prime Minister may feel that the precedent of the Chancellor having a Jaguar, and the fact that Lord Whitelaw when Lord President had a Jaguar, make it difficult to decline Sir Geoffrey Howe's request.

4. The Prime Minister will wish simply to take a view on the Lord President's entitlement to a Jaguar: the question of whether the Jaguar he has been temporarily allocated needs to be replaced by a new one is a matter his office will need to consider with the Government Car Service.

*Timothy Woolley*

T A WOOLLEY

5 September 1989

PART 1. ends:-

Rc to McCarty

17.8.89

~~CAS to T. Woolley 15.8.89~~

---

PART 2. begins:-

T. Woolley to CAS 5.9.89

---