



# Cameron in, Braverman out: Sunak's last big reshuffle?

November 2023



# Contents

- [Overview](#)
- [Home Office](#)
- [Foreign, Commonwealth and Development Office](#)
- [Department of Health and Social Care](#)
- [Department for Environment, Food and Rural Affairs](#)
- [Ministerial Appointments](#)
  - [Department for Levelling Up, Housing and Communities](#)
  - [Department for Science, Innovation and Technology](#)
  - [Department for Transport](#)
  - [Department of Health and Social Care](#)
  - [Ministry of Justice](#)
  - [HM Treasury](#)
  - [Cabinet Office](#)
  - [Department for Work and Pensions](#)
  - [Other new Ministers](#)
  - [Other new Ministers II](#)
- [Contact us](#)

# Overview

Prime Minister Rishi Sunak announced a major shake-up of his ministerial team on Monday 13 November 2023, including the surprise appointment of former prime minister David Cameron as Foreign Secretary and removal of controversial Home Secretary Suella Braverman, a popular figure with the right of the party. With a general election due by January 2025 and the Conservatives trailing in the polls, the appointments suggest the prime minister had an eye on centrist voters in what may be his final opportunity to shake up his top team ahead of the campaign.

The reshuffle kicked off in the morning with confirmation of the sacking of Braverman following a series of controversial remarks, including criticism of the Metropolitan Police. Soon after, Number 10 appointed James Cleverly as the new Home Secretary, a more moderate figure, after just over one year as Foreign Secretary. In the most surprising appointment of the day, Cameron was then named to fill the vacant spot at the head of the Foreign, Commonwealth and Development Office, a challenging position with conflicts raging in Ukraine and the Middle East. He was also made a peer in the House of Lords to enable him to carry out his ministerial duties, raising questions about parliamentary scrutiny.

Other senior appointments followed with Sunak [saying](#) he had “built a united team ready to deliver the changes this country needs for the long term”. Victoria Atkins was promoted to Secretary of State at the Department of Health and Social Care, replacing Steve Barclay, who was tapped to head up the Department for Environment, Food, and Rural Affairs, replacing the outgoing Therese Coffey. Richard Holden was named as the new Conservative Party Chair, a key role ahead of the elections, replacing Greg Hands who was moved back to the Department for Business and Trade after presiding over Conservative losses in by-elections in Tamworth and Mid Bedfordshire. The appointment of Laura Trott as Chief Secretary to the Treasury represents another former special advisor around the Cabinet table, joining Deputy Prime Minister Oliver Dowden, Holden, and Claire Coutinho, the Secretary of State for Energy Security and Net Zero. There was no change at the helm of the Treasury ahead of the Autumn Statement on 22 November, with Jeremy Hunt remaining in post as Chancellor of the Exchequer.

# Home Office

## Parliamentary Career

PPS to Brandon Lewis as Minister of State for Immigration, Home Office 2017-18;  
Parliamentary Under-Secretary of State, Department for Exiting the European Union 2019;  
Minister without Portfolio, Cabinet Office 2019-20;  
Foreign and Commonwealth Office and Department for International Development/Foreign, Commonwealth and Development Office:  
Minister of State for:  
Middle East and North Africa 2020-22,  
North America 2021-22,  
Europe 2022;  
Secretary of State for:  
Education 2022,  
Foreign, Commonwealth and Development Affairs (Foreign Secretary) 2022-23,  
Home Department (Home Secretary) 2023-

## Profile

James Cleverly moved from a position in City Hall to one in Westminster when he won the seat of Braintree in 2015, and briefly stood for the leadership in 2019. He was appointed Home Secretary in November 2023 during a government reshuffle.

He was a founding member of Conservatives for Britain, a group calling for fundamental change with the UK's relationship with the EU, and he believed the negotiations by David Cameron were not enough and he would be voting to leave.

Cleverly stood in the leadership contest following Theresa May's resignation. He withdrew and backed Boris Johnson and was rewarded with a Ministerial position and Chair of the Conservative party. He supported Liz Truss in the September 2022 Conservative Leadership election. He initially supported Boris Johnson in the October 2022 Leadership election, then switched to Rishi Sunak. He was re-appointed as Foreign Secretary by Sunak in October 2022.



# DODS INSIGHT

Braverman's sacking follows a [controversial op-ed in The Times](#) on 8 November, in which she criticised the Metropolitan Police in the run up to a pro-Palestinian demonstration in central London on Remembrance weekend in apparent defiance of calls from Number 10 to tone down her language. Braverman's increasingly inflammatory rhetoric around issues like migration, homelessness and policing were popular with some sections of the Conservative party but also attracted significant criticism, including from other Tory MPs. She leaves government just a few days before the Supreme Court is due to rule on the government's plans to send asylum seekers to Rwanda on 15 November which she had championed.

The appointment of Cleverly as the new Home Secretary suggests a more diplomatic approach to one of the government's most challenging policy areas, reducing net migration from record levels and stopping people crossing the Channel from France in small boats, one of Sunak's top five priorities. Cleverly, seen as a more moderate figure than his predecessor, presided over several challenging situations during his time as Foreign Secretary, including the Russian invasion of Ukraine and negotiation with the EU over the Northern Ireland Protocol. His experience dealing with European leaders like French President Emmanuel Macron could be advantageous for negotiating better post-Brexit immigration and asylum terms.

With an election looming, Sunak appears to have chosen a well-established cabinet member to attempt to detoxify the narrative coming out of the Home Office while still providing a hardline approach. Cleverly said his [priorities](#) will be the protection of the UK, stopping the boats and supporting the police to keep people safe. Some commentators say immigration is likely to feature heavily in the Conservative manifesto for the next general election.

**Consultant Insight - Mia Terra St Hill, Political Consultant, Home Affairs, Justice & Equalities**



# Foreign, Commonwealth and Development Office

## Parliamentary Career

Shadow Minister for:  
Privy Council Office 2003,  
Local and Devolved Government Affairs 2004;  
Shadow Secretary of State for Education and Skills 2005;  
Leader of the Opposition 2005-10;  
Prime Minister, First Lord of the Treasury and Minister for the Civil Service 2010-16;  
Secretary of State for Foreign, Commonwealth and Development Affairs 2023-

## Profile

The former public relations man took just nine years, with no experience in government, to become the youngest Prime Minister for nearly two hundred years, forming the first full coalition Government since the Second World War. He then won the next election outright in 2015, but resigned as Prime Minister in 2016. He was brought back into government by Rishi Sunak in 2023 as Foreign Secretary.

He was a rank outsider when he launched his leadership bid in 2005. Presenting himself as the modernisers' candidate, a centrist with a conscience, he called for radical change in the Party. He has espoused many traditional Tory views, such as low taxes and a strong emphasis on the family; he immediately set about moving his Party to the centre ground.

In an election where the polls were neck and neck, a hung Parliament was almost certain and Cameron could have lost his role, a shock election result swung him and his party to victory on 7 May 2015. When he won his seat he called for "one nation, one UK".

One of the largest issues in his 2015-20 government he had to deal with was the promised EU referendum. He negotiated an improved deal for Britain to remain within the European Union, and then called a referendum to be held on 23 June 2016, with only four months notice. In his resignation speech he said he believed Britain was better off in the EU, but "the British people made a different decision to take a different path. As such I think the country requires fresh leadership to take it in this direction."



# DODS INSIGHT

Cameron will likely be a controversial appointment, with Brexit and the Greensill Scandal still colouring some voters' opinions of the former Prime Minister. However, his wealth of experience would suggest he is well equipped with the skills and relationships to represent Britain on the world stage. Being given a peerage in order to take on the role, will result in unusual parliamentary procedure, where the Foreign Secretary will not be able to appear in the House of Commons and face questions from MPs. Lindsay Hoyle, the Speaker of the Commons, has said he is seeking advice on how to accommodate the arrangement.

After his appointment, Cameron [acknowledged](#) he had been away from front-line politics for seven years but hoped his experience would help Sunak face the challenges of war in Ukraine and crisis in the Middle East. His appointment is unlikely to herald any change in the UK's policy towards the Russian invasion of Ukraine. As prime minister Cameron pushed for the European Union to take further punitive measures against Russia when it annexed Crimea in 2014. . On the Middle East, Cameron faced was criticized by the opposition when he was prime minister for appearing to side with Israel during the 2014 Gaza conflict. Notably, the Cameron government's position at the time was to push for a ceasefire.

Cameron's appointment, which came despite criticism of some of Sunak's policies, may irk some Tory MPs who were overlooked for the job and also undermine the prime minister's claim to be a change candidate.

In October Cameron said the prime minister's decision to scrap the northern leg of HS2 high speed rail line was the wrong one, and described Sunak's decision as Chancellor to cut the foreign aid budget to 0.5 percent of GNI as a "strategic mistake". The 2015 International Development Act, which put the 0.7 percent commitment into legislation, was one of Cameron's crowning foreign policy achievements.

**Consultant Insight - Harry Banton, Principal Political Consultant for Foreign Affairs & Defence**



# Department of Health and Social Care

## Parliamentary career

PPS to:  
Brandon Lewis as Minister of State for Policing and the Fire Service, Home Office 2016-17,  
Baroness Evans of Bowes Park as Leader of the House of Lords and Lord Privy Seal 2017;  
Parliamentary Under-Secretary of State for Crime, Safeguarding and Vulnerability/Safeguarding, Home Office 2017-21;  
Minister for Women, Government Equalities Office 2018-20;  
Minister of State for Prisons, Ministry of Justice 2021-22;  
Minister for Afghan Resettlement, Ministry of Justice, Home Office and Department for Levelling Up, Housing and Communities 2021-22;  
Financial Secretary, HM Treasury 2022-23;  
Secretary of State for Health and Social Care 2023-

## Profile

A criminal barrister by trade, Victoria Atkins is the Conservative MP who took over from the Father of The House Sir Peter Tapsell, and was the first 2015 entrant to become a minister.

She announced she would be voting in favour of remaining in the European Union in the 2016 referendum, saying "The Prime Minister led and conducted a rigorous negotiation and achieved a package of reforms which gives our country a special status within the EU. I believe this to be of benefit to the UK."

She resigned as Minister of State for Prisons in July 2022 during a mass exodus on 6 and 7 July in protest to Boris Johnson remaining in office. She supported Rishi Sunak in the September and October 2022 Conservative Leadership elections.

She was appointed as Financial Secretary in the Treasury by Rishi Sunak in October 2022. In November 2023 Sunak promoted Atkins to Secretary of State for Health and Social Care.





# DODS INSIGHT



Atkins' appointment to Health Secretary represents a significant promotion after just over one year as Financial Secretary to the Treasury.

Atkins has served as a minister in the Home Office, the Equalities Office and Ministry of Justice before her Treasury position but has no previous experience in the health department. With waiting lists growing and the threat of strike action from junior doctors still lingering, she will need to learn fast to make an impact in the pivotal role ahead of the general election.

On the legislative front, she will be responsible for delivering the Tobacco and Vapes Bill announced in the recent King's Speech which aims to gradually raise the age limit for smoking by one year every year and crack down on the advertisement of vaping to children. The Bill has been viewed by some as controversial but is supported by Labour and key health advisers. Furthermore, the need to deliver a workforce plan as pledged by the government as part of the King's Speech will be critical in tackling waiting lists and fixing the shortfalls within the health service.

**Consultant Insight - Joshua Opeaye, Political Consultant for Health and Pharma**



# Department for Environment, Food and Rural Affairs



## **Parliamentary career**

Assistant Government Whip 2015-16;  
Government Whip (Lord Commissioner of HM Treasury) 2016-17;  
Economic Secretary, HM Treasury 2017-18;  
Minister of State for Health, Department of Health and Social Care 2018;  
Secretary of State for Exiting the European Union 2018-20;  
Chief Secretary to the Treasury, HM Treasury 2020-21;  
Chancellor of the Duchy of Lancaster 2021-22;  
Minister for the Cabinet Office 2021-22;  
Member, Speaker's Committee on the Electoral Commission 2021;  
Chief of Staff to the Prime Minister 2022;  
Secretary of State:  
Health and Social Care 2022, 2022-23,  
Environment, Food and Rural Affairs 2023-

## **Profile**

A Cambridge-educated rugby-playing lawyer, one-time Army officer and skydiver from Lancashire, Steve Barclay headed south to find a safe seat and made a soft landing in the Fens after the retirement of Malcolm Moss. He has held a number of cabinet roles and is currently Environment Secretary.

He supported Boris Johnson in the 2019 leadership election, and in the resulting reshuffle was one of the few cabinet members to keep their job. When the department was dissolved he lost his cabinet role, but was given an 'also attending cabinet' job as Chief Secretary to the Treasury.

He supported Rishi Sunak in the September and October 2022 Conservative Leadership elections. He was reinstated as Secretary of State for Health and Social Care in October 2022, in Rishi Sunak's first government reshuffle. In November 2023 Sunak moved Barclay to the Department for Environment, Food and Rural Affairs.





Barclay's move to Secretary of State for DEFRA from Health Secretary is likely to be seen as a demotion, but his new role is significant. Following his appointment, he [said he would be working to back British farming and fishing, champion rural communities, and protect the environment.](#)

As Health Secretary, Barclay focused on efficiency, telling the Conservative conference earlier this year that he had cleared an entire floor of the Department to create a new innovation unit, designed to develop and promote AI technologies which could increase system efficiencies. During his spell as Health Secretary, the NHS fail to significantly reduce waiting list one of Sunak's stated priorities.

On the legislative front, he will have a relatively quiet time, with a sole DEFRA bill to guide through the commons the Animal Welfare (Livestock Exports) Bill. This legislation is unlikely to be controversial, given that the bill simply seeks to make permanent a ban which already exists in relation to the exporting of cattle, sheep, goats, pigs and horses for slaughter and fattening from Great Britain. However, there are other challenges in the brief, including guiding the development of the Environmental Land management schemes to support farmers and landowners to provide public goods. The Conservatives also have other outstanding animal welfare commitments from the 2019 Conservative Manifesto after the government dropped the Kept Animals Welfare Bill in the last parliament.

In recent months sewage overflows have also proved to be politically charged issue, and one which he will undoubtedly have to navigate as water companies and the regulator Ofwat seek to find ways to address the problem. Barclay's predecessor Therese Coffey faced criticism from peers for being complacent in dealing with water companies. Barclay will also be responsible for the Defra brief during the COP28 climate change talks starting in late November, a time in which UK environmental policy is likely to come into focus.

**Consultant Insight – Dr Joshua Wells, Principal Political Consultant for Environment, Food and Rural Affairs**



# Ministerial Appointments



# Department for Levelling Up, Housing and Communities



**Lee Rowley**  
**Minister for Housing**

**Parliamentary Career**

Team PPS, HM Treasury 2019-20;  
Parliamentary Under-Secretary of State (Minister for Industry), Department for Business, Energy and Industrial Strategy 2021-22;  
Government Whip, Lord Commissioner of HM Treasury 2021-22;  
Department for Levelling Up, Housing and Communities:  
Parliamentary Under-Secretary of State for: Housing 2022,  
Local Government and Building Safety 2022-23,  
Minister of State for Housing 2023-;



**Simon Hoare**  
**Parliamentary Under Secretary of State**

**Parliamentary career**

PPS to George Eustice as Minister of State for Agriculture, Fisheries and Food, Department for Environment, Food and Rural Affairs 2016-17;  
Team PPS, Home Office 2017-18;  
PPS to:  
Damian Hinds as Secretary of State for Education 2018,  
Sajid Javid as Home Secretary 2018-19

# Department for Science, Innovation and Technology



**Andrew Griffith**  
**Minister of State**

**Parliamentary Career**

UK Net Zero Business Champion 2020-21;  
Adviser on Sustainable Infrastructure Investment 2021;  
PPS to Boris Johnson as Prime Minister 2021-22;  
Parliamentary Secretary (Minister for Policy and Head of the Prime Minister's Policy Unit), Cabinet Office 2022;  
Parliamentary Under-Secretary of State (Minister for Exports), Department for International Trade 2022;  
HM Treasury:  
Financial Secretary and City Minister 2022,  
Economic Secretary and City Minister 2022-



**Sajib Bhatti**  
**Parliamentary Under Secretary of State**

**Parliamentary career**

PPS to:  
Elizabeth Truss as Secretary of State for International Trade, President of the Board of Trade and Minister for Women and Equalities 2020-21,  
Sajid Javid as Secretary of State for Health and Social Care 2021-22

# Department for Transport



**Anthony Browne**  
**Parliamentary Under Secretary of State**

**Parliamentary Career**

Member, Public Accounts Commission 2021-23;  
Prime Minister's Anti-Fraud Champion 2023-

**Past Select committees**

Member, Treasury 2020-23



**Guy Opperman**  
**Parliamentary Under Secretary of State**

**Parliamentary career**

PPS to:

Mark Harper as Minister of State for Immigration,  
Home Office 2012-14,  
James Brokenshire as Minister of State for Security  
and Immigration, Home Office 2014-15;  
Assistant Government Whip 2015-16;  
Government Whip (Lord Commissioner of HM  
Treasury) 2016-17;

Department for Work and Pensions:

Parliamentary Under-Secretary of State for  
Pensions and Financial Inclusion 2017-22,  
Minister of State for Employment 2022-

# Department of Health and Social Care



**Andrew Stephenson**  
**Minister of State**  
**Parliamentary Career**

Parliamentary Under-Secretary of State (Minister for Business and Industry), Department for Business, Energy and Industrial Strategy 2019;  
Minister of State: for Africa, Foreign and Commonwealth Office 19-20,  
Department for International Development 19-20,  
Department for Transport 2020-22;  
Minister without portfolio, Cabinet Office (attends Cabinet) 2022;  
Parliamentary Under-Secretary of State for Housing and Communities, Department for Levelling Up, Housing and Communities 2022;  
Member, Speaker's Committee on the Electoral Commission 2022



**Andrea Leadsom**  
**Parliamentary Under Secretary of State**

**Parliamentary career**

Leader of the House of Commons and Lord President of the Council (also attending Cabinet) 2017-19;  
Chair, Ministerial Group on Family Support from Conception to the Age of Two 2018-19;  
Secretary of State for Business, Energy and Industrial Strategy 2019-20;  
Government Early Years Healthy Development Adviser 2020-21;  
Chair, Start for Life Unit, Department of Health and Social Care 2021-



# Ministry of Justice



**Gareth Bacon**  
**Parliamentary Under Secretary of State**

**Parliamentary Career**

Team PPS, Department for Work and Pensions 2021-22;  
PPS to:  
Jacob Rees-Mogg as Minister of State for Brexit Opportunities and Government Efficiency 2022,  
Brandon Lewis as Lord Chancellor and Secretary of State for Justice 2022;  
Team PPS, Ministry of Justice 2022-23;  
PPS to Stephen Barclay as Secretary of State for Health and Social Care 2023



**Laura Farris**  
**Parliamentary Under Secretary of State**

**Parliamentary career**

Team PPS, Foreign, Commonwealth and Development Office 2021-22;  
Member, Speaker's Conference 2022-;  
PPS to:  
Dominic Raab as Deputy Prime Minister, Lord Chancellor and Secretary of State for Justice 2022-23,  
Alex Chalk as Lord Chancellor and Secretary of State for Justice 2023



**Laura Trott**  
**Chief Secretary to the Treasury, HM Treasury**

**Parliamentary Career**

Team PPS, Department for Transport 2020;  
PPS to:  
Grant Shapps as Secretary of State 2020-22,  
Nadhim Zahawi as Chancellor of the Duchy of Lancaster, Minister for Intergovernmental Relations and Minister for Equalities 2022;  
Parliamentary Under-Secretary of State for Pensions, Department for Work and Pensions 2022-23;  
Chief Secretary to HM Treasury 2023-



**Nigel Huddleston**  
**Financial Secretary to the Treasury**

**Parliamentary career**

Parliamentary Under-Secretary of State for: Sport, Tourism and Heritage/Sport and Tourism 2020-22,  
Heritage and Civil Society 2021-22;  
Assistant Government Whip 2019-21;  
Government Whip, Lord Commissioner of HM Treasury 2022-23;  
Parliamentary Under-Secretary of State for International Trade, Department for International Trade 2022-23;  
Minister of State for International Trade, Department for Business and Trade 2023-



**Bim Afolami**  
**Economic Secretary to the Treasury**  
**Parliamentary career**

PPS to: Penny Mordaunt as Secretary of State for International Development & Minister for Women and Equalities 2019,  
Elizabeth Truss as Secretary of State for International Trade and President of the Board of Trade 2019,  
Therese Coffey as Secretary of State for Work and Pensions 2020-21,  
Elizabeth Truss as Foreign Secretary and Minister for Women and Equalities 2021,  
Nadine Dorries as Secretary of State for Digital, Culture, Media and Sport 2021-22

# Cabinet Office



**John Glen**  
**Minister for the Cabinet Office and**  
**HM Paymaster General**

**Parliamentary Career**

Parliamentary Under-Secretary of State for Arts, Heritage and Tourism, Department for Digital, Culture, Media and Sport 2017-18;  
HM Treasury:  
Economic Secretary (Minister for the City of London) 2018-21,  
Minister of State (Economic Secretary and City Minister) 2021-22,  
Chief Secretary to the Treasury 2022-23;  
Paymaster General, Minister for the Cabinet Office 2023-



**Richard Holden**  
**Conservative Party Chair**

**Parliamentary career**

Team PPS, Department for Digital, Culture, Media and Sport 2022;  
PPS to Kemi Badenoch Secretary of State for International Trade, President of the Board of Trade and Minister for Women and Equalities 2022;  
Parliamentary Under-Secretary of State for Roads and Local Transport, Department for Transport 2022-



**Esther McVey**  
**Minister without Portfolio (Minister**  
**for Common Sense)**

**Parliamentary Career**

PPS to Chris Grayling as Minister of State for Employment 2010-12;  
Minister for Disabled People, Department for Work and Pensions 2012-13;  
Minister of State for Employment, Department for Work and Pensions 2013-15;  
Deputy Chief Whip (Treasurer of HM Household) 2017-18;  
Secretary of State for Work and Pensions 2018;  
Minister of State for Housing, Ministry of Housing, Communities and Local Government (also attending Cabinet) 2019-20

# Department for Work and Pensions



**Jo Churchill**  
**Minister of State**

**Parliamentary Career**

PPS to: Mike Penning as Minister of State for the Armed Forces, Ministry of Defence 2016-17, Jeremy Hunt as Secretary of State for Health and Social Care 2017-18;

Parliamentary Under-Secretary of State for: Prevention, Public Health and Primary Care, Department of Health and Social Care 2019-21, Agri-Innovation and Climate Adaptation, Department for Environment, Food and Rural Affairs 2021-22;

Minister of State, Department for Work and Pensions 2023-



**Paul Maynard**  
**Parliamentary Under Secretary of State**

**Parliamentary career**

Parliamentary Under-Secretary of State, Department for Transport 2016-18 (for Rail, Accessibility and HS2 2017-18); Government Whip (Lord Commissioner of HM Treasury) 2018-19;

Parliamentary Under-Secretary of State: Ministry of Justice 2019, Department for Transport 2019-20 Department for Work and Pensions 2023-; Member, Speaker's Conference 2022-

# Other new Ministers



**Greg Hands**  
**Parliamentary Under Secretary of State  
in the Department for Business and  
Trade**

**Parliamentary Career**

Chief Secretary to the Treasury 2015-16;  
Department for International Trade:  
Minister of State for:  
Trade and Investment 2016-17,  
Trade Policy 2017-18, 2020-21, 2022-23;  
Minister for London 2017-18;  
Minister of State for Energy, Clean Growth and  
Climate Change, BEIS 2021-22;  
Minister without portfolio, Cabinet Office 2023;  
Minister of State, Department of Business and  
Trade 2023-



**Damian Hinds**  
**Minister of State, Department for  
Education**

**Parliamentary career**

Assistant Government Whip 2014-15;  
Exchequer Secretary, HM Treasury 2015-16;  
Minister of State for Employment, Department for  
Work and Pensions 2016-18;  
Secretary of State for Education 2018-19;  
Minister of State:  
for Security and Borders, Home Office 2021-22,  
Ministry of Justice 2022-2023

# Other new Ministers II



**Fay Jones**  
**Parliamentary Under Secretary of State in  
the Wales Office**

**Parliamentary Career**

Department for Environment, Food and Rural  
Affairs:  
Team PPS 2020-21,  
PPS to George Eustice as Secretary of State 2021-  
22;  
PPS to Mark Spencer as Leader of the House of  
Commons and Lord President of the Council 2022;  
Assistant Government Whip 2022-2023



**Robbie Moore**  
**Parliamentary Under Secretary of  
State, DEFRA**

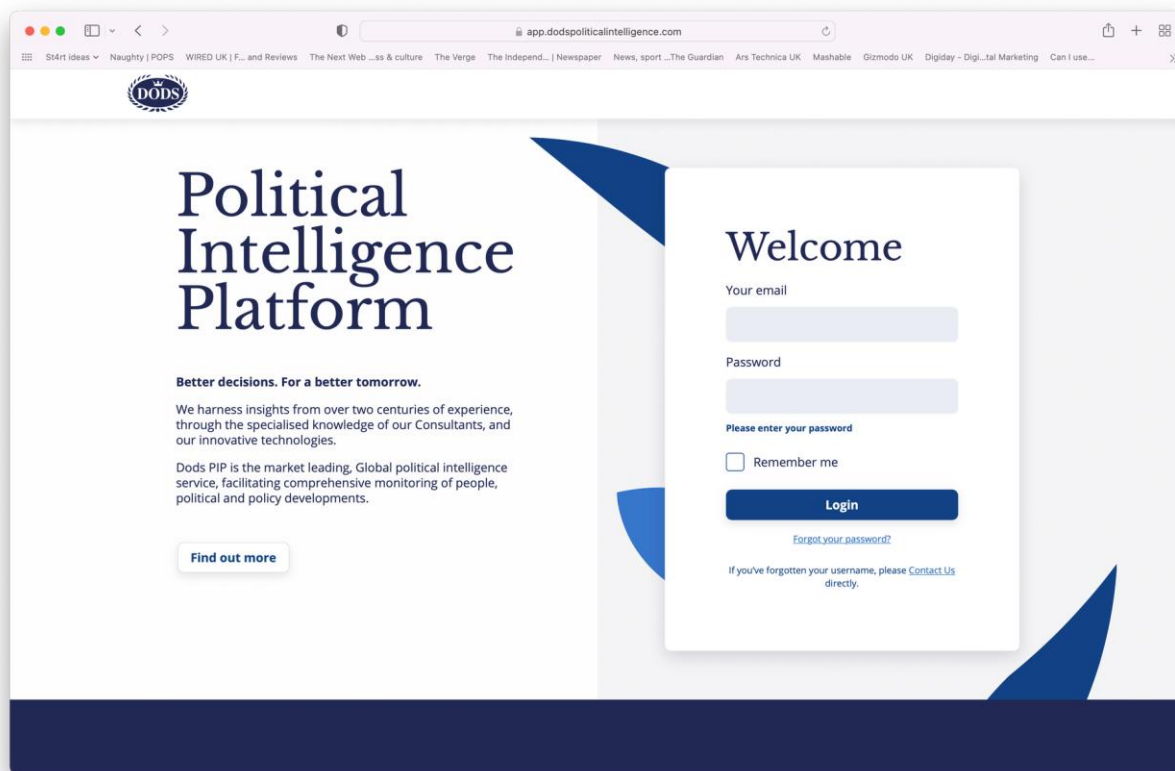
**Parliamentary Career**

Team PPS, Department for Education 2022-2023

**Past Select committees**

Member, Environment, Food and Rural Affairs  
2020-2023

# Contact us



We provide intelligence, insight, and impact through a comprehensive suite of policy tools. Our services comprise of three main elements:

- **Intelligence** - Dods Monitoring – our platform offers real-time alerts, diaries and legislative trackers, inhouse parliamentary coverage, and a powerful historical search function of policy information from over 13,000 sources in the UK, EU, France and Germany.
- **Insight** - Dods Consultancy – our sector-specialist consultants provide analysis, bespoke research, and impartial guidance on the latest policy developments and trends.
- **Impact** - Dods People – our constantly updated database of biographical and contact information for UK and EU parliamentarians, the digital version of the original who's who in politics established in 1832, enables you to identify and address the right policymaking audience.

For further information and to request a complimentary trial, visit [dodspoliticalintelligence.com](http://dodspoliticalintelligence.com) or contact us at: [customer.service@dodsgroup.com](mailto:customer.service@dodsgroup.com)

UK customer service +44 207 593 5500

EU customer service +32 274 182 30

