

PREM 19/1775

# Ministerial Responsibility for Co-ordinating the Presentation of Government Policies.

GOVERNMENT  
MACHINERY

now part 1

Index attached: NHS presentation for 9.7.86

November 1983

Duty Ministers during the process

Referred to	Date	Referred to	Date	Referred to	Date	Referred to	Date
<del>2.12.83</del>		<del>18.7.86</del>					
<del>7.12.83</del>		<del>22.7.86</del>					
<del>21.12.83</del>		<del>24.7.86</del>					
<del>12.3.84</del>		<del>25.7.86</del>					
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<del>7.3.86</del>							
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<del>2.7.86</del>							
3.7.86							
9.7.86							
15.7.86							
<del>21.7.86</del>							
21.7.86							
<del>22.7.86</del>							

● PART 1 ends:-

DOG to NW 28/7/86

PART 2 begins:-

HMT to NW 1/8/86





~~cc B6~~  
And pr.

*cc M. Stark*  
2 MARSHAM STREET  
LONDON SW1P 3EB  
01-212 3434 *cc PS*

My ref:

Your ref:

Nigel Wicks Esq  
Private Secretary  
10 Downing Street  
LONDON  
SW1

28 July 1986

*Dear Nigel,*

PRESENTATION OF POLICY DURING THE RECESS

The Prime Minister's minute of 9 July asked for notes from each Department on Ministers on duty during August and September, and on the articles, speeches and other public presentations of policy proposed over the same period.

We have, I think, already sent you a list of Duty Ministers in this Department, but, for convenience, I attach another copy of it.

I now also attach a full schedule of the planned speeches, statements and other engagements for the Department's Ministers in the next 2 months, with apologies for not meeting your deadline of before the Recess. My Secretary of State was anxious to draw up a full list, and as you will see, we have distinguished between speeches/engagements which are to announce new policies, and those designed to hammer home existing policies. The last column of the schedule is for our internal use only. I hope that this schedule is what is wanted. It is obviously subject to last-minute alteration, since Ministers may want to react to current events rather than speak along preconceived lines.

I am copying this letter and enclosures to Michael Stark in Sir Robert Armstrong's Office.

*Yours sincerely,*  
*R U Young*

R U YOUNG  
Private Secretary

Summer Recess 1886 : DOE DUTY MINISTERS.

Week beginning Monday 28 July - Mr Waldegrave

Week beginning Monday 4 August - Lord Elton

Week beginning Monday 11 August - Mrs Rumbold

Week beginning Monday 18 August - Mrs Rumbold

Week beginning Monday 25 August - Mr Tracey

Week beginning Monday 1 September - Mr Patten

Week beginning Monday 8 September - Sir George Young

After that, Secretary of State.

Topic	Date	Form	Type	Minister	Dir
PLANNING AND INNER CITIES <u>Urban Land</u> Directions to sell; Phoenix;	Aug	Press Release	New	Mr Patten	ICD
PLANNING <u>Future of Development Plans</u> First announcement of the results of the review of development plans foreshadowed in the two "Deregulation" White Papers. To be presented as further proposals for simplifying and improving the planning system rather than deregulation.	15 Sept	Speech to Town and Country Planning Summer School followed next day by publication of consultation document. Press Notice.	New	Secretary of State	PLUP
INNER CITIES <u>Urban Policy and UDC's:</u> Announcement of intention to extend UDC approach* to other areas, set in wider context of urban policy.	Oct	Speech to Conservative Party Conference. Central Office press release. To be preceded (or followed?) by Government "glossy" publication on Urban Achievements.	New* Restate	Secretary of State	ICD
LOCAL GOVERNMENT <u>Competition</u> in the provision of local government services. Statement of Government conclusions (including list of activities) and intention to legislate..	Sept	Speech and Press Release or press release alone if no speech opportunity. Also, letter to LAAs.	Restate but with firm details.	Secretary of State	LG
LOCAL GOVERNMENT <u>Contract Compliance</u> to be incorporated in above announcement subject to collective Ministerial agreement.		as above			LG

\*shows where some elements of an item are new announcements

Topic	Date	Form	Type	Minister	Dir
LOCAL GOVERNMENT <u>Capital Controls</u> Statement of Government's conclusions on the future of the system/intention to legislate.	Mid-Aug	as above	New	Secretary of State	HWCF
OR					
statement of decision to retain existing system for 1987/88.					
LOCAL GOVERNMENT <u>Central/Local Relations</u>	19 Sept	Speech RIPA Conference.	Restate	Mr Waldegrave	LG
LOCAL GOVERNMENT <u>General</u> : attack on Labour Party policies	Aug/Sept	Press Release	Restate	Secretary of State	Mrs Ramsay
HOUSING <u>General</u> : New consensus amongst responsible politicians	Aug/Sept	Speech/Press Release	Restate	Secretary of State	Mrs Ramsay
HOUSING <u>General Review of Policy</u>	Aug or Sept.	Speech/Press Release.	Restate	Mr Patten	HA
HOUSING <u>Tenants Rights</u> Amendment giving tenants right to veto proposals to sell occupied housing to the private sector.	Aug	Press Release	New	Mr Patten	HB
HOUSING <u>Housing Association</u> Amendment encouraging shared ownership.	Aug	Press Release	New	Mr Patten	HC
HOUSING <u>Housing Associations</u> Amendment to enable HAs to provide agency services (eg for repairs).	Aug	Press Release	New	Mr Patten	HA



Topic	Date	Form	Type	Minister	Dir
HOUSING <u>Right to buy</u> Amendment to enable RTB discounts to be increased by order	Aug	Press Release	New	Mr Patten	HA
HOUSING <u>Right to buy</u> Raising of discount limit.	Aug	Press Release	New	Mr Patten Sir George /Young	HA
HOUSING <u>Thamesmead</u> Vesting in trust.	1 Sept	Speech	Restate	Sir George Young	GLH
HOUSING <u>Local Authority Role</u> Importance of enabling rather than providing role; steps to improve stock; diversify management. Link to UHRU packages*.	Aug	Speech Press Release	Restate New*	Sir George Young	HB
HOUSING <u>Rent Arrears</u>	Aug	Press Release	Restate	Mr Patten	HA
SPORT <u>Football Hooliganism</u> Speech at start of new season.	mid-Aug	Speech/Press Release.	Restate	Mr Tracey	SARD
ENVIRONMENTAL PROTECTION <u>Unified Pollution Inspectorate</u> The Government has decided to establish a Unified Pollution Inspectorate. The new body will apply the principle of "best practicable environmental option" to the control of pollutants in all media.	Jul or Sept	Press Release: interview/ briefing.	New	Secretary of State and Mr Waldegrave	CDEP

Topic	Date	Form	Type	Minister	Dir
<p>ENVIRONMENTAL PROTECTION <u>Consultation Paper on Land Wastes</u>  The Department consulted over a year ago on the action to be taken to tighten controls on waste disposal following a Review of Special Wastes Regulations and in the light of reports by the Royal Commission on Environmental Pollution and the Hazardous Wastes Inspectorate. It is now proposed to issue a consultation paper on the changes to be embodied in future legislation.</p>	Before 8 Aug	Press release: interview.	New	Mr Waldegrave or Mrs Rumbold	DWD
<p>ENVIRONMENTAL PROTECTION <u>Asbestos in Buildings</u>  A new publication for general readership has now been agreed restating guidance issued to LAs and others.</p>	Aug	Booklet/Press Release: interview.	Restate	Mrs Rumbold or Sir George Young	CDEP
<p>ENVIRONMENTAL PROTECTION <u>Policy on Acid Rain</u>  The Government may wish to re-state its policy on the control of sulphur dioxide and nitrogen oxide emissions. The most likely timing is the occasion of the Prime Minister's visit to Norway.</p>	Sept	Speech, press statement, interviews.	Restate	Prime Minister with Secretary of State and Mr Waldegrave	CDEP
<p>COUNTRYSIDE <u>Business Sponsorship of Conservation</u>  Re-launch of the scheme, originally described in a booklet on opportunities for business sponsorship of conservation in 1982.</p>	Sept	New brochure; speech; press release.	Restate	Mr Waldegrave or Mrs Rumbold	DRA

Topic	Date	Form	Type	Minister	Dir
<p>COUNTRYSIDE <u>Landscape conservation and Artists on National Parks.</u> Major speech at National Parks Conference including: consultation document on landscape conservation orders as a "long stop" power to safeguard areas in National Parks where the voluntary principle has broken down; highlighting the cultural importance of national parks by a scheme (with private sponsorship) to encourage artists in such areas.</p>	12 Sept	Speech, Press releases, interviews.	New	Mr Waldegrave	DRA
<p>COUNTRYSIDE <u>North Pennines AONB</u> The new AONB will be the largest in England (and probably the last major area to be so designated). A draft decision letter accepting Inspector's Reports being prepared.</p>	Aug	Press release: interview	New	Secretary of State or Mr Waldegrave	DRA
<p>HERITAGE <u>General</u> Address to Heritage Educational Trust National Conference.</p>	3 Sept	Speech	Restate	Lord Elton	HSD
<p>HERITAGE <u>General</u> Speech at Conference on funding the Architectural Heritage.</p>	11 Sept	Speech	Restate	Lord Elton	HSD

GOVT NAACH  
PRESENTATION  
OF POLICIES  
11/13





MINISTRY OF DEFENCE  
MAIN BUILDING WHITEHALL LONDON SW1  
Telephone 01-~~330782~~ 218 2111/3

MO 21/8/3V

28th July 1986

*Dear Tim,*

PRESENTATION OF POLICY DURING THE RECESS

In her minute of 9th July, the Prime Minister invited Ministers in charge of Departments to inform you of any articles, speeches or other public presentations of policy which they plan to make during the Recess.

My Secretary of State has asked me to draw the following events to your attention:

- (i) 3rd September : Speech by Mr Younger during the Farnborough Air Show at the SBAC Flying Display Dinner. Subject : MOD Procurement Policy.
- (ii) 1st October : Speech by Mr Younger at the Royal United Services Institute. Subject : Defence Policy.
- (iii) Early October : Probable announcement of the outcome of the competition for Airborne Early Warning (AEW) aircraft following consideration by OD colleagues.

Announcements may also have to be made on:

- (i) the sale of Royal Ordnance plc (less the Leeds factory which was the subject of a Statement last week), and
- (ii) the progress of the competition for the privatisation of the Royal Dockyards.

We have already provided a rota of Duty MOD Ministers during August and September.

I am sending a copy of this letter to Michael Stark (Cabinet Office).

(I C F ANDREWS)

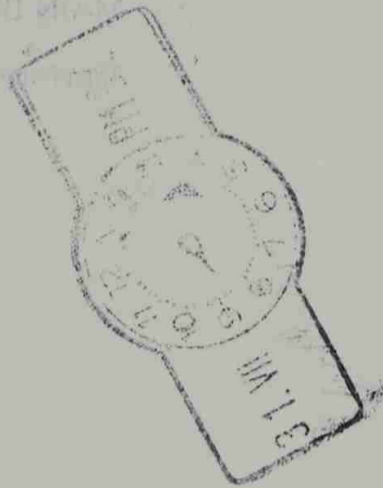
Tim Flesher Esq  
No 10 Downing Street

Presentation of Gov. BLDGS. : 90V

Machinery

Nov 83

MINISTRY OF DEFENCE  
MAIN BUILDING WHITEHALL LONDON SW1





Ministry of Agriculture, Fisheries and Food  
Whitehall Place London SW1A 2HH

From the Minister's Private Office

Mark Addison Esq  
Private Secretary  
10 Downing Street  
LONDON SW1

28 July 1986

*Dear Mark,*

In her personal minute M/15 of 9 July, the Prime Minister asked for a note of departmental Ministers on duty during August and September. This is as follows:-

Mr Jopling - will be on duty at home in Yorkshire until 15 August when he will be travelling to London before going on holiday to France until Sunday 31 August. He can be contacted in an emergency. On return, he will be on duty but based in the North undertaking official and constituency engagements until Monday 15 September when he will be in Brussels for 3 days. Thereafter he will be based in London undertaking normal departmental duties.

Mr Gummer, Minister of State Commons - will be unavailable until Thursday 21 August when he will be back on duty, but based at home in Suffolk. He returns to the office on Monday 1 September and will be undertaking normal Ministerial duties until 23 September when he leaves for an official visit to Israel until Sunday 27.

Lord Belstead, Minister of State Lords - will be on duty until Monday 11 August when he goes on leave until Sunday 31 August. During September he will be on duty in London until the 22nd when he leaves for an official visit to Africa.

Mrs Fenner, Parliamentary Secretary - will be on duty until Thursday 21 August when she goes on leave returning on Sunday 14 September. Thereafter she will be on duty in London.

*Yours etc,*

*Valerie*

MISS V A HEATHORN  
Assistant Private Secretary



HOUSE OF LORDS,  
LONDON SW1A 0PW

28 July 1986

Mark Addison Esq  
Private Secretary to  
The Prime Minister  
Downing Street  
LONDON  
SW1

*Dear Mark,*

Presentation of Policy during the Recess

The Lord Chancellor has seen the Prime Minister's minute to Ministers in charge of Departments of 8 July 1986.

As you are aware the Lord Chancellor has no junior minister and will himself be on duty save during his absence abroad on holiday and on official business in Jamaica in September. I know that my colleague Denise Cook has already provided you with the exact dates of these absences.

In addition you will wish to be aware there are likely to be three major items of presentation in the period. They are:

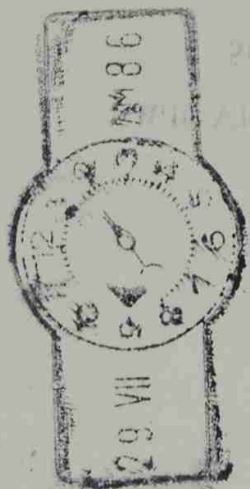
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|-----------------|--|
| Early August    | Announcement of the coming into force of the Child Abduction and Custody Act 1985 - the setting up of international machinery to help UK parents (and parents overseas) to secure the return of their abducted children. |
| Early September | Possible announcement of a large increase in the number of Crown Court judges appointed, in the context of action to deal with the backlog in the Crown Court and to reduce waiting times between committal and trial.   |
| Late September  | Publication of a consultation paper setting out proposals for cutting the delays and the complexities of the "small claims" procedures in the county courts.   |

I am copying this letter to Michael Stark.

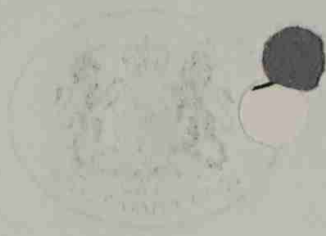
Richard Stoate

*Yours ever*  
*Richard*





UNION PATENT OFFICE





C M Addison

No 10.

CCM, Stark



Y SWYDDFA GYMREIG  
GWYDYR HOUSE  
WHITEHALL LONDON SW1A 2ER  
Tel. 01-233 3000 (Switsfwrdd)  
01-233 8545 (Llinell Union)

WELSH OFFICE  
GWYDYR HOUSE  
WHITEHALL LONDON SW1A 2ER  
Tel. 01-233 3000 (Switchboard)  
01-233 8545 (Direct Line)

ODDI WRTH YSGRIFENNYDD  
PREIFAT YSGRIFENNYDD  
GWLADOL CYMRU

FROM THE PRIVATE SECRETARY  
TO THE SECRETARY OF STATE  
FOR WALES

25 July 1986

Dear Christopher,

With reference to the Prime Minister's personal minute M/15 of 9 July duty Ministers within the Welsh Office for the months of August and September will be as follows:-

- 1-6 August - Mr Wyn Roberts, Parliamentary Under Secretary of State
- 7 August-
- 18 September - Mr Nicholas Edwards, Secretary of State
- 19-30 September - Mr Wyn Roberts.

During recess the Secretary of State intends, subject to the Prime Minister's and other Ministerial approvals, to undertake an inward investment mission to the United States between 18-30 September.

Yours ever,  
David Powell

D A POWELL

Christopher Clerk Esq  
Cabinet Office  
80 Whitehall  
LONDON  
SW1A 2AS

010

cc Michael Stark.  
File



DEPARTMENT OF HEALTH AND SOCIAL SECURITY  
Alexander Fleming House, Elephant & Castle, London SE1 6BY  
Telephone 01-407 5522

*From the Secretary of State for Social Services*

Mark Addison Esq  
Private Secretary  
10 Downing Street

25 July 1986

Dear Mark,

I attach a Ministerial duty rota for August and September.  
I am sending a copy also to Michael Stark.

Yours

A Laurance

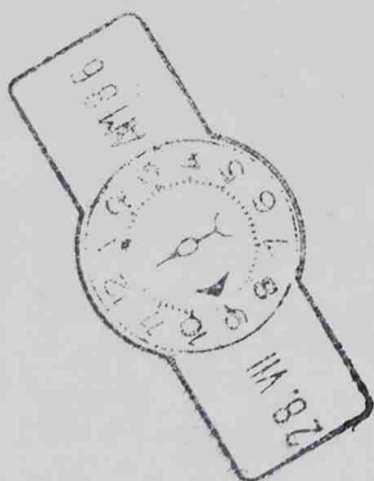
Private Secretary

MINISTERS DUTY ROTA

<u>Week commencing</u>	<u>Duty Health Minister</u>	<u>Duty Social Security Minister</u>
4 August	Mr Whitney	Baroness Trumpington
11 August	Mr Hayhoe	Baroness Trumpington
18 August	Mr Hayhoe	Mr Newton
25 August	Mr Hayhoe	Mr Newton
1 September	Mr Whitney*	Mr Major
8 September	Mr Whitney	Mr Major
15 September	Baroness Trumpington	Mr Major

\* Mr Major will cover on health matters until Mr Whitney returns from leave on 3 September.

Department of Health and Social Security  
 Alexander Fleming House  
 Elephant & Castle  
 LONDON  
 SE1 6BY





cc M. Stone

File

Caxton House Tothill Street London SW1H 9NF

Telephone Direct Line 01-213 6460.....

Switchboard 01-213 3000 GTN Code 213

Facsimile 01-213 5465 Telex 915564

25 July, 1986

Mark Addison, Esq.,  
10 Downing Street,  
London, S.W.1.

Dear Mark,

I am attaching a schedule showing the availability of DE Ministers during the Recess.

Yours sincerely

Margaret Bell

Margaret Bell  
Private Secretary

	SOS <i>LOU YOUNG</i>	PMG <i>KENNETH CLARKE</i>	MR. TRIPPIER	MR. LANG
1 Aug				
2 Aug				
3 Aug				
4 Aug				
5 Aug				
6 Aug				
7 Aug				
8 Aug				
9 Aug				
10 Aug				
11 Aug				
12 Aug				
13 Aug				
14 Aug				
15 Aug				
16 Aug		X		
17 Aug				
18 Aug				
19 Aug				
20 Aug				
21 Aug				
22 Aug				
23 Aug				
24 Aug				
25 Aug				
26 Aug				
27 Aug				
28 Aug				
29 Aug				
30 Aug				
31 Aug		X		

X unavailable

	SOS	PMG	MR. TRIPPIER	MR. LANG
1 Sep				
2 Sep				
3 Sep				
4 Sep				
5 Sep				
6 Sep				
7 Sep				
8 Sep		X		
9 Sep		X 8-10		
10 Sep		X		
11 Sep				
12 Sep				
13 Sep				
14 Sep				X
15 Sep				
16 Sep				
17 Sep				
18 Sep		X		
19 Sep		X		
20 Sep		X		
21 Sep				
22 Sep		X		
23 Sep		X		
24 Sep				
25 Sep				
26 Sep		X		
27 Sep				
28 Sep				
29 Sep		X		
30 Sep				



*ce Chris Adke*



2 MARSHAM STREET  
LONDON SW1P 3EB  
01-212 3434

My ref:

Your ref:

Mark Addison Esq  
Private Secretary  
10 Downing Street  
LONDON  
SW1

*25* July 1986

*Dear Mark*

You requested a list of Ministers who can be on duty during the Recess period. These are below:-

Week beginning Monday 28 July - Mr Waldegrave

Week beginning Monday 4 August - Lord Elton

Week beginning Monday 11 August - Mrs Rumbold

Week beginning Monday 18 August - Mrs Rumbold

Week beginning Monday 25 August - Mr Tracey

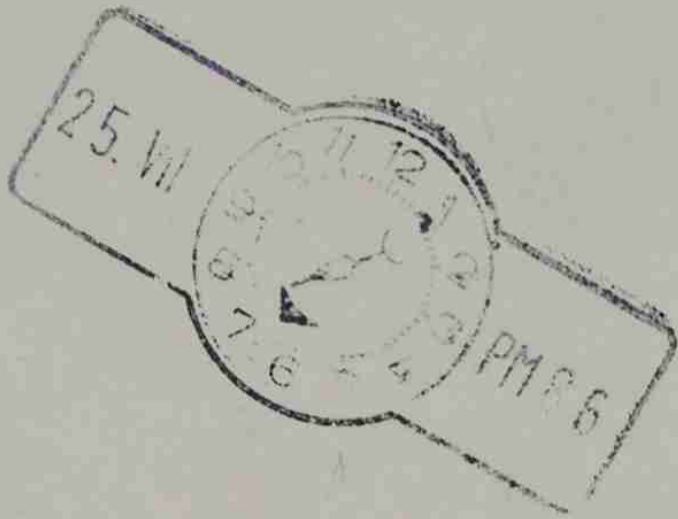
Week beginning Monday 1 September - Mr Patten

Week beginning Monday 8 September - Sir George Young

*Yours*

*Cava Labati*

C LABATI  
Private Secretary



oo

From: THE PRIVATE SECRETARY

**CONFIDENTIAL**

*ce M. Stark*



NORTHERN IRELAND OFFICE

WHITEHALL

LONDON SW1A 2AZ

Mark Addison Esq  
10 Downing Street  
LONDON  
SW1

25<sup>th</sup> July 1986

*Dear Mark,*

DUTY MINISTERS DURING THE RECESS

At Cabinet on 3 July the Prime Minister asked that No 10 should be informed of Ministers on duty in each department during the recess. I attach a list showing which NIO Minister is on duty overnight in Northern Ireland during August and September. If No 10 wishes to contact an NIO Minister during office hours I suggest that you first telephone the Secretary of State's London office; out of hours you can telephone our Belfast Duty Officer (Belfast 63255) who will be aware of the Duty Minister's whereabouts.

*Yours sincerely  
Neil Ward*

*for* J A DANIELL  
Private Secretary

25 July 1986

Enc

**CONFIDENTIAL**

NIO DUTY MINISTER ROTA - AUGUST/SEPTEMBER 1986

August

September

Friday 1) Dr Mawhinney  
 Saturday 2)  
 Sunday 3)  
 Monday 4) SofS  
 Tuesday 5) SofS  
 Wednesday 6) Mr Needham  
 Thursday 7) Mr Needham  
 Friday 8) Dr Boyson  
 Saturday 9)  
 Sunday 10)  
 Monday 11) SofS  
 Tuesday 12) SofS  
 Wednesday 13) Mr Scott  
 Thursday 14) Mr Needham  
 Friday 15) Mr Needham  
 Saturday 16)  
 Sunday 17)  
 Monday 18) Mr Scott  
 Tuesday 19) Mr Scott  
 Wednesday 20) Dr Boyson  
 Thursday 21) Dr Boyson  
 Friday 22) Mr Scott  
 Saturday 23)  
 Sunday 24)  
 Monday 25)  
 Tuesday 26) Dr Boyson  
 Wednesday 27) Lord Lyell  
 Thursday 28) Mr Scott  
 Friday 29) Lord Lyell  
 Saturday 30)  
 Sunday 31)

Monday 1) Mr Scott  
 Tuesday 2) Dr Mawhinney  
 Wednesday 3) Lord Lyell  
 Thursday 4) Dr Boyson  
 Friday 5)  
 Saturday 6) Mr Scott  
 Sunday 7)  
 Monday 8) Dr Mawhinney  
 Tuesday 9) Mr Scott  
 Wednesday 10) Dr Boyson  
 Thursday 11) Lord Lyell  
 Friday 12)  
 Saturday 13)  
 Sunday 14) Secretary of State  
 Monday 15)  
 Tuesday 16)  
 Wednesday 17) Dr Mawhinney  
 Thursday 18) Mr Needham  
 Friday 19) Dr Mawhinney  
 Saturday 20)  
 Sunday 21)  
 Monday 22) Secretary of State  
 Tuesday 23) Secetary of State  
 Wednesday 24) Mr Needham  
 Thursday 25) Dr Mawhinney  
 Friday 26)  
 Saturday 27) Mr Needham  
 Sunday 28)  
 Monday 29) Secretary of State  
 Tuesday 30) Secretary of State





*cc Cabinet Office*

SCOTTISH OFFICE  
WHITEHALL, LONDON SW1A 2AU

Mark Addison Esq  
Private Secretary  
10 Downing Street  
LONDON

25 July 1986

*Dear Mark*

*PA*

I refer to the Prime Minister's minute of 9 July and enclose as requested a note of Scottish Office Ministers on duty during August and September.

*Yours  
Andy*

ANDY RINNING  
Private Secretary

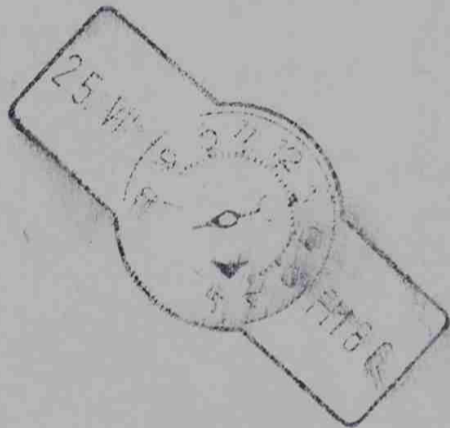
HMP20604

SUMMER RECESS DUTY ROTA

AUGUST			SEPTEMBER			OCTOBER		
Monday	4	AS	Monday	1	AS	Monday	29	JJM
Tuesday	5	AS	Tuesday	2	AS	Tuesday	30	JJM
Wednesday	6	AS	Wednesday	3	AS	Wednesday	1	M of S
Thursday	7	AS	Thursday	4	AS	Thursday	2	M of S
Friday	8	AS	Friday	5	MA	Friday	3	JJM
Saturday	9	AS	Saturday	6	MA	Saturday	4	AS
Sunday	10	AS	Sunday	7	MA	Sunday	5	AS
Monday	11	JJM	Monday	8	JJM	Monday	6	AS
Tuesday	12	JJM	Tuesday	9	JJM	Tuesday	7	M of S
Wednesday	13	JJM	Wednesday	10	AS	Wednesday	8	MA
Thursday	14	JJM	Thursday	11	JJM	Thursday	9	MA
Friday	15	JJM	Friday	12	JJM	Friday	10	M of S
Saturday	16	JJM	Saturday	13	JJM	Saturday	11	M of S
Sunday	17	JJM	Sunday	14	JJM	Sunday	12	M of S
Monday	18	MA	Monday	15	MA	Monday	13	M of S
Tuesday	19	MA	Tuesday	16	MA	Tuesday	14	M of S
Wednesday	20	MA	Wednesday	17	MA	Wednesday	15	M of S
Thursday	21	MA	Thursday	18	MA	Thursday	16	M of S
Friday	22	JJM	Friday	19	MA	Friday	17	M of S
Saturday	23	JJM	Saturday	20	MA	Saturday	18	M of S
Sunday	24	JJM	Sunday	21	MA	Sunday	19	M of S
Monday	25	M of S	Monday	22	MA			
Tuesday	26	M of S	Tuesday	23	AS			
Wednesday	27	M of S	Wednesday	24	AS			
Thursday	28	M of S	Thursday	25	AS			
Friday	29	M of S	Friday	26	MA			
Saturday	30	M of S	Saturday	27	JJM			
Sunday	31	M of S	Sunday	28	JJM			

AS =Allan Stewart  
 JJM =John MacKay  
 MA =Michael Ancram  
 M of S =Lord Gray

GOVT MACH  
PRESENTATION  
of POLICIES  
11/13







B

DEPARTMENT OF EDUCATION AND SCIENCE  
ELIZABETH HOUSE YORK ROAD LONDON SE1 7PH  
TELEPHONE 01-934 9000

FROM THE SECRETARY OF STATE

Mark Addison  
Private Secretary  
10 Downing Street  
LONDON  
SW1

ce BI  
I take it you're going to draw  
up a comprehensive list i.d.c.?

24 July 1986

MEVA 24/7

Dear Mark,

In my letter to you of 9 July I said I would be sending you a detailed list of major activities planned by the Secretary of State and other DES Ministers after the House rises and during August and September. This is attached.

In addition to the items listed, Ministers will of course create or seize opportunities to give interviews and briefings; and will take any necessary action to pre-empt or meet critical comment.

I am copying this letter to Joan Macnaughton and Andrew Lansley.

yours sincerely,  
Rob Smith

R L SMITH  
Private Secretary

Speeches

Tuesday 29 July	Mr Patten: Professional Association of Teachers Conference, Manchester
Thursday 31 July	Secretary of State: 11th World Congress on Reading, London University Institute of Education
Wednesday 17 September	Secretary of State: CBI Council
Tuesday 30 September	Secretary of State: NUT Conference on primary education

Announcements

Early August	'Providing for Quality: The Pattern of Organisation @ Age 19', draft circular.  'Sex Education at School', draft circular.
Late August	Provisional announcement of AFE pool - funding for polytechnics and colleges

Publications

August	Report on first two years of Lower Attaining Pupils' Programme
September	HMI: Study of Education in West Germany

Policy Publicity

August	Promotional publicity for the Advanced Further Education Information Service
Late August/September	Promotional publicity for GCSE at start of new academic year, including interviews with Secretary of State in some major women's magazines and feature articles in others.
Mid September	Secretary of State: Promotional publicity for Certificate of Pre-Vocational Education

GOUT MACHH

PRESENTATION  
of POLICY

11/85



DEPARTMENT OF TRANSPORT  
2 MARSHAM STREET LONDON SW1P 3EB

01-212 3434

David Norgrove Esq  
Private Secretary  
10 Downing Street  
LONDON SW1

22 July 1986

Dear David,

PRESENTATION OF POLICY DURING THE RECESS

In her minute of 9 July the Prime Minister asked Ministers in charge of Departments to let you know what speeches and other public presentations of policy they plan to make during the Recess.

I attach a list of the speeches, media events etc. which are currently planned for Ministers in this Department during August and September. Other items will of course be added. We currently envisage that Mr Moore's speeches to the CBI Management Buy-out Conference on 10 September, and to the Transport Committee of the European Parliament on 23 September would represent major statements of policy.

I have written separately to Mark Addison about this Department's Duty Minister arrangements.

Yours,  
Richard.

R A ALLAN  
Private Secretary

AUGUST

- 6 Mr Mitchell meets Rochester-upon-Medway DC to discuss Channel Tunnel.
- 7 Mr Mitchell meets Swale DC and Thanet DC to discuss Channel Tunnel.
- Lord Caithness opens Polesworth section of M42.
- 8 Mr Mitchell opens new depot for private coach operator near Preston.  
(or 15th)
- 16-22 Lord Caithness visits Scottish ports and coastguard stations.
- 18 Mr Mitchell holds 7th Channel Tunnel consultative meeting, Kent.
- 27 Mr Spicer addresses FT Conference on North Atlantic aviation.

Other items for August, but with no firm dates yet:

- Mr Bottomley announces motorway and trunk road lighting policy. Photocall on A3.
- Mr Bottomley holds press conference for popular press on Public Utilities Street Works Act.
- Mr Mitchell launches new LRT Midi-bus Service, Orpington.
- Mr Mitchell attends ceremony to mark LRT's 5 Millionth Bus Pass sale.
- Mr Mitchell visits a BR station being repainted.
- Mr Moore announces decision on Dartford Third Crossing.
- ?Mr Moore announces proposals for south western sector of M25.

SEPTEMBER

- 9 Mr Moore addresses World Freight Conference  
(possible).
- 10 Mr Moore addressed CBI Management Buy-Out  
Conference.
- 15 Mr Moore: possible visit to Stolport.
- 17 Mr Moore launches BREL international coach.  
  
Mr Mitchell addresses Bus and Coach Council  
Annual Conference.  
  
Mr Bottomley launches General Accident's new  
road safety initiative.
- 18 Mr Mitchell holds 8th Channel Tunnel consultative  
meeting, Kent.  
  
Mr Bottomley addresses international conference  
on road and airfield maintenance.
- 22 Mr Bottomley tours M25 with Guild of Motoring  
Writers.
- 23 Mr Moore addresses Transport Committee of the  
European Parliament.
- 26 Mr Bottomley attends launch of Alcohol concern's  
National Programme of Local Prevention Initiatives.
- 30 Mr Bottomley opens seminar on safety and highway  
engineering in London.

There will be further Ministerial visits, speeches etc,  
still to be decided.

Govt. MAG - Presentation of Policies

- 11/83



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RESTRICTED

SL 3A 85



10 DOWNING STREET

SUBJECT CC MASTER  
OPS

THE PRIME MINISTER

Personal Minute

No. M/16/86

SECRETARY OF STATE FOR TRADE AND INDUSTRY

REGIONAL BRIEFING FOR MINISTERS

I believe that we need to improve the arrangements for getting our message across in the regions. At present, departments provide their own Ministers with some briefing when they go on regional visits, but this is usually confined to that department's activities and concerns in the region to be visited, combined with some basic economic statistics. There is no central point in Whitehall which pulls together information on what other departments are doing so as to provide the comprehensive picture.

To meet this gap, I suggest that your Department, as the Department responsible for regional and industrial policy, should provide regularly updated briefing on each region. This would cover the whole range of Government activities including not only economic matters but also information, for example, on the health service, number of council houses sold, and infrastructure. This would be available to any member of the Government and would be somewhat similar to the Treasury's excellent Economic Brief.

I understand that the Minister of State at the Department of Trade and Industry (Mr. Morrison) is willing to supervise this work and I should be grateful if all the Departments to whom I am copying this minute would give him full co-operation in preparing the briefing material. He should discuss with the Scottish and Welsh Offices how these arrangements might apply to their responsibilities.

RESTRICTED

ECL



I am copying this minute to Ministers in charge of Departments, the Minister of State, Department of Trade and Industry, and to Sir Robert Armstrong.

*Nagendra Shetty*

21 July 1986

proposal

B

Ref. A086/2115

MR WICKS  

---

You invited comments or suggestions on the proposal in the Secretary of State for Trade and Industry's minute of 16 July to the Prime Minister.

2. Sir Robert Armstrong sees merit in the proposal that Ministers should have a concise factual brief on Government activities in each region, and agrees that this would most easily be prepared and updated by a single Department with a regional network.

3. Sir Robert's only doubt was whether the Department of Trade and Industry were the automatic choice for the role; for example, the Department of Employment might think themselves the natural ones to undertake it. I therefore took the precaution of asking the Private Secretary to the Secretary of State for Employment, on a strictly personal basis, what their reaction might be if the Prime Minister were to invite Mr Morrison to take the lead. The response was very reassuring: Employment Ministers would be content if the Department of Trade and Industry were ready to take this on, and had every confidence in Mr Morrison (with his previous experience in the Department of Employment). I have not conducted similar checks with other Departments (DHSS, Inland Revenue etc) whose role in such an operation would be less central; but the Secretary of State for Trade and Industry is already conscious of the need for co-operation from other Government Departments, and providing the proposal is put forward in that spirit there need be no resentment of a "DTI takeover".

MS

M C STARK

18 July 1986



## PRIME MINISTER

Mr. Channon has suggested (Flag A) that Mr. Morrison should be put in charge of arrangements for improving briefing available to Ministers on the regions. If you agree with this suggestion, I suggest you send Mr. Channon the minute below. Sir Robert Armstrong agrees (Flag B) that this is a sensible proposal.

N.L.W.

N L WICKS

18 July 1986

CONFIDENTIAL



*ce m, stark*

SECRETARY OF STATE FOR ENERGY  
THAMES HOUSE SOUTH  
MILLBANK LONDON SW1P 4QJ  
01 211 6402

*H*

Mark Addison Esq  
Private Secretary to  
The Prime Minister  
10 Downing Street  
LONDON  
SW1

18 July 1986

*Dear Mark,*

PRESENTATION OF POLICY DURING THE RECESS

At Cabinet on 3 July the Prime Minister asked for a note of Ministers on duty each day during August and September. This is attached.

My Secretary of State has noted the Prime Minister's view, in her personal minute of 9 July, about the importance of keeping in mind the need to act immediately to prevent or meet critical statements by the opposition, interest groups and lobbies. To this end, Ministers in this Department will be making a number of positive statements in support of gas privatisation and nuclear power during the recess.

I am copying this letter and enclosure to Steve Whiting (PS/Mr Buchanan-Smith), Judith Bennington (PS/Mr Hunt) and Andy Frewin (PS/Mr Goodlad) here, and to Michael Stark (Cabinet Office).

*Yours ever,  
G S DART*

G S DART  
Principal Private Secretary

CONFIDENTIAL

## MINISTERIAL AVAILABILITY DURING THE SUMMER RECESS

August

1	Mr Goodlad
2 Weekend	
3 Weekend	
4	Secretary of State
5	Secretary of State
6	Secretary of State
7	Mr Hunt
8	Secretary of State
9 Weekend	
10 Weekend	
11	Mr Hunt
12	Mr Hunt
13	Mr Hunt
14	Mr Hunt
15	Mr Hunt
16 Weekend	
17 Weekend	
18	Mr Hunt
19	Mr Hunt
20	Secretary of State
21	Mr Hunt
22	Mr Hunt
23 Weekend	
24 Weekend	
25	Mr Hunt
26	Mr Hunt
27	Mr Hunt

28 Mr Hunt

29 Mr Hunt

30 Weekend

31 Weekend

September

1 Mr Buchanan-Smith

2 Mr Buchanan-Smith

3 Mr Buchanan-Smith

4 Mr Buchanan-Smith

5 Mr Buchanan-Smith

6 Weekend

7 Weekend

8 Mr Hunt

9 Mr Hunt

10 Secretary of State

11 Secretary of State

12 Secretary of State

13 Weekend

14 Weekend

15 Secretary of State

16 Secretary of State

17 Secretary of State

18 Secretary of State

19 Secretary of State

20 Weekend

21 Weekend

22 Secretary of State

23 Secretary of State

24 Mr Goodlad

25 Secretary of State  
26 Secretary of State  
27 Weekend  
28 Weekend  
29 Secretary of State  
30 Secretary of State







DEPARTMENT OF TRANSPORT  
2 MARSHAM STREET LONDON SW1P 3EB

01-212 3434

*cc Anthony Allen*  
*RA*

Mark Addison Esq  
Private Secretary  
10 Downing Street  
LONDON SW1

17 July 1986

*Dear Mark,*

DUTY MINISTERS

We have been asked to let you have a note about our duty Minister arrangements during August and September.

My Secretary of State plans to be on leave (in Southern England) from 4 to 31 August inclusive. He hopes to minimise the amount of time he spends in the office during the week beginning Monday 1 September, but plans to be in the office regularly from Monday 8 September.

During my Secretary of State's absence the duty Minister will be as follows:

Monday 4-Thursday 21 August	Mr Mitchell
Friday 22-Sunday 24 August	Mr Spicer
Monday 25-Sunday 7 September	Lord Caithness

My Secretary of State will act as duty Minister from 8 September onwards.

We shall be writing to you separately about our plans for articles, speeches etc. during August and September, as requested in the Prime Minister's minute of 9 July.

I am sending a copy of this letter to Michael Stark in the Cabinet Office.

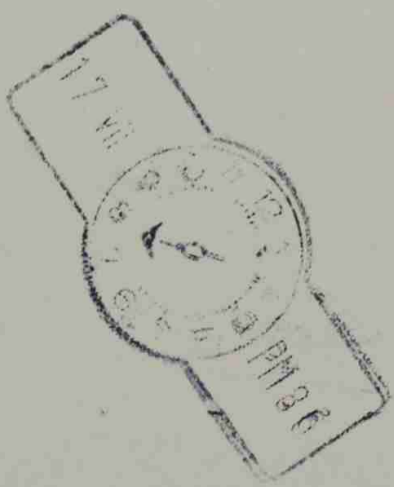
*Yours,*  
*Richard*

R A ALLAN  
Private Secretary

GOVT MACH

RESERVATION  
OF POLICIES

11/83



20

msb



LAW OFFICERS' DEPARTMENT  
ROYAL COURTS OF JUSTICE  
LONDON, WC2A 2LL

M.L. SAUNDERS  
LEGAL SECRETARY

cc Michael Stone.

Mark Addison Esq.  
The Prime Minister's Office  
10 Downing Street  
London SW1

16 July 1986

Jean Mark,

LAW OFFICERS ON DUTY DURING THE RECESS

At Cabinet last Thursday the Prime Minister asked Ministers in charge of Departments to send to her office a note of Ministers on duty in their Department each day during August and September. The arrangements made for this Department are as follows:

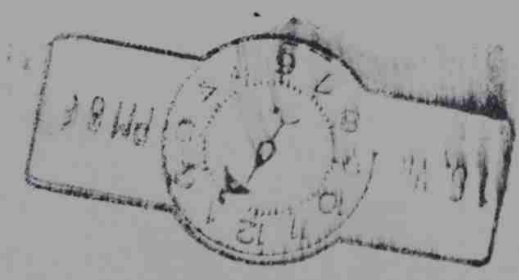
- 1 - 5 August: Attorney General
- 6 - 17 August: Solicitor General
- 18- 6 September: Attorney General
- 7 - 12 September: Solicitor General
- 13- 30 September: Attorney General

Yours sincerely,

Michael Samuel.

M L SAUNDERS

NEW YORK  
JAN 10 1950  
10 11 12





MO 25/3/3E

MINISTRY OF DEFENCE  
MAIN BUILDING WHITEHALL LONDON SW1

Telephone 01-~~9307022~~ 218 2111/3

15th July 1986

*cc Chris Cloke, for your  
comprehensive list.  
Max 16/7*

*Dear Mark*

I am forwarding a list of Duty Ministers in the Ministry of Defence during August and September.

AUGUST

Friday 1st/Sunday 3rd	Mr Freeman
Monday 4th	Lord Trefgarne
Tuesday 5th	Mr Freeman
Wednesday 6th	Mr Lee
Thursday 7th	Mr Stanley
Friday 8th/Sunday 10th	Mr Lee
Monday 11th	Lord Trefgarne
Tuesday 12th	Mr Lee
Wednesday 13th	Lord Trefgarne
Thursday 14th	Mr Stanley
Friday 15th/Sunday 17th	Lord Trefgarne
Monday 18th	Lord Trefgarne
Tuesday 19th	Mr Stanley
Wednesday 20th	Lord Trefgarne
Thursday 21st	Mr Freeman
Friday 22nd/Sunday 24th	Mr Stanley
Monday 25th	Mr Stanley
Tuesday 26th	Mr Freeman
Wednesday 27th	Mr Freeman
Thursday 28th	Mr Freeman
Friday 29th/Sunday 31st	Mr Freeman

SEPTEMBER

Monday 1st	Mr Lee
Tuesday 2nd	Mr Freeman
Wednesday 3rd	Mr Lee
Thursday 4th	Mr Lee
Friday 5th/Sunday 7th	Mr Freeman
Monday 8th	Mr Lee
Tuesday 9th	Mr Freeman
Wednesday 10th	Mr Lee

Mark Addison Esq  
No 10 Downing Street



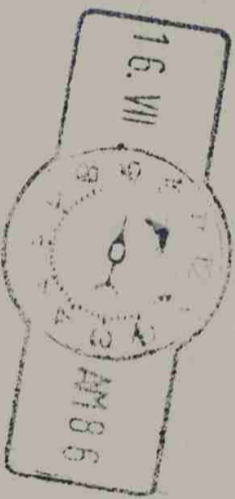
Thursday 11th	Mr Freeman
Friday 12th/Sunday 14th	Lord Trefgarne
Monday 15th	Lord Trefgarne
Tuesday 16th	Mr Freeman
Wednesday 17th	Mr Lee
Thursday 18th	Mr Stanley
Friday 19th/Sunday 21st	Mr Stanley
Monday 22nd	Mr Freeman
Tuesday 23rd	Mr Freeman
Wednesday 24th	Mr Lee
Thursday 25th	Mr Stanley
Friday 26th/Sunday 28th	Mr Lee
Monday 29th	Lord Trefgarne
Tuesday 30th	Lord Trefgarne

I will keep you informed of any subsequent alteration to the roster.

Yours sincerely

*Carolyn Whitehouse*

(CAROLYN WHITEHOUSE) (MISS)







CONFIDENTIAL

PRIME MINISTER

### MINISTERIAL BRIEFING

I am concerned that we are failing to get our message across in the regions as effectively as we might. At present, Departments provide their own Ministers with some briefing when they go on regional visits but this is usually confined to the activities and concerns of the particular Department in that region, combined with some basic economic statistics. There is no central point in Whitehall which pulls together information on what every Department is doing so as to get the whole picture.

2 In order to remedy this, I suggest that my Department, as the Department responsible for regional industrial policy, should provide a regularly-updated brief on each region which would cover the whole range of Government activities; thus, it would detail not only economic statistics and assistance but also information on the health service, number of council houses sold, infrastructure expenditure etc. This would be available to any member of the Government and would be somewhat similar to the Treasury's Weekly Brief.

3 To co-ordinate this exercise, I would assign an official in my Department but it would obviously also require co-operation from other Government Departments. If you are content, Peter Morrison will be given Ministerial responsibility for supervising the operation and will liaise

JF2B00



with Ministers in other Departments. It would obviously greatly help him to do this if you could write to him asking him to take this on.

P. C.

PAUL CHANNON

16 July 1986

DEPARTMENT OF TRADE AND INDUSTRY

JF2B00

1871  
1871



1871





lite  
[Handwritten signature]

10 DOWNING STREET  
LONDON SW1A 2AA

*From the Private Secretary*

15 July 1986

Thank you for your letter of 15 July with your list of Duty Ministers for the Recess.

I think in fact the list you provided is a response to the Prime Minister's request recorded in the Cabinet minutes for 3 July, rather than a response to her minute of 9 July. Presumably, you will be letting us know separately of any articles, speeches or other public presentations which your Ministers plan to make during this period.

I am copying this letter to Christopher Cloke (Cabinet Office).

MARK ADDISON

Stephen Boys Smith, Esq.,  
Home Office

[Handwritten signature]

From: THE PRIVATE SECRETARY



HOME OFFICE  
QUEEN ANNE'S GATE  
LONDON SW1H 9AT

15 July 1986

Dear Basil,

In response to the Prime Minister's minute of 9 July to Ministers in Charge of Departments, I  
.... attach a list of Home Office Ministers who will be available each day during August and September. The Home Secretary will be on holiday abroad from 6 to 20 August, but during the rest of the period he will be available in addition to the nominated Ministers.

I am sending a copy of this letter and its enclosure to Michael Stark (Cabinet Office).

Yours,  
Stephen

S W BOYS SMITH

Mark Addison, Esq.

HOME OFFICE MINISTERS ON DUTY DURING SUMMER RECESS 1986

AUGUST

<u>MINISTER</u>	<u>DATE</u>	<u>TELEPHONE NUMBER</u>	
		<u>WEEK-DAY</u>	<u>WEEK-END</u>
RT HON DOUGLAS HURD	1 - 5 August (London) (Oxfordshire)		
MR GILES SHAW	6 - 10 August (York)		
	11 - 14 August (London)		
MR DAVID MELLOR	15 - 23 August (Hastings)		
	23 - 25 August (London)		
MR DAVID WADDINGTON	25 - 31 August (London)		

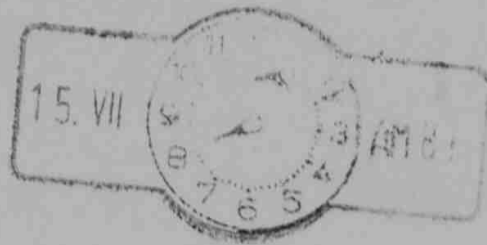
*TEMPORARILY RETAINED J. Gray 21/1/2015*

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

SEPTEMBER

LORD GLENARTHUR	1 - 10 September (London)
MR DAVID WADDINGTON	11 - 13 September (London)
RT HON DOUGLAS HURD	14 - 30 September (London)

GOVT MACH  
PRESENTATION of POLICIES  
11/53



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

*Subject a Master**hie**bc BI DWilletts**cc HSP*

10 DOWNING STREET

*From the Principal Private Secretary*

9 July, 1986.

*// BF on Pg 3**Dear Tony,*

## THE PRESENTATION OF THE NATIONAL HEALTH SERVICE

The Prime Minister held a discussion this afternoon with your Secretary of State about the presentation of the National Health Service. The Chancellor of the Duchy of Lancaster, the Paymaster General, the Chief Whip, the Minister for Health, Sir Robert Armstrong, the Prime Minister's Chief Press Secretary, and Mr. Willetts of the Prime Minister's Policy Unit were present.

Opening the discussion, the Secretary of State said that the Department was relaunching its presentation of the NHS. First, a central communications unit had been established. He would hold a strategy meeting each week in the Department to decide how to react and what to say. There would be working units chaired by the two Parliamentary Secretaries, on both the health and social security sides. Within the next two weeks a leaflet would be issued setting out the Government's record on the health service. Regional profiles - which the Prime Minister interjected might be entitled "Health Achievements of your Region" - would be issued regionally, and a popular edition of the NHS Annual Report would be published in illustrated pamphlet form showing the development of the health service on a national basis. Second, the Department would concentrate on health service outputs, emphasising, for example, extra front line staff. Quality of care would be emphasised as well. It was relevant here that the latest surveys showed that people were quite satisfied with the treatment which they personally received from the health service. Third, renewed efforts would be made to convince health service staff, especially doctors, of the validity of the Government's message of health service achievement and to identify them with the Service's success. As part of this, an NHS bulletin for managers would be issued. Finally, these approaches needed to be underpinned with initiatives showing a developing health service, such as hospital building. None of this would transform the position overnight. But he hoped that by the end of November the improvements in the public's perception of the Government's health policies would be seen. This was not just a task for DHSS Ministers. All Ministers and the Party needed to be involved. Above all, success stories should be



publicised, and the battle fought on the ground chosen by the Government, not its political opponents, in terms which they decided.

The following points were made in discussion:

(i) It was essential to re-emphasize within the next 12 months or so that the Government were not "against the health service". They had not cut the Service, but had developed it positively over the last few years, and had firm plans for safeguarding its future. Until people were convinced of these matters, everything that the Government did on the NHS would be misunderstood. It was important too to get people used to private sector provision within the NHS.

(ii) As part of the effort to meet the Opposition's campaign that the Government "didn't care", the facilities made available by the NHS should be advertised, e.g., caring for children, ante-natal services, vaccinations, and so on. Care needed to be taken to keep such advertising within the established conventions, e.g., by focussing on the provision of information.

(iii) Ministers should make a particular point of visiting hospital developments in the course of construction. These provided good pictures, and avoided unseemly demonstrations.

(iv) The Secretary of State would shortly put to the Prime Minister his initiative for reducing waiting lists. It was noted in this connection with some London hospitals were short of patients. That fact needed to be publicised. Reducing waiting lists was often not a matter of money, but of better organisation and improved cooperation from the consultants. The Government should not hesitate to expose publicly the obstructionism of those working in the Service which hindered efficiency, value for money and good service to the public.

One possibility to be investigated in connection with reducing waiting lists was the provision by television stations in the off-broadcasting hours of information about hospitals where waiting lists for, e.g., hip operations, cataracts, were short, as was happening with the Central Television initiative on job vacancies. One problem noted here, however, was that the encouragement of greater use of NHS facilities could generate demands for greater expenditure in a service which was already under financial stress. Another course was to extend the experimental scheme whereby general practitioners had access to computers showing capacity for treatments in their area.

(v) A key area in the presentation of the health service was effective publicity at the regional and especially the district levels. To that end the Department had posted information officers in the regional centres. But inevitably the main brunt of publicity lay with the regional and district health authorities. The concept of

general managers helped here. They had to be mobilised in promoting the success of the Government's policies. The regional health authorities were generally supportive of the Government. But there were difficulties with some of the 191 district authorities. Efforts needed to be intensified at that level. One possibility was for the regional health authorities to bid for money for specific objectives such as reductions in waiting lists, and then to publicise their success in achieving those objectives.

(vi) Steps needed to be taken urgently to deal with the current Daily Mirror campaign. Means needed to be devised to publicise the falsity of the Mirror's stories. Backbenchers should also be enlisted to expose the stories through inspired Parliamentary Questions. District health authorities, not the Government, might refer the stories, in appropriate cases, to the Press Council.

(vii) Unlike the police, fire and education services, there were no arrangements for national inspection of the efficiency of hospital services. Nor did the Audit Commission's writ run in this area. The improvements introduced by the Government over the last 5 years now enabled some check on efficiency, and the Management Board had an important role to play here.

(viii) The perennial problem of the NHS, since its establishment 40 years ago, was that new funding was obtained by grumbling about the deficiencies of the Service. Individual hospitals did not have an incentive to improve their efficiency and service because money did not follow the patient.

(ix) Private sector techniques, such as logos and advertising paid by contractors on the opening of new buildings, should be adopted in order to publicise the Service.

(x) It was important that a senior official in the DHSS should be made responsible, as part of the arrangements described by the Secretary of State, for the overall effectiveness of the campaign to present the Government's NHS achievements.

Summing up the discussion, the Prime Minister said that the meeting generally endorsed the approach set out by the Secretary of State in his opening statement and in his minute of 3 July. In developing his presentational strategy, he should take full account of the points made in the discussion, in the Chancellor of the Duchy's letter of 7 July, and in her Chief Press Secretary's note. Especial attention should be paid to effective presentation at regional and district level. She herself would meet regional health authority chairmen, probably in September, to emphasise the importance which the Government attached to their performance, including effective presentation. The Secretary of State should report to her at the end of October on progress made in the presentational campaign.

BF //

I am sending copies of this letter to Andrew Lansley (Office of the Chancellor of the Duchy of Lancaster), Jacob Franklin (Office of the Paymaster General), Murdo Maclean (Chief Whip's Office), Mike O'Connor (Office of the Minister for Health), Michael Stark (Cabinet Office), and to Bernard Ingham and David Willetts here.

*Tansley*

*Nigel Wicks*

N.L. Wicks

Tony Laurance, Esq.,  
Department of Health and Social Security.



10 DOWNING STREET  
LONDON SW1A 2AA

*From the Private Secretary*

11 July 1986

**DUTY MINISTERS IN THE RECESS**

As you know the Prime Minister, at Cabinet on 3 July, asked Departments to let this office know which Minister in their Departments would be on duty at different periods over the Recess.

We agreed that it would be sensible for your office to coordinate the replies, alongside the information you are already gathering from Departments about Ministerial movements during the Recess.

I attach the first return, from DES.

(Mark Addison)

Chris Cloke, Esq.,  
Cabinet Office.

dg

SUBJECT  
cc Master  
ops.

FILE



cc	HTO	MAFF	WPSO	FST
	LCO	DOE	DTM	EST
	HM/T	SO	AGO	MS/HMT
	FLO	WO	COL	ODA
	DES	DTI	CO	MS/DOE
	NIO	WPO	DTN	
	MOA	DOT	WOD	
	JHS	CST	LAD	

10 DOWNING STREET

THE PRIME MINISTER

Personal Minute

No. M/15

MINISTERS IN CHARGE OF DEPARTMENTS

PRESENTATION OF POLICY DURING THE RECESS

At Cabinet last Thursday I asked Ministers in charge of departments to send my office a note of Ministers on duty in their departments each day during August and September. I should also like Ministers to let my office know before the Recess the articles, speeches and other public presentations of policy which they plan to make in the same period. Ministers should have as their objective at least two or three such major statements of policy during this time. Ministers should, in addition, keep in mind the need to act immediately to prevent or meet critical statements by our political opponents, interest groups and lobbies. In this connection, I know that the Secretary of State for Employment and the Paymaster General will be paying special attention to the TUC Conference.

I am sending a copy of this minute to all Ministers in charge of Departments and to Sir Robert Armstrong.

*Margaret Thatcher*

9 July 1986

*da*



DEPARTMENT OF EDUCATION AND SCIENCE

ELIZABETH HOUSE YORK ROAD LONDON SE1 7PH  
TELEPHONE 01-934 9000

FROM THE SECRETARY OF STATE

Mark  
Yes  
N.

Agreed

Other  
I think Cabinet should  
be co-ordinating this.  
Agree?  
MUSA 10/7

Mark Addison  
Private Secretary  
10 Downing Street  
London SW1

9 July 1986

Dear Mark

1. The minutes of the Cabinet meeting of 3 July ask for a note of duty Ministers during August and September.
2. Mr Baker will be duty Minister either in the office or on call in London or Surrey except for 7-19 August, when Mr Dunn will be on call duty Minister, and possibly 20-28 September, when Mr Patten would be duty Minister.
3. As for major announcements during August the Secretary of State plans to launch a draft circular about the pattern of educational provision (Mr Baker's letter to Lord Whitelaw of 30 June) in late July/early August and to say something positive about funding for the polytechnics at the end of August.
4. I shall let you have a more detailed list of educational events in August towards the end of this month.

yours sincerely  
R L Smith

R L SMITH  
Private Secretary





c: Mr Wicks

10 DOWNING STREET

*From the Press Secretary*

LORD PRESIDENT

MIO - TIGHTENING UP PRESENTATION

At MIO last evening, I conveyed to Heads of Information the points made by the Prime Minister in Cabinet last Thursday about the presentation of policy.

I also alerted them to the imminent circulation of a letter from the Prime Minister to Ministers in charge of Departments on the presentational requirements for the Recess.

There was the usual discussion about the need for some central monitoring of radio and television programmes. Neville Taylor (COI) and I emphasised that the conclusion of all previous discussions had been that there was no substitute for Departmental monitoring. A more positive approach was required from Information Divisions.

I then went on to report that I had discussed with you several problems about the operation of MIO and its machinery:

- the poor attendance record of some Heads of Information
- the consistent failure of Departments to meet deadlines. The monthly update of the six-monthly diary was a painful process. A recent effort to take stock at the beginning of July of business expected to be transacted before the Recess had produced only one written return (from Welsh Office) by the deadline; No 10 Press Office, which was more extended than any other press office, had to ring round in order to complete the exercise.

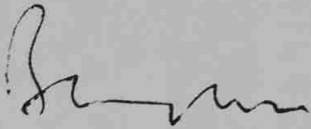
I concluded by saying that you were concerned about these problems. You wished it to be known that you regard MIO as an important part of the Government machine which Heads of Information should take seriously. Requests for information by the Chief Press Secretary were not made lightly and flowed from his need to keep the Prime Minister and yourself informed.

You hoped Heads of Information would in future regard such requests for information as having your endorsement and would observe the deadlines set.



This summary will be printed in the minutes of the meeting.

My intervention evoked an embarrassed and in some cases sulky response. I will keep you posted on the expected improvement.



BERNARD INGHAM  
8 July 1986

PRIME MINISTER

cc: Mr. Ingham  
Mr. Norgrove  
Mr. Willetts

PRESENTING THE NHS

Papers for the meeting are:

- Flag A: Minute by Mr. Fowler. ✓
- Flag B: Bernard's note. ✓
- Flag C: Paper by David Willetts.
- Flag D: A Central Office note (which you have not yet seen)

They contain excellent material.

Those attending are:

- Lord Whitelaw
- Mr. Tebbit
- Mr. Clarke
- Chief Whip?
- Mr. Hayhoe
- Mr. Ingham
- Mr. Willetts

I suggest that the meeting does not discuss the following:

- (i) the new Chairman of the NHS Management Board;
- (ii) the organisation of the NHS;
- (iii) extra money for the NHS.

- Women  
£150  
- heart  
Cancer

I suggest you concentrate on:

- (i) how can we best present the product as it now is -  
the NHS as it is today; and

- (ii) how can we develop the attraction of the product between now and the General Election?

The meeting needs to produce concrete action under (i) and (ii).

You might begin the discussion by asking why, despite all our best efforts, Government policies on the NHS are still receiving a poor press. Possible reasons:

- The NHS is traditionally a weak area for the Conservatives.
- Presentation has been somewhat reactive to criticism, rather than positive.
- Much criticism is about local conditions on which the DHSS centre cannot easily give a quick response.
- The Government faces a fearsome coalition of knockers - from the low paid unions to high paid consultants.

#### Presenting the Product

*Putting patients first*

1. First, we need to decide the theme. Mr. Fowler at Flag A suggests shifting the debate from inputs into the NHS to outputs. Central Office emphasise supplying information of a type which people can relate to their own experience (paragraph 4 of flag D). Is this the right approach? How can it be carried forward in practice?

2. Then, we need to decide the organisation of the campaign. Bernard's note (at Flag B) sets out the elements of an organisation - at national, regional and district level: a task force of administrative and information officers under the Secretary of State's chairmanship. Mr. Fowler, in note 2 of his minute at Flag A, proposes a broadly similar approach with a strategic committee and central unit. Do these approaches provide the right organisation? In particular, are

they sufficient to meet criticism at district level? How do we react to hostile criticism about say, kidney machines in West Yorkshire? Who replies? Do we have to rely on the local, regional and district health authority? How can they be geared up to give the right response? Are they on the Government's side in the sense that they will rebut criticism vigorously; or will they use local criticism as an excuse for asking for extra funds?

3. We should foster corporate spirit of NHS staff so that they are more ready to defend their service. Notes 4 and 5 of Mr. Fowler's minute at Flag A set out some ideas. Paragraph 8 of the Central Office note stresses the importance of getting the NHS professionals (nurses and doctors) on the Government's side, and suggests ways of doing this.

4. We should mobilise the Government's allies outside the service. There are some useful ideas on page 5 of David Willetts' note at Flag C and in the comments at paragraph 9 of the Central Office note.

5. We need to find the issues on which to attack Labour health service policies, on which see page 4 of David Willetts' note at Flag C.

The papers contain many good ideas. If they are to be implemented effectively, DHSS needs to designate a senior official at Under Secretary level to be in charge of the campaign. If responsibility is diffused through DHSS, the impact will be lost.

#### Developing the Product

We need, too, to identify initiatives, within agreed spending plans, over the next 18 months, which will demonstrate the Government's commitment to the NHS. Possibilities referred to in the papers are:

- reductions in waiting lists
- better protection for women
- improvements to London and other inner cities
- and there must be others.

Mr. Fowler needs to develop such initiatives urgently and present them vigorously.

Summing Up

In your summing up of the meeting, you will want to ensure that Mr. Fowler is given firm guidance on presenting better the existing product and developing it over the next 18 months. You should ask him for progress reports in three months' time on what has been done and in six months' time on the effectiveness of the campaign.

N. L. W.

N. L. Wicks

8 July 1986

CONFIDENTIAL

CC BE  
✓  
CC BT



Chancellor of the Duchy of Lancaster

CABINET OFFICE,  
WHITEHALL, LONDON SW1A 2AS

Tel No: 233 3299  
7471

7 July 1986

Nigel Wicks Esq  
Principal Private Secretary to the  
Prime Minister  
No 10 Downing Street  
LONDON  
SW1

*Dear Nigel,*  
**PRESENTATION OF THE NHS**

The minute of 3 July from the Secretary of State for Social Services to the Prime Minister mentioned that the Chancellor of the Duchy would be circulating a note on the Party aspects of presentation.

I have received that note and it is attached to this letter.

I am sending a copy of this letter, and the note, to the private secretaries to the Lord President, the Secretary of State for Social Services, the Paymaster-General, and to Sir Robert Armstrong.

*Yours Sincerely,*  
*Andrew Lansley*

ANDREW LANSLEY  
Private Secretary

ENC

PRESENTING THE N.H.S.

1. We must recognise that the NHS has always been a Labour issue, and is equally so today. It is our weakest ground.
2. Much which is being discussed, eg. a central DHSS unit to combat scare stories on cuts, is vital but reactive. In a reactive posture we will not be able to beat the immensely strong vested interests in the relatively short time before the next election.
3. We must choose our own ground for debating the NHS. For the past seven years, the ground we have chosen has been:
  - increased spending
  - increased number of employees
  - increased pay for employees
  - more capital investment

On their own, these issues are insufficient. They have concentrated on input. The NHS is not a nationalised industry. In most people's eyes it is exclusively a service industry whose success is measured in terms of output rather than input. The closest we have got to discussing the NHS in the terms in which ordinary people use the service is through our discussion of waiting lists.

4. Ordinary people do not measure NHS output in terms of spending or even new hospitals. It is what goes on within those new hospitals which counts (and which very few are aware of). Even with recent improvements in the provision of information by the DHSS, there is still a tendency to concentrate on financial aspects and not enough on human aspects. We need to be supplied with much more information of a type which people can relate to their own experience, eg. is it safer to have my baby in hospital? (infant mortality rates), what will happen to my child if it gets cancer? (improved child cancer recovery rate), what happens if I begin to lose my sight? (cataract operations, etc.), what help can the NHS give childless couples? (test tube conception, etc.). This type of information allows for much more effective publicity.
5. We must identify very clearly the criteria by which we want our NHS record to be judged. We need to take the initiative, and not simply react. Reacting to mischievous stories of cuts is very necessary, but not enough. It will not dispel the myths, only make the discussion less one-sided. We need

to focus debate on our strengths - or those areas which we intend to make strong. We need commitments to the following types of area:

- to ensuring a substantial reduction in waiting lists;
- to finding a cure for AIDS (or some other condition)
- to ensuring no hospital ward is closed where waiting lists for that particular facility are not falling
- to providing a kidney machine for everyone who needs them by, say, 1990.

These items are purely illustrative. The specific contents of the list would depend upon detailed study and future policy commitments. These need not be immediate targets, but could be targets for the next four or five years. They need to be as specific as possible to carry conviction.

6. Wherever possible, information must be provided on a local basis. The NHS is very much a local service, which is why we suffer so much when local facilities close, no matter what the regional or national circumstances may be. The NHS management must be encouraged further (or, as an act of policy, made) to be fully accountable at a local level and to provide appropriate information. We should be in a position to publish annual reports for each region, and publicity material based on each district (particularly in our vital target regions).
7. We must ensure that more positive information is provided by regional or district Health Authorities. However, we cannot seek to blame them too directly for perceived shortcomings. We reorganised the NHS. We appoint the Health Authority members. We provide the resources. After seven years we must try to offer results, not excuses.
8. So long as doctors and nurses are a propaganda force against the Government our message to the public will fall on deaf ears. We must persuade NHS professionals (and through them the general public) that we value their vocation and contribution. This is not just a matter of money (they are being paid more than ever before as it is). We require a specific and concerted campaign (speeches, conferences, direct mail, policy initiatives, etc.) to persuade the professionals that we value their commitment. In support of this the Party can do much to improve the organisation of Conservative doctors and nurses to persuade them to support us openly.



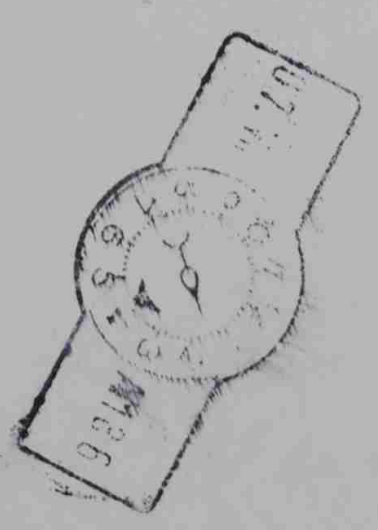
9. There is much industry can do to help. Corporate campaigns by NHS suppliers could highlight improvements in the NHS, eg.:

- celebrating the 100,000 (?) kidney machine to come off the production line (is it British?).
- Local corporate advertising by hospital building contractors to highlight the completion of new hospitals.
- Local competitions, sponsored by building contractors, Rotary Clubs, etc. to name new hospitals/wings, new scanners and other major new capital projects.

10. We must identify the Government, and particularly the Prime Minister, with the improvements in the NHS. "Caring" is best displayed on a personal rather than a corporate level. The Prime Minister in particular has great difficulty with union demonstrators when she visits hospitals. We must look to the non-NUPE solution, eg.

- visit to building sites rather than the completed hospitals.
- Visit to factories manufacturing the kidney machines, scanners, laser equipment, drugs, etc.
- Get the NHS to come to Downing Street, eg. a party for the first 100 test tube babies, a dinner for the first 100 heart transplant survivors, focusing the very extensive charitable work undertaken by the Prime Minister on more specific Health Service functions (eg. a fund-raising dinner for new equipment).

Govt. MACH - Presentation of Policies - Nov '83



PRIME MINISTER

cc Mr. Ingham

Mr. Sherbourne

PRESENTATION OF POLICY DURING THE RECESS

Following this morning's meeting of the Strategy Group, I attach a minute for you to send to Ministers in charge of departments about presentation of policy during the Recess.

You said that you wanted to manuscript on the bottom of the minute something like:

(X) "Please make certain that when you go out into the country you tell local Party organisations, as far as possible in advance, that you are coming and what you are doing".

*I will do this orally*

*N.L.W*

N L WICKS

7 July 1986

SLH/23

*Prime Minister P.M.<sup>3</sup>  
Seen*

*Minute below for*

*the spoke on these lines in Cabinet*

*N.L.W  
8.7*

*Signature. I will put the papers into your Cabinet folder so you can say X to Cabinet or yourself.*

*Mr Tebbit would then like to say something.*

*N.L.W 8.7*

CCB1  
C

PRIME MINISTER

4 July 1986

NHS PRESENTATION

The figures below, taken from a Marplan poll, are a measure of our presentational problems. They demonstrate that people's own experience of the Health Service is much more favourable than their view of the NHS as a whole (last year's results are in brackets). Hostile propaganda has triumphed over experience.

Propaganda: view of NHS in general

	<u>National</u>	<u>London</u>
Extremely or very good opinion	32 (36)	21 (31)
Bad opinion	11 (10)	20 (18)

Experience: views of treatment for members of household

Very satisfied	59 (62)	49 (56)
Dissatisfied	10 (10)	13 (14)

The DHSS paper for your meeting focuses on the mechanics for improving NHS presentation. You may want to range rather more widely and address four key questions:

- i. What are people's worries?
- ii. How should we handle NHS spending?
- iii. What are the issues for challenging Labour?
- iv. Who are our allies?

But you will wish to avoid the tricky questions of NHS management best handled at a separate meeting, and Norman Fowler's additional bids which are for the PESC discussions.

What are people's worries?

The key task is to persuade people that we are providing more and better health care, and that the NHS is getting better. To do this, we have to focus on their particular worries. Polls indicate five crucial worries to which we need to respond:

- i. Cuts. About 75% of the population think we don't spend enough on the NHS. Of course, it's easy to say that there should be more money for everything. That's why it is significant that 50% thought that the extra money should come from cutting other expenditure programmes, and only 20% thought it should come from higher taxes. It's not true that people are prepared to pay more taxes for more health care.
- ii. London. The Health Service is particularly a London problem, although London does rather well for health provision. This is because of the unpopularity of RAWP, and may be because sophisticated Londoners have higher standards. We need to focus on London more.
- iii. Out-patient departments have a much worse reputation than either family doctors or hospital wards. They are

dreadful places, caught between the GP and the hospital consultant. A campaign to brighten them up and improve their management would pay dividends.

- iv. Waiting lists and waiting times are still a very big worry. We have been keen on a campaign for some time, and Norman Fowler is working on proposals.
- v. Lack of attention/unsympathetic staff are another major complaint. That's where we need to show that we stand for better patient care and good behaviour by staff, whereas Labour is too cosy with the public sector unions.

#### Our spending record

The raw figures for spending - up from £7.5bn in 1978-79 to £18.75bn this year - sound impressive. But it would be interesting to hear colleagues' views on how effective they are in speeches and on the doorstep. They have three drawbacks:

- A lot of the money has gone on pay increases, particularly Clegg.
- Normally this Government talks about standards, not money. There is a danger that in health we will talk money, not standards.

- Labour can always outbid us on spending. We need to find ground where they will be on the defensive.

### Attacking the Opposition

Defending our record is not enough. We need to be combative. We need to find issues on which to attack Labour and embarrass them. Here are some examples:

- We are closing hospitals to raise the capital to build modern new ones. Do people really want to be treated in 19th Century workhouses?
- Labour is in hock to the health service unions. We represent consumers; they represent producers.
- We have improved ancillary services by putting them out to competitive tender. Will Labour go back to direct labour organisations?
- We are prepared to get the best deal for patients, even if that means buying treatment from the private sector. Are they against, just because of ideology?
- Money wasted is money that could have been spent on patient care. But Labour doesn't back good management. Labour represents less value for more money.
- We are cutting waiting lists. Labour increased them.

Who are our friends?

We need to identify potential allies and groups under threat from Labour, and get them to come out on our side. Here are some candidates:

- Drugs companies. With the Pharmaceutical Price Regulation Scheme renegotiated we can look to steadier relations with the drug companies. Labour have often threatened to nationalise them. The drug industry is conducting a good TV advertising campaign about the achievements of drugs. Can they widen this to the achievements of health care in this country?
  
- Cleaning and catering companies have a new market because of this Government. Why can't they attack old restrictive practices and show what has been achieved?
  
- On average, every person in this country visits his GP five times a year. Norman Fowler has worked out a good exercise consulting on his proposals for primary care. Can we use that to improve our relations with GPs and get them on our side?
  
- Patients' Associations, Leagues of Hospital Friends, consumer groups all want higher standards for patients. Can we ally with them? How about discussing a draft Patients' Charter with them?



- Health Authority Chairmen are often sympathetic to this Government. District and Regional Managers were appointed under a reform which this Government has masterminded. They will proclaim their local achievements if we give them a real feeling of local responsibility.

These groups need to be won over and encouraged to campaign for the Government. Maybe you yourself could help here with some select dinners or a drinks party at No.10.

*David Willetts*

DAVID WILLETTS



3/7

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 ccbh  
 (B)

PRIME MINISTER

## PRESENTATION OF THE NHS

We are meeting next Wednesday to discuss presentation of the NHS. I attach a note which summarises the action already taken, action in hand and action planned. The note takes account of the points made in Nigel Wicks' letter of 6 June and the note by Bernard Ingham. I shall use my note as the basis for explaining my presentational strategy.

both  
 attached

We have been seeking to shift the debate from inputs into the NHS to outputs. There are a number of themes which we are already emphasising and which we must continue to emphasise:

- the NHS is not only spending more money than ever before but it is making better use of that money by treating more patients than ever before;
- the Government has launched a massive new building programme for hospitals. Over 150 major schemes are being planned, designed or built;
- we have more front-line staff, especially doctors and nurses, than ever before;
- there is a higher quality of care, inside and outside hospitals. More advanced forms of treatment have been introduced. And our review of the primary health care services - the first in 40 years - is focussing on the service provided by doctors, dentists and opticians.

It will be important to reinforce the presentation by policy initiatives. The three areas for priority initiatives, where the

E. R.

service needs are greatest, are:

Waiting lists and waiting times on which I am writing to you.

London and other inner cities where existing services are widely perceived as being under particular pressure.

Better protection for women. We need to underline our commitment to the prevention of disease and promotion of health by improving our screening programmes for breast and cervical cancer.

I also attach an information pack of publicity material on the NHS which will give you a clear idea of what we are currently producing. It includes:

NHS Annual Reports

Primary Care Leaflet

New NHS Leaflet: "The Health Service today"

Examples of regional and district publicity material

Regional profile for West Midlands

My presentational strategy pays particular attention to NHS staff. We must present our case not just to the public but to all those in the service. It is criticisms from within the service that are the most damaging.

I have spoken with Michael Dobbs about the Party aspects of presentation. I understand Norman Tebbit is putting round a note about this.

I am copying this to Willie Whitelaw, Norman Tebbit and Ken Clarke.



N F

} July 1986

11-21

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11 12 1 2 PM '96

PRESENTATION OF THE NHS

A DEVELOPING STRATEGY

5 elements

- \* improved presentational capacity
- \* providing more information about the NHS
- \* initiatives to underline NHS progress
- \* better internal NHS communications
- \* presentational strategy

Messages to get across

NHS is providing a high level of service.

NHS is not breaking down.

NHS is achieving high level of patient satisfaction.

NHS staff are doing an excellent job.

NHS has demand problems

1. Improved presentational capacity

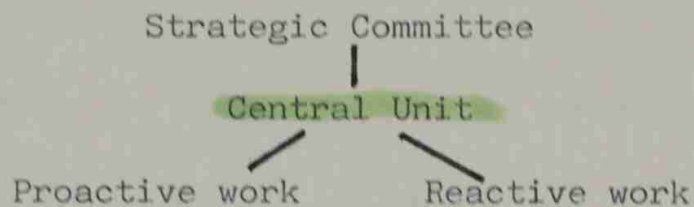
Aim of new capacity * central focus for presentation * ability to respond quickly
--

Action already taken

- \* Daily media monitoring/response system.
- \* Health information officers in COI regional offices

New action

The Department's presentational capacity is being improved by a new central unit which is starting work now. The new organisation will be:



Strategic Committee - chaired by Secretary of State  
 - Monday morning meeting each week  
 - oversees both proactive and reactive work

Proactive work - prepare material for press articles, especially local press  
 - plan approaches to media e.g. for TV programmes  
 - themes, material for speech writing and preemptive Ministerial initiatives  
 - identify geographical areas in need of positive attention e.g. by Ministerial visits, higher local NHS profile.

Reactive work - rapid response meeting of central unit daily chaired by Junior Minister

2. Providing more information about the NHSAim of publications

- \* present information about NHS in most effective way
- \* ensure main facts about the NHS for opinion formers
- \* provide quarry for press articles, speeches etc.

Action already taken(1) Presentation

Ministerial speeches, visits, and interviews.

(2) Publications

- \* April 1986 discussion document on primary health care as focus for Ministerially led meetings round country.
- \* A variety of leaflets.
- \* NHS annual report.
- \* Specialist publications e.g. Chief Medical Officer's reports, statistical reports.
- \* Regional and district publications.

New action(1) DHSS publications

Available now:	Leaflet: The health service today
Available end July:	Pamphlet: "The Changing Health Service" to cover NHS policies and priorities in easy to read and highly illustrated format.
Available end July:	Regional profiles: facts and figures about health care in each of the 14 English regional health authorities.
Available September/ October:	NHS Annual Report

Backed up by better distribution e.g. leaflet dispenser in waiting rooms.

(2) Ready to use material

3. Initiatives to underline NHS progress

Aim of initiatives	<ul style="list-style-type: none"> <li>* <u>Bring home to people what is being achieved and that there is no question of NHS "breaking down".</u></li> <li>* <u>Sharper focus on success stories.</u></li> <li>* <u>Build on recognition of NHS as national service.</u></li> </ul>
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Background

It is not enough just to provide information about the NHS. The impact of the NHS, and its achievements, need to be brought home by focussing on what the NHS is actually doing. This is being tackled in the 4 ways set out below.

Action planned

- |  |   |
|--|---|
| <p>✓ (1) <u>Success stories and best practice:</u></p> | <ul style="list-style-type: none"> <li>- bring together case material</li> <li>- focus on <u>national</u> and <u>local</u> success stories</li> </ul>   |
| <p>(2) <u>Higher profile for NHS</u></p>               | <ul style="list-style-type: none"> <li>- ensure that the Government through the NHS <u>gets the credit for service improvements eg by NHS hospital notice boards about new building programmes.</u> At present no mention of NHS.</li> <li>- introduction of <u>NHS logo</u> to provide easy visual identification of NHS activity and achievements. But to be introduced gradually so that not seen either as producing extra cost at expense of service development or as gimmick.</li> </ul> |
| <p>(3) <u>Assessment of consumer satisfaction</u></p>  | <ul style="list-style-type: none"> <li>- regular <u>6 month surveys of patient response</u>, so that have <u>record of progress</u> and of way service is regarded.</li> <li>- make more use of existing survey material which indicates positive consumer reaction from patients.</li> </ul>   |
| <p>(4) <u>Broader view of NHS</u></p>                  | <ul style="list-style-type: none"> <li>- Make sure this full range of NHS activities are appreciated. In particular:           <ul style="list-style-type: none"> <li>* bring out role of community services especially family doctors.</li> <li>* emphasise extra resources going into community services.</li> </ul> </li> </ul>  |



4. Better internal NHS communications

Aim of initiative	<ul style="list-style-type: none"> <li>* get recognition and support from NHS staff for what is being achieved.</li> <li>* create better staff morale.</li> </ul>
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Background

The task of presenting NHS achievements will be much more difficult if NHS staff do not recognise or accept messages that are being put over.

Remember:

- that 1 million people work for NHS
- the impact of opinion formers in NHS (especially hospital consultants) on media and public perception.

So good internal communications relate directly to an effective overall presentation of the NHS. At present, the vocal professionals are not on the Government's side.

Action in hand

proof copy by  
8 July

management bulletin to go to NHS managers 6 times a year.

by end 1986

research commissioned on best way to approach internal communications.

Action planned

- higher profile for NHS achievements (see Note 3) will help to create better internal morale.
- greater emphasis on recognition of service and staff achievements (see Note 5).
- speech and other material for NHS Regional and District Chairmen and other senior management (see Note 2).

5. Presentational strategy

<u>Main elements</u>	<ul style="list-style-type: none"> <li>* underline achievements by service <u>and</u> staff</li> <li>* emphasise output (more patients treated, more doctors employed) rather than input.</li> <li>* target on opinion formers, <u>inside</u> and <u>outside</u> NHS</li> <li>* realistic line on resources</li> <li>* reinforce by policy initiatives</li> </ul>
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<u>Achievements by service and staff</u>	<ul style="list-style-type: none"> <li>- record since 1979</li> <li>- congratulate staff on how they have made <u>better</u> use of <u>increased</u> resources to <u>improve</u> services. Make clear appreciate they are under pressure</li> <li>- put spotlight on best practice and success stories.</li> </ul>
<u>Emphasise output, not input</u>	<ul style="list-style-type: none"> <li>- put stress on improvements set out in leaflet "The Health Service today" rather than resources.</li> </ul>
<u>Target on opinion formers</u>	<ul style="list-style-type: none"> <li>- inside NHS: consultants</li> <li>- outside NHS: media and Parliament</li> </ul>
<u>Realistic line on resources</u>	<ul style="list-style-type: none"> <li>- underline extra resources that have gone to NHS</li> <li>- <u>acknowledge pressure</u> on resources (especially in Inner London).</li> <li>- make clear that will always be limit to resources</li> <li>- <u>explain reasons</u> for pressure (demography, medical developments, RAWP)</li> </ul>
<u>Policy initiatives</u>	<ul style="list-style-type: none"> <li>- give priority to waiting lists, London and other inner cities and screening programmes for cervical and breast cancer</li> <li>- make clear any extra resources for priority areas are to <u>implement specified improvements</u> not to make life easier. Need to maintain pressure for change and cost improvements.</li> </ul>

Earlier ministerial perspectives

"The quantity and quality of hospital nursing staff in the National Health Service has been steadily and indeed rapidly on the increase during almost the whole of the last decade and a half. So has the number of patients which that staff has attended, so far as that statistic, or indeed any other, can be invoked as a measure of 'output' in this context. If this situation had obtained in any activity not supported by the Chancellor of the Exchequer it would have been regarded as highly satisfactory and the emphasis would have been laid on obtaining still greater results by further improved organisation and techniques. The fact, however, that still greater expenditure of public money would undoubtedly result in a still faster increase of nursing staff constantly diverts the attention of professional and administrative management from its own proper function - that of maximising the return from a given quantity of effort".

Enoch Powell: "Medicine and Politics".

"Mr David Ennals, Secretary of State for Social Services, today vigorously defended the Government's policy of hospital closures as part of a necessary modernisation and improvement. He pointed to the large amount of new hospital building, denied that services to patients have suffered, and warned that forecasts of NHS collapse are motivated by political dislike of the principles of a free health service".

Mr Ennals said it was claimed that the health service was bankrupt. "This is clearly nonsense. The total allocation for this year for the health and personal social services is over £7 billion". He went on "I make no apology for the policy of closing hospitals which are no longer needed. I see no reason why we should preserve relics of the nineteenth century philanthropy which have outlived their useful life. The price of keeping surplus hospitals open is a lower standard of care than we could get by concentrating our hospital services to give a more efficient service to patients".

DHSS Press release: January 24 1978.

PRIME MINISTER

cc: Mr. Ingham  
Mr. Sherbourne

I re-submit Bernard's note so that you can give the Cabinet a pep talk on presentation. Norman Tebbit is, I understand, preparing for the Strategy Group a paper on presentational initiatives for the recess. But the speaking note annexed to Bernard's note does not cut across that.

At the last Strategy Group there was some discussion about the BBC. If I might say so, this should be tackled on two fronts:

- (i) Departments need, as part of their regular monitoring of the electronic media including the BBC, to respond to specific items of misreporting, slanted items etc. They should do this by getting departmental spokesmen to give quick responses, use PPSs to summon up back bench spokesmen etc.
- (ii) CCO should monitor in a systematic way general bias on the BBC. The Chief Whip believes that MPs can help here, but the organisation of the monitoring has to come from CCO.

N.h.W.

N. L. Wicks  
2 July 1986

JALAXX

PRIME MINISTER

CABINET - PRESENTATION

At the first meeting of the Strategy Committee on Monday a number of points arose which you wish to mention at Cabinet. Nigel has asked me to do a speaking note and it is attached at Annex I.

I think you need to make five points.

- the need to step up the momentum of media activity;
- the importance of having a Minister on media duty throughout August and September and the need for No 10 to have details of the rota;
- the need to keep telling a positive story about the Government's achievements during August and September;
- the need to ensure that Government's point of view is heard on radio and television programmes and for Departments to ensure that the Government has every opportunity to reply to criticisms;
- the need for quick reaction to either inaccurate or contentious news items or programmes where no right of reply is offered.

In making those points you should have at the back of your mind the following considerations:

1. The stance of this Government from the beginning is that you have placed the responsibility for putting over Government policies in the particular Department; and that you have expected Ministers and Departments

take every opportunity to make positive use of the media, and especially radio and television.

- ii. It is necessary from time to time to remind Ministers and Departments of the need to be positive in their approach to the media; we now need to take the initiative and keep up the momentum throughout the second half of the year.
- iii. There is relatively more space in newspapers in August and parts of September and every opportunity should be taken to explain Government policy and otherwise positively to capture the headlines.
- iv. Chief Information Officers are in the front line in monitoring programmes, ensuring a quick reaction to controversy and responding to media invitations; they should be left in no doubt of the need to sharpen up the attack. [I will personally follow up your remarks at a meeting with them.]
- v. All of us recognise that sometimes there are tactical reasons why the Government should remain silent but these are few and far between.
- vi. There is a strong case for putting the media right about errors, but we should take care not to press arguments about bias. Alleged bias is best dealt with by a Minister in an interview; to complain about it, without offering someone who will redress it, is usually counter-productive. [NB: In my experience the media, and not least BBC's 'Today' programme, welcome advice, put in a constructive way, about where they have got their facts wrong. This is quite different from moaning subjectively about programmes. I am afraid Mr Tebbit has acquired a reputation with some broadcasters as simply a moaner. This does no

good. Mr Kinnock is doing himself no good either ringing journalists, even allegedly friendly ones, at 7am to complain.)

In short, we need to be positive and active in our approach to the media; clear about the messages we wish to convey; firm but reasonable in demanding the opportunity to reply to allegations and in informing them about errors of fact; but careful to avoid a reputation for moaning.



BERNARD INGHAM

24 June 1986

DRAFT SPEAKING NOTE FOR CABINET

The Government is beginning to do better and the formation of the Strategy Committee has been well received. There is a new feeling around that we really mean business.

We do mean business, but we need to leave people in no doubt about it.

This means that we need to step up and sustain our efforts to put over our case positively in the press and more especially on radio and television.

My entire approach from the beginning has been to put the responsibility for explaining Government policies and measures on to the individual Department and to encourage you to take every opportunity to put over our case. By and large this has worked, though of course from time to time I've tried to inject a new momentum.

I think we need to do two things now:

- to use the time available before the Recess to give the impression of a dynamic Government which knows what it is doing and is getting on with the job for Britain; let us send our Backbench troops away in good heart to put new heart into our supporters
- to use the opportunities which August and September offer, especially by way of newspaper space and air time, to keep the initiative, to force the pace and wherever possible make good positive news.



I would like therefore to ask you to:

- plan a programme of continuing activity in August and September and to draw up a rota of Ministers who will be on positive as well as reactive media duty in those months; my office would like to have a copy of your rota;
- make sure your Chief Information Officers are aware of the need to step up our attack and are monitoring the media - press, radio and television - and are adopting a positive approach to media offers; my Chief Press Secretary will be speaking to them separately on these lines;
- charge your Chief Information Officers with responsibility for preparing a report to enable us to take stock of all our efforts in October.

I should add that I do hope that when the media gets its facts wrong our Press Offices firmly but reasonably draw mistakes to their attention. My office is of course available to help through its twice daily meetings with the political correspondents.

I hope you will back up your staff by offering to put the facts straight in interviews.

If however you feel the media has dealt with an issue unfairly or in a biased way it is essential that we don't just complain; we must offer to give an interview to redress the balance. Otherwise we shall just get a reputation for moaning and that will do us no good at all.

Finally, I feel strongly that fairness requires the media to give us an opportunity to put over our point of view where we are criticised or feel we have been misrepresented and

have not been invited to give our side. We have every right to demand an opportunity to do so and to ensure that the format of the programme allows us to do so.

I have already stepped up my media programme and I propose to keep plugging away. I hope you will do so, too. We have a very good story to tell right across the board.

24 June 1986

PRIME MINISTER

MEETING WITH THE LORD PRESIDENT

The only particular item of business for the meeting is the issue of "Presentation of Government policy" on which Bernard minuted you recently at **Flag A**. When you discussed this with Bernard, one possibility canvassed was providing MIO with a Ministerial Chairman. The Chief Whip was suggested as a candidate. The Lord President's Private Secretary tells me that he is reluctant to see the Chief Whip take on this task and has offered himself to chair MIO once a month. I am not sure what are the reasons for the Lord President's reluctance to see the Chief Whip chair the meeting. Not, I think, amour propre, about the dilution of his function for co-ordinating the presentation of Government policy. Perhaps a feeling that this is not an appropriate job for a Chief Whip and a fear that it might cause difficulties with some colleagues.

The Lord President may reply that he wants to wait a while before giving you his view on the arrangements for chairing MIO until he sees how the Strategy Group is going to develop. Certainly decisions can wait a week or so, but we need to settle before too long the arrangements for MIO.

N.L.W.

ms

(N.L. WICKS)

30 June 1986

DCA.44

CONFIDENTIAL



MTJ

10 DOWNING STREET

From the Principal Private Secretary

26 June 1986

Dear Tony,

PRESENTATION OF THE NHS

I send you a further edition to my letter of 6 June simply in order to copy it and Bernard Ingham's note to the offices of the other Ministers attending the meeting on 9 July.

BF

Yours sincerely  
Nigel Wicks

N.L. Wicks

Tony Laurance Esq  
Department of Health and Social Security

CONFIDENTIAL

JA



10 DOWNING STREET

From the Principal Private Secretary

26 June 1986

*See Tony*

PRESENTATION OF THE NHS

It was agreed at Cabinet on 15 May that:

"There should be a concerted effort, involving all members of the Cabinet, to ensure that the Government's achievements in providing additional resources for the NHS were presented as effectively as possible. There would need to be a strong local dimension to such an exercise. Other areas of Government achievements might benefit from such attention but the immediate concentration should be on the NHS. She would discuss how best to carry this forward with the Lord President, the Chancellor of the Duchy of Lancaster, the Secretary of State for Social Services and the Paymaster General."

The Prime Minister will hold a meeting to discuss this at 1500 hours on Wednesday 9 July to which the Ministers concerned are all invited. As you know, as an aid to the discussion the Prime Minister's Chief Press Secretary, Bernard Ingham, has produced a note on presentation in the NHS. This is attached and will, together with a paper from your Department, be considered at the meeting.

Bernard Ingham's note deals solely with presentational aspects. But the presentational campaign may need to be buttressed by some policy initiatives which reflect the Government's basic political philosophy of choice, standards, and efficiency, etc. Your department has already in hand preparation of an initiative on waiting lists. The old idea of a patient's charter may also be worth further consideration, as could developments to improve the NHS's corporate image, and raise its workforce's morale. You will no doubt have further ideas. But let me emphasise here that I doubt whether the Prime Minister would want the discussion to consider any policy initiatives which would require extra public expenditure. These would be matters for the Survey discussions.

Could I suggest that the agenda for the meeting might include:

- (i) Bernard Ingham's note, together with a note by the DHSS on presentation;
- (ii) an indication of any policy initiatives which might be taken in furtherance of the presentational efforts."

I am sending a copy of this letter to the Private Secretaries to the Lord President, Chancellor of the Duchy of Lancaster, Paymaster General and Sir Robert Armstrong.

*Lucy*  
*Nigel Wicks*

N.L. Wicks

Tony Laurance, Esq.,  
Department of Health and Social Security

PRESENTATION OF THE NHS

There are three vital elements in any campaign to secure political credit for the 24 per cent increase in real NHS resources since 1979:

- to convince the public that the Government really does care about the NHS - ie. that it really is safe in your hands
- to square the national increase in resources with the public's experience locally
- to take on and beat the vested interests who, for a variety of reasons, saddle the Government with blame for each and every NHS ill. {NB: Young and Rubicam tell me that their research shows that a campaign by you to require regional and district health authorities to account for their stewardship would pay dividends; it would demonstrate action and caring.}

But there is the overriding requirement: organisation.

It is relatively easy to mount a campaign by a Government Department to get over at national level particular facts of a certain point of view. That however is only one tier of the sort of campaign now required to remedy the public's perception of the NHS.

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2.

To achieve results in the peculiar circumstances of the NHS we need a three tier effort:

- : national ) corresponding to the NHS's
- : regional or area ) organisational hierarchy
- : district or local)

At each level we need to devise a campaign which is relevant to that level but which:

- contributes to the "killing" of the notion that the NHS is dying from a thousand (Government) cuts
- takes credit for the additional spending within overall priorities
- puts the increased expenditure in the most positive light - eg new accomodation, facilities etc, so demonstrating the Government's commitment to the NHS;
- discredits pressure groups by swiftly and forcefully correcting misinformation and challenging local or regional administrations to account for any apparently wasteful use of resources.

None of this will happen unless the DHSS establishes a special unit, comprising both administrators and information officers, under the Secretary of State's chairmanship.

A precedent, the MOD's successful campaign against a resurgent CND in 1982/83, also included PPSs and myself.

This would be the campaign powerhouse. But one of its most important tasks would be to mobilise regional and local forces to discharge the responsibilities advocated above.

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CONFIDENTIAL

3.

Such a unit would need to be complemented on the political net by CCO, a team of Backbenchers and supporters at regional and local level whose primary function should be to challenge every claim of Government "cuts" and through press, radio and television to call on regional and local administrators to account for their use of the overall increases in resources.

There would be something to be said for a Junior Minister being given direct day to day responsibility for running the campaign to ensure the immediate exploitation of opportunities and the instant rebuttal of falsehoods.

The aim should be to change the public's perception of the Government's stewardship of the NHS if possible by the recess and certainly no later than October - ie before the party conference.

I attach an outline plan of action at Annex I.

BERNARD INGHAM

29 May 1986

OUTLINE PLAN OF ACTION

Objective

To convince the public that the Government:

- believes in the NHS;
- is spending more nationally, regionally and locally on it;
- that the service has improved; and
- that responsibility for the ever more efficient use of increased resources rests with local management.

Machinery

DHSS Ministerially-led task force involving Parliamentary Private Secretaries (representing party interest), also No 10 Press Secretary, COI and territorial departments, reporting to Prime Minister.

Ideas

Using available research, devise campaign which involves:

- standard national brief, including speaking note
- Ministerial speaking, radio, television campaign, drawing on wider resources of Government and Party
- regional speaking briefs relating national increase in resources to regional and local interests
- regionally based Backbench team (on lines of Tom King's which fought 1984 dock strike) with responsibility for replying promptly to local criticisms

- regional monitoring of media by DHSS regional information team (which already exists in COI offices) to ensure fast reaction to local criticisms and positive response to local pressure groups
- exposure of vested interests - eg single issue pressure groups and politically motivated campaigns - with aim of denigrating local achievements in order to secure more resources for their pet scheme
- talking up of morale in NHS; local management's identification with need to present NHS positively, urging them to shout their successes from the roof tops to the local media
- marshalling of local party resources to challenge local criticisms either factually or by calling on local management to justify its use of substantial real increase in resources
- organisation of eminent persons to put over general case of Government of increased resources, to expose the political game going on nationally, regionally and locally - to denigrate the Government's policies; and to fix responsibility for efficient use of increased resources on NHS management.

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cc - Miss Rolleston  
Mr. Norgrove (No-10) } for info

70 WHITEHALL, LONDON SW1A 2AS

01-233 8319

From the Secretary of the Cabinet and Head of the Home Civil Service

Sir Robert Armstrong GCB CVO

Ref. A086/1705

1. NW *to see*

2. Prime Minister 2

13 June 1986

*This is a response  
to a comment you made a few  
weeks ago.*

*DRS  
16/6*

Statements and Briefings on Government Policies for Members of Parliament

The Prime Minister has asked me to remind Permanent Secretaries of the procedure for issuing statements of or briefings on Government policies to Members of Parliament.

As the Chief Whip said in his minute of 29 April to the Lord President and copied to all members of the Cabinet, Ministerial statements of or briefings on Government policies for Members of Parliament should normally be made available, through the offices of the appropriate party Whips' offices or otherwise, to Members of all parties represented in the House of Commons. Statements or briefings issued thus may be typed and reproduced on Government (ie departmental) stationery, using Government facilities and all costs met on departmental votes.

When a statement or briefing is to be made available only to members of the Government party it should normally be typed and reproduced on party stationery and using party facilities and the costs, including those of postage, should not fall to the Department. There may however be some exceptional circumstances where Ministers may wish to use House of Commons stationery for such circulars. This is acceptable provided that the rules issued by the Serjeant at Arms's office are complied with and all arrangements made through that office. (The costs of stationery, photocopying and postage are not met by the House authorities and must be paid for).

/I am sending copies

Sir Peter Middleton KCB

CONFIDENTIAL

CONFIDENTIAL

I am sending copies of this letter to Permanent Secretaries in charge of Departments.

ROBERT ARMSTRONG

CONFIDENTIAL

MR. WICKS

You asked me to allocate 1½ hours  
for an NHS presentation during the  
week beginning Monday 30 June.

The best day that week seems to be  
the Monday itself, between 1530 and  
1700 hours.



Caroline Ryder

13 June 1986

Nygger || Fixed job  
15.30 on Monday  
30 June

Re cabinet 15 May  
on the National  
Health Service. The  
PM asked the Lord  
President, Chancellor  
of the Duchy of Lancaster,  
SS/DHSS and the  
Paymaster General<sup>X</sup> to  
consider how the  
government's achievements  
might be best be  
presented

Graham

↑ Her will  
let me know. 13/6

(X) a cabinet office  
attended RTH of Bruce  
Vaux or John Wiggins



Government Chief Whip

12 Downing Street, London SW1

9 June 1986

PRIME MINISTER

This note briefly sets out my appreciation of the Government's position as we run up to the next Election. It suggests a course of action to maximise our chances of securing a third term.

Analysis

You have emerged from the most difficult and trying 6 months of your 7 years in office firmly in the saddle. You retain command over the British political scene. Your position as leader of the Party and Prime Minister is as secure as ever.

The content - and perhaps more important - the language and tone of your most recent speeches are signalling to the ranks that you are a resolute but responsive leader who has apparently been fortified rather than weakened by your 1985-86 experience.

The opposition parties have failed to exploit their advantage earlier this year. Moreover, the Labour Party had a bad Whitsun with Kinnock selling the immigration pass in India (and criticising his country abroad), and Healey embracing Gorbachev's nuclear offer. And the SDP/Alliance is now in the toils over defence policy - one of our match winners.



In fact the opposition parties have not really dented our armour since 1983; our troubles have largely been self-inflicted. Unfortunately we remain our own worst enemies.

This brings me to our two major problems:

- i. the Cabinet, which sets a bad example to the troops; and, partly for that reason
- ii. the Parliamentary Party which is not yet serious about winning the Election.

The problem with the Cabinet is not so much its leakiness, although that is to be deplored; it is the propensity of members of the Cabinet to campaign semi-privately (and by the same token semi-publicly) for their own personal preferences in policy and measures. It is one thing (and often a good thing) to rehearse the arguments for and against various options; it is entirely another matter to behave as a string of one-man, single-issue pressure groups, without regard to collective responsibility.

This merely serves to give backbenchers and the media the impression that, far from being a united, purposeful Government, we are a bunch of undisciplined politicians in unco-ordinated competition with each other.

Against this background, the Cabinet cannot be surprised if the Parliamentary Party, especially one of current size and exposure at any future election, is nervous, twitchy and niggly. Instead of uniting behind the Government it feels free - and indeed encouraged - to carp and quibble at every turn. Criticism of our action to deal with Dalyell's motion is an immediate case in point.

This in turn has its impact on our supporters in the country and presents a major problem for the chairman of the party and Conservative Central Office.

We have been through two clearly identified periods over the past 7 years - the first in which the media sought in vain for the U-turn and then the bananaskin era. We are now into a third (and so far unidentified) phase: that of the coded message. So introverted have we become as a Parliamentary Party, and so gossipy with it, that journalists are positively encouraged to believe that nothing is to be taken at face value and that everything has a coded meaning. Gossip feeds on gossip and its retailing and interpretation by the media further dismays our supporters in the country. We need, at Government and Party level, to cut off division at source.

#### Remedy

In these circumstances I believe that we need as a Government to demonstrate before and during the recess in preparation for the Party conference our appetite for a third successive General Election victory and our total resolve to secure it.

In this we need to be seen to be marching together as a Government and Party.

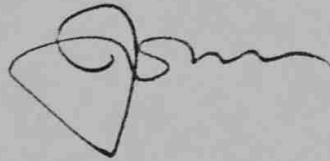
I suggest:

- i. settling once and for all the "Election Cabinet" and Government; making a virtue and strength of the Government's diversity of opinion; it is for consideration whether this should be done immediately before the recess or, as normal, in September;

ii. a meeting of the "Election Cabinet" at which you give the Government its marching orders, including the need for a lead from Cabinet and a requirement to present themselves, both publicly and privately, as a united team which sees winning the next Election not as a narrow political objective but as vital to the national interest;

iii. your chairing of Liaison Committee, say, once a month as a further demonstration of your resolve to gear up for victory at the polls.

I am sure that with this lead from the top there will be a backbench response. My colleagues and I in the Whips Office will certainly strive to secure it, confident that the Parliamentary Party is waiting for a lead.

A handwritten signature in black ink, appearing to be 'J. S. M.', written in a cursive style.A single horizontal line drawn in black ink, extending across the width of the page below the signature.

PRIME MINISTER

MEETING WITH THE LORD PRESIDENT

I think that the Lord President would like a general political chat at this meeting.

The only particular item of business for the meeting is the issue of Presentation of Government policy, on which Bernard minuted you recently, at Flag A. When you discussed this with Bernard, one possibility canvassed was providing MIO with a Ministerial Chairman. The Chief Whip was suggested as a candidate. The Lord President's Private Secretary tells me that he is reluctant to see the Chief Whip take on this task and has offered himself to chair MIO once a month. I am not sure what are the reasons for the Lord President's reluctance to see the Chief Whip <sup>to chair</sup> ~~and~~ have the meeting. Not, I think, amour propre, about the dilution of his function for co-ordinating the presentation of Government policy. Perhaps a feeling that this is not an appropriate job for a Chief Whip and a fear that it might cause difficulties with some colleagues.

On presentation of policy generally, you might want to consider the idea for a systematic campaign to project the Government's policies and attack the Opposition's which was set out in my minute at Flag B.

Relevant to a political chat is the Chief Whip's minute at Flag C, on which I have penned some supplementary comments at Flag D. The Lord President will not be aware of the Chief Whip's minute, but you may like to try out on him some of the ideas in it.

N.L. WICKS

9 JUNE 1986

PERSONAL

BM2AQA

late SR



CC B1  
SS  
BG

10 DOWNING STREET

From the Principal Private Secretary

6 June 1986

Dear Tony,

PRESENTATION OF THE NHS

It was agreed at Cabinet on 15 May that:

"There should be a concerted effort, involving all members of the Cabinet, to ensure that the Government's achievements in providing additional resources for the NHS were presented as effectively as possible. There would need to be a strong local dimension to such an exercise. Other areas of Government achievements might benefit from such attention but the immediate concentration should be on the NHS. She would discuss how best to carry this forward with the Lord President, the Chancellor of the Duchy of Lancaster, the Secretary of State for Social Services and the Paymaster General".

We will will shortly be in touch with you about dates for an early discussion.

As an aid to this discussion, I have asked the Prime Minister's Chief Press Secretary, Bernard Ingham, to produce a note on presentation and the NHS. This is attached and I suggest that it should, together with material from your department, be considered at the meeting.

Bernard Ingham's note deals solely with presentational aspects. But the presentational campaign may need to be buttressed by some policy initiatives which reflect the Government's basic political philosophy of choice, standards, and efficiency, etc. Your department has already in hand preparation of an initiative on waiting lists. The old idea of a patient's charter may also be worth further consideration, as could developments to improve the NHS's corporate image, and raise its workforces morale. You will no doubt have further ideas. But let me emphasise here that I doubt whether the Prime Minister would want the discussion to consider any policy initiatives which would require extra public expenditure. These would be matters for the Survey discussions.

MS2222

SR

Could I suggest that the agenda for the meeting might include:

- (i) Bernard Ingham's note, together with a note by the DHSS on presentation;
- (ii) an indication of any policy initiatives which might be taken in furtherance of the presentational efforts.

Let us have a word about this on the telephone early next week.

*Yours sincerely,*  
*Nigel Wicks*

N L WICKS

Tony Laurance, Esq.,  
Department of Health and Social Security

CEB/OP 1

PERSONAL & CONFIDENTIAL

c: Sir Robert Armstrong

- 1. MR WICKS
- 2. PRIME MINISTER

*Shall we discuss this with B I and R.T.A on Monday?*  
*N.L.W.*  
*Yes*

PRESENTATION

30.5.

In a discussion at Cabinet on May 22 of the presentation of the HM Inspector of Schools report, it was suggested that the practice of Chief Information Officers meeting weekly under the chairmanship of a Minister with responsibility for the coordination of Government presentation should be reinstated.

The Prime Minister, summing up, said that she would consider the best arrangements for achieving this.

This note sets out the background and suggests a way forward.

Background

The machinery for coordinating the presentation of Government policy is as follows:

- Liaison Committee under the chairmanship of the Lord President, comprising Chancellor of the Duchy, Lord Privy Seal, Chief Whip, Robin Harris, Stephen Sherbourne and myself; this meets intermittently on Tuesdays
- MIO under my chairmanship each Monday evening, comprising the Heads of Information of Government Departments; attendance of some Departments, notably Treasury, is poor and the value of the meeting is limited because of a history of leaks in the early years of this Government
- Ad hoc sub-groups of MIO under my chairmanship as required - eg Falklands; economic policy; these can be better value

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2.

- Direct contacts between No 10 and Departments - hourly, but too often an uphill struggle on the part of No 10.

Liaison Committee is a relatively new phenomenon. It was established before the 1983 election, and tends to take a strategic view of presentation. MIO is a long standing official committee over which a Minister, usually a Junior Minister, has presided under both Conservative and Labour Governments.

The appointment of a Junior Minister with responsibility for coordinating the presentation of Government policy ended in 1979 when Sir Angus (now Lord) Maude took charge with a seat in Cabinet. He made it a regular practice to preside over MIO and this was appreciated by most Chief Information Officers.

This practice lapsed with the appointments successively of Francis Pym, John Biffen and Lord Whitelaw as Ministers with coordinating responsibility. Lord Whitelaw has preferred a more informal relationship with MIO.

Analysis

Coordinating the presentation of Government policy and measures is notoriously difficult for various reasons - eg:

- Cabinet government does not operate in a monolithic way to a single Gosplan; the presentation of policies and measures is - and has to be - extensively delegated
- coordination depends crucially on advance knowledge and a willingness inside Government to share that knowledge with the co-ordinator; that willingness fairly accurately reflects the cohesiveness of Government and that has been severely disturbed this year

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PERSONAL & CONFIDENTIAL

3.

- even with the best will in the world, Departments under our semi-autonomous system tend to go their own way and have to be reminded from time to time of the wider interests of Government
- too often Departmental Information Divisions who might otherwise be willing participants in the coordination system are given no chance to consult with No 10 because they are kept in the dark or decisions are taken late in the day without presentational input; the DHSS mortgage interest debacle is a classic example of both.

As I have previously advised, the system has become slack this year and is due for being told to pull its socks up. But the situation is complicated this year by the consequences of Westland, one of which has been a weakening of No 10's authority. It is only slowly being won back.

But before we turn to prescribing for present ills, it is important to be clear about the limits of the coordination system.

As one part of their task, the Minister responsible for coordination, through the Chief Press Secretary, seeks to identify in advance sensitive political issues and to ensure that care is taken over their presentation. They do not normally get involved in detailed drafting of publicity material. Thus the DES press notice (attached) which was the focus for Cabinet discussion on May 22, would not in the typical course of coordination have been submitted to them for clearance.

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4.

This is because responsibility for the presentation of Government policy and measures must rest - and be seen to rest - with the relevant Department. Neither the coordinating Minister nor the Chief Press Secretary is equipped to vet all press notices. There is no substitute for Departmental sensitivity and efficiency.

Against this background the keys to an improvement in the Government's presentational performance are:

1. A much more positive approach by the Government generally to presentation and a determination to take greater care over it.
2. Following on from that, a willingness to share advance information with Chief Information Officers (who have real policy and operational needs to know); secretiveness at the expense of presentation was in part, if not wholly, responsible for the GCHQ and 1985 Review Body presentational disasters.
3. A requirement on Departments to give the coordinating Minister and Chief Press Secretary advance notice, with presentational material, of all sensitive issues; it is only then that the other benefits of coordination - eg timing, orchestration - can flower.

Recommendations

The essential questions are:

1. Does the present coordination system need reform; and if so how?
2. If not, what needs to be done to make the present system work better?

The suggestion at Cabinet on May 22 probably arises from the view circulating in Conservative Central Office that the Chief Press Secretary has for too long been carrying an excessive burden for an official and that this should be eased by the appointment of a Minister who would take a direct interest in MIO. It is recognised that this could not properly fall to the Chancellor of the Duchy of Lancaster as Chairman of the Conservative Party. Consequently, the appointment of a Junior Minister is being canvassed. This is seen by some Ministers as the means by which the Chancellor of the Duchy would effectively control presentation.

I would advise against the appointment of a Junior Minister on the basis of experience. History shows that Junior Ministers in this role exercise little authority. Coordination can effectively be done only with and through the authority of the Prime Minister and, if he or she chooses to delegate that responsibility, then only through a Cabinet Minister without substantial Departmental responsibilities, or one with equivalent standing.

The Prime Minister could directly delegate responsibility to her Chief Press Secretary but that would leave him even more exposed.

Thus, if the Prime Minister lacks the time - as she does - to take direct responsibility for coordination there is a limited number of alternatives to the Lord President, whose advice, support and protection I greatly value, though I know he now feels somewhat removed from the heart of politics.

In practice there are only three:

- Chancellor of the Duchy (Chairman of the Party)

PERSONAL & CONFIDENTIAL

6.

- Lord Privy Seal (has already held the post of coordinator and took no interest in it)
- Chief Whip (who is in a strong position to exercise the necessary control).

You will wish to consider carefully the desirability, in advance of any September reshuffle, of relieving the Lord President of his present responsibilities for coordination in favour of the Chief Whip. The Chief Whip is undoubtedly strategically placed to coordinate presentation and would bring a new and fresh mind to it, but his appointment might generate strains within Government.

It follows from this that I do not believe the present system is in need of substantial reform. But it does need tightening up. We now need as a minimum a note from the Minister responsible for coordination to all Ministers, copied to Chief Information Officers:

- emphasising the first importance of good presentation
- stressing the prime responsibility of Departments for it
- re-stating the requirements of the coordinating system first in identifying with No 10 Press Office sensitive issues and then in preparing the appropriate response (see Questions of Procedure for Ministers)
- requiring Departments systematically to report to No 10 on their presentational problems and opportunities to ensure the most effective timing and orchestration of the presentation of the Government's case
- laying a duty upon Chief Information Officers in person to attend MIO

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PERSONAL & CONFIDENTIAL

- ordering a review by the end of the year of the Government's performance over the next six months.
- 



BERNARD INGHAM

30 May 1986

PERSONAL & CONFIDENTIAL



10 DOWNING STREET

Prime Minister

Wentt Stanley

As Flanders go his  
help in the South  
speed. He will  
like that.

N.C.W.

29.5.86.



10 DOWNING STREET

PRIME MINISTER

---

I am going to put a revised version of the minute below, incorporating comments from Stephen, Brian and Bernard, into your weekend box. But you may like to glance through it now as background to your meeting tonight with Mr. Fowler.

N.L.U.

NLW

29 May 1986

cc: Mr. Ingham  
Professor Griffiths  
Mr. Sherbourne

PRIME MINISTER

EDUCATION AND HEALTH

Besides unemployment, the two major domestic issues at the top of Government's priorities are education and health.

Education

Mr Baker is now busy at DES. You have begun the debate in Government on new initiatives. This needs to be resumed once Mr Baker has surveyed his empire. I suggest you call him in the second half of June to see what he is doing. Agree?

Health

Three headings here:-

- Presentation
- Management and efficiency
- Longer term

Presentation

At the Cabinet on 15 May it was agreed:-

There should be a concerted effort, involving all members of the Cabinet, to ensure that the Government's achievements in providing additional resources for the NHS were presented as effectively as possible. There would need to be a strong local dimension to such an exercise. Other areas of Government achievements might benefit from such attention but the immediate concentration should be on the NHS. She would discuss how best to carry this forward with the Lord President, the Chancellor of the Duchy of Lancaster, the Secretary of State for Social Services and PMG.

I recommend that you have the meeting envisaged at a convenient time next week. Agree?

At the meeting you might raise the following points.



So far the Government has not persuaded people of the real improvements in NHS facilities. Your letter to Mr. Kinnock shows that there is a good story to tell. The numbers of beds, new hospitals, doctors, nurses, etc, are all up. But these "macro" statistics do not yet carry political credibility. Why? Perhaps because people are concerned about what is happening at their hospitals, about hip replacements in their town. We are not getting the good points of that story across. Instead, local difficulties are ruthlessly exploited, often with exaggeration and distortion, by political opponents, single interest groups, NHS trade unions, consultants etc.

So it is absolutely essential that DHSS (and the Scottish and Welsh Offices) concentrate their presentation effort at local level. Have they the organisation to do this? Should there be a special unit to mastermind an action plan? Can more be done to inform backbenchers?

All this assumes that all that is wrong is the presentation of policy, and that the policies themselves do not need development. Is this right?

#### Management and Efficiency

While there have been useful improvements, there is surely more to do to increase NHS efficiency through better value for money. Legislation is required to alter the cumbersome NHS organisation (regional health authorities, etc); difficult before the Election. In any event, we need to ensure that DHSS mobilises all its power to use existing machinery in the drive for efficiency. What should be done here?

Under both the headings Presentation and Management and Efficiency, Mr. Fowler will need extremely careful handling. You want to make him believe that initiatives agreed are a result of his own decision.

Longer Term

Present discontent about the NHS (and education) may be an expression of a more fundamental problem.

The public may be expressing a perfectly legitimate want for a higher standard of health care. In many countries this can be achieved by people spending more of their own money on private health provision. While possible to some extent in the UK (through BUPA, etc), an increase in the supply of private health facility is not really in prospect to the extent required. The only way that most peoples desire for better health care can be achieved is through the NHS; and that, once efficiency savings are made, means more public expenditure. So if the Government is to have a chance of keeping to its public expenditure levels we need to think more about getting private money into the Health (and education) Service.

A big issue here, but one that needs to be tackled. But you may want to leave it until after the Election.

N. L. WICKS

29 May 1986

PRIME MINISTER

THE NHS

The following emerged from a long "non-conversation" with Ken Stowe this afternoon. Throughout Ken Stowe asked me to emphasise that he hoped you would treat what he said with great discretion. He hopes Norman Fowler will explain the issues to you tonight and would not want you to divulge this pre-briefing.

The concept of the NHS Management Board

Ken Stowe believes that the concept of the Management Board, working inside the Department, is a useful and workable one; and he says that Roy Griffiths agrees. Before the establishment of the Board there were, said Ken, 9 different functions exercised by DHSS over the NHS (eg finance, distribution of resources, personnel, pay, capital development, procurement, estate management). These 9 functions had been distributed over 22 locations. But no official above an Assistant Secretary was responsible for any one. Responsibility had been diffuse and management vague. It was only at Permanent Secretary level where responsibilities were brought together. It was clearly impossible for the Permanent Secretary to coordinate each of the 9 functions, particularly as he had many other jobs to do. Hence the concept of the Management Board.

Since the Board was within the Department and the existing statutory framework, it could be presented as offering no threat to the role of Ministers, the Treasury, the Regional Health Authorities and other powerful interests within the NHS. But it enabled the responsibility for each of the 9 functions to be brought together under one of the 9 members of the Board.

Roy Griffiths had recommended that the Board should be drawn from three sources:

- Whitehall, where there was expertise in public finance etc,
- the Health Service, where there was expertise in hospital management,
- the private sector with expertise on efficiency management purchasing etc.

What has gone wrong?

Ken Stowe emphasised that the Management Board has considerable achievement to its credit over the last 18 months or so. But there have been increasing tensions between Victor Paige and Norman Fowler (who had in fact nominated him for the job). It was now clear that Victor Paige had not the faintest idea how a Government Department worked nor of the role and responsibility of Ministers. He wanted to pursue his own ideas, as his own ideas, in his own right rather than as an agent for his Ministers. He wanted to "decide" important policy issues himself rather than recommend them to Ministers who would "decide" them for Paige to implement. This misunderstanding about respective roles was evidenced in the following incidents:

1. There had been a row about membership of the Management Board: Paige had wanted 13 members but there were jobs for only 9.
2. Paige wanted to exert direct authority over the Regional Health Authority Chairmen on his own account, not as agent for the Secretary of State. This had led to tensions between them and the Management Board.
3. Paige had, without authority, given commitments about General Managers pay which would, in some cases, have led to a 40 per cent pay rise for former NHS administrators. Norman Fowler had told him that that was politically impossible and had, with great skill, negotiated the package of increases agreed, along with the Review Body increases, at the last Cabinet. The package had been

successfully welcomed by the General Managers without political fuss.

4. Paige had wanted to invite journalists to attend a Management Board meeting. Norman Fowler had vetoed this on the grounds that it was his job, not Paige's, to present publicly the NHS.

Ken Stowe said that underlying these conflicts was the basic issue "Who is in charge - the Chairman of the Management Board or the Secretary of State?" Ken believes that someone more sensitive to the ways of Government (like Robin Ibbs or John Sparrow) could have avoided the tensions and have worked through the existing machinery. Victor Paige did not have the capacity for that. With a Secretary of State behind them, the Management Board had a lot of power:

- it could distribute cash between the Regional Health Authorities;
- it could appoint a Regional or Area Authority Chairman;
- and it had a statutory power of direction over the authorities which though never used was a useful weapon of influence.

Crucial, however, was trust and confidence between the Chairman and Secretary of State.

#### Personalities

Ken Stowe held Norman Fowler in high esteem. His very considerable political skills had successfully piloted the Government in the last three years through the NHS minefield. But Norman was not good at getting through the business. There were inordinate delays in taking decisions. He could only deal with one thing at a time. Something which Victor Paige had found enormously frustrating.

As for Paige, Ken doubted whether, at 61, he was physically up to the strenuous job of stumping up and down the country

energising NHS management. Ken believed that he was now utterly played out and on the edge of a breakdown. There had been utter astonishment when a day or so ago he had (again) presented his resignation. This was particularly strange after the Department's "victory" at Cabinet when they had achieved, virtually, full implementation of the Review Body recommendations, extra money to pay for them and the General Managers' pay package.

#### Next Steps

Ken believes (hopes?) that Norman Fowler will seek your approval to approach Roy Griffiths to become Chairman of the Management Board. It was essential that the Department should not run into the same problems with Griffiths. That required a very careful definition of the role of the new Chairman of the Management Board. (Ken thought that some evolution of the Management Board on the lines of the Manpower Services Commission might be possible, so as to give the Board more discretion. But this could not be decided before an early appointment of the new Chairman.)

#### What does Norman Fowler hope from this evening's meeting?

Ken Stowe doesn't know what Mr. Fowler will seek tonight. But he hopes that the following may emerge:

1. There will be agreement that Victor Paige should go quickly and cleanly, without recrimination on either side, and with an announcement next Monday or Tuesday.
2. Norman Fowler should be given authority to approach Roy Griffiths. (NB, the Civil Service Commissioners need to be squared if we are to avoid the sort of problems encountered with Levene's appointment).
3. The Press presentation of Paige's departure should be kept as low key as possible. Paige has apparently promised that he will not criticise if he is not criticised. (He has apparently written Norman Fowler a letter with a lot of muddled criticisms which, Ken

thinks, are easily answerable.)

4. Len Peach, Management Board member for personnel (ex-IBM) should be made Acting Chairman until Griffiths (or someone else) is appointed.

N.L.W.

N. L. WICKS

29 May 1986

JALATA

Read by PN.  
PN saw NF alone.  
She told me she had  
spoken in the basis of HRB's  
report. 1, 2, 3 above agreed.  
4 not mentioned to me.

N.L.W

29.5

## PRESENTATION OF THE NHS

There are three vital elements in any campaign to secure political credit for the 24 per cent increase in real NHS resources since 1979:

- to convince the public that the Government really does care about the NHS - ie. that it really is safe in your hands
- to square the national increase in resources with the public's experience locally
- to take on and beat the vested interests who, for a variety of reasons, saddle the Government with blame for each and every NHS ill. {NB: Young and Rubicam tell me that their research shows that a campaign by you to require regional and district health authorities to account for their stewardship would pay dividends; it would demonstrate action and caring.}

But there is the overriding requirement: organisation.

It is relatively easy to mount a campaign by a Government Department to get over at national level particular facts of a certain point of view. That however is only one tier of the sort of campaign now required to remedy the public's perception of the NHS.



CONFIDENTIAL

2.

To achieve results in the peculiar circumstances of the NHS we need a three tier effort:

- : national ) corresponding to the NHS's
- : regional or area ) organisational hierarchy
- : district or local)

At each level we need to devise a campaign which is relevant to that level but which:

- contributes to the "killing" of the notion that the NHS is dying from a thousand (Government) cuts
- takes credit for the additional spending within overall priorities
- puts the increased expenditure in the most positive light - eg new accomodation, facilities etc, so demonstrating the Government's commitment to the NHS;
- discredits pressure groups by swiftly and forcefully correcting misinformation and challenging local or regional administrations to account for any apparently wasteful use of resources.

None of this will happen unless the DHSS establishes a special unit, comprising both administrators and information officers, under the Secretary of State's chairmanship.

A precedent, the MOD's successful campaign against a resurgent CND in 1982/83, also included PPSs and myself.

This would be the campaign powerhouse. But one of its most important tasks would be to mobilise regional and local forces to discharge the responsibilities advocated above.

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3.

Such a unit would need to be complemented on the political net by CCO, a team of Backbenchers and supporters at regional and local level whose primary function should be to challenge every claim of Government "cuts" and through press, radio and television to call on regional and local administrators to account for their use of the overall increases in resources.

There would be something to be said for a Junior Minister being given direct day to day responsibility for running the campaign to ensure the immediate exploitation of opportunities and the instant rebuttal of falsehoods.

The aim should be to change the public's perception of the Government's stewardship of the NHS if possible by the recess and certainly no later than October - ie before the party conference.

I attach an outline plan of action at Annex I.

BERNARD INGHAM

29 May 1986

OUTLINE PLAN OF ACTION

Objective

To convince the public that the Government:

- believes in the NHS;
- is spending more nationally, regionally and locally on it;
- that the service has improved; and
- that responsibility for the ever more efficient use of increased resources rests with local management.

Machinery

DHSS Ministerially-led task force involving Parliamentary Private Secretaries (representing party interest), also No 10 Press Secretary, COI and territorial departments, reporting to Prime Minister.

Ideas

Using available research, devise campaign which involves:

- standard national brief, including speaking note
- Ministerial speaking, radio, television campaign, drawing on wider resources of Government and Party
- regional speaking briefs relating national increase in resources to regional and local interests
- regionally based Backbench team (on lines of Tom King's which fought 1984 dock strike) with responsibility for replying promptly to local criticisms

- regional monitoring of media by DHSS regional information team (which already exists in COI offices) to ensure fast reaction to local criticisms and positive response to local pressure groups
- exposure of vested interests - eg single issue pressure groups and politically motivated campaigns - with aim of denigrating local achievements in order to secure more resources for their pet scheme
- talking up of morale in NHS; local management's identification with need to present NHS positively, urging them to shout their successes from the roof tops to the local media
- marshalling of local party resources to challenge local criticisms either factually or by calling on local management to justify its use of substantial real increase in resources
- organisation of eminent persons to put over general case of Government of increased resources, to expose the political game going on nationally, regionally and locally - to denigrate the Government's policies; and to fix responsibility for efficient use of increased resources on NHS management.

PRIME MINISTER

This note supplements Mr Wicks' minute on the presentational aspects of the NHS problem.

There are three vital elements in any campaign to secure political credit for the 24% increase in real NHS resources since 1979:

- to convince the public that the Government really does care about the NHS - ie that it really is safe in your hands
- to square the national increase in resources with the public's experience locally
- to take on and beat the vested interests who, for a variety of reasons, saddle the Government with blame for each and every NHS ill. [NB: Young and Rubicam tell me that their research shows that a campaign by you to require regional and district health authorities to account for their stewardship would pay dividends; it would demonstrate action and caring.]

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CONFIDENTIAL

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*See*

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29 May 1986

MR WICKS

cc Prof. Griffiths

Mr Ingham

Mr Norgrove

Mr Sherbourne

EDUCATION AND HEALTH

Brian Griffiths has asked me to comment on your draft note to the Prime Minister, as it largely covers health.

Presentation

You are right: it is the local story that matters rather than macro-statistics.

Improved local presentation and better management are closely related. If a local manager cannot promote a junior physio-therapist without clearance from the DHSS, why should he feel responsibility for, and hence pride in, local achievements? Local managers need much more freedom to operate within their fixed budgets.

A  
Presentation is also linked with policy. The Government has not only to improve the presentation, but also to <sup>develop</sup> ~~change~~ the product. Even if the problem is just presentation, the best solution may not be to say that it is, because that looks condescending and complacent. ~~The note~~

~~The attached note~~ <sup>at Play B by David Willetts</sup> on NHS <sup>year</sup> publicity - which <sup>we</sup> have <sup>5</sup> discussed with Mr Tebbit at ~~the Prime Minister's~~ <sup>5</sup> request - sets out some ideas on presentation and policy, <sup>in</sup> ~~in~~ <sup>rather</sup> more detail. <sup>5</sup> ~~rather~~ <sup>5</sup> ~~more~~ <sup>5</sup> ~~detail.~~

A

### Management and Efficiency

I agree with your discussion here so far as it goes. But the problem is not so much new ideas for saving money - any competent DHSS official, or District Manager, could give you half a dozen examples of waste that could be eliminated. The problem is vigorous implementation and follow up.

That raises questions of organisation and personnel:

- i. What exactly does the NHS Management Board do? What authority does it have? What is its output?
- ii. Your minute doesn't mention appointments; but unless there is a strong sense of vigorous management from the centre, the morale of District and Regional Managers will carry on sinking.

### The Long-Term Problem

It is not clear whether or not you endorse the statement that: "The only way that most people's desire for better health care can be achieved is through the NHS; and that, once efficiency savings are made, means more public expenditure". I do not accept it, but it vividly encapsulates the Government's dilemma in both education and health. As we become more affluent, we want more of both these crucial services. Yet in the UK more than in most other advanced countries, the only way to get more is via higher public expenditure, which

undermines the Government's macro-economic stance. People don't so much want more spending on the Health Service as more spending on health: the NHS is just the only vehicle around.

The solution is to enable people to top up with money of their own to buy extra above that provided by the state. This doesn't mean more Etons or their health equivalents whereby you opt out of the state system and start all over again. The articulate middle-classes should remain within the system. Direct-grant schools and their health equivalents need to be reinvented. No government will be able to satisfy the middle class appetite for more health care at an acceptable level of public expenditure. Unless some mechanism is provided within the NHS structure, the London suburbs will by the year 2000 be ringed with private health facilities and the London health service will have gone the way of ILEA.

Your note doesn't refer to the other big long-term issue, best called, I am afraid, the "contractorisation" of health services.

Most Health Authorities don't realise that they are actually carrying out two very different functions:

- i. Disbursing public money so that the people in their District get a free health service.

- ii. Running hospitals and employing the people in them so as directly to provide health care.

These functions can exist completely independently of each other. The Government's initiative on competitive tendering for ancillary services was a useful first step towards acknowledging that what matters is universal free basic health care, not the continued existence of an enormous direct labour organisation. But if it is such a good idea to invite competitive tenders for hospital catering, why don't we have competitive tenders for heart transplant operations? Competitive tenders for medical services need not just involve outside private organisations; public sector hospitals can compete with each other as well. St Thomas's and Guys should be able to compete for GP referrals on the basis of quality and cost. With some more Prime Ministerial pressure, I think there is a real prospect of progress in moving to an "internal market" in the Health Service. It builds on Health Service traditions. The first signs of movement are already there.

### Conclusion

You will not be able to include all these thoughts in your note. The best way to reflect those you agree with might be to shorten the passages at the top of pages 2 and 3 and add more subjects and side headings, notably:

- What are the links between presentation and local management responsibility?

- What policy changes will improve health presentation?
- Are changes needed in DHSS organisation and personnel?
- How can we establish topping up mechanisms so people can buy that little bit extra - even if it is only an à la carte menu in hospital - within the Health Service?
- How can we encourage genuine competition between different public and private providers of health care?

*David Willetts*

DAVID WILLETTS

PRIME MINISTER

14 March 1986

NHS PUBLICITY

NHS publicity is bad because:

- i. People are worried about specific problems affecting their families - will their mother ever get her hip replacement operation; why is their local hospital closing? But we talk in overall statistics which mean nothing.
- ii. The people out in the Districts who want more money think the best way to get it is to moan about government meanness and cuts. The Labour Party is very good at exploiting this.
- iii. Victor Paige has failed to convey any sense that the NHS is "under new management" and boost the morale of his workforce. The Royal College of Nurses' campaign against the Griffiths reforms would have been headed off by a more nimble-footed Manager.

What not to do

Recruiting Saatchis to produce more propaganda about higher spending would be disastrous. Most people I meet are actively put off by the party politicals on the Health Service which make Dr Pangloss look like a manic depressive. People know that one of your proud boasts is that this Government has got

a control on expenditure; so when they hear Ministers claiming credit for more spending, they think it's being said through gritted teeth.

What can be done: five practical proposals

First, we need to campaign on specific Health Service issues which people can identify with and care about, and which don't require more money. You have already got Norman Fowler to agree to a campaign on waiting lists. He is now considering how best to pursue it. Another candidate is a campaign on patients' choice - a Patients' Charter. The message would be that now that this Government is trying to improve Health Service management, people can expect better and more personal care as a result. Norman Fowler could publish a draft 20 point charter (I have prepared a rough example, attached) and say that he wanted to consult doctors to get their agreement to it.

Secondly, statements by Ministers about the Health Service should be more realistic, along the lines of: "Yes, there are difficulties in the Health Service because we need to try to keep up with medical advance and cover the costs of caring for more very old people. But we are doing our best, and things are getting better. There were hardly any hip replacement operations 10 years ago, and now there are 37,000 a year. That isn't enough. But it is many more than the 28,000 when this Government came to power".



Thirdly, the NHS should improve its own corporate image (not the same as party political propaganda). A lot of our problems begin with the NHS' own workforce which is, to say the least, disgruntled. We need to communicate with them and boost their morale. Some Regional Health Authorities are already trying this, and I attach a video tape prepared by Merseyside Region. It only takes about 15 or 20 minutes, and is a very good example of how to get the message across.

Fourthly, you need policy initiatives to show that this Government has its own contribution to make to health care. The fundamental problem is that for most voters the NHS is possibly the only good thing Socialism has ever done for this country. In their bones, they do not believe a Conservative Government cares about the Health Service in the way that a Labour Government does. So you need distinctively Conservative themes for the Health Service. That is why talking about higher spending won't work - especially as in other contexts the Labour Party is always being branded as the high spender. Instead, you focus on the themes of choice, standards, efficiency where people believe that the Conservative Government has more to offer. That is what we are trying to achieve with the draft consultative document on Primary Care. We need a similar agenda for hospitals.

Fifthly, find a rôle for Roy Griffiths who is itching to get to grips with the NHS when he retires from Sainsburys this summer.

*David Willetts*

DAVID WILLETTS

A PATIENTS' CHARTER

To spread best practice in:

- Communication (1-7)
- Choice (8-11)
- Amenities/services (12-17)
- Dignity and comfort (18-20)

Communication

1. Each hospital should issue a simple attractive information leaflet giving information about the amenities available, and a rough map, with which everybody was issued on arrive. There should be a central information point in the main reception area, just as in the better London museums. It need not even be manned by NHS staff, but by local groups of "friends".
2. Each member of staff should have a clear, bright badge giving his/her name and function.
3. Every patient should know how he can call for help in an emergency, and emergency buttons should be easily available around a hospital in toilets, etc. This could save nursing manpower also.
4. Explain to patients in advance what will happen during an operation. Evidence suggests that this reduces

stress, and speeds recovery (ie there is cost-saving here as well).

5. Encourage suggestions from patients.
6. Managers could run quality assurance surveys.
7. Set up local health newspapers to keep people in touch with developments in their District, give information about health prevention and risks, and provide a vehicle for local people to suggest ways of improving health care in their area. These papers can be free and financed from advertising.

#### Choice

8. Manage in-patient waiting lists more efficiently. Waiting lists could be broken down into categories - those who could come in at short notice (eg retired people); and those who need longer notice and better planning (eg working people). Offer a choice of dates for cold surgery well in advance, undertake to stick to the agreed date, and provide an explanation if one can't.
9. The working day of a hospital is planned on the basis that the time of doctors is of infinite value, and that of patients is valueless. That is why out-patient departments grossly overbook early appointments, so the doctor always has a good supply of patients. Change the

system so there is a real choice; appointment times mean something; and offer an explanation if anyone is kept waiting for over an hour.

10. Rearrange the schedule for in patients so they don't all have to be woken at dawn to be washed and scrubbed in time for the consultant's lap of honour. It should be possible to offer a choice of mealtimes and of waking times.
11. Offer patients a wider variety of food, with scope for buying more expensive meals with one's own money.

#### Amenities/Services

12. There should be easy and flexible access to drinks and snacks for patients, visitors and staff at all times.
13. Market or lend a much wider variety of goods and services - toys, books, pyjamas, video films and video recorders. These activities should cover their costs or, indeed, make a profit by the sale of licences or of other hospital services (why can't hospital laundries clean the personal clothes of patients for a small fee?).
14. Promise that any flowers delivered to a hospital will reach the patient within an hour.

15. Make it easier to transmit messages in and out of hospital. Provide more phones, including phones for which the patient is billed at the end of the week, rather than pay phones.
16. Make it easier for the mother to stay in hospital with her child.
17. Provide double beds so the long-term sick and the elderly can have the comfort of sleeping with their spouse.

#### Comfort and Dignity

18. Cut one foot off the height of all NHS reception desks so they are open and accessible, not protective defences against patients.
19. Encourage patients to wear their own clothes. If they need to wear hospital gowns, they should be of good design; the degree of complicated undressing should be minimal; and they should not be expected to hang around in corridors or waiting rooms on public display.
20. Improve patients' links with the outside world by better, more flexible visiting times.

~~N.L.W.~~

CONFIDENTIAL

No comment  
in your minute.  
Also see my note  
on presentation,  
attached

Mr. Ingham —

Mr. Sherbourne

Professor Griffiths

cc: Mr. Norgrove

Jun 29  
/

I want to put the minute below, or something like it, into the Prime Minister's box later this week. Have you any comments on it? Would each of you like to supplement it as follows:

- Mr. Ingham with a note on presentation;
- Mr. Sherbourne with one on the politics;
- Professor Griffiths with a Policy Unit note on organisation and efficiency initiatives?

Could I have comments/contributions by close on Thursday please?

N.L.W.

N. L. WICKS

27 May 1986

CONFIDENTIAL

DRAFT MINUTE TO THE PRIME MINISTER

EDUCATION AND HEALTH

Besides unemployment, the two major domestic issues at the top of Government's priorities are education and health.

Education

Mr Baker is now busy at DES. You have begun the debate in Government on new initiatives. This needs to be resumed once Mr Baker has surveyed his empire. I suggest you call him in the second half of June to see what he is doing. Agree?

Health

Three headings here:-

- Presentation
- Management and efficiency
- Longer term

Presentation

At the Cabinet on 15 May it was agreed:-

There should be a concerted effort, involving all members of the Cabinet, to ensure that the Government's achievements in providing additional resources for the NHS were presented as effectively as possible. There would need to be a strong local dimension to such an exercise. Other areas of Government achievements might benefit from such attention but the immediate concentration should be on the NHS. She would discuss how best to carry this forward with the Lord President, the Chancellor of the Duchy of Lancaster, the Secretary of State for Social Services and PMG."

I recommend that you have the meeting envisaged at a convenient time next week. Agree?

At the meeting you might raise the following points.

So far the Government has not persuaded people of the real improvements in NHS facilities. Your letter to Mr. Kinnock shows that there is a good story to tell. The numbers of beds, new hospitals, doctors, nurses, etc, are all up. But these "macro" statistics do not yet carry political credibility. Why? Perhaps because people are concerned about what is happening at their hospitals, about hip replacements in their town. We are not getting the good points of that story across. Instead, local difficulties are ruthlessly exploited, often with exaggeration and distortion, by political opponents, single interest groups, NHS trade unions, consultants etc.

So it is absolutely essential that DHSS (and the Scottish and Welsh Offices) concentrate their presentation effort at local level. Have they the organisation to do this? Should there be a special unit to mastermind an action plan? Can more be done to inform backbenchers?

All this assumes that all that is wrong is the presentation of policy, and that the policies themselves do not need development. Is this right?

#### Management and Efficiency

While there have been useful improvements, there is surely more to do to increase NHS efficiency through better value for money. Presumably you do not want to alter the cumbersome NHS organisation (area health authorities, etc) before the Election. So you need to ensure that DHSS mobilises all its power to use existing machinery in the drive for efficiency. What should be done here?

Under both the headings Presentation and Management and Efficiency, Mr. Fowler will need extremely careful handling. You want to make him believe that initiatives agreed are a result of his own decision.



Longer Term

Present discontent about the NHS may be an expression of a more fundamental problem. The public may be expressing a perfectly legitimate want for a higher standard of health care. In many countries this can be achieved by people spending more of their own money on private health provision. While possible to some extent in the UK (through BUPA, etc), an increase in the supply of private health facility is not really in prospect to the extent required. The only way that most peoples desire for better health care can be achieved is through the NHS; and that, once efficiency savings are made, means more public expenditure. So if the Government is to have a chance of keeping to its public expenditure levels we need to think more about getting private money into the Health Service. A big issue here, but one that needs to be tackled. But you may want to leave it until after the Election.

DRAFT MINUTE TO THE PRIME MINISTER

cc Mr Ingham  
Pray Mr Griffiths  
Mr Ingham  
Scoborne.

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~~So action on education is in hand. The other problem is health.~~

Health

This has <sup>headings have</sup> three aspects:-

- Presentation
- Management and efficiency
- Longer term

Presentation

At the Cabinet on 15 May it was agreed:-

"There should be a concerted effort, involving all members of the Cabinet, to ensure that the Government's achievements in providing additional resources for the NHS were presented as effectively as possible. There would ~~not~~ <sup>need to</sup> be a strong local dimension to such an exercise. Other areas of Government achievements might benefit from such attention but the immediate concentration should be on the NHS. She would discuss how best to carry this forward with the Lord President, the Chancellor of the Duchy of Lancaster, the Secretary of State for Social Services and PMG."

(check that this sentence is correct)

When you // At the meeting you might raise the following points.

I recommend that you have the meeting envisaged at a convenient time next week. Agree?

So far the Cabinet's discussion reflected the view that the

Government has not so far persuaded people of the real improvements in a <sup>N</sup>HS facilities. <sup>ies</sup> That is why

there is ~~not~~

~~we have not~~ a good story to tell. As your letter

to Mr Kinnock demonstrates, <sup>shows that</sup> the "macro" statistics -

there is a good story to tell.

The numbers of beds, new hospitals, doctors, nurses, etc, <sup>all up</sup> are good, but these macro statistics do not appear to

carry political credibility. Why? Perhaps because

*people are concerned about what is happening*  
~~they inevitably conceal difficulties at the local~~

~~level, hospital closures (often of old inefficient~~

*Instead, local difficulties (hospitals)*  
~~hospitals) local shortages, etc. These are ruthlessly~~

~~exploited, often with exaggeration and distortion at~~

~~local level, by political opponents, single interested~~

~~groups, NHS trade unions, and consultants etc.~~

*at their  
hospital  
will big  
replacements  
in this  
town. We  
are not getting that story across.  
Too often  
the  
Governments  
opponents  
exploit  
local  
problems  
in this*

*the good points of*

*So it is absolutely essential that DHSS (and the Scottish + Welsh*

*Office) concentrate their presentation effort at local*

*level. Have they the organisation to do this? Should*

*there be a special unit to mastermind an action plan?*

*Can more be done to inform backbenchers?*

*development*

All this assumes that all that is wrong is the presentation <sup>and not</sup> policies, <sup>do it and improve</sup> not the policies themselves. Is this right?

~~(NB: the Health Ministers no doubt argue for extra money.) What are the possibilities for new policies?~~

Management and Efficiency

*surely  
that  
there is  
more*

While there have been useful improvements, the drive <sup>can be done to</sup> <sup>in the NHS through better value</sup> ~~for increased efficiency has not really taken off.~~

*for money  
and to  
demonstrate  
that that is  
happening?*

~~What can be done here? Presumably you do not want~~

<sup>to</sup> ~~to alter cumbersome NHS organisation (area health~~

~~authorities, etc) before the election. That means~~

<sup>making sure that</sup> <sup>DHSS</sup> ~~HQ (Alexander Fleming House) uses~~

~~all its power to vitalise existing machinery. What~~

*in the done for  
efficiency.*

*Then you  
need to*

Should be done

shall we do here? Are personnel changes needed?

How should they be accomplished?

Mr Fowler will need extremely careful handling. <sup>You</sup> Ideally, <sup>are</sup> we want <sup>to make</sup> him to think that any changes/as a result of his own initiative.

Longer Term

Many of the presentation and political problems with the NHS arise because it is funded to such a large extent by the taxpayers. This inevitably causes us a problem when we try to keep down public expenditure.

~~The public may be expressing an increasingly legitimate want~~ It may well be that the public want a higher standard of <sup>care</sup>

health facility. In many countries this can be achieved by people spending more of their <sup>own</sup> money on private health provision. While <sup>possibly to some extent</sup> theoretically available

in the UK (through BUPA, etc), an increase in the supply of private health facility is not really in prospect

to the extent required. <sup>the current is</sup> So if we are to have a chance of holding <sup>(as to remain public)</sup> our public expenditure policy, we need to

think more about getting private money into the <sup>(and education)</sup> health services. But you may want to leave that until after the election.

Underlying the current debate <sup>more</sup>

there may be a <sup>long term</sup> fundamental issue.

standards of care, which they would be willing to pay for  
But in our taxpayer funded NHS that

Hence the pressure for more public expenditure on the NHS.

about the NHS (and education)

*Subject a ops  
master*

*file*

*052884*



10 DOWNING STREET

THE PRIME MINISTER

Personal Minute

No. 9/86

THE LORD PRESIDENT

There are well established arrangements whereby Departments clear with other interested Departments the timing of public announcements whether they are made by Parliamentary statement, Parliamentary Question, speech or press notice. An important element in these arrangements is the requirement to check the timing and presentation of an announcement with my Chief Press Secretary so as to ensure that it does not conflict with other announcements. You and the Chancellor of the Duchy of Lancaster should also always be informed, as should the Lord Privy Seal and the Chief Whip where Parliamentary aspects are involved.

It is extremely important that these arrangements are followed scrupulously and it is the responsibility of Ministers in charge of Departments to ensure that they are. Cabinet Ministers should also be ready to warn Cabinet at our regular meetings of imminent announcements of a special sensitivity.

I am sending a copy of this minute to members of the Cabinet, the Chief Whip and to Sir Robert Armstrong.

*Margaret Thatcher*

23 May 1986

*086*

CONFIDENTIAL



file SPW ADZ

10 DOWNING STREET

*From the Principal Private Secretary*

23 May 1986

The Prime Minister has considered your Secretary of State's minute of 19 May about interdepartmental consultation on Government announcements with a bearing on employment matters.

As your Secretary of State will by now have seen, the Prime Minister has written to the Lord President, with copies to all members of the Cabinet reminding them of the great importance of consulting interested departments about the timing of public announcements. She considered including in her minute a specific reference to consultation with your Secretary of State on all Government announcements bearing on employment, on which she fully agrees he needs to be kept most closely informed. But she concluded that specific reference to your Secretary of State's interest (without references to the need to consult, e.g., Foreign and Commonwealth Secretary on announcements affecting foreign relations and the Chancellor of the Exchequer on those affecting public expenditure) would somewhat unbalance the minute. She therefore agrees that your Secretary of State might write to Cabinet colleagues, a little after her minute, to underline the point about the need for consulting his department on all announcements bearing on employment whether the news is good or bad.

The Prime Minister has noted that your Secretary of State will be minuting her about bringing together all responsibility for payments, help, and fraud work for unemployed people into his department.

I am sending a copy of this letter to Joan MacNaughton (Lord President's Office).

(N. L. WICKS)

John Turner, Esq.,  
Department of Employment.

CONFIDENTIAL

Ref. A086/1510

MR WICKS

---

Thank you for your minute of 20 May which I have shown to Sir Robert Armstrong. He would be well content with the draft you propose to submit to the Prime Minister.

*MS*

M C STARK

21 May 1986



GOVT. MACH: Presentation: NOV 83

PRIME MINISTER

Attached is a minute, cleared with Sir Robert Armstrong, for you to send to members of the Cabinet about interdepartmental clearance of announcements. I put it in your Cabinet folder in case you wish to refer to it at Cabinet tomorrow. You may choose not to do so. It would be clear to all that you are implicitly criticising Mr Fowler's handling of the supplementary benefit and mortgage interest announcement. There is every reason for criticism here. But you may think it best simply to despatch the minute which speaks for itself.

Despite Lord Young's suggestion in his minute of 19 May (Flag A) that he should be consulted in advance of all Government announcements bearing on employment, I have not referred to consultations with him specifically in the draft below. Of course, he must be consulted on such announcements (just as the Treasury need to be consulted on announcements affecting expenditure, the FCO on those affecting foreign relations, etc). But to ask for consultation with Lord Young on employments issues and not to the other Ministers in respect of their interests would unbalance the minute.

*Lord Young would be content with this procedure*

I have therefore suggested to Lord Young's Private Secretary that after you have minuted, he should write to Cabinet colleagues underlining the point about the need for consulting his Department on all announcements bearing on employment, whether the news is good or bad.

He also reports that he will be minuting you about bringing together all responsibility for payments, help and fraud work for unemployed people into his Department. No action at this stage.

Minute below for signature.

*N.L.W.*

N L Wicks

21 May 1986

MJ2BYD



SKW  
46

10 DOWNING STREET

*From the Principal Private Secretary*

Mr. Stark  
Cabinet Office

I told you on the telephone that the Prime Minister wished, in the light of the DHSS' failure to consult other Departments and No.10 about the timing of the announcement on supplementary benefits and mortgage interest, to remind Departments of the need to consult all concerned about the timing of announcements. She wishes to do this by sending a minute to Cabinet Ministers to which she may wish to give advance notice at Thursday's Cabinet. I now attach a draft of a minute and should be grateful for any comments which you may have on it before I submit it to the Prime Minister.

(N. L. WICKS)  
20 May 1986

(X)

You and the C DC should also  
always be engaged as should <sup>the</sup> C P S +  
Chry Whip where Parliamentary aspects  
are involved. ☉

MR WICKS

CONFIDENTIAL NOT TO BE COPIED  
COPY NO. 6

# Prime Minister's Engagements

WEDNESDAY 21 MAY

0900	Sir Keith Joseph
0920	Mr. Baker
0940	Mr. Ridley
1000	Mr. Moore
[Later	Mr. Freeman
	Mr. Lamont]
1110- 1130	Meet children from Variety Club of GB watching rehearsal. Hand over keys for sunshine coach.
	Keep free
	Lunch in flat
pm	Keep free
	Keep free for CBI speech: Working supper in flat
2200	2 Line: Vote

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SRWADS

DG 2 BB4



DRAFT MINUTE FROM THE PRIME MINISTER TO MEMBERS OF THE CABINET

The Lord President

There are well established arrangements whereby Departments clear with other interested Departments the timing of public announcements whether they are made by Parliamentary statement, inspired Parliamentary Question, speech or press notice. An important element in these arrangements is the requirement to check the timing and presentation of an announcements with my Chief Press Secretary so as to ensure that it does not conflict with other announcements. The Lord President, as Minister responsible for the overall presentation of Government policy, must also be informed.

(X)

It is extremely important that these arrangements are followed scrupulously and it is the responsibility of Ministers in charge of Departments to ensure that they are. Cabinet Ministers should also be ready to warn Cabinet at our regular meetings of imminent announcements of a special sensitivity.

I am sending a copy of this minute to members of the Cabinet, the Chief Whip and to Sir Robert Armstrong.

*The Lord President*  
*The Lord President*  
*as should*  
*the Council of the Duly of Ministers*

CONFIDENTIAL

CC DW CC NLW



CC SOCIAL SERVICES Review PT4

PRIME MINISTER

As you know, I was very concerned about the timing of the DHSS announcement last Thursday about the change in the treatment of mortgage interest in the payment of supplementary benefit to unemployed people. We suspect that we have a difficult period ahead on unemployment figures for the next few months and we have been doing our best to ensure that unemployment is not the main item on the agenda. We have been doing reasonably well, and although the April figures were the worst since 1981 they were not perceived in that way. The May figures were in fact neutral but because of the coincidence of the British Shipbuilders and British Caledonian redundancies they were perceived as bad. Unfortunately, because the DHSS announcement was made on the same day, we gave the impression that we were uncaring about unemployment and unemployed people and we are now suffering from that.

I do not want to dwell on past events but had I been consulted in advance about the DHSS announcement I would have argued strenuously for postponement even if we had to make sacrifices on other programmes. For the future, we must have a system which will ensure that the Lord President and I are consulted in advance on all Government announcements which could have a bearing on employment, unemployment, or on unemployed people whether the news is good or bad. That would give us the opportunity to co-ordinate and ensure that we get the right message across.

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A second issue which last week's announcement raises again is the relationship between DHSS and my Department which, as you know, causes me concern. Our new Restart programme which will be operating nationally by July, and under which with the present pilots some 15% of those approached are leaving the count, will make it all the more important that we co-ordinate effectively our arrangements for helping unemployed people who need help and at the same time driving off people from the unemployment count who should not be there. I believe strongly that we need to bring together all responsibility for payments, help, and fraud work for unemployed people into my Department and I will be minuting you separately later about this. In the meantime I hope we can institute immediately the new arrangements for clearing announcements with the Lord President and me which I have proposed.

I am sending a copy of this minute to the Lord President.

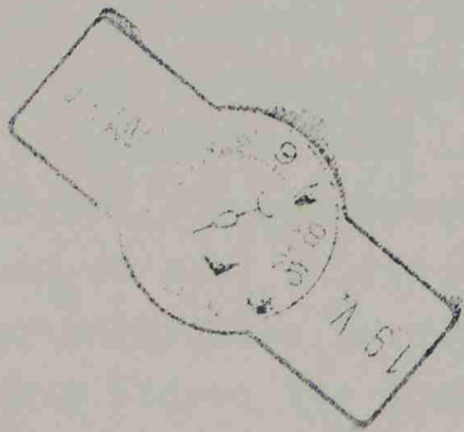
A handwritten signature in black ink, appearing to be "D Y".

D Y

19 May 1986

CONFIDENTIAL





MR WICKS

The attached correspondence is self-explanatory. I think I have dealt satisfactorily with the security problem.

*[Handwritten signature]*

**BERNARD INGHAM**

14 May 1986

8 19/5.  
1. Mrs. Shubone  
✓ to see.

2. CF.

*[Handwritten signature]*

to see + F

NW



10 DOWNING STREET

*From the Press Secretary*

14 May 1986

*Dear Andrew,*

I am sorry for the delay in responding to your letter of April 18. This is because its implications caused me some concern which I have now discussed with you on the telephone.

Essentially, I think your needs will be met by my sending to you our daily press digest plus the note which covers the Monday digest setting out the week ahead and giving a preview of the subsequent week.

As you know, it is important to treat the Prime Minister's movements, and especially her detailed itinerary, on a strictly confidential basis. I trust you will not share any such information with other Departments.

*Yours sincerely*  
*Bernard Ingham*

BERNARD INGHAM

Andrew Lansley Esq

PRIME MINISTER

PRESENTATION - CABINET

You agreed to discuss the paper opposite, but I think it might be useful in advance of any political discussion at Cabinet tomorrow if I were to give you some concrete presentational ideas.

Background

In the wake of the by-election and local elections it is clear that there are a number of strands of uneasiness in the Government and party - eg:

- your style of leadership; your need to appear more "caring"
- tax cuts v. public spending
- presentation not policies at fault.

In fact you do care; in practice we are likely to have both tax cuts and higher public spending in the next 12 months; in truth the main concerns about public spending, policies and presentation are focused upon health and education (as Geoffrey Smith largely confirms in his Times article today).

Way Forward

There are no prizes for changing policies, and certainly not at this stage of the Parliament. But there is much to be said for your being seen to be responding to party concerns while at the same time maintaining the resolute approach.

Consequently, I suggest the following approach:

- assert the general thrust of policy; prudent finance with tax cuts firmly in your sights

CONFIDENTIAL

2.

- take credit for the success of prudent financial policies in permitting for example a 20% increase in real resources for the NHS
- emphasise your determination to maintain and improve the Welfare State (to which the electorate is deeply attached) and to do so in part by getting the resources already applied used more efficiently.

Aim

Your aim should be to change the public's perception of this Government's stewardship of the NHS by the party conference; and of its approach to education by the end of the year.

The Method

There is a well tried and successful means of achieving these objectives: the inter-departmental campaign against CND inroads in 1982-83.

Building on this model, but adapting to different circumstances and personalities, I suggest you should require as a matter of urgency:

1. Require me to produce a plan of campaign involving all media and resources - ie Government and party national, regional and local.
2. Secure the backing of the Lord President, Chancellor of the Duchy and the Chief Whip for that approach.
3. Ask the Secretary of State, DHSS, to implement the plan, as approved, with the aim of achieving discernible results, by the Recess and reporting to you through the Lord President, Chancellor of the Duchy and Chief Whip.

CONFIDENTIAL

4. Suggest Secretary of State, DHSS, forms a special information/administration unit in DHSS to implement this crash programme, directly involving me in it.

We should aim to mount a similar exercise in education in the autumn when the new Secretary of State has settled in.

Outline

A draft outline NHS campaign is attached (Annex I). You will see I have already launched it - in the columns of the Daily Express today (Annex II).

---

*B Ingham*

BERNARD INGHAM

14 May 1986

OUTLINE PLAN OF ACTION

Objective

To convince the public that the Government:

- believes in the NHS;
- is spending more nationally, regionally and locally on it;
- that the service has improved; and
- that responsibility for the ever more efficient use of increased resources rests with local management.

Machinery

DHSS Ministerially-led task force involving Parliamentary Private Secretaries (representing party interest), also No 10 Press Secretary, COI and territorial departments, reporting to Prime Minister through the Lord President, Chancellor of the Duchy and Chief Whip.

Ideas

Using available research, devise campaign which involves:

- standard national brief, including speaking note
- Ministerial speaking, radio, television campaign, drawing on wider resources of Government and Party
- regional speaking briefs relating national increase in resources to regional and local interests
- regionally based Backbench team (on lines of Tom King's which fought 1984 dock strike) with responsibility for replying promptly to local criticisms

- regional monitoring of media by DHSS regional information team (which already exists in COI offices) to ensure fast reaction to local criticisms and positive response to local pressure groups
- exposure of vested interests - eg single issue pressure groups and politically motivated campaigns - with aim of denigrating local achievements in order to secure more resources for their pet scheme
- talking up of morale in NHS; local management's identification with need to present NHS positively, urging them to shout their successes from the roof tops to the local media
- marshalling of local party resources to challenge local criticisms either factually or by calling on local management to justify its use of substantial real increase in resources
- organisation of eminent persons to put over general case of Government of increased resources, to expose the political game going on nationally, regionally and locally - to denigrate the Government's policies; and to fix responsibility for efficient use of increased resources on NHS management.



By **PETER HITCHENS**  
Political Correspondent

# Last of the big spenders!

**B** EING a Tory in Scotland must sometimes feel like taking part in Custer's Last Stand... on the wrong side.

Ringer by the bodies of councillors slain in last Thursday's election massacre, the nervous band of 21 Scottish Tory MPs wait in Perth today for Mrs Thatcher to ride to their rescue with bugles blowing and purse wide open.

But when she speaks to them and the rest of the nation on Friday night she will not bring the high-spending message they want to hear.

There is to be no U-turn, no sudden switch, no postponement of promised tax cuts. Far from it. The Scottish Tories and their brethren south of the border will have to rescue themselves by fighting harder.

There is plenty of ammunition for this fight if the Tories know what to do with it. Some choice bullets were provided by Shadow Chancellor Roy Hattersley, who confessed that Labour will have to have tough spending limits if they come to power.

## BAFFLING

More ammunition is spread across the country in a huge display of new hospitals, bypasses and other gleaming memorials to this Government's record-breaking public spending.

What is baffling Mrs Thatcher and her Ministers is that everyone seems to think there are huge spending cuts when, in fact, no Prime Minister has ever spent so much.

The first real cuts have come not in schools or social services — as you might expect if you listen to Labour propaganda—but in defence. But even they follow years of generous expansion.

In Scotland itself, former Scottish Secretary George Younger quietly kept up a policy of high spending and once threatened resignation to save the Ravenscraig steelworks from closure.

Far from being mean with the voters' cash, the Tories in Scotland have spent generously. Their reward—Wets, please note—has been a thrashing at the polls.

Of course, there have been other problems in Scotland, especially the huge rises in



Maggie: Lacks conviction

rates. But though these were made possible by the Tory Government, they were made necessary by the extravagance of Left-wing Labour councils.

Scotland aside, Mrs Thatcher has begun to realise that she simply has not been unscrupulous enough in telling people about her generosity.

## COYNESS

Because she came to power pledged to squeeze the public sector, she is still embarrassed about how much she has spent. She still cannot brag about it with conviction.

Some of her close advisers think the time has come to put an end to this coyness. They are telling her the Government could take a leaf

But believe it or not, Maggie is too coy to let you know

authority is battling to allocate its money, it is always the children's wards, the kidney machines and heart units that have to go—almost never inflated office staff, car perks or phone bills.

The military can be just as shameless. Serious defence cuts always seem to mean the abolition of an historic and much loved regiment, or the scrapping of half the Navy's surface fleet.

People are inclined to take this sort of thing at face value and it will need true professionals to fight it.

## VALUE

It will also need true professionals in the health service, the education system, and the Transport Ministry to make sure the money gets to the place it is meant for—the hospital ward, the classroom, the railway station, and the road. Instead of the bureaucracy.

Of course, that is one of the main reasons why Mrs Thatcher does not much like taking money from the people and pouring it into public services. You pour cash in and, eventually, some of it trickles through to the right end.

But first, at Perth, she is planning to let the nation know of the mighty resources now being thrust into the things that people value most.

There is no need for it to be her last stand.

out of ex-GLC leader, Ken Livingstone's book and publicise its achievements.

For instance, the building sites of new hospitals could carry bill boards declaring: "Another major hospital in the Government's programme for rebuilding Britain's health service."

She and Party chairman Norman Tebbit, also have to fight the astute professional pressure group campaigns which keep up an endless clamour for more spending on every corner of the State empire.

Their tactic is brilliant, simple and totally effective. If ever there is a row about cash—and there always is—they find the most heart-rending item on the budget and announce it will be axed.

Whenever a health-

PRIME MINISTER

PRESENTATION POST BY-ELECTIONS

This note may be helpful in considering what needs to be done after Thursday's elections to improve the Government's performance and how it is perceived by the electorate.

First, a comforting note. In my view the Government did not do at all badly considering:

- the self inflicted wound of Westland;
- the Westland consequentials of BL/GM and Shops Bill;
- the acutely difficult decision, against a background of anti-Americanism, of Libya; and
- Chernobyl which inevitably created unease.

To put the matter further in perspective: Labour did badly in the by-elections and the local elections are by no means unalloyed joy for any party.

The more objective political commentators would agree with this. Equally, they would say the situation needs watching.

In their terms, the Government would be in a stronger position if it stopped gossiping, and not least if it stopped gossiping about your allegedly strained relations with Norman Tebbit; and if a means were found of steadying the Backbenchers. They also claim that the Labour Party is now more efficient under Kinnock/Whitty than Conservative Central Office. This may or may not be so, but whether it is or not that is the current perception, and perceptions count.

There is probably nothing that cannot be put right by a run of success. But if that run of success is to be achieved we need to work for it.

I believe the following things need to be done in Government:

- first, we need a general appreciation that perception counts - and counts for a great deal; and consequently, that more attention should be paid to presentation. Presentational socks need pulling up. The machine is too slack
- second, we need to identify liabilities and take the greatest care over their presentation. We should start with the presentation of the pay review bodies (which I have not yet seen) and plan the most positive presentation of the Government's decisions
- third, the Government needs to remind people:
  - what it came to office 7 years ago to do;
  - how much it has so far achieved;
  - what still needs to be done; and above all
  - why none of the achievements can be taken for granted and why they could so easily be thrown away.

If this is to be done you need to think in terms of an early speech on these lines - the CBI would be an ideal platform. I believe that one of the problems at the moment is the extent to which so many people - and perhaps especially industry - are taking your economic achievements for granted

- fourth, the major outstanding issues are unemployment, education, NHS and law and order. In one case - NHS - the problem is very largely presentational: convincing

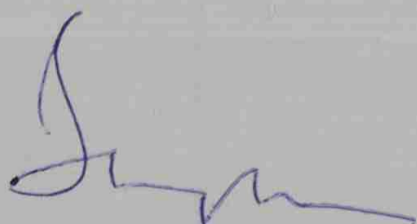
the public that the Government has increased resources rather than cut the service to ribbons, as the Opposition claims. This needs a campaign pitched at national, regional and local level. But such a campaign needs planning. I believe that we need to mount an assault on this problem in much the same single-minded way that we so successfully tackled the CND campaign in 1982-83.

All the action proposed above is designed to convince the public that the Government knows what it is doing, is in command, and knows where it is going.

If there is a liability at the moment it is the impression abroad that the Government is too much at the mercy of events. You need to be seen to be imposing your will on things. All four action points above would create the impression that this is being done.

You may care to discuss.

Yes no



BERNARD INGHAM

9 May 1986

→ Mr Sheehy

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B. C. & B. / C. P.  
C. G. / U. P.

I could now get  
the PM to espouse this. I still think

PRIME MINISTER

something of these lines

cc MR. INGHAM

worthwhile.

STEPPING UP THE MOMENTUM

N.L.W. 19-8

Now that Westlands is fast fading into history, it is worth thinking about a systematic campaign to project the Government's policies and attack the Opposition's. This could be effected by:

First. Tell every Cabinet Minister, and junior Ministers too, to set out systematically, by speeches and by whatever other occasion they can contrive, their Department's achievements and plans for the next year or so, in a way which concentrates on the Government's strong ground (and not on the negative reacting to Opposition comments).

Second. Detail off specified Ministers to give special attention to particular topics in their speeches.

For example:

MESSENGER

MESSAGE

You

The strategic successes, themes for the future, vision

Mr Lawson and Lord Young

Popular Capitalism, Enterprise, Privatisation

Mr Macgregor

The Government's record of fiscal responsibility (contrasted with Labour's plans)

Mr Hurd and Mr Biffen

Nailing the Alliance

Mr Fowler, Mr Clark, Mr Baker

Promulgation of the Government's record on

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public investment and  
expenditure (but with  
no hints)

Mr Tebbit

Labour "bashing" with  
special reference to Trade  
Unions, law and order.

You may have a better cast list and a different set of topics.  
But the important point is that the messages are identified  
and the messengers deputed to carry them.

None of this will happen without organisation, machinery and  
drive. The machinery already exists in the Liaison Committee  
which brings together the three vital Ministers, the Lord  
President, Chancellor of the Duchy and the Chief Whip.

If you agree, you might ask the Lord President to put this in  
hand. One tactical question to decide is whether to step up  
the campaign before or after the Fulham by-election.

N.L.W.

N.L.WICKS  
5 March 1986

*One Minute*  
*see below Bernard's*  
*comments, which I agree*  
*with.*

*N.L.W.*  
*6.3*

CAJACV



010

See by MEA 30/4

Government Chief Whip  
12 Downing Street, London SW1

29 April 1986

*Dear Whip,*

CIRCULARS FROM MINISTERS RELATING TO GOVERNMENT POLICY

There have been a number of occasions recently when Ministers have circulated letters or documents to Members of Parliament setting out and explaining particular aspects of Government policy. There appears to be some confusion about the procedure which should be followed when issuing such circulars particularly in relation to where the costs should fall: the rules governing the use of House of Commons or departmental stationery in this respect are quite clear. This note summarises the position.

If a Member of Parliament, including a Minister, wishes to send out circulars he is obliged to purchase original House of Commons stationery or photocopy it at his own expense. There is clearly no requirement to use House of Commons stationery for a circular which is setting out Government policy as this is a proper charge to public funds. I assume that when this has happened it has been done because the circular was being sent only to Conservative Members. Statements of this Government's policy are not and should not be for the exclusive information of our own Members. There is much to be said for sending such statements of policy to all opposition parties.

It follows that as a rule, and within the rules relating to the use of House of Commons stationery and departmental stationery, circulars setting out the Government's policy should be sent on departmental paper and copies should also be circulated to opposition parties, normally through their Whips' offices. The Government Whips will always be prepared to give advice on these matters.

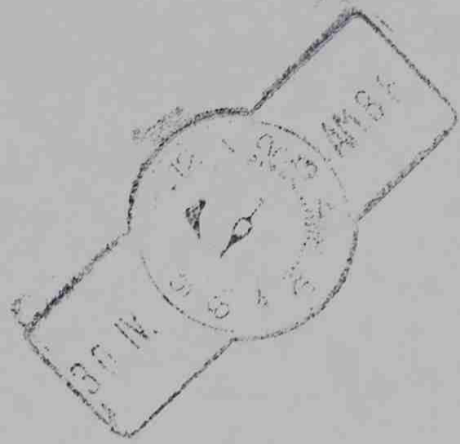
In this regard, unbelievably, a number of the Whips have told me that there remains confusion in the minds of some senior Civil Servants and in Private Offices as to the position of the Government Whips. I regret having to ask but I would be most grateful if you would ensure that all those in Departments who need to know, are aware that the Whips are full Ministers within the Government with all that implies.

I am copying this to the Prime Minister, Members of the Cabinet and to Sir Robert Armstrong.

*John Wakeham*  
*John*

J WAKEHAM

The Rt Hon Viscount Whitelaw PC CH MC





Circular

c: Mr Coe

MR WICKS

This has security implications and you will wish to consider on Monday.

We must confine information about the Prime Minister to Mr Tebbit's office.

Could you advise me how to reply?

Mr Sherbourne

9/5.

I am not sure what has happened to this?

Jim Coe.

*[Handwritten signature]*

BERNARD INGHAM  
18 April 1986

B Ingham

Let us have a word. I would understand the objectives and the mechanics of his proposal.

N. h. W.

18.4.



Chancellor of the Duchy of Lancaster

CABINET OFFICE,  
WHITEHALL, LONDON SW1A 2AS

Tel No: 233 3299  
7471

18 April 1986

Bernard Ingham Esq  
Press Secretary  
No 10 Downing Street  
LONDON  
SW1

*Dear Bernard,*

Following the Lord President's letter to Cabinet colleagues concerning ways in which planning and coordination of Ministers activities can be improved, I am writing to offer some guidelines as to the way in which it would be most helpful for your office to respond concerning notification to this office of the Prime Minister's engagements.

I hope that we can so arrange this that it constitutes as little of an extra burden to private offices as possible. In response, I also hope that it will mean that we can offer a service to other offices in giving forewarning of when a number of Ministers will be at similar engagements, or in the same area, or speaking on the same subjects. It should also afford the opportunity on occasions to assist Department's policy and presentational efforts, by identifying when Ministers in other Departments are in a position to assist in projecting a particular policy.

In the first instance, I believe that we should establish a system only in respect of members of Cabinet, the Chief Whip and the Minister of State at the Privy Council. We may find later that we should extend it to other Ministers.

The basic information we seek is that each office should, at frequent intervals, give us details of the visits, speeches, major media events and policy statements that are planned for the Prime Minister.

It will be helpful if each time that list is given it should also show which such engagements have been deleted.

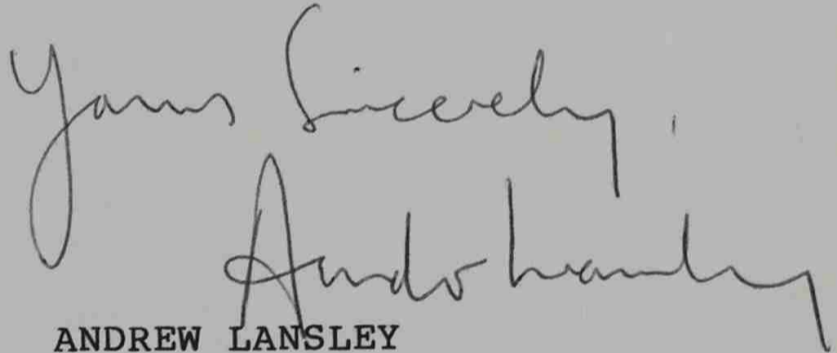
The details in respect of each engagement should at least include date, nature of engagement, location, organisation involved and, if appropriate, the policy subject of the visit, speech, statement etc. Obviously, further relevant information can also be added.

I do not think that we should exclude major statements to the House, since in some cases these will have an effect upon Ministers undertaking other engagements.

In response, we will try to identify and alert offices to potential clashes or opportunities arising from cross-referring between these engagements. We intend also to be able to provide Departments, on request with summaries of those engagements taking place in a particular location or on a particular day, which may help in deciding whether an invitation should be accepted. We will aim to provide aggregated summaries of the total effort devoted to particular regions or subjects. We can also consider other applications at the request of Departments, subject to our capacity to process them.

You will appreciate that our effectiveness will be directly proportional to the quality, regularity and comprehensiveness of the information given to us. I should add that we are taking steps to protect the confidentiality of the information supplied to us, and we can attach particular protection to any items, at your request.

I should be most grateful for your assistance in arranging for the necessary information to be supplied from your office. I hope that we can set this up in a way that offers a service of real use. Any comments you have to help us in this would be appreciated.

Yours Sincerely,  


ANDREW LANSLEY  
Private Secretary

CC BG  
BJ



PRIVY COUNCIL OFFICE  
WHITEHALL, LONDON SW1A 2AT

Pamie Printer 2

9 April 1986

DS  
9/4

Dear Pamie

I am grateful to you and those colleagues who responded to my letter of 2 October last year seeking support in improving further the presentation of the Government's policies. I now wish to summarise the main conclusions drawn from our experience over the last few months.

There are, I think, three main points:

- A need to improve planning and co-ordination: Close liaison can do much to avoid clashes between Ministerial visits and to maximise the publicity given to various Ministerial activities. We believe that this may best be encouraged if colleagues' private offices were, as a matter of course, to notify the Chancellor of the Duchy's private office of forthcoming announcements, major visits by Ministers, policy statements and major speaking engagements. That office can then try to make colleagues aware of potential clashes, or of opportunities to use speeches, visits etc to promote policies, even if they go across departmental boundaries.
- Handling radio and television: There are complaints from our supporters that not every opportunity is taken to put over the Government's case. I hope we can all encourage the kind of positive approach to radio and television which questions not why a Minister should appear but why he should not.
- News magazine-type programmes: I am struck by how little use is apparently made of such programmes as Jimmy Young and Women's Hour, both of which have very large audiences. I wonder whether we should not adopt a more positive approach to invitations for such programmes.

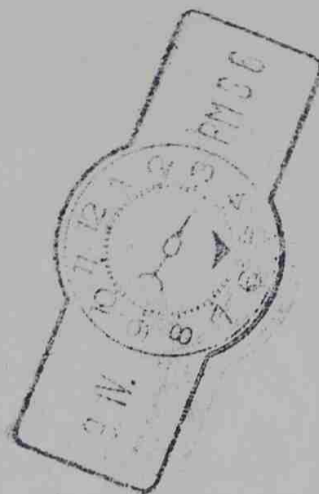
Finally, could I renew my appeal for the greatest possible use of local radio to get over the Government's message?

I am sending a copy of this letter to Cabinet colleagues and to Richard Luce.

Man  
Wittin

The Rt Hon Lord Hailsham of St Marylebone CH

Econ Pol: Strabey  
PC-27





file- MT

10 DOWNING STREET

From the Principal Private Secretary

24 March 1986

Dear Joan,

The Easter season sees a number of important conferences and other events during which there may be criticism of Government policy. The Prime Minister believes it highly important for each Department to have a Minister immediately available to rebut any such criticism and to promulgate strong points in the Government's record. The Prime Minister knows that all Departments will have made arrangements for there to be a Minister on duty over Easter and during the following week to deal with these presentational and the policy issues as they arise, but she would be grateful if each Cabinet Minister could pay particular attention to ensuring that the appropriate arrangements are made.

I am sending a copy of this letter to the Private Secretaries to members of Cabinet, the Chief Whip and Sir Robert Armstrong.

*Yours sincerely*  
Nigel Wicks

N.L. Wicks

Miss Joan MacNaughton  
Lord President's Office

PRIME MINISTER

I have written the attached letter to the Private Secretaries to Cabinet Ministers to pass on your request that there should always be a duty Minister available over Easter. You might like to reinforce this message at the beginning of Cabinet tomorrow.

N.L.W.

hulya

N.L. Wicks

24 March 1986



10 DOWNING STREET

Pme Nimble

This might  
be worth mentioning  
at the colleagues'  
meeting at 12.15 pm  
on Monday.

N. G. W.

7.3



*Pine Point*  
CC BLP ✓  
MR WICKS

STEPPING UP THE MOMENTUM

I have the following comments on what I think is a good idea, provided it is a systematic campaign (which is notoriously difficult to sustain).

1. We ought to make sure that a speaking note for each Department is produced in Written Answer form.
2. I would have thought Nicholas Ridley would be usefully employed on popular capitalism, enterprise and privatisation.
3. You might add the Foreign Secretary to the list of those nailing the Alliance.
4. Messrs Fowler, Clark, Baker and Rifkind might deal with investment and expenditure, heavily accented on caring.
5. I firmly believe the Government misses many tricks in refusing to sing its song of success in foreign and EC policy, difficult though CAP is in farming communities.
6. At the last election Defence was a sure fire loser for Labour - I am sure George Younger should from time to time extol the virtues of the Government's defence policy; it seems to me important that a rounded projection of the Government's policies should take place and defence is a strong point.

Organisation, as ever, remains the key, given the political will. The machinery exists in the Liaison Committee and I am sure the Lord President, the Chancellor of the Duchy of Lancaster and the Chief Whip would wish to retain control. But the only Secretariat is me and there is no slack in the Press Office.

*Bernard Ingham*

BERNARD INGHAM  
6 March 1986

PERSONAL & CONFIDENTIAL

cc: Lord Privy Seal  
Chancellor of the Duchy  
of Lancaster  
Chief Whip  
Mr Wicks

LORD PRESIDENT

IMPROVING PRESENTATION

You wrote on October 2 last year to Cabinet colleagues seeking their support in improving the presentation of the Government's policies. The text of the letter is at Annex I.

You made three points:

- you would work closely with the Chancellor of the Duchy to try to ensure that presentationally Government and party marched positively in step
- the Government should conduct the public debate on ground of its choosing - ie to retain the initiative, which requires planning
- the widest possible use of radio and television, and not least local radio; and to bear in mind breakfast television.

You asked for a return by mid-December on each Department's broadcasting effort, including how many times their offers were refused by the broadcasting authorities.

These returns have been extremely slow in spite of persistent reminders and we have not received any from Transport (where there was a change of Chief Information Officer), DHSS, Scottish Office and Northern Ireland Office.

To summarise Departments' experiences:

- there is a general satisfaction among Departments with their access to the media
- all agree on the need to plan presentation and some have been stimulated to make fresh efforts
- there is some evidence of a need for better co-ordination between Government and CCO on bids by broadcasters for interviews with Ministers
- DES was alone in refusing bids, but these refusals were in part tactical to try to deny the NUT a platform
- television is the least trustworthy medium in terms of adhering to agreements entered into with Press Officers in advance of Ministerial interviews, and breakfast television is regarded particularly warily
- BBC Radio 4's 'Today' programme is generally felt to offer best value for the expenditure of Ministerial time because of its professionalism, its high and heavyweight audience rating and its "knock on" effect on the press
- there seems to be surprisingly little recourse to the Jimmy Young Show or Women's Hour, both of which have extremely high ratings
- our analysis suggests still more could be made of local radio.

The returns do not permit any satisfactory assessment of the extent to which Ministers cultivate the national and

3.

interviews. Nor is it possible to assess the extent to which the trade press is cultivated.

You will wish to consider with colleagues:

- i. whether to repeat this exercise in June for analysis and consideration before the Summer Recess;
- ii. if so, whether to extend the scope of the information sought to cover the media relations mentioned in the previous paragraph;
- iii. or, alternatively, whether to regard the October survey as a one-off exercise, and instead from time to time exhort members of the Government not to forget particular aspects of the media - for example, local radio.



BERNARD INGHAM  
4 March 1986

PRIVY COUNCIL OFFICE  
WHITEHALL LONDON SW1A 2AT

2 October 1985

*Dear Quintin*

I am writing to you, after discussions with the Prime Minister and the Chancellor of the Duchy of Lancaster, to seek your support in further improving the presentation of the Government's policies.

I believe we have made some progress in the course of 1985 and I am grateful to you all for your contribution and that of your team of Ministers. But it is clear that we can - and need to - do more.

The measures which I outline below will, I am sure, help to achieve greater impact for our policies both within the party and in the country as a whole.

First, I shall be working very closely with the Chancellor of the Duchy of Lancaster to try to ensure that presentationally the Government and party march positively in step. Both Norman Tebbit and I would greatly appreciate the earliest warning of presentational opportunities and likely problems.

Second, I am anxious that we should do much more to have the agenda of political debate set and conducted on ground of our choosing, and largely in our terms, rather than simply react to criticism. This means not only getting the presentation right first time round when an announcement is made, but making sure that in subsequently carrying the message to the people our opponents remain on the defensive. We all feel we must not allow issues to fester. But we must also try to make the presentational running - to decide the ground on which we fight and force our opponents to react. This requires planning. Norman and I are always ready to discuss with colleagues how this is best to be achieved.

Third, I have, as you know, tried to encourage the widest possible use of radio and television, not least of local radio. Reports from colleagues suggest that our effort has been stepped up with the help of Backbenchers, but our supporters would clearly like more. I very much hope that you and your Ministerial team will give the closest attention to both early morning radio and breakfast television. The latter now has an audience of 2.5m. Breakfast broadcasting therefore offers us a real opportunity.

Finally, if we are to get a clear indication of the results of our collective effort, we need to know how each Ministry has got on. It would therefore be helpful to know by mid-December the details of your team's broadcasting effort (both radio and television) and in particular how many times you offered interviews and were refused them by the broadcasters. This should enable us to take stock of what further initiatives, if any, we need to take.

I am writing in similar terms to all our Cabinet colleagues.

*Yours truly.*

*Willie*

The Rt Hon Lord Hailsham of St Marylebone

~~CBG~~



DEPARTMENT OF TRADE AND INDUSTRY  
1-19 VICTORIA STREET  
LONDON SW1H 0ET  
Telephone (Direct dialling) 01-215 5422  
GTN 215) .....  
(Switchboard) 01-215 7877

Secretary of State for Trade and Industry

*ms*

25 February 1986

~~CB~~

Viscount Whitelaw PC CH MC  
Lord President of the Council  
Privy Council Office  
Whitehall  
LONDON  
SW1A 2AT

Prime Minister <sup>4</sup> ~~of BBA~~

To see the tables attached.

*ms* DRF  
26/2

*Dear Willie*

*pt 26 below.*

You wrote to Leon Brittan on 2 October, emphasising the need for improved policy presentation, and, in particular, asking us to record details of our broadcasting effort. I am sorry for the delay in replying. I attach a detailed log of our effort over the period to mid-January. I should perhaps say that we are satisfied that we have sufficient access to the broadcast media.

I very much agree with your views on presentation, and my Department has given a good deal of thought to the targetting of presentational messages. My information staff have two specific targets in our presentational effort; securing fuller coverage in the regional press and also in the tabloid press. Each of these is an important outlet for different aspects of the Department's work.

I am copying this letter to Cabinet colleagues.

PAUL CHANNON

*Paul*

JF5AYE

17 86  
19  
BOARD OF TRADE  
BICENTENARY



Leon Brittan's Media Engagements

September

11	Lunch	John Lloyd, <u>FT</u> Roly Gribben, <u>Telegraph</u> Ed Townshend, <u>Times</u> Mick Smith, <u>Guardian</u> John Andrews, <u>Economist</u>	Rm 803
26	Lunch	Richard Lambert, <u>FT</u> Barry Riley, <u>FT</u> Hamish McRae, <u>Guardian</u> Bill Kay, <u>Times</u> David Brewerton, <u>Telegraph</u> Merrill Stevenson, <u>Economist</u>	Rm 803
26	Interview	<u>Thames Television</u> Reporting London: Profile of Ken Baker	Rm 803

October

4	Interview	Channel 4: <u>A Week in Politics</u> with Peter Jay	Molinaire Studios, SW1
8	Interview	BBC Breakfast Time and/or TV AM	Blackpool
8	Interview	<u>Today</u> programme	Blackpool
9	Interview	Channel 4: Gus MacDonald	Blackpool
9	Interview	Yorkshire TV	Blackpool
10	Interview	TV AM	Blackpool
11	Talk	Sunday Lobby	Blackpool
11	Interview	<u>Any Questions:</u> Tony Benn, Dick Taverne, Ann Leslie	Skelmersdale





Leon Brittan's Media Engagements 1985 (Cont'd)

14	Interview	<u>Panorama</u>	Room 803
16	Interview	<u>Today</u> (House of Lords) select committee report on Trade)	Admiralty House
16	Interview	ITN (as above)	Wells St
16	Interview	IRN (as above)	Heathrow
21	Interview	BBC Radio Scotland: Gartcosh	Norman Shaw
21	Dinner	<u>Financial Times:</u> Geoffrey Owen, Richard Lambert, John Lloyd, Barry Riley Guy de Jonquieres	Bracken House

November

8	Lunch	Peter Simmonds: <u>Mail on Sunday</u>	Reform Club
28	Lunch	Peter Riddell, <u>FT</u>	

December

9	Lunch	Industrial/Labour Correspondents Group	The Clarence
12	Drinks	Colin Clifford: <u>Sunday Times</u>	Rm 803
16	Drinks	Nick Comfort: <u>Daily Telegraph</u>	Rm 803
17	Lunch	George Jones: <u>Sunday Times</u>	Athenaeum Club
17	Interview	Tony Moreton: <u>FT</u>	Rm 803



Leon Brittan's Media Engagements 1986

January

8	Briefing	Geoffrey Owen, <u>FT</u>	Rm 803
9	Interview	Maurice Barnfather, Peter Simmonds, <u>MoS</u>	Rm 803
14	Interview	<u>Today</u> programme	Admiralty House
19	Interview	Weekend World	LWT
20	Interview	Yorkshire TV	Norman Shaw

FL3ABC

INDUSTRY: MEDIA LOG

<u>DATE</u>	<u>MINISTER</u>	<u>EVENT</u>	<u>MEDIA</u>
24/09/85	Mr Morrison	Interview	Yorkshire Television at Harrogate Fashion Fair.
25/09/85	Mr Morrison	Discussion Programme	Ch4 Workwatch
10/10/85	Mr Morrison	Interview	BBC Radio Scotland - Gartcosh
15/10/85	Mr Morrison	Interview	TV AM - London Fashion Week
21/10/85	Mr Butcher	Interview	Breakfast TV - design. <u>Declined invitation</u>
22/10/85	Mr Butcher	Interview	BBC Today - design
25/10/85	Mr Morrison	Interview	Local Radio in Chester/Shotton area - Shotton paper mill
28/10/85	Mr Morrison	Press Conference - Interview	BBC Radio 4 and BBC TV - Case Tractors
05/11/85	Mr Pattie	Interview	BBC Today - Eureka
06/11/85	Mr Pattie	Interview	Ch 4 TV PM Programme - Eureka
06/11/85	Mr Butcher	Interview	BBC Today - job prospects/skill shortages. <u>Interview recorded but not aired.</u>
18/11/85	Mr Pattie	Interview	BBC Today - British National Space Centre (BNSC). <u>Declined: premature invitation.</u>
18/11/85	Mr Morrison	Interview	C4 Business Programme. <u>Declined invitation.</u>
19/11/85	Mr Morrison	Interview	BBC Manchester local radio - Textiles and regional policy

<u>DATE</u>	<u>MINISTER</u>	<u>EVENT</u>	<u>MEDIA</u>
20/11/85	Mr Pattie	Interview	BBC TV ) Ch 4 ) IRN ) - BNSC BBC ) World Service )
20/11/85	Mr Butcher	Current Affairs Quiz	Mercia Sound. <u>Declined.</u>
27/11/85	Mr Morrison	Interview	Beacon Radio and Radio WM - first anniversary of regional policy.
03/12/85	Mr Morrison	Interview	BBC Radio Plymouth (broadcast 6/12/85) - regional policy in the Southwest
04/12/85	Mr Morrison	Interview	Grampian TV - Hall Russell Shipyard
04/12/85	Mr Morrison	Interview	BBC Radio Aberdeen - Hall Russell
09/12/85	Mr Pattie	Interview	IRN - Westland. <u>Declined.</u>
10/12/85	Mr Pattie	Interview	IRN - Burglary at home. <u>Declined.</u>
11/12/85	Mr Pattie	Interview	Westminster Cable.
13/12/85	Mr Pattie	Interview	Horizon - R&D. For broadcast in March.
19/12/85	Mr Morrison	Interview	BBC Radio Scotland - Gartcosh
31/12/85	Mr Butcher	Interview	BBC Today - skill shortages - <u>Briefing unavailable: interview declined.</u>
06/01/86	Mr Morrison	Interview	Scottish Television - Gartcosh
06/01/86	Mr Morrison	Interview	BBC TV Scotland - Gartcosh

<u>DATE</u>	<u>MINISTER</u>	<u>EVENT</u>	<u>MEDIA</u>
14/01/86	Mr Morrison	Interview	BBC Radio Scotland - Gartcosh marchers
14/01/86	Mr Morrison	Interview	Radio Clyde - Gartcosh
14/01/86	Mr Morrison	Interview	BBC Radio - Gartcosh marchers
15/01/86	Mr Morrison	Interview	BBC Radio Scotland - reply to Scots Select Committee and closure of Gartcosh
15/01/86	Mr Morrison	Interview	Radio Clyde Scotland - reply to Scots Select Committee and closure of Gartcosh
16/01/86	Mr Pattie	Interview	BBC Southwest and local radio - Westland: Lygo letter.
21/01/86	Mr Morrison	Interview	BBC Radio Furness - British Shipbuilders privatisation
21/01/86	Mr Morrison	Interview	Red Rose Radio (Preston) - BS privatisation.

TRADE, CORPORATE AND CONSUMER AFFAIRS: MEDIA LOG

Date	Minister	Event	Media
17/10/85	Mr Channon	Interview	BBC Radio 4 'World at One' - House of Lords Select Committee on <u>Overseas Trade</u> - <u>Minister not available.</u>
22/10/85	Mr Howard	3 Interviews	BBC Radio News; IRN; LBC News - Firework campaign.
23/10/85	Mr Howard	Interview	BBC Radio 4 'Today' programme - recorded interview on Insolvency Act 1985
23/10/85	Mr Channon	Interview/questions <i>from audience</i>	Central TV 'Central lobby' - programme on imports of Spanish cars (broadcast 31/10/85).
1/11/85	Minister or Official	Interview	TV AM - dangerous toys - Official offered, but programme decided not to use.
4/11/85	Mr Howard	Interview	TV South - timesharing - <u>Minister declined</u>
6/11/85	Mr Howard	Interview	BBC Radio 4 'You and Yours' - Surma campaign - broadcast 7/11/85.
7/11/85	Mr Howard	Interview	BBC Breakfast TV - unsafe second hand goods - broadcast 15/11/85.
8/11/85	Mr Channon	Interview	Public Broadcast Service (USA) on COCOM.
8/11/85	Mr Howard	Interview	LBC bid for interview on counterfeiting - agreed - subject to revised timing - <u>not used</u>
15/11/85	Mr Howard	Interview	Channel 4 '4 What Its Worth' - Unit trusts - recorded 25/11/85; broadcast 26/11/85.

FORAEM

Date	Minister	Event	Media
19/11/85	Mr Channon	Interview and film report	BBC TV (Tyne Tees) Mr Channon's trip to North East and message for NE exporters.
25/11/85	Mr Howard	Interview	BBC Radio 4 'You and Yours' - EC Product Liability Interview 26/11/86 - not used.
25/11/85	Mr Howard	Interview	Channel 4 News - EC Product Liability Minister agreed but programme cancelled.
29/11/85	Mr Howard or SoS	Interview	Channel 4 'Business Programme' - Financial Services Bill and fraud - <u>both SoS and Mr Howard unavailable.</u>
4/12/85	Mr Howard	Interview	Channel 4 'This Week in Politics' - fraud.
5/12/85	Mr Howard	Bid for debate format : agreed interview	Channel 4 News - Fraud.
5/12/85	Mr Howard	Interview/Debate	BBC Radio 4 'Today' - Fraud - bid for discussion with opposition spokesmen; offered straight interview; programme broadcast without politicians.
6/12/85	Mr Howard	Interview	Channel 4 News - City Fraud (live interview).
6/12/85	Mr Howard	Interview	Channel 4 'Business Programme' - Fraud and FS Bill - bid accepted for 5/11/86, but programme cancelled.

FORAEM

Date	Minister	Event	Media
13/1/86	Mr Channon	Interview	BBC2 'Money programme' - Multi-fibre Agreement - to record on 29/1/86, broadcast 2/2/86.
17/1/86	Mr Howard	Interview	Central TV 'Central Weekend' - Insolvency Act - Minister declined.
20/1/86	Mr Howard	Interview	BBC Radio 4 'You and Yours' - misleading prices/bargain offers - broadcast 21/1/86.



Strategy: Elon POL. A27.



original returned  
to press

CF

PC put<sup>o</sup> back up  
folder for meeting  
with me (still to  
be arranged)

PRIME MINISTER

LANGUAGE/VISION

I promised you a note on the above subject

N L J  
24-2

Background

One of the political phenomena of our age is that after nearly 7 years in office you are still not regarded as boring by the media. Your achievements are seen to be real and numerous by all but the most prejudiced commentators. You are not felt to have run out steam. And your leadership is generally regarded as indispensable; you are felt to have no credible rival.

All this is confirmed by your astonishingly rapid restoration from Westland within the space of one week, starting February 11, notwithstanding other problems.

There are identifiable squalls or storms ahead but the general expectation is that you will lead your party into a third successive General Election.

Increasingly, the media is turning its eyes towards October 1987 or Spring 1988. In the process it is beginning critically to examine your first 7 years to try to identify the path you will take in the future.

This process starts with:

- a. your domination of current politics and intellectual argument;
- b. much trimming by the Opposition to accommodate the new climate you have created.

### The Problem

This raises the question as to whether there is a real problem for the future beyond Douglas Hurd's prescription on Wednesday evening for the Government of:

- measuring its opponents more accurately
- putting across its achievements more effectively
- describing its future plans more persuasively.

In my view there are two "problems" - or more accurately "needs":

- to maintain a flow of ideas which can be brought together later as an agenda (manifesto) for the 1990s; this would at once meet the need to show regularly that there is a lot of steam left in you yet and to keep the intellectual initiative
- to review your achievements, to define where we have got to now in historical terms which people can readily understand and to outline your aims for the future in a new and more appealing language; this requirement is summarised by the, to you, hateful word "vision": I doubt whether I can make this more acceptable by expressing it in marketing terms - ie the need to repackage your achievements, aims and aspirations.

You should not, however, prevent yourself from addressing a real need because unacceptable labels can be pinned on to a very necessary political process.

### Evidence of Need

Latterly, evidence of the need for a new look has been masked by the Westland/BL rows. Moreover, since the press is nothing if not inconsistent, there is nothing like a

sustained criticism of the language in which you express your achievements and ideas. But it surfaces in the way news reporters are driven into irrelevancies because they say you are saying nothing new; in, for example, suggestions by the FT and Ronald Butt on Thursday: "badly [though she] needs to give her Government a new sense of direction"; and in the way they seize upon new phrases - "popular capitalism".

#### Solution

It follows from all I said in outlining the background that you do not face a serious problem. It is also important that you should not waste now new language which you will need later.

But what I think is required over the next few months is increasing attention to:

- relating what has been achieved to your longer term objectives;
- giving ordinary people the cosy feeling that they know where they are because you can clarify for them the point you have reached in your historic mission;
- regularly finding an arresting phrase which encapsulates what you are trying to do generally or in a particular area of policy;
- bearing in mind that people want to be inspired, not totally excluding language which sounds good simply on the grounds that you think it is so general as to be meaningless; apart from bringing meaning to people's lives your task is also to make them feel good.

#### Mechanism

If you accept this analysis, the real problem is to find a mechanism for achieving results. The three fora, in which

ideas and language can be deployed are:

- Questions
- Speeches
- Interviews

Speeches are the most thoughtful vehicle for repackaging. Media interviews, especially television, are the most potent means of conveying new imagery.

You may feel we should make a new effort in considering speeches and major interviews consciously to freshen up the scene with the odd phrase or two - odd in the sense they come new to the ear and odd in the sense of appearing less than systematic and uncontrived.

You may care to discuss.

*B. Ingham*

BERNARD INGHAM

20 February 1986



10 DOWNING STREET

*From the Principal Private Secretary*

Mr. Stark

**PRESENTATION OF GOVERNMENT ACTIONS**

Thank you for your minute of 16 December in which you seek approval for you to write to Private Secretaries about the improvement in the presentation of Government decisions.

I have shown these papers to the Prime Minister, and she has agreed that you should write as you suggest in your draft.

NLW

18 December, 1985.

One Minute

Agree RTA should write us the draft below?

Ref. A085/3263

MR WICKS

(This has been a long time gestating in the Cabinet Office following your drive in the

Presentation of Government Actions

Autumn to improve the

My minute of 28 November promised that I would shortly submit a draft letter from this office, cleared as appropriate, together with advice on any supporting action which might be taken by your office.

*Presentation of Govt. policies.*  
*N.C.W.*

2. I now enclose such a draft. It draws heavily on the advice of Mr Ingham, especially in respect of the checklist which it would enclose.

*BI is content with the paper.*

3. As drafted, the letter is self-contained and would not require the two-stage approach (a letter from me followed up by one from you) suggested in my minute of 28 November. Sir Robert Armstrong would be content for such a letter to issue from this office: but if you thought it more appropriate it could issue from you.

*Probably best from RTA.*

*MS*

*[Signature]*

M C STARK

16 December 1985

RTA's Pte Sec.

DRAFT LETTER FROM M C STARK TO MISS JOAN  
MACNAUGHTON, PS TO LORD PRESIDENT OF THE  
COUNCIL

Presentation of Government Actions

The Prime Minister has been considering how Departments, and subsequently Cabinet and Cabinet Committees, might improve the presentation of Government decisions and measures and the handling of various stages of consultation in the evolution of policy - eg discussion papers, consultative documents, and Green Papers.

She would like Ministers and their Departments to make sure that the presentational implications of the Government's actions, and the plan of campaign for putting them across to a wider public, are considered at the same time that policy decisions are being formulated in Departments, and again at the stage of collective Ministerial discussion. For this purpose it is important that the Departmental Head of Information should be involved at the earliest opportunity.



Some Cabinet and Cabinet Committee papers include a statement or outline of the presentation intended to accompany a proposed Government announcement, initiative or measure. When this is not done - and indeed even when it is - the Prime Minister would like it to be established as a general rule that Ministers should come to Cabinet and Cabinet Committees prepared to deal with the presentational aspects of their proposals in a considered way when they introduce the discussion of their papers.

The Prime Minister has asked that in clearing departmental papers for circulation, as well as in the preparation of their briefs for chairmen of committees, the Cabinet Office should pay particular attention to these requirements.

The purpose of this is to ensure that, in the preparation of Government actions and initiatives, their potential sensitivity is anticipated and handled effectively on a

continuing basis. A checklist of possible elements in a presentation programme is --- enclosed.

Whenever a substantial presentational effort is contemplated, the Departmental Head of Information will consult the COI who, as a central source of advice, will be able to assist not only on the mechanics of publicity but also on the propriety of using certain media and on the conventions governing the use of public funds for central government publicity. On the last point the Cabinet Office memorandum of 25 April 1985, submitted --- to the Widdicombe Inquiry (copy enclosed) is a useful summary.

I am sending copies of this letter and enclosures to the Private Secretaries to members of the Cabinet, the Minister of State, Privy Council Office, and the Minister for Overseas Development.

PRESENTATION OF GOVERNMENT ACTION: CHECKLIST

1. Departmental Head of Information consulted at earliest possible stage of policy formulation.
2. Decide on form of announcement, eg Written Answer, Parliamentary Statement, Press Notice.
3. Decide on timing of announcement (bearing in mind timing of Parliamentary Answer).
4. Consider whether paid publicity necessary:
  - a. Advertising campaign
  - b. Film/video
  - c. Booklet or leaflet
  - d. Direct mail shot
  - e. Exhibition

NB: These require early planning and some paid media, eg advertising, may be inappropriate. Consult COI at early stage.

5. Public consultation/meetings
6. Press launch (tied to Parliamentary announcement):
  - a. Press release
  - b. Press conference
  - c. Special briefings for leader-writers, specialist journalists and Lobby

- d. Ministerial and TV/radio interviews
  - e. Local TV/radio and newspapers
  - f. Media facility, eg digging first turf for Channel link
9. Briefing note for Ministerial colleagues.

Follow-up

10. Well-publicised speeches and visits by Ministers around country.
11. Ministers lunching editors, eg groups of local editors when decisions affect particular locality.
12. Continous briefing of specialist journalists to ensure continued understanding of action.
13. TV and radio documentaries.
14. Ministerial appearances on broadcast discussion programmes eg "Any Questions?" and "Question Time".
15. There may sometimes be a case for signed Ministerial articles in national, local or specialist press, but these should be used sparingly and subject to the considerations and arrangements described in Questions of Procedure for Ministers (C(P)(83) 5, paragraphs 119-121).

CENTRAL GOVERNMENT CONVENTIONS ON PUBLICITY AND  
ADVERTISING

---

Note by the Cabinet Office

---

This note sets out the conventions which successive governments have applied to their publicity and advertising. There have been changes over the years in the type and quantity of what may be broadly described as publicity. Methods of communication change or develop, and Governments have increasingly put out more information about their policies and activities. But the basic conventions have remained. They are in general terms, but have in practice provided a satisfactory basis for the exercise of judgment in individual cases.

THE MAIN CONVENTIONS

2. It is right and proper for Governments to use public funds for publicity and advertising to

explain their policies and to inform the public of the Government services available to them and of their rights and liabilities. Public funds may not, however, be used to finance publicity for party political purposes; this rule governs not only decisions about what is or is not to be published but also to content, style and distribution of what is published. This basic rule covering all Government publicity and advertising has been accepted under successive Administrations.

3. The conventions apply to both "paid" and "unpaid" publicity. "Paid" publicity includes paid advertising in the press, on radio and on television, leaflet campaigns, exhibitions etc. "Unpaid" publicity includes papers presented to Parliament as White and Green Papers and other consultation documents (which are sold to the public at prices intended to defray the costs of printing, publication and distribution), press notices and other official briefing material (all of which may nevertheless involve some cost to public funds in Civil Service costs).

4. The conventions are:

- i. subject matter should be relevant to Government responsibilities. The specific matters dealt with should be ones in which Government has direct and substantial responsibilities;
- ii. content, tone and presentation should not be "party political". The treatment should be as objective as possible, should not be personalised, should avoid political slogans and should not directly attack (though it may implicitly respond to) the policies and opinions of opposition parties or groups;
- iii. distribution of unsolicited material should be carefully controlled. As a general rule, publicity touching on politically controversial issues should not reach members of the public unsolicited, except where the information clearly and directly affects their interests. The level of intrusion is highest for television, newspapers and poster advertising and material delivered to people's

homes, and lowest for material available only on request. The general rule is that leaflets etc may be issued:

a. in response to individual requests, or enclosed with replies to related correspondence;

b. to organisations or those with a known interest or, with the organisation's agreement, in bulk for distribution at their own expense to their membership only.

iv. costs should be justifiable. The Government are accountable to Parliament for the use they make of public funds for publicity, as for any other purpose. The Accounting Officer for the Vote concerned has a particular responsibility to the Public Accounts Committee.

#### DETAILED APPLICATION

5. The following paragraphs set out how these conventions are applied to the main kinds of



Government publicity. Some specific examples of publicity in potentially politically controversial areas are given at Annex A.

#### NEW POLICY PROPOSALS

6. The main forum for the presentation and discussion of Government policies is Parliament. Major policy proposals are usually presented to Parliament as Command Papers which are sold to the public at a price designed to cover the costs of printing and distribution. Thus the cost to public funds usually consists only of the costs of preparing the text. Other proposals on which comments are invited may be set out in less formal documents in printed or typescript form. These are sometimes priced and sometimes provided free of charge. They are deposited in the Libraries of the House of Lords and the House of Commons at the time of publication and may be sent unsolicited to those with a known interest (not as a rule to the general public, although copies may be provided on request). The public will also get information

free of charge through the official information machinery (Departmental Press Offices and the Central Office of Information) by means of press notices or other briefing.

7. Command Papers, consultative documents, official press notices and briefing material may well cover matters which are the subject of party political controversy. Such material will set out what the Government is doing and what they want to achieve. But content, tone and presentation follow the conventions set out in paragraph 4. The emphasis is on exposition and the arguments.

8. Public funds have been used in recent years to supplement this kind of "unpaid" publicity in two ways:

i. Popular versions of Command Papers.

These are simplified versions of White Papers etc which are supplied free of charge and intended to reach and answer the questions of those who are unlikely to buy or read the on-sale document. Examples are Britain's

application to join the EC (1971), devolution (1976), counter-inflation (1975), buses (1984).

ii. Leaflets dealing with typical questions.

These are handed out in place of, or enclosed with, replies to letters from MPs or the public and may be given wider distribution if appropriate and cover the main questions which may be raised about a particular policy proposal. Examples are leaflets explaining and answering points on the Government's proposals on live animal experiments (1983-84), the privatisation of British Telecom (1983) and on the abolition of the GLC and the Metropolitan County Councils (1985).

9. Both kinds of publicity may be criticised, and presentation and handling are therefore looked at particularly carefully. They are usually written in a more popular style than the traditional Government papers which they supplement. But, like them, they follow the conventions on content and presentation. The emphasis is on facts and explanation rather than on the political merits of the proposals. And titles are carefully chosen to

be as neutral as possible. For example the recent leaflets on abolition of certain local authorities are simply headed 'After the GLC' and 'After the Metropolitan County Councils'.

10. The justification for such publicity is that it enables the Government to explain its policies and the reasons for them to the general public in a cost-effective way, in circumstances where the traditional means of exposition - statements in Parliament and press notices - may not be sufficient for the purpose. There should be a reasonable relation between the cost of the publication and the likely cost of public funds in terms of enquiries from the public etc if it were not produced. The extra cost of printing the material (as distinct from simply photocopying it) must also be justifiable.

#### EXPLANATION AND DISCUSSION OF EXISTING POLICIES

11. The same general conventions apply to publicity for existing policies. Paid publicity may be used where the Government believes that a direct approach to the public is needed to give more information about particular issues and

policies or to clear up misconceptions. Examples include advertising campaigns on counter-inflation policies (1975), and leaflets and films on defence and disarmament issues (since 1979) and a variety of departmental reports.

12. In such cases subject matter, presentation and handling are again critical, particularly when publicity deals with issues on which there is no consensus. The presentation of arguments and counter-arguments takes account of the need to avoid criticism that public funds are being used to disseminate party political propaganda. The emphasis is on the factual basis and exposition of Government policies rather than on partisan argument.

INFORMATION ABOUT RIGHTS, OBLIGATIONS, LIABILITIES  
AND GOVERNMENT SERVICES

13. This kind of publicity covers a wide range. It may follow legislation which has given the public new entitlements or obligations. It may remind the public of entitlements which the Government would like to see taken up more widely. Or it may be used to encourage the public to adopt

certain kinds of social behaviour. It has been accepted under successive Administrations that the Government has a clear duty to inform the public in this way. There is no question about the public's need to be informed of their legal entitlements and obligations, and the services available to them. The Government also has a clear right to use publicity to encourage behaviour which is generally regarded as being in the public interest (eg road safety advertising). Most publicity of this kind consists of leaflets, posters and newspaper advertisements. Some of these simply provide factual information and practical advice but others need to be more persuasive in content and presentation. Similar publicity is used to explain changes in the law which affect individuals or businesses, or the work of their professional advisers, Citizens' Advice Bureaux etc.

14. There may be some sensitivity where the matters publicised are the product of controversial legislation or potentially controversial policies. Examples include "Fair Rents" (1972-73), "Right to Buy" council houses (1980-82), "Right to Buy" (1984), "Right to Buy" in Scotland (1984), and the "Switch Off Something" campaign in 1974. Care has

been taken in the "Fair Rents" and "Right to Buy" cases to present the information in a way that concentrates on informing the public about the content of legislation and how it affects them. Material of this kind is justified in principle by the need of members of the public to be informed of what entitlements are available to them under legislation. In the second case, the "Switch Off Something" campaign was generally accepted as necessary because it bore directly on maintaining the life of the community in a national emergency. Its continuation during the February 1974 Election campaign was specifically agreed with the Opposition Chief Whip.

## RECRUITMENT

15. Paid publicity is used extensively by the Government to recruit people in various public services. This is generally non-controversial, but the cost must still be justified.

## LEGAL POSITION

16. Departments of central Government, unlike local authorities, do not rely on any specific

statutory authority to spend money on advertising and publicity. Their use of publicity is covered by the principle that the Crown - and Ministers of the Crown as its agents - can do anything an ordinary person can do provided that there is no statute to the contrary and Parliament has voted the money. The safeguard is of course the Government's accountability to Parliament for all that they do and spend.

#### CRITICISM OF GOVERNMENT PUBLICITY

17. Government practice on the basis of the convention has occasionally been criticised in Parliament and in the press, but seems to have been subject to only rare formal challenge in recent years. Three instances are:

- a. In August 1971 an injunction was sought in the High Court against the distribution of a shortened White Paper on Britain's application to join the EC. The injunction was not granted, and Mr Justice Griffiths (Jenkins v Attorney General and another, 1971; 115 Solicitors Journal, Part II p 674) "could not accept the submission that the prerogative



power of the Crown to issue free information was limited ... to information about Government executive action pursuant to law and excluded the power to inform the public of Government proposals ...".

b. In 1973 the IBA objected to the term "fair rents" in the Government's advertising following the Housing Finance Act 1972 (even though it had been used in the legislation, and the wording had to be changed.

c. In 1982 advertisements in the press of current pay offers to the NHS, though entirely factual, were ruled by the Advertising Standards Authority to be political and therefore outside the scope of its code.

Cabinet Office

25 April 1985

EXAMPLES

I POLICY PROPOSALS

1. Britain's application to join the European Community (1971)  
Leaflets, posters, shortened version of White Paper.
2. Devolution (1976)  
Popular version of 1975 White Paper published as booklet.  
Available free at Post Offices in Scotland and Wales.
3. Police and Criminal Evidence Bill (1983/4)  
Booklet on Government proposals, giving replies to main criticisms. Supplied free of charge on request and distributed to various interested groups. Copies enclosed with replies to letters from MPs and public about the bill.
4. Bus Policy (1984)  
Leaflet summarising White Paper and answering main questions about the policy. Supplied free of charge on request and sent to various interested groups. Copies enclosed with replies to letters from MPs and public about the bill. No bulk distribution, but extra copies available to MPs.
5. Privatisation of British Telecom (1983)  
Pamphlet explaining Government's aims and proposals in recently introduced Bill. Produced to deal with questions most commonly raised. Issued to organisations which had expressed interest in the Bill and in reply to MPs and public correspondence.

6. Abolition of Greater London Council and Metropolitan County Councils (1985)

Two pamphlets explaining Government's proposals in Local Government Bill produced after Second Reading in response to requests for information about the proposed arrangements. Sent to all MPs, the press, and the relevant local authority associations. Enclosed with replies to letters about the Bill, and supplied free of charge on request.

II. EXPLANATION AND DISCUSSION OF EXISTING POLICIES

7. Counter-inflation campaign (1975)

Pamphlet (based on earlier White Paper) distributed to all households. Other briefing material supplied on request. Newspaper advertising beforehand.

8. Environmental protection (1984)

Booklet for London Economic Summit on achievements and environmental fields.

9. Defence Policy Generally, Nuclear Defence, Arms Control and Disarmament (Continuing)

Several information booklets, pamphlets and films. Available free of charge on request. Some distributions by non-government agencies on basis that there should be no unsolicited distribution.

10. NHS Pay Offers (1982)

Advertisements in nursing journals (offer to nurses) and national press (offers to all NHS groups).

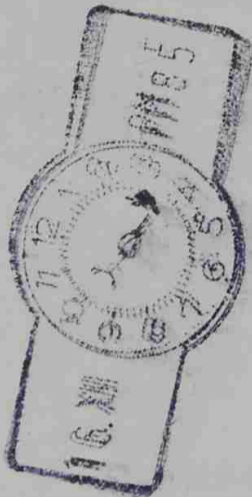
NB: Advertising Standards Authority ruled that the advertisements were political and therefore not within scope of its Code.

11. Control of Experiments on Living Animals (1983/84)  
Leaflets distributed on request and in reply to correspondence. Set out policies developed by successive Governments and answered points about the 1984 White Paper proposals.
12. Civil Defence (1974, 1980/83)  
Priced and free publications. Free publications distributed on request and also to local authorities for issue by them on same basis.
- III. INFORMATION ABOUT RIGHTS, LIABILITIES, GOVERNMENT SERVICES ETC
13. Switch-off Something Campaign (1974)  
Advertising on TV, press and radio to persuade domestic users to save electricity during the miners' dispute.
14. Fair Rents Campaign (1972/3)  
Leaflets and booklets for private sector tenants explaining Housing Finance Act 1972.  
TV and press publicity for both private and public sector tenants.
15. Right to Buy (1980/2)  
Booklet explaining council tenants' new rights under the Housing Act 1980. Supplied free of charge on request. Some ordered by Conservative Central Office for distribution door to door.
16. Right to Buy (1984)  
Explaining extension of rights under the Housing and Building Control Act 1984.  
Booklet and letter from the Minister distributed to most council tenants by a commercial organisation.  
TV and newspaper advertisements.

17. Rates Act (1984)

Explanatory leaflet about the purpose of rate limitation and how it would work, in question and answer format, delivered to 5 million households in the areas subject to rate limitation in 1985/86 under the Rates Act.

Advertisements placed in national and local newspapers.





10 DOWNING STREET

cc Mr Ingham <sup>7</sup> B/F  
The between.

Content to proceed  
as in the minute below? <sup>7</sup>

N.L.W

29. Nov

Told her fine  
 MW  
 3-12

Ref. A085/3088

MR WICKS

Presentation of Government Policies

We have spoken on various occasions about ways to meet the Prime Minister's requests outlined in your minute of 25 September to Sir Robert Armstrong. This minute is by way of an interim response, to explain the advice which we are likely to be submitting and the consultations which we have already carried out.

2. As you know, following discussions with the Prime Minister and the Chancellor of the Duchy of Lancaster, the Lord President wrote on 2 October to the Lord Chancellor about ways to improve further the presentation of the Government's policies. You suggested that we might take account of this exercise in preparing advice in response to your own minute. Following discussion with the Lord President's office and the Policy Unit (Mr Letwyn) it is clear to me that the proposals in that letter are intended to deal mainly with the issue of forward presentation of ideas which might become Government policy (for example ideas which might form the basis of the next Manifesto). As the Lord President put it, the issue there was to set the agenda of the political debate on grounds of the Government's choosing, and to conduct it largely in the Government's terms.

3. The issues addressed in your minute of 25 September might be redefined as presentation of Government actions, in the widest sense (including both the announcement of actual decisions, and the handling of the various stages of consultation - Green Papers etc). After discussion with the Policy Unit I have prepared a draft letter to the Private Secretaries to Cabinet Ministers, somewhat on the lines of my letter of 18 November to the same addressees on Policy Work and the FMI. The letter would enjoin



Departments to ensure that as a matter of routine, Departments should consider along with proposals for Government actions in this wider sense a note of the presentation which would accompany it. The letter would enclose a checklist of the various kinds of presentation which might be contemplated: eg publication of glossy brochure for public consumption; television or radio broadcasts by Ministers; arrangements for officials to explain detailed workings of proposals to wider audiences; etc. The checklist and letter would of course have been cleared with Mr Ingham.

4. If proposals on these lines are agreed and a letter from this office issues, it may be appropriate for you to write in support, rather as I have suggested you might do in the case of the FMI Policy Work letter referred to above. In such a circular letter you might inform Ministers of the Prime Minister's request that they should as a general rule deal in the oral introduction to their papers for Cabinet and Cabinet Committees with presentational aspects.

W 5. I hope to be in a position to submit detailed proposals on these lines to you very shortly.

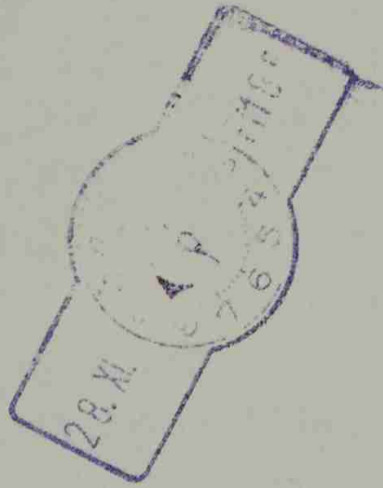
*Robert Stark*

for M C STARK

(dictated by Michael Stark  
& signed in his absence)

28 November 1985

Strategy: Eson Pol 426.



PRIME MINISTER

AWJ  
IF  
CDD  
19/11

LORD STOCKTON

I spoke to the Lord President to see whether he could suggest an elder statesman who might be encouraged to rebut some of the criticisms of the Government made by Lord Stockton. He doubted whether anything could be done at short notice though would reflect. He thought however that several senior figures in the Party could be encouraged to speak up in the debate in the House of Lords next week.

I have asked Bernard to find out whether any members of the Government are appearing on radio or television over the weekend who might be encouraged to put the record straight without criticising Lord Stockton personally.

CDD

ms

C.D. Powell

9 November 1985



CC NO  
BI

PRIVY COUNCIL OFFICE  
WHITEHALL, LONDON SW1A 2AT

2 October 1985

Dear Quintin

I am writing to you, after discussions with the Prime Minister and the Chancellor of the Duchy of Lancaster, to seek your support in further improving the presentation of the Government's policies.

I believe we have made some progress in the course of 1985 and I am grateful to you all for your contribution and that of your team of Ministers. But it is clear that we can - and need to - do more.

The measures which I outline below will, I am sure, help to achieve greater impact for our policies both within the party and in the country as a whole.

First, I shall be working very closely with the Chancellor of the Duchy of Lancaster to try to ensure that presentationally the Government and party march positively in step. Both Norman Tebbit and I would greatly appreciate the earliest warning of presentational opportunities and likely problems.

Second, I am anxious that we should do much more to have the agenda of political debate set and conducted on ground of our choosing, and largely in our terms, rather than simply react to criticism. This means not only getting the presentation right first time round when an announcement is made, but making sure that in subsequently carrying the message to the people our opponents remain on the defensive. We all feel we must not allow issues to fester. But we must also try to make the presentational running - to decide the ground on which we fight and force our opponents to react. This requires planning. Norman and I are always ready to discuss with colleagues how this is best to be achieved.

Third, I have, as you know, tried to encourage the widest possible use of radio and television, not least of local radio. Reports from colleagues suggest that our effort has been stepped up with the help of Backbenchers, but our supporters would clearly like more. I very much hope that you and your Ministerial team will give the closest attention to both early morning radio and breakfast television. The latter now has an audience of 2.5m. Breakfast broadcasting therefore offers us a real opportunity.

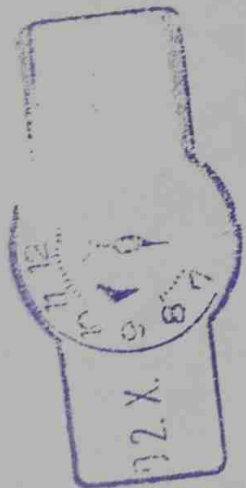
Finally, if we are to get a clear indication of the results of our collective effort, we need to know how each Ministry has got on. It would therefore be helpful to know by mid-December the details of your team's broadcasting effort (both radio and television) and in particular how many times you offered interviews and were refused them by the broadcasters. This should enable us to take stock of what further initiatives, if any, we need to take.

I am writing in similar terms to all our Cabinet colleagues.

Yours truly.

Willie

The Rt Hon Lord Hailsham of St Marylebone



BF // CS  
Pse BF to me 24/10

MR. WICKS

cc Mr. Maclean  
Mr. Powell  
Mr. Alison

This is just to record that I discussed briefly with the Prime Minister today my note of 19 August, a copy of which you have seen, in which I suggested that she might consider taking part in one or two Parliamentary debates of the Government's choosing during the forthcoming Parliamentary Session. Generally speaking the Prime Minister seemed disposed to such a course provided that suitable subjects could be identified sufficiently far in advance. Foreign Affairs and Defence was one obvious example. You might like to consider reverting to this subject at one of the Monday morning business meetings.

TJ.

Tim Flesher

PL B/F to us

(Timothy Flesher)

1 October 1985

a few days before PM's next meeting with Chief Whip, Lord Ross etc. I will put a note into the summary log of this. We should also remind the Chief Whip of the possibility before the meeting.  
W.C. W 7.10

CC ~~BI~~

Chancellor of the Duchy of Lancaster

CABINET OFFICE,  
WHITEHALL, LONDON SW1A 2ASTel: 233 3299  
7471

26 September 1985

Nigel Wicks Esq  
Principal Private Secretary to  
the Prime Minister  
10 Downing Street  
LONDON SW1

✓

Dear Nigel,

**PRESENTATION**

Thank you for copying to me your letter of 24 September to Joan MacNaughton.

Could I mention just one point, in passing? Referring to paragraph 6 of the note, the Chancellor would prefer it to be thought that he were "taking the lead in attacking Opposition policy", lest it be thought that, in concentrating on this, he neglects defending and presenting Government policy. On the contrary, he intends to contribute fully to the latter.

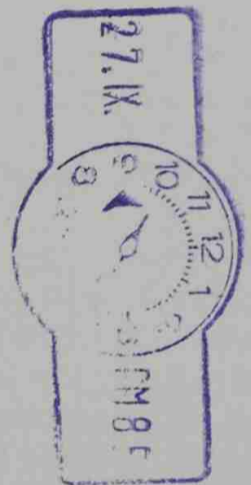
I am copying this letter to Joan MacNaughton (Lord President's Office), Murdo Maclean (Chief Whip's Office), and to Bernard Ingham (Press Secretary at No 10.)

Yours Sincerely,  
Andrew Lansley

ANDREW LANSLEY  
Private Secretary



Econ Pol: Strategy PG-26





10 DOWNING STREET

*From the Principal Private Secretary*SIR ROBERT ARMSTRONG**Presentation of Government Policies**

The Prime Minister has been considering how Cabinet and Cabinet Committees might help improve the presentation of Government decisions and policies. She would not want Ministers to be asked to include in their papers for Cabinet and Cabinet Committees a passage on presentational aspects. Such passages could touch on rather sensitive ground and, if they leaked might make presentation harder, though of course, a Minister can decide to include such a passage if he thought it appropriate. Instead, the Prime Minister would like Ministers to deal in the oral introduction to their papers with presentational aspects of their proposals. Ministers, in many cases, already do this, but the Prime Minister would like this to become the general rule.

I should be glad for advice on how the Prime Minister's wish could be conveyed to Ministers. One possibility might be for your Private Secretary to communicate the point to the Private Secretaries of Cabinet Ministers.

The Prime Minister would also like Cabinet Office briefs for Cabinet and Cabinet Committees to remind the Chairman of the meeting, whether herself or another Minister, to ensure that the meeting considers presentation aspects where they are relevant. Again this is often done, but it should become the normal practice.

25 September 1985

CONFIDENTIAL



FILE

cc Mrs G. set. 2/7

B/c: Mr Sherbourne  
Mr Atkinson

10 DOWNING STREET

24 September, 1985

*From the Principal Private Secretary*

*Dear Joan,*

PRESENTATION

I have prepared a brief note of this morning's discussion between the Lord President, the Chancellor of the Duchy of Lancaster and others about presentation of Government policy, and now attach a copy for the Lord President's reference.

I would not want to pretend that the remits for action were quite as precise as I have indicated, but I thought it might be helpful to try to specify the sense of the discussion on "next steps".

I am sending a copy of this letter to Andrew Lansley (Chancellor of the Duchy of Lancaster's Office), Murdo Maclean (Chief Whip's Office), and to Bernard Ingham in our Press Office.

*Yours sincerely*

*Nigel Wick*

Miss Joan MacNaughton,  
Lord President's Office.

CONFIDENTIAL

2/7

CONFIDENTIAL

NOTE FOR THE RECORD

PRESENTATION

The Prime Minister held a meeting this morning to discuss presentation of Government policies. The Lord President, the Chancellor of the Duchy of Lancaster, Mr. Alison, Mr. Sherbourne and Mr. Ingham were present.

The main points emerging from the discussion were as follows:

1. It was necessary to check that there were adequate procedures for authorising Ministers to appear on radio and television when they were likely to discuss matters outside their Departmental interest. In all such cases the Minister concerned should be briefed by the responsible Department. Special care needed to be taken when a junior Minister was appearing on a programme with a more senior Opposition figure. (Action: Mr Ingham)
2. Departments should establish arrangements for monitoring the early morning broadcasts on the Today programme, commercial radio, TV AM and Breakfast TV so that, where appropriate, a Minister could make a quick response. (Action: Mr Ingham)
3. While it was accepted that Ministers in charge of Departments should bear the responsibility for presenting their Department's policies and that central machinery, beyond existing coordination arrangements, would be inappropriate, there was a place for some central monitoring of Departments' progress and success in presenting their policies. To that end, there was broad sympathy for many of the arrangements described in Mr. Ingham's note of 16 September. In addition, Ministers in charge of Departments should be asked to keep a record of their Departmental Minister's appearance on radio

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CONFIDENTIAL

-2-

and TV. This record should be sent to Mr. Ingham, say quarterly, together with information on the occasions when Ministers had been refused appearance on TV or radio. Of course while such arrangements recording Ministers' activity would be helpful, it would be wrong to equate a large number of TV and radio appearances with a successful presentational operation. That would only necessarily be achieved if presentation was properly planned and followed through on a continuing basis. (Action: Lord President and Mr Ingham)

4. Cabinet papers should not include a passage on presentational aspects. Instead, the Minister speaking to the paper should describe orally how the policy would be presented. Cabinet Office briefing could remind the Prime Minister, or the Chairman of the relevant committee, to draw the committee's attention to presentational aspects. (Action: Mr Wicks)

5. There was a need for a group, perhaps under Central Office auspices, to produce half a dozen headline phrases for the main areas of Government policy such as defence, pensions. (Action: Chancellor of the Duchy)

6. The Chancellor of the Duchy, as Party Chairman, would concentrate on attacking Opposition policy. Departmental Ministers, while exposing the deficiency of the Opposition's plans, should focus especially on presentation of their Department's policies and the Government's approach in general. Ministers should take a special care to identify sensitive policy issues, at their earliest stage of development and report them to the Lord President and the Chancellor of the Duchy, so that the issues could either be aborted or the ground prepared for their presentation. The Liaison Committee provided a mechanism for linking Central Office and Governmental work on presentation. (Action: Lord President and Chancellor of the Duchy)

7. The Lord President and the Chancellor of the Duchy would consider the future of the ministerial group on the

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-3-

presentation of economic and social policy. (Action: Lord President and Chancellor of the Duchy)

8. The liaison between the No.10 Press Office and Departments on the one hand, and the Whips and backbenchers on the other, on presentation of Government policy should be re-examined with a view to their reinforcement. (Action: Chief Whip and Mr Ingham)

N.L.W.

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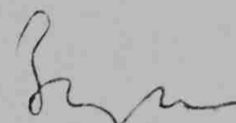
*Mr. N. Wicks*

LORD PRESIDENT

PAPER ON PRESENTATION

I would be grateful for your agreement to circulate the attached paper on Monday before I leave for the Middle East to the Prime Minister, Norman Tebbit and the Chief Whip.

The draft is intended as a basis for discussion with the Prime Minister in the week beginning September 23.



B INGHAM

13 September 1985

PRIME MINISTER

Presentation of Policy

1. You are to hold a meeting on presentation with the Lord President, Chairman of the Party and the Chief Whip on your return from the Middle East. This paper sets out the background to the present publicity effort by the Government and identifies the problems which remain.

Machinery

2. The first point to be made about effective presentation is that there is no substitute for the responsible Minister and his Department. They are in the lead and it is on their performance that the Government's day-to-day fortunes depend.

3. But there is also a continuing need to paint a bigger picture - to explain the Government's overall strategy; to show how individual policy decisions relate to and reinforce that overall approach; and to shout the Government's achievements from the housetops.

4. This Government has never been so well equipped over the last 6½ years than during the last 9 months with the machinery to:

- (i) spur Departments on to better efforts;
- (ii) ensure that the messages about overall objectives and achievements are put over;



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- (iii) keep the Government and party machine operating in step and in a complementary fashion;
- (iv) involve Backbenchers in the important task of selling the Government's policies and record up and down the country.

5. This machinery involves three fora:

- (i) Liaison Committee under the Lord President's chairmanship, which brings together Government and Party to review performance, identifies forthcoming problems and opportunities and keeps an eye on longer term on presentation.
- (ii) Ministerial Group on Presentation of Economic and Social Policy: formed late last year under the chairmanship of the Lord President to improve presentation in this important area of policy; to secure more public credit for what the Government has done; and to put a more caring face on the Government's reputation, for example by attacking the idea that the NHS and the education service have been cut. The Chief Whip has helped to organise teams of Backbenchers with a wide regional spread, "accredited" to individual Departments, to take the message to the people, especially through local radio.
- (iii) MIO - the official Committee which meets every Monday evening under my chairmanship to coordinate the Departmental effort.

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6. The general feeling is that presentation of the Government's overall case has improved this year though there is still a lot more to be done in a number of areas. The judgement is however more impressionistic and anecdotal than firmly rooted in research. We have only the sketchiest information on the true extent of the Government/Backbench/Party effort. And we probably never shall know how much, if any, worse the Government's standing in the polls would have been this year but for that unquantified effort. All we can say with confidence is that the effort is better coordinated and should be greater and more systematic than ever before in the last 6½ years.

Outstanding Problems

7. The first point to be made is that getting message from Ghent to Aix, and ensuring it is received and understood, is a most frustrating occupation. However great the effort, some activist will remain disgruntled and critical because, for one reason or another, the message and the material conveying it has passed him by. We need to keep criticism in perspective.

8. Similarly, we should not exaggerate our problems. In general, there are relatively few difficulties over:

- (i) devising the message and translating it into punchy language (though sometimes reaction could be a little quicker).
- (ii) Ministers appearing on radio and TV to present their policies or measures and to correct false impressions. (This Government has had a positive

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approach to news broadcasting from the outset. BBC, ITN and IRM use me as a court of appeal when they cannot secure a Government voice, and they seldom have to resort to it;

- (iii) involving supportive Backbenchers - a need which was met early this year.

9. In addition, Ministers' long voluntary exile from BBC Radio 4's "Any Questions?" programme has ended this year. This is an important gain.

10. And, last but not least, the reshuffle was conducted with the conscious objective of improving the Government's capacity to communicate.

11. So what is wrong? The outstanding problems fall under three headings:

- (i) political
- (ii) attitudinal
- (iii) organisational.

12. On the first - political - I can merely report my impressions from your recent tour of Scotland and the North of England. I ran into much criticism of the Party machine and found ample evidence that the Party's supporters, and not least MPs, are their own worst enemies. It goes without saying that any Government efforts will be less than effective against that background. Regional campaigns led by a designated Backbencher may be required.

Attitudes

13. The problem throughout this Government's life, until recently, has been that it has been strong on policy and weak on presentation. Put another way, it has been more concerned to take the right decision than to convince the people that the decision was indeed right. There is also a danger that the longer a Government lasts, the more Ministers become administrators and the less politicians.

14. The presentation machinery introduced by the Lord President this year, the reshuffle and the presentational awakening brought about by the top salaries debacle - combined with the approach of a General Election - present an opportunity to break with the past.

15. But that break with the past will need to be underlined both within Government and the Party by you. In Government, this might be done, over and above existing arrangements, by requiring one or more of the following:

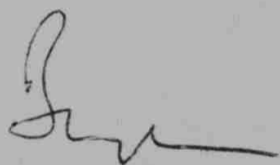
- (i) Cabinet and Cabinet Committee papers to include a section on presentational plans;
- (ii) Ministers to produce a plan of campaign for their Department for the next 6 months for consideration by the Lord President, Chairman and Chief Whip through the Liaison Committee.
- (iii) Ministers to report regularly - eg every quarter - to such a group led by the Lord President on the extent of the effort, embracing both Party and Departments as well as Backbenchers.

Organisational

16. The proposals set out immediately above would meet some of the organisational difficulties which are always the most intractable, even with the most positive approach to presentation. But we need to introduce other arrangements which ensure that:

- (i) the presentation of difficult issues is given particularly careful attention; the need for secrecy must not be allowed to get in the way of preparing effective presentation. GCHQ and top salaries emphasise the importance of arguing the case fully first time round;
- (ii) issues are not allowed to drift;
- (iii) the ground is carefully prepared before sensitive decisions are made public so that the "shock/horror" element is reduced; and so that negative elements in a story - eg Cecil Parkinson in relation to the reshuffle - are removed in advance.

17. I am copying this to the Lord President, the Chancellor of the Duchy of Lancaster and the Chief Whip.



B INGHAM

13 September 1985

PRIME MINISTER

cc: Mr Wicks - on arrival  
Mr Ingham  
Mr Sherbourne  
Mr Alison

*J. Cairnes*

PRESENTATION

Bernard Ingham recently sent you a note about issues of presentation following TSRB. This note covers the Parliamentary dimension. It seems to me that over the last two years or so we have become rather too re-active in dealing with Parliament in that the only occasions in which you speak are debates inspired by Opposition motions (apart from the Debate on the Address) and the only time you make statements tends to be for the ritual reporting back after European Councils. To continue in this mode for the next two years might well be to waste one of the Government's principal Parliamentary assets i.e. your ability to put over the whole of the Government's case in a way no other Minister can and to give backbenchers the arguments they need to defend Government policies. Classic examples of this were GCHQ where the whole Government case was not deployed until you had an opportunity to put it and TSRB where your performance at Questions on the Tuesday after the decision crashed the Opposition but came too late to prevent the substantial backbench revolt.

I think that it is worth considering that over the next two years you should plan at the beginning of the Parliamentary session to speak in two or three Government inspired debates on subjects of the Government's choosing. Of these examples are foreign affairs and in particular defence on which ground the Government can feel most secure; or industrial relations, depending on the mood of the moment. Taking on more debates would mean cutting down on extra-Parliamentary speaking engagements but this would be no bad thing. There is a job to be done in Parliament, especially after TSRB, and it would do no harm with Government backbenchers if you were seen to be participating more. Moreover, even without television, your Parliamentary speeches get just as much, if not more coverage,

Van  
from non-Parliamentary speeches. With television - as we may be in the 1986-87 session - the balance of advantage is clear. It is moreover worth noting here that in the 1979/80 session you spoke in three Government inspired debates and 1980/81 in two. In 1981/82 there were five but this was, of course, dominated by the Falklands. Since the General Election there have been none.

The same applies to oral statements. Without suggesting that we rush to the House whenever there is an announcement to be made, I believe that we have become slightly over-fastidious about the use of the oral statement. With hindsight, it is clear that there should have been one on TSRB. It would not have prevented a row but it would have ensured that we all concentrated on making the case and ensuring that backbenchers had full access to all the arguments. It may be a forlorn hope, but a greater willingness to make oral statements rather than no statement at all or leaving it to other Ministers could enable us to cut down on routine European Council statements.

Agree to consider nearer the beginning of session?

IF

19 August, 1985



Rue

JR

cc: B1

10 DOWNING STREET

From the Principal Private Secretary

13 February 1985

Dear Callum,

PRESENTATION OF POLICY

The Prime Minister was grateful for your Secretary of State's personal minute of last week (JU 956). She has now seen the Lord President's minute of 11 February, and I have shown the papers to Sir Robert Armstrong.

Sir Robert Armstrong has advised that there is no problem about the propriety of a Group of Ministers under the Chairmanship of the Lord President, supported by a group of officials under the chairmanship of Mr. Ingham, to co-ordinate the preparation and dissemination of presentation of Government policy. He also thinks it legitimate for the Government to use its backbenchers in the House of Commons to help in the dissemination of this policy, using material prepared in this way. He agrees, in the interests of avoiding a risk of unnecessarily attracting a Parliamentary attack on these arrangements, however ill-based, that it is preferable for the documents circulated to backbenchers to bear the name of the Lord President rather than that of Mr. Ingham. He considers that this would be more appropriate than to circulate through Conservative Central Office material prepared by officials, which would indeed blur the line between official and political functions.

The Prime Minister hopes that your Secretary of State will be content with the arrangements, subject to the change proposed by the Lord President.

I am copying this letter to Janet Lewis-Jones (Lord President's Office), Sir Robert Armstrong and Bernard Ingham.

Yours ever,

Robin Butler

Callum McCarthy, Esq.,  
Department of Trade and Industry.

R57



Ref. A085/482

MR BUTLER

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Presentation of Policy

--- Thank you for letting me see the attached papers.

2. I have now read the Secretary of State for Trade and Industry's note of 7 February and the subsequent minutes by Mr Ingham and the Lord President.

3. I have no problem with the propriety of there being a group of Ministers under the chairmanship of the Lord President, supported by a group of officials under the chairmanship of Mr Ingham, to co-ordinate the preparation and dissemination of presentation of Government policy. It seems to me to be a legitimate part of the duty of civil servants to assist Ministers with the presentation of Government policy.

4. I think that it would blur this line if the dissemination were via the Conservative Central Office. It seems to me to be preferable that the Government should use its backbenchers in the House of Commons. But I agree that the briefing notes produced should be circulated with a covering letter from the Lord President, rather than being circulated by Mr Ingham on the Lord President's behalf.



ROBERT ARMSTRONG

13 February 1985

PERSONAL



Prime Minister

This is in line with Bernard's advice below and deals with the problem.

PRIME MINISTER

Presentation of Policy

It would certainly be wrong for Conservative Central office to distribute notes prepared by officials. Content?

Norman Tebbit has shown me a copy of the personal note he sent you last week expressing his concern that the lines between Parliamentary and Governmental activities might become blurred in the work of my group on the presentation of policy.

FEB

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2. Of course I appreciate and indeed accept Norman's point; such a risk is inherent in work of this kind. I do not think it necessary at present to make any change to the way in which the group works but I do propose that in future the briefing notes which it produces should be circulated with a covering letter from me, rather than being circulated by Bernard Ingham on my behalf. I can explain to you in person why it would not be a good idea to use the Central Office net for this purpose.

Yes  
ml

3. I am sending a copy of this note to Norman Tebbit.

holds

Privy Council Office  
11 February 1985



12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

FEB 1985

*[Faint handwritten text]*



cc Mr Butler

10 DOWNING STREET

*From the Press Secretary*

LORD PRESIDENT

PRESENTATION

I promised a note on Mr Tebbit's observations for discussion with me this morning.

The position is as follows:

- over my 18 years in the Government's service, there has been a persistent, and often unfair, tendency to criticise the Government Information Service (GIS) for its failures to put over Government policy; you know I am not an unqualified admirer of the GIS, but too often when people do not like the message they shoot the messenger. In addition, there is too little awareness of the limits within which a taxpayer-financed and politically neutral GIS must operate - surprisingly little, you may think, in view of the concern about the extent to which ratepayers are financing local authority party political propaganda
- over the last 18 years - or at least the last 16, for it took me some time to learn the trade - I have consistently advised Governments of different political complexion on the basis of the total approach to presentation of policy. In other words, I have presented them with an overall plan which has identified not merely what the GIS can do but also what the party in Parliament and country might do. And in doing so I have drawn a clear distinction between what is, and is not, possible for the GIS
- my objective in doing this has not merely been to do a professional job, though that has been uppermost in my mind; I have also had other motives which might be summarised as follows:
  - to protect the GIS from pressures to exceed its role;
  - to demonstrate that the GIS is only one instrument in the total PR orchestra;
  - to identify other agents who have a responsibility - notably Backbench MPs and

CCO - and so further to protect the GIS  
from criticism.

- I have not always immediately been thanked for my pains and it is a novel experience to be accused of "blurring the lines between Parliamentary and Governmental activity"
- my approach to the latest economic and social policy presentation is entirely in line with the background I have set out above
- there is only one respect in which, in the interests of getting the show on the road, I have gone further in extending my already stretched No 10 Press Office resources to circulate to Ministers the background notes I have drafted and cleared on your behalf. Previously, this has been undertaken by the Minister responsible for the coordination of policy presentation, though in practice the job was only a substantial one under Angus Maude (Background or speaking notes tended to die the death under John Biffen and Francis Pym.)
- my only concern, in acting as circulation agent for background notes, is the sentence in my covering letter which, however varied for impact, typically states:

"Lord Whitelaw hopes that you will circulate the notes to your groups of MPs and encourage them to make use of their contents in the press and on radio and television."

Assuming I continued to sign, or perhaps even if a Private Secretary signed, the covering letter, that sentence might be differently worded

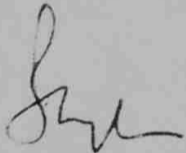
- for the rest, I think I should state in relation to Mr Tebbit's points:
  - I hope the activities of Backbench groups are seen as an organised effort; it is about time Backbenchers were mobilised, organised and set to work; you have already said Ministers should not be coy about admitting that Backbench MPs are actually supporting Government policies;
  - I have already given suitably decontaminated briefing notes to journalists I can trust in the interests of getting over the message
  - there is no question that I can prepare, or on your behalf commission, background/speaking notes on any matter of Government policy in suitably expressed Government terms for dissemination to members of the Government, which includes the Whips Office, nor is there any question that I can circulate on your or the Prime Minister's behalf those notes, as approved responsible Departments, to members of the Government

- this narrows the whole issue down to whether I am entitled in a letter to say you, as Lord President hope Ministers will circulate the background note to Backbench MPs. I believe, as your agent as a member of the Government, I am; but I would much prefer that your Private Office made that request
- this brings me to the major point: whether the CCO should circulate the background notes I prepare and clear with Departments. I think I should state at the outset that, as a Civil Servant, I am not permitted to draft and secure approval through the Government machine, background notes for circulation by CCO. That is not a proper use of my or others services. The proposition put forward by Mr Tebbit would kill stone dead your Ministers' and my official group. The present system provides the compromise and acceptable solution, with the reservation about the method of circulating background notes.

#### Conclusion

I fear Mr Tebbit's proposition, however well meant on my behalf, would be lethal to the current exercise. Whether it is more directed at CCO than the GIS is a matter for speculation.

---



BERNARD INGHAM  
11 February 1985



cc Mr Butler

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Mr Butler

The Lord President is writing to the Prime Minister. He has accepted my advice

John 11/2

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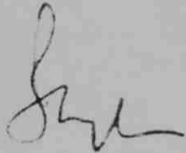
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BERNARD INGHAM  
11 February 1985



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PERSONAL

PRIME MINISTER

As I look at the arrangements for the better presentation of economic and social policy arising from the considerations of Willie Whitelaw's group I find myself concerned at the blurring of lines between Parliamentary and Governmental activities.

It seems certain that the activities of the backbench teams will soon be perceived as an organised effort. I'm sure a set of briefing notes will be lost and turn up either at PM's PQs or on BBC and the role of civil servants, not least Bernard Ingham, will be questioned.

Perhaps much of this work could be conducted by John Gummer's people at Central Office with less chance of mud being slung by our critics.

I think it right for Bernard Ingham to keep his group together and indeed for Willie Whitelaw's group to continue too, but the distribution of material might be better through the Central Office net rather than the official one.

NT

February 1985

Prime Minister

I will get Bernard's  
Comments.

F.R.B.

7.2.

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PRIVY COUNCIL OFFICE  
WHITEHALL, LONDON SW1A 2AT

12 March 1984

Dear John,

12/3

CO-ORDINATION OF THE PRESENTATION OF GOVERNMENT POLICY:  
PARLIAMENTARY QUESTIONS

I understand it was the Treasury which first enquired about the problem which has arisen with Parliamentary Questions in the House of Commons since the Lord Privy Seal ceased to exercise responsibility for the co-ordination of Government policy and its presentation.

In January Mr Anthony Nelson MP asked the Lord Privy Seal if he was satisfied with the co-ordination of information on economic and industrial progress. The Question was, by agreement, transferred to the Chancellor of the Exchequer. The Lord President has asked that similar questions in the future should also be transferred to the Minister most closely identified with the subject mentioned in the Question. The Prime Minister will continue to deal with such Questions put direct to her.

If we in this office can ever help with material for Supplementary Questions on the presentation of policy, we will of course gladly do so. But I should emphasise that the Lord President has no responsibility for the co-ordination of information; his new responsibility is mainly to give informal advice and guidance on the presentational aspects of the policy decisions of the Government as a whole or sometimes, if they have wider implications, of individual Departments.

Chief Information Officers have been informed of this arrangement.

I am sending copies of this letter to Tim Flesher and Bernard Ingham in No 10 and to all Parliamentary Clerks.

*Yours sincerely,  
Janet Lewis-Jones*

JANET A LEWIS-JONES  
Private Secretary

John Salveson Esq  
Parliamentary Clerk  
HM Treasury

Presentations  
of P. dia

O/C

Govt. info



PRIVY COUNCIL OFFICE  
WHITEHALL, LONDON SW1A 2AT

21 December 1983

pa  
Dms  
22/12

M. Bowden.

Mr. Ingham

No, but I don't  
know original  
announcement

Has this already been  
cleared with the PM?

J 23  
12

Dear David,

Dms  
22/12

PRESENTATION OF GOVERNMENT POLICY

Lord Diamond has tabled a Parliamentary Question for oral answer on 24 January asking the Lord President about his new responsibilities in connection with Government information.

I enclose for your information a copy of the Answer and notes for supplementaries which Bernard Ingham has prepared, and with which the Lord President is entirely content.

I am sending copies of this letter to David Heyhoe, David Beamish and Bernard Ingham.

Yours sincerely,  
Janet.

JANET A LEWIS-JONES  
Private Secretary

David Barclay Esq

QUESTION:

To ask Her Majesty's Government whether they will make a statement on the Lord President of the Council's responsibilities in connection with Government information.

DRAFT REPLY:

The Prime Minister has asked me to take responsibility for co-ordinating the presentation of Government policy in addition to my duties in this House. My aim is to support the already substantial co-ordination effort at official level. My work in this House has not been, and will not be, affected.

SUPPLEMENTARIES

Q: Why has the Prime Minister asked you to take on the work?

A: Because of the importance she attaches to the public explanation of Government policies and measures, she feels that I, as her most senior colleague and deputy, should have the responsibility.

Q: Doesn't this show that the Government has got off to a bad start in its second Parliament?

A: No. The Government has got through an enormous amount of work since the election. This has involved a lot of hard, courageous decisions.

Q: Why couldn't the responsibility remain with the Leader of the Commons?

A: The Prime Minister thinks it would be more appropriate if I, as her most senior colleague and deputy, should be in the lead.

Q: So Mr Biffen was sacked?

A: No. He very much welcomed the idea that I should take responsibility for co-ordinating the presentation of Government policy.

Q: How can the Lord President be sure his duties here will not be affected?

A: Because I do not intend that they should be. And my early experience of the work has given me every cause for confidence that there will be no problem.

Q: And no conflict either?

A: I cannot see any possibility of a conflict arising.

Q: Will the Lord President acquire any additional staff?

A: No. I shall have the services and advice of the Prime Minister's Chief Press Secretary at No 10 who is responsible for co-ordinating the information effort at official level.

22 DEC 1983





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7/12

MR INGHAM

PRESENTATION OF GOVERNMENT POLICY

Lord Diamond has today tabled a Parliamentary Question for oral answer on the second Tuesday after the Christmas Recess. It is "to ask Her Majesty's Government whether they will make a statement on the Lord President of the Council's responsibilities in connection with Government information."

I would be grateful for your advice on how the Lord President might reply. He will wish to make it clear that his new responsibilities will in no way detract from his work as Leader of the House of Lords. He explained that privately to Lord Cledwyn last week; I suppose Lord Diamond may be aiming on behalf of the Alliance parties to secure a similar assurance.

I am sending a copy of this to Tim Flesher.

*Janet Lewis-Jones*

JANET A LEWIS-JONES

Privy Council Office  
7 December 1983

~~PRIME MINISTER~~

cc: Mr. Ingham

MEDIA MEETINGS

I asked you yesterday whether you would like to cut down attendance at the media meetings now that Lord Whitelaw is co-ordinating the Government and Party information effort. You said that you would like to continue seeing those in Conservative Central Office concerned with presentation once a week.

I have subsequently discussed this with Lord Whitelaw. He agrees that it would be useful for you to go on having meetings which Mr. Shrimpsley and Mr. Spicer attend. He himself will be holding similar <sup>(but small)</sup> meetings, probably every other Tuesday. \*

Of the two media meetings per week, Bernard Ingham attaches most importance to the Monday meeting. But he would also like to have a short meeting with you on Friday.

Agree that we should continue to have the "full cast" - Mr. Shrimpsley, Mr. Spicer, Mr. Howe, the Political Office, Mr. Mount, Mr. Ingham and myself - on Mondays? And that we should have a more restricted meeting - Mr. Ingham, Mr. Alison or Mr. Sherbourne, and myself or someone else from Private Office - on Fridays?

Yes

H.R.B.

*[Handwritten signature]*

\* Lord Whitelaw does not want himself to attend your media meetings. Mr. Ingham will keep him in touch with what is decided.

7 December 1983

# LOBBY BRIEFING

time: 11 am date: 2, 12, 83

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2/12

We told the Lobby that the PM would make a statement on her return from Athens.

## LORD WHITELAW

We told the Lobby that the Prime Minister has asked Lord Whitelaw to take responsibility for co-ordinating the presentation of Government policy in addition to his duties as Lord President and Leader of the House of Lords. Because of the importance she attached to the public explanation of Government policies and measures she has asked her most senior colleague and Deputy to take on this responsibility. We confirmed that the Lord Privy Seal will continue to take the Thursday Lobby on Business. We confirmed that the new role for Lord Whitelaw would have no staffing implications. The No 10 Press Secretary expected to see Lord Whitelaw regularly. The Lobby asked why the change was being made and whether there were any particular issues which had persuaded the Prime Minister to act. We denied that the move had anything to do with the Lord Privy Seal's views on Government economic policy or with recent criticism in the popular press from erstwhile supporters like Paul Johnson and Rupert Murdoch. We confirmed that the Lord Privy Seal had few regular meetings with senior information staff from Departments. We saw no reason why Lord Whitelaw would wish to meet regularly with senior information staff. We would expect that the main channel of communication would continue to be through the No 10 Press Secretary. We saw Lord Whitelaw's new role as more of a backroom job rather than as an up-front figure for the presentation of Government policy. We said that we understood that the Lord Privy Seal had greatly welcomed the idea of Lord Whitelaw taking on the responsibility.

We were asked when the Prime Minister had decided to make the change: we said it was before the CHOGM in Delhi. Asked about computer-based information systems in relation to the new functions, we said there were none but that we remained very much in favour of developing such a system which would undoubtedly speed up information transfer between Departments. We denied that Lord Whitelaw's new role was a deliberate attempt by the PM to bring him back into the limelight and we strenuously denied the suggestion that this was a public acknowledgement that things were not going well in a presentational sense for the Government. We were asked about various issues on which there had been presentational problems over the past few months - Heath Service cuts; the Hanging Debate; MPs' Pay; Lawson cuts; the PM's eye; Cecil Parkinson; Grenada; and denied that there had been any miscalculation in the way they had been handled. Indeed we suggested that MPs' pay was handled remarkably well and, with the benefit of hindsight, the Lawson cuts could be seen to have been very well timed. On Grenada we felt that the PM was being criticised because she had not acted in the manner in which Fleet Street thought she should. She had shown that she was not Mr Reagan's poodle. The mixed reaction in the Tory Party was no more than a reflection of concern which was widely expressed in other quarters. Asked whether Lord Whitelaw would be advising all Ministers on their TV and radio performances, we said that we expected Departments to continue to inform No 10.

## NGA

We said that the PM's reaction to the Shah photo had been very light-hearted. We said that we were glad to hear this morning's news that talks aimed at settling the dispute are to go on.

## ATHENS

We said that the PM would be returning late on Tuesday from the Europe Council meeting.

SPEAKING NOTE FOR THE LOBBY: FRIDAY, 2 DECEMBER

The Prime Minister has asked Lord Whitelaw to take responsibility for co-ordinating the presentation of Government policy in addition to his duties as Lord President of the Council and Leader of the House of Lords.

Because of the importance she attaches to the public explanation of Government policies and measures, she has asked her most senior colleague - her deputy Lord Whitelaw - to take on this responsibility.

If asked

Q. Does this mean that Mr. Biffen is being sacked?

No.

A. It is simply a matter of involving her most senior colleague. Mr. Biffen will continue to hold the Thursday lobby. He welcomed the plan for Lord Whitelaw to concern himself with presentation.

Q. Will Lord Whitelaw acquire any additional staff?

A. No. He will be serviced by the No.10 Press Office.

R. E. R. BUTLER

1 December, 1983

SUBJECT

CONFIDENTIAL

*ge Master*

NOTE FOR THE RECORD

cc: Mr. Ingham  
Mr. Mount  
Mr. Sherbourne

MINISTERIAL RESPONSIBILITY FOR CO-ORDINATING THE PRESENTATION OF  
GOVERNMENT POLICIES

The Prime Minister discussed with Lord Whitelaw, and subsequently with Mr. Biffen, today Ministerial responsibility for co-ordinating the presentation of Government policy. Before doing so, she had seen a minute from Mr. Mount and Mr. Sherbourne suggesting that this responsibility should be given to Mr. Gummer. She did not agree with this on the grounds that Mr. Gummer already had two jobs as Minister of State, Department of Employment, and Chairman of the Party, and it would be premature to add this further one.

Lord Whitelaw suggested that he should speak to certain Ministers about presentation, and that the administration needed to be better co-ordinated and to present itself as a team. The Prime Minister said that she felt that a Minister with Lord Whitelaw's seniority was needed to undertake this task if he was to have sufficient influence with Ministers in charge of Departments. Lord Whitelaw said that he would be willing to take this task on: he would not wish to have any additional staff, but would rely on the Prime Minister's Chief Press Secretary for support. It was also agreed that Mr. Ingham would continue to chair the regular meetings of Information Officers, but Lord Whitelaw would be willing to hold ad hoc meetings when necessary. It was also agreed that the existing arrangements for Lobbies should continue.

The Prime Minister subsequently saw Mr. Biffen. Mr. Biffen said that he would gladly give up his present responsibility for co-ordinating the presentation of Government information. The staff engaged on this had been run down and he did not find it easy to combine the adversary character of organising Government briefing with the conciliatory role of the Leader of the House of Commons. It was agreed that the decision to appoint Lord Whitelaw to undertake this task should be presented as resulting from the importance attached by the Prime Minister,

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which had caused her to give the responsibility to her most senior non-Departmental Minister.

It was agreed that the change should be announced on Friday, 2 December, and the Prime Minister said that she would have another word with Mr. Biffen about the terms of the announcement which she had in mind.

F.B.R.B.

30 November 1983

PRIME MINISTER

cc:- Mr. Ingham

MINISTERIAL RESPONSIBILITY FOR CO-ORDINATING THE  
PRESENTATION OF GOVERNMENT INFORMATION

You are meeting Lord Whitelaw at 1100 hrs today to discuss this. I have prepared these notes after discussion with Bernard Ingham.

Just before you went to Delhi, the Chairman of the Party urged on you the need for a more active Ministerial role in co-ordinating information. Mr. John Biffen has never taken much interest in this side of his responsibilities.

The Role

Lord Whitelaw would take over co-ordination at Ministerial level. Bernard Ingham would be his main support at official level, although Lord Whitelaw might want to appoint an information officer in his office to give him direct support.

Bernard Ingham chairs a weekly meeting of Chief Information Officers on Mondays at 1700 hrs, and from time to time smaller meetings of Chief Information Officers in the economic departments on Tuesdays at noon. One possibility would be for Lord Whitelaw to take over these meetings. But it would probably be better for Bernard Ingham to continue to chair these regular meetings, reporting to Lord Whitelaw; and Lord Whitelaw to hold meetings of information officers on a more ad hoc basis to tackle particular issues.

A particular role would be to commission weekend speaking notes for Ministers. These notes fell into disuse for a time under Mr. Biffen, but Bernard Ingham now commissions them at his Monday meetings and departments circulate them. It would be useful

/if

if Lord Whitelaw were to recover central co-ordination of these.

A particular question arises over the Thursday afternoon lobby taken by Mr. Biffen. In the past Mr. Angus Maude and Mr. St. John Stevas took this lobby <sup>jointly</sup>. One possibility would be for Lord Whitelaw to share the lobby with Mr. Biffen, with Mr. Biffen answering questions on House of Commons business and Lord Whitelaw taking questions on Government policy generally. Alternatively, Mr. Biffen could continue to take the Thursday afternoon by himself and Lord Whitelaw would meet the lobby from time to time on an ad hoc basis.

#### Presentation

Transferring this responsibility to Lord Whitelaw will attract comment. It would be best to present it positively, on the lines that, now Lord Whitelaw does not have departmental responsibility, he can take on this role which Mr. Biffen now has to combine with his heavy duties as Leader of the House of Commons.

Before this is taken any further, you will need to have a word with Mr. Biffen. We do not expect that he will be reluctant to give up these duties.

F.E.R.B.

30 November, 1983



PRIME MINISTER

LORD WHITELAW

I suggest that

- (a) you refrain from informing the Cabinet tomorrow of the move; and
- (b) I announce your decision at the Friday morning Lobby in the following unattributable terms:

MR. INGHAM

SPEAKING NOTE FOR THE LOBBY: FRIDAY 2 DECEMBER

"The Prime Minister has asked Lord Whitelaw to take responsibility for co-ordinating the presentation of Government policy in addition to his duties as Lord President of the Council and Leader of the House of Lords.

~~Her decision to ask Lord Whitelaw, her deputy, to concern himself with the presentation of Government policy reflects her concern to improve the public explanation of Government policies and measures, she has asked her most senior colleague - her deputy Lord Whitelaw - to take on this responsibility.~~  
Because of the importance she attaches to

If asked

Q. Does this mean that Mr Biffen is being sacked?

It is simply a matter of involving her most senior colleague. A. No. Mr Biffen, will, continue to hold the ~~Saturday~~ Thursday hobby while technically responsible for co-ordinating presentation, has not found it possible to take a close interest in the subject because of his heavy responsibilities as Leader of the House of Commons. He welcomed the plan for Lord Whitelaw to concern himself with presentation.

Q. Will Lord Whitelaw acquire any additional staff?

A. No. He will be serviced by the No 10 Press Office.

J Wallace

BERNARD INGHAM

PRIME MINISTER

PRESENTATION OF GOVERNMENT POLICIES

Bernard Ingham and I have been racking our brains about how you might present the change in responsibility for presentation without giving offence to Mr. Biffen.

We think that the answer might lie in talking about "having a fresh eye to look at the problem". I attach a draft speaking note for Cabinet which uses this approach.

F.R.B.

30 November, 1983

Despite the risk of a leak, we recommend announcing on Friday so that Mr. Biffen is not questioned about the change at his lobby on ~~Friday~~ <sup>Thursday</sup> afternoon.

I have been thinking about presentation of Government policies.

We have not had a particularly good press since the Election. There are several reasons for that - the press don't like Governments with large majorities and try to set themselves up as sort of unofficial Opposition and so on. [It is certainly no criticism of John Biffen who handles these matters of presentation marvellously, as has been evident from the way in which he has handled my Questions in my absence].

But I thought that it would be useful to have a fresh eye to look at our arrangements for co-ordination and I have asked the Lord President, with his great experience and wisdom, to take this on. I am very grateful to him for doing this and I ask you all to give him your full co-operation.

Negotiating objectives in  
Alters.

—

No increase in own resources

Direct control over  
expenditures.

Equal burden-sharing

—

Wampston .

—

PRIME MINISTER

YOUR MEETING WITH LORD WHITELAW - THIS WEDNESDAY, 30th NOVEMBER  
AT 11.00 AM

1. We understand that this meeting arises out of the Chairman's discussion with you last Monday (21st November) about responsibility for co-ordinating the presentation of Government policy.
2. The case for transferring this responsibility to Lord Whitelaw is that he would have the political skill and the will and the means (having sufficient clout among colleagues) to do it.
3. However, there could be disadvantages. To do the job effectively Lord Whitelaw would have to be so designated publicly. The lobby would then feel resentful if they continued to meet only the Lord Privy Seal, on Thursdays etc., and not the man who had taken over his "information" responsibilities. In addition, the Opposition Parties and some of the press would probably argue that Lord Whitelaw was being paid a full Cabinet Minister's salary, without the encumbrance of a Government Department, simply to carry out Conservative "propoganda".
4. There is a case for transferring this responsibility instead to the Chairman of the Party. He could be appointed, say, Paymaster General as a member of - or attending - the Cabinet but paid from Central Office funds. This would give him the weight to do the job, deflect any criticism of "misuse" of taxpayers' money and give him the time to run Central Office which badly needs an undisputed fulltime executive head. However, if you wanted to make such an appointment only after the current Trade Union Bill has left the Commons, it might have to be delayed until early next year possibly as late as April.

*Not when he is leader of the words*

*No - he hasn't yet got the weight. He must stay at the D.C. He can't do 3 jobs*

*FM*

*SS.*

Ferdy Mount and Stephen Sherbourne

28.11.83

