

PREM 19/2209

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CONFIDENTIAL FILING

The Strategy Group

GOVERNMENT MACHINERY

June 1986

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Material used by
Official Historian
DO NOT DESTROY



For waiting!
Thank you

10 DOWNING STREET

Prime Minister ^{CF}
Worth glancing through ^{I may need to have this back so keep to hand}

Read yellow flagged papers from back to front of the file.

(X) is an old Norman Blackwell note

(Y) is interesting: problems then in making sure action was followed up.

Papers at the back show Nigel Woods in very political role

Alex



10 DOWNING STREET
LONDON SW1A 2AA

From the Private Secretary

24 June 1987

Further to my letter of 16 June, I am now writing to confirm that the Strategy Group has been cancelled until at least the Autumn.

I am copying this letter to the Diary Secretaries to the Foreign Secretary, the Chancellor of the Exchequer, the Chairman, Chief Whip, and to Robin Harris at Central Office, and to Stephen Sherbourne and Brian Griffiths here at No. 10.

P. A. Bearpark

Mrs. Elizabeth Huckle,
Lord President's Office.

DJS

Wicks

PRIME MINISTER

THE STRATEGY GROUP

THE WEEK AHEAD

The main events over THIS COMING WEEK, apart from the State Opening of Parliament and The Queen's Speech on Thursday, are:

International

- Second phase Iran/Contra hearings open (today)
- EC Foreign Affairs Council (today and Tuesday)
- EC Internal Market Council (Tuesday)
- EC Transport Council - air traffic liberalisation (Wednesday)
- OPEC Ministerial Meeting, Vienna (Thursday)

Domestic

- Economic indicators:
 - CBI monthly trends (today)
 - GDP - first quarter (today)
 - Trade figures (Thursday)
 - London Business School Economic Forecast (Thursday)
- Government appeals against dismissal of contempt case against Independent (today)

- Deadline for Canary Wharf Development option (today)
- UDM Annual Conference (Monday to Wednesday)
- Chancellor addresses Edinburgh Chamber of Commerce (Tuesday)
- Labour Party NEC inquest on Election (Wednesday)
- TUC General Council (Wednesday)
- Civil Service strikes (Thursday and Friday)

The main events NEXT WEEK are:

- European Council (Monday and Tuesday)
- Commons debates on the Address (to Thursday)
- UK official reserves (Thursday)
- Northern Ireland marching season begins (Sunday, 5 July)

BI

21 June, 1987.

THIS WEEKMONDAY, JUNE 22

- Second phase of Iran/Contra hearings begin, Washington
- EC Foreign Affairs Council (to Tuesday)
- Government appeals against dismissal of contempt proceedings against Independent etc
- CBI monthly trends (June)
- GDP (1st Q)
- BAA pathfinder prospectus for privatisation
- Report on safety of nuclear installations published
- UDM Annual Conference Weymouth (to Wednesday)
- GMBTV Annual Conference, London (all week)
- COHSE Annual Conference, Blackpool (all week)
- Deadline for Canary Wharf consortium's option
- George Younger at IEPG, Seville (to Tuesday)
- John Major addresses Association of Independent Business
- John MacGregor addresses European Cereals Congress, Brighton
- John Selwyn Gummer opens International Whaling Conference, Bournemouth

TUESDAY, JUNE 23

- Prime Minister sees Mr. Peres; and M. Martens re European Council
- Civil Service Unions consider next moves in pay dispute
- Order of Merit ceremony, St. James's Palace
- EC Internal Market Council
- EC/Gulf Cooperation Council (to Wednesday)
- Cyclical indicators (May)
- Manufacturers and Distributors Stocks (1st Q)
- Confederation of Shipbuilding and Engineering Unions Conference, Llandudno (all week)
- HMI report on good behaviour and discipline in schools
- Chancellor addresses Edinburgh Chamber of Commerce
- Cecil Parkinson delivers opening address at Energy Law Conference
- John MacGregor addresses Agriculture Economic Development Council conference on land utilisation, Southampton
- Lord Young at Power Plant '87 exhibition on role of DTI

WEDNESDAY JUNE 24

- Prime Minister's Eve of Session dinner
- EC Transport Council - air travel liberalisation
- Labour Party NEC - election inquest
- TUC General Council
- Deadline for fine payment by Robert McCusker MP (or 30 days)
- MSC Chairman speaks to AMA on special employment measures
- New construction orders (April)
- HSE report on managing health and safety in construction
- Cecil Parkinson addresses UDM Conference, Weymouth
- Home Secretary addresses Press Association lunch
- Chancellor addresses Swedish Chamber of Commerce
- Norman Fowler meets TUC on labour legislation
- George Younger briefs Association of American Correspondents

THURSDAY, JUNE 25

- State Opening of Parliament; Queen's Speech and debate on the Address
- London Business School economic forecast
- Civil servants begin two-day strike
- Soft and hard left meet on Labour "shadow" nominations
- OPEC Ministerial meeting, Vienna
- EC Standing Committee on Employment
- EC External Relations Commissioner speaks on EC/USA/Japanese relations, London
- Trade figures (May)
- New vehicle registrations (May)
- HMI report on YTS
- Foreign Affairs Select Committee report on bilateral aid
- Lord Young addresses British/Israel Chamber of Commerce
- Lynda Chalker at European Year of Women AGM
- Tim Eggar at Vienna International Conference on drug related issues

FRIDAY, JUNE 26

- Prime Minister's interview with Sunday Telegraph
- The Queen in Ross and Cromarty
- Commons: Debate on the Address - Foreign Affairs
- Kenneth Baker visits Dorset LEA
- Kenneth Clark visits Nottingham
- Peter Walker addresses Welsh Association of District Councils's Annual Conference

SATURDAY, JUNE 27

- Scottish Liberal Party executive
- EC Foreign Ministers' conclave (all weekend)

ANNEX II

NEXT WEEK

MONDAY, JUNE 29

- European Council, Brussels (to Tuesday)
- SDP considers merger with Liberals
- Heysel Stadium disaster extradition appeal, House of Lords
- NUR annual conference, Dundee (to July 12)
- Personal income, expenditure and saving (1st Q)
- Commons: Questions
Debate on the Address

TUESDAY, JUNE 30

- European Council
- ?Publication, Criminal Justice Bill
- D/Transport launches drink/drive campaign
- Technology Requirements Board publishes "Focus on Innovation" report
- Foreign Affairs Select Committee report on cultural diplomacy (BBC)
- Iron and Steel Trades Confederation annual conference, Bournemouth (all week)
- Irish Congress of Trade Unions Congress, Cork (all week)
- Commons: Questions - DHSS; Prime Minister
Debate on the Address
- Lord Young addresses Manor House Society, Institute of Directors

WEDNESDAY, JULY 1

- New SACEUR, General John Galvin, takes office
- Commons: Debate on the Address
Prime Minister's statement on European Council
- 150th Anniversary, General Register Office
- Oftel annual report published
- Parole Board annual report 1986
- Metropolitan Police Commission's annual report, 1986
- Home Secretary addresses Association of Civil Defence and Emergency Planning Officers study conference

THURSDAY, JULY 2

- Prime Minister's tea with Capitol Radio children; reception for Childline
- Queen at Knights of the Thistle Installation, Edinburgh
- Commons: Questions: Prime Minister
Debate on the Address concludes

- UK Official Reserves
- Express Group announces plans and redundancies to printing unions
- Company investigation into Aldershot AFC published
- FCO Select Committee report on Cyprus
- Archbishop of Canterbury addresses Victim Support Schemes annual conference

FRIDAY, JULY 3

- Home Secretary visits Lincolnshire police
- John Moore visits Bristol

SATURDAY, JULY 4

- Duke and Duchess of York visit York
- Prince and Princess of Wales at Genesis charity concert
- Home Secretary visits Lindholme Prison

SUNDAY, JULY 5

- Northern Ireland: annual church parades
- Prime Minister at Wimbledon

MONDAY, JULY 6

- European Parliament (all week)
- NUM delegate conference, Rothesay (all week)
- TGWU annual conference, Scotland (all week)
- Anglo/USA Information talks (to Sunday)
- NIO: Legal Aid annual report, 1985/6
- Kenneth Baker visits South Bank Poly
- John Moore at Adam Smith Institute conference on privatisation
- John MacGregor speaks at opening of Royal Show

TUESDAY, JULY 7

- The Queen at 150th anniversary of P & O, Greenwich
- Prince and Princess of Wales open modernised Brixton Police Station
- Kenneth Baker speaks at 7th National Education, Training and Development conference
- Commons: Questions - DES; Prime Minister



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10 DOWNING STREET

LONDON SW1A 2AA

From the Private Secretary

16 June 1987

Dear Liz

Further to Tessa Gaisman's letter of 13 May, I am writing to say that there will be no Strategy Group or lunch on Monday 22 June. I will be in touch again about arrangements for the future.

I am copying this letter to the Diary Secretaries to the Foreign Secretary, Chancellor of the Exchequer, Home Secretary, Chairman, Chief Whip and to Robin Harris at Central Office, Stephen Sherbourne, Brian Griffiths and Michael Alison here at No.10.

Yours

Andy

P.A. Bearpark

Mrs Elizabeth Huckle
Lord President's Office.

DTS

Li

DA

MR. SHERBOURNE

cc: Mrs. Gaisman

STRATEGY GROUP

I should be glad of a word, at a time convenient to you, on the future, if it has any, of the Strategy Group. I ask this because we will need to reassemble the diary after the Election, assuming that the Government is returned, and we need to know whether the Strategy Group is to feature in the Monday morning timetable. There is also the related question of the Monday colleagues lunches.

NLW

14 May 1987



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10 DOWNING STREET
LONDON SW1A 2AA

13 May 1987

From the Private Secretary

This is to inform you that Strategy Group meetings and lunches have been cancelled until further notice as from next Monday 18 May.

However, it would be helpful if you could keep Monday 22 June pencilled in your diary as a first possible date for re-instating these meetings and lunches. Our office will be in touch to confirm this and any subsequent dates nearer the time.

I am copying this letter to the Diary Secretaries to the Foreign Secretary, Chancellor of the Exchequer, Home Secretary, Chairman, Chief Whip and to Robin Harris at Central Office, Stephen Sherbourne, Brian Griffiths and Michael Alison here at No. 10.

MRS TESSA GAISMAN

Mrs Elizabeth Huckle,
Lord President's Office.

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STRATEGY GROUP

The Next two Weeks

The main events/issues in the COMING WEEK are:

- Arms control: NATO and WEU Meetings (Monday & Wednesday)
- EC financing: Foreign Affairs and Agriculture Ministers (Monday and Wednesday)
- Labour Party: Kinnock speaks at USDAW (Monday) and Wales TUC (Friday)
Launches Conservatives "Hidden Manifesto" (Tuesday)
- Party political broadcasts: Labour (Wednesday); SDP/Lib Alliance (Thursday)
- Rolls Royce share prices announced and privatisation debated in Commons (both Tuesday); Rolls Royce prospectus (Thursday)
- Roads White Paper (Tuesday)
- Economic indicators: CBI Industrial Trends (Tuesday)
Retail Sales (Wednesday)
Trade Figures (Friday)
- Japanese Trade: Reagan meets Nakasone (Wednesday)
GATT hears EC's complaint on whisky
Foreign Secretary and Paul Channon meet Japanese Minister of Trade (Thursday)
- Commons debates: Homeless (Tuesday); Finance Bill in Committee (Wednesday & Thursday)
- "Hands Across Britain" demonstration against unemployment (Sunday)

Other items of note this COMING WEEK

- Zeebrugge inquiry opens (Monday)
- Trial opens in Belfast of 16 PIRA escapees (Monday)
- TSRB Report on Parliamentary Secretarial Allowances (Wednesday)
- SDP/Liberal Convention at Pitlochry (Friday)

- Television: ITV World in Action looks at the safety of
Ro-Ro ferries (Monday)
ITV ~~noon~~^{midnight} (Tuesday) first Anglo/Russian studio
audience link up in London and Moscow
BBC 2 continues "Secret Society" series with
what happens in Britain in crises or war

The main issues during the WEEK AFTER NEXT are:

- Local elections (Thursday May 7)
- Your weekend consideration of General Election (May 10)
- Prison Officers Association ballot on "Fresh Start" (to
Thursday May 7)
- South African general election (Wednesday May 6)
- Defence White Paper published (Wednesday May 6)
- Labour force outlook (Thursday May 7)

26 April 1987

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THIS WEEK

MONDAY, APRIL 27

- More teachers' strikes
- Zeebrugge investigation opens, London
- Trial opens in Belfast of 16 PIRA escapees
- Mrs Bruntland launches World Environment report, London
- NATO consultation on arms control, Brussels
- Western European Union on E/W and arms control, Luxembourg (to Tuesday)
- Inter-Parliamentary Union, Managua (all week)
- EC Foreign Affairs Council (to Tuesday)
- EC Agriculture Council: prices; Green £ (to Wednesday)
- EC TREVI Group, Brussels (to Tuesday)
- Press review day, Blood Products Laboratory
- CSU conference (all week)
- USDAW conference (to Wednesday) - Kinnock speaks today
- Merchant Navy Officers' Union conference (to Thursday)
- TASS Union conference (all week)
- Annual report, Unions' Certification Officer 1986
- Pay negotiation: BNFL industrials
- Commons: Questions: Wales
Statement: Inner Cities
Debates: 2nd Readings Consumer Protection and Parliamentary Pensions Bills
- Lords: Debate: 2nd Reading, Criminal Justice Bill
- Foreign Secretary in New Zealand (to Tuesday)
- John Moore at Institute of Transport lunch - bus deregulation
- Malcolm Rifkind at Confederation of Scottish Local Authorities
- Kenneth Baker on TV-AM
- Rhodes Boyson meets Ealing deputation on rate increase
- ITN 'World in Action' looks at safety of Ro-Ro ferries

TUESDAY, APRIL 28

- Rolls-Royce share price announced
- Roads White Paper
- Kenneth Clarke launches "Action for Cities" brochure
- Labour Party launches Tories' "Hidden Manifesto"
- Western European Union (arms control)
- UK/Soviet economic and industrial cooperation review meeting
- Prime Minister's dinner for Scottish Editors
- All-party Parliamentary Group visits Gibraltar (to Thursday)
- GATT hears EC complaint against Japan on whisky
- CBI Industrial Trends
- ACAS annual report

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- Pay negotiations: Further education teachers; Civil Service industrial grades
- C&AG report on competitive tendering in NHS
- DES report - Quality in Schools - initial training of teachers
- HMI curriculum report - Maths 5-16
- Commons: Questions: DES; Prime Minister
Debates: Opposition motions on housing and Rolls-Royce privatisation
Committee: 2nd Reading, Territorial Sea Bill
- Lord Young speaks at NEDC conference on "People - key to success"
- Norman Fowler at Association of County Councils' AIDS conference
- Edwina Currie at London meeting on nutrition and prevention; meets British Heart Foundation
- ITV noon Anglo-Russian link-up between studio audiences in London and Moscow

WEDNESDAY, APRIL 29

- President Reagan talks with Nakasone
- Belize-Guatemala Foreign Minister talks (to Thursday)
- TSRB report on Parliamentary Secretarial allowances
- Association of University Teachers' (women's) conference
- Arts Council discusses funding of Kent Opera
- Retail sales (March)
- New vehicle registrations (March)
- New construction orders
- Chief Inspector of Prisons report on Barlinnie and Peterhead disturbances
- C&AG report on incorrect social security payments
- Commons: Questions: DTI
Debate: Finance Bill in Committee
- Lords: Debates: 2nd Reading, AIDS Control Bill
Trade Unions' Green Paper
- Foreign Secretary addresses Lord Mayor's Banquet (on population)
- Kenneth Clarke at Small Business Bureau Conference
- Kenneth Baker at A-level politics conference; meets NAHT on primary education
- John Moore inaugurates work on Newcastle western by-pass
- Home Secretary meets Indian Minister for External Affairs
- Norman Fowler gives regional briefing on AIDS, York
- Richard Luce speaks in National Campaign for the Arts debate
- Edwina Currie on "drinking sensibly" - Institute of Psychiatry
- Labour Party political broadcast
- BBC TV 2 "Secret Society" - what happens in Britain in crisis or war

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THURSDAY, APRIL 30

- Rolls-Royce prospectus
- Conference on disarmament session ends, Geneva
- Wales TUC conference (to Saturday)
- Consumers' expenditure (1st Q)
- Ombudsman report
- Foreign Secretary and Paul Channon see Japanese MITI Minister
- Crown Agents Annual Report
- BP Annual Meeting
- Commons: Questions: Treasury; Prime Minister
Debate: Finance Bill in Committee
- Nicholas Ridley at International Year for Shelter of the Homeless conference; launches "Good Council Guide"
- Michael Jopling presents Food for Britain export awards
- BBC TV1 'Question Time' with Norman Lamont, George Robertson MP, Rosie Barnes, Nicholas Horsley
- SDP/Liberals party political broadcast
- John Moore at Aggregate Construction Materials Industry on infrastructure investment

FRIDAY, MAY 1

- Trade figures
- Engineering sales and orders (January)
- Kinnock addresses Wales TUC
- SDP/Liberals Convention, Pitlochry
- Commons: Debates: Private Members' Bills on companies and human rights
- Chancellor speaks at the Trial of the Pyx
- Kenneth Baker in NE Lancashire
- Paul Channon addresses CBI design conference
- Malcolm Rifkind at Scottish Economic Council; meets Scottish Prison Service unions
- BBC Radio 4 'Any Questions?' with Nicholas Ridley, Shirley Williams, Brenda Dean and Gilbert Gray QC
- Channel 4 "A Week in Politics" - John Stanley

SATURDAY, MAY 2

- President Assad in Moscow
- Rugby League Cup Final, Wembley - Halifax v. St Helens
- Restaurant Licensing Act comes into force
- John Gummer at Young Farmers' Clubs AGM

SUNDAY, MAY 3

- Hands Across Britain demonstration against unemployment
- Lord Young on BBC TV "This Week Next Week"

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NEXT WEEK

MONDAY, MAY 4

- Bank Holiday
- UN Disarmament Committee (to May 29)
- Oxford Review of economic policy
- 25th anniversary, World Wildlife Association
- Western European Union Ministerial meeting, Luxembourg (George Younger)

TUESDAY, MAY 5

- Council of Europe (to Friday)
- EC Fisheries Council, Brussels (to Thursday)
- Closing day for comment on trade unions Green Paper
- UK reserves (April)
- Prison Officers' Association ballot on Fresh Start (to Thursday)
- Pay negotiations: London busmen
- Commons: Questions: Defence; Prime Minister
- Peter Walker at British Nuclear Forum lunch
- Kenneth Baker speaks on GCSE, Guildford
- John MacGregor attends British Rail promotional run, Norfolk - London
- John Moore launches "Transport and the Environment" booklet

WEDNESDAY, MAY 6

- South Africa General Election
- Defence White Paper published
- The Queen visits Joint Services Defence College
- Duchess of York presents British Press Awards
- Norman Fowler at World Health Organisation Conference on AIDS
- Council of Europe Ministerial, Strasbourg (to Thursday)

- Travel and tourism figures
- Report on private sector involvement in prisons
- Pay negotiations: UKAEA manuals
- Commons: Questions: Environment
- Nicholas Ridley at National Contractors Group lunch
- Kenneth Baker opens Centre of Communication Studies, Central London Poly
- John MacGregor addresses Institute of Taxation annual Finance Bill conference
- Michael Jopling opens Meat and Livestock Commission, international conference

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THURSDAY, MAY 7

- Local elections
- Prince and Princess of Wales at Great Ormond Street Hospital
- Duchess of York visits Red Arrows, Lincs
- Labour force outlook (D/Employment)
- Housing starts and completions (March)
- Pensioners' income and expenditure
- Charity Commission annual report
- Commons: Questions: Home Office; Prime Minister
- Foreign Secretary at Royal Institute of International Affairs on East-West relations: the British role

FRIDAY, MAY 8

- Guild of British Newspaper Editors' conference (to Sunday)
- Home Secretary visits Leeds Prison
- Lord Young in Middlesbrough
- John Moore at AA, Basingstoke
- George Younger opens Ferranti offices, Edinburgh
- Kenneth Baker on BBC TV 2 education programme
- BBC Radio 4 'Any Questions?' includes Rhodes Boyson

SATURDAY, MAY 9

- TUC SE Regional Council conference
- Kenneth Baker at Guild of British Newspaper Editors dinner
- Home Secretary addresses forensic science conference
- Michael Jopling at National Federation of Fishermen's Associations conference

SUNDAY, MAY 10

- Prime Minister's meeting on election options
- London Marathon

MONDAY, MAY 11

- Philippines Senate and Congressional elections
- EuroParliament (all week)
- International Energy Agency Ministerial, Paris
- EC: ECOFIN, Brussels
- Credit business (March)
- TSSA conference (all week)
- IPCS conference (all week)
- Society of Civil and Public Servants conference (all

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- week)
- CPSA conference (all week)
 - Association of Polytechnic Teachers' conference (to Tuesday)
 - General Federation of Trade Unions conference (to Tuesday)
 - Commons: Questions: Energy; Arts
 - Kenneth Baker meets NUT on City Techs

TUESDAY, MAY 12

- OECD Ministerial (Foreign Secretary; Chancellor)
- Fire Brigades Union conference (all week)
- Producer price index (April)
- Commons: Questions: Employment; Prime Minister
- Kenneth Baker addresses polytechnic teachers' conference
- John Moore addresses Federation of Civil Engineering Contractors

PERSONAL & CONFIDENTIAL

STRATEGY GROUP

THE NEXT TWO WEEKS

The main issue/ events THIS COMING WEEK are:

- Your visit to Russia - and talks with Gorbachev
- Assessment of Kinnock's visit to USA
- EC Agriculture Council - price proposals (Monday and Tuesday)
- Chancellor gives evidence to Select Committee on Budget (Monday)
- Granada TV re-enact Westland (Monday)
- Raising of Zeebrugge disaster ferry (from Tuesday)
- British Churches colloquium on peace and defence (Tuesday)
- Pope visits Chile (from Wednesday)
- NEDC discusses Budget (Wednesday)
- White Paper on higher education (Wednesday)
- Hanging debate (Wednesday)
- TUC nuclear energy review group in Russia - Chernobyl (from Thursday)
- UK reserves (Thursday)
- Grand National (Saturday)

The main issues/events the FOLLOWING WEEK are:

- Uprating Social Security benefits (Monday, April 6)
- Pope visits Argentina (from Monday)
- Chancellor at IMF conference, Washington (all week)
- Part introduction of social fund (Monday, protest rally in London)
- Statement: Westland Orders (Monday)
- M1/A1 link announced - environmentally sensitive (Tuesday April 7)
- Foreign Secretary meets Shultz in Washington (Thursday, April 9)

PERSONAL & CONFIDENTIAL

2.

- Commons rises (Friday, April 10)

Detailed diaries for this coming week and next are at Annexes I and II.

27 March 1987

THIS WEEK

MONDAY, MARCH 30

- Prime Minister in Moscow (talks with Gorbachev)
- EC Agriculture Council - price proposals (to Tuesday)
- Jumblatt, Druze leader, talks with Tim Renton and Archbishop of Canterbury
- Princess of Wales opens body scanner, Stoke Mandeville
- Start of court action on commercial management of MOD dockyards
- HMI report on good practice in primary schools
- First report, Standing Commission on efficiency in courts
- Food Advisory Committee report on colour in food
- Peter Bottomley announces highway maintenance programme
- DHSS review of contracting out terms in pension schemes
- Commons: Questions: Energy; Arts and Libraries
Debate: 2nd Readings Landlord and Tenant; Sports Safety; and Pilotage Bills
Select Committee: Treasury - Chancellor on Budget
- Lords: Debate: New Zealand butter quota
- Kenneth Baker at educational establishments in Kent
- Home Secretary on 'Jimmy Young Programme'
- Lord Young speech on enterprise and higher education
- Lynda Chalker at London Conference on Nigeria
- Richard Luce at National Gallery to view Constable
- Granada TV re-enact Westland affair
- BBC TV 'Panorama' on Hard Left schools in Brent (Mary McGoldrick case)
- Bernard Levin on Channel 4 talking to Russian refuseniks

TUESDAY, MARCH 31

- Prime Minister in Moscow
- Raising of Herald of Free Enterprise, Zeebrugge
- EC Energy Council
- NUJ annual conference, Blackpool
- UN Association conference on drugs, London
- Caribbean conference on drugs, Belize (all week)
- Order establishing Cardiff Bay Development Corporation
- HMI report on Sheffield LEA
- British Churches colloquium on peace and defence, Oxford
- BOTB launches "Focus German" campaign
- Pay negotiations: British Steel
- DES: HMI report on Sheffield LEA
- Commons: Questions: Employment; Mr Biffen
Debate: Final Stages Criminal Justice Bill
Statement: Turks and Caicos
Select Committee: Health visits Amsterdam on drugs
Lord Chancellor on Ombudsman

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PERSONAL & CONFIDENTIAL

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- Lords: Debates: Haringey's policy of positive images for homosexuals
- Lord Young at London Collaboration Project on tourism
- Chancellor opens NEDC Jubilee Conference - speech on company success
- Malcolm Rifkind on rating reform, Adam Smith Institute
- Economic Secretary at Association of Charity Honorary Treasurers on payroll giving

WEDNESDAY, APRIL 1

- Prime Minister in Tbilisi
- Pope visits Chile (to April 6)
- The Queen opens Clore Gallery for Turner Collection, Tate
- NEDC - Budget; CAP
- White Paper on Higher Education (Commons statements)
- Government's reply to Select Committee report on SE Asia
- Area electricity boards 5% cut in price paid to private generators
- First anniversary, abolition GLC/Metropolitan Counties
- Launch, HM Inspectorate of Pollution
- Kenneth Clarke announces inner cities project
- New Health Education Authority created
- New prescription form for drug addicts
- BOTB report on small firms
- Northern Ireland Public Order law operates; ?protests
- Commons: Questions: Environment
Debate: Final stages, Criminal Justice Bill
- hanging debate
- Lords: Debate: NHS
- Kenneth Clarke lunch with Michael Checkland, BBC
- Paul Channon addresses British Insurance Brokers; interviewed by Japanese TV
- Edwina Currie opens Phase 1, Wigan Infirmary
- William Waldegrave addresses Natural Environment Research Council
- ITV on "The Falklands War - the Untold Story" - talks to men on both sides

THURSDAY, APRIL 2

- Prime Minister's statement on visit to USSR
- TUC (Willis, Scargill, Jarvis) nuclear energy review body in USSR (to Sunday)
- UK reserves (March)
- Lords hear appeal over sterilisation of 17 year old mentally defective girl
- Deregulation and Radio Spectrum pricing report
- Coopers and Lybrand report on computer software
- Scottish CND leaflet campaign
- Pay negotiations: electricity supply manuals

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PERSONAL & CONFIDENTIAL

- Commons: Questions: Home Office; Prime Minister
Debate: Easter Adjournment
- Lords: Debate: Teachers disruption of schools
- Nicholas Ridley chairs Consultative Council on Local Government finance
- Kenneth Baker meets Head Teachers' Association on national curriculum
- BBC series on heart disease prevention begins
- BBC TV 1 "Question Time" with George Walden, Alan Beith, Tony Benn, Professor Christina Lyon

FRIDAY, APRIL 3

- International AIDS day
- Konigswinter conference (to Saturday)
- Housing starts and completions (February)
- Commons: Debates: Private Members' Bills on Obscene Publications; Right to Fuel
- Foreign Secretary addresses London Chamber of Commerce
- John Moore visits DVLC, Swansea
- Michael Jopling in Bonn
- Kenneth Clarke in North West
- Malcolm Rifkind in Aberdeen and Fraserburgh
- Paul Channon addresses British Insurance Brokers' Association
- Kenneth Baker on Wogan Show
- Michael Spicer launches new charter service, Manchester Airport
- BBC Radio 4 "Any Questions?" with Emma Nicholson, Charles Kennedy MP, John Cousins, Alex Salmond (SNP)

SATURDAY, APRIL 4

- Grand National
- England v. Scotland RU international
- Informal meeting EC Foreign Ministers, Belgium
- Ex-Servicemen's CND march to RAF Alconbury
- TUC Northern Regional Council AGM, Newcastle upon Tyne
- Chancellor at informal ECOFIN
- Home Secretary speech on inner cities to Tory Reform Group
- Nicholas Ridley at Western Area party AGM, Exeter
- Kenneth Clarke speech on tourism at Club and Institute Union
- Edwina Currie opens Phase 1, Derby City Hospital

SUNDAY, APRIL 5

- Reagan visits Canada (to Monday)
- Littlewoods Cup Final - Arsenal v. Liverpool
- EC Foreign Ministers' meeting (financing of Community)

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- Prime Minister of Pakistan visits UK (all week)
- Kenneth Clarke speech on hope for the cities, Oxford conference
- UKIAS annual conference, Leeds (David Waddington)

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NEXT WEEK

MONDAY, APRIL 6

- Uprating of Social Security benefits
- Prime Minister sees Prime Minister of Pakistan
- Pope visits Argentina (to April 10)
- Gorbachev visits Czechoslovakia
- Chancellor at IMF/IBRD conference, Washington (all week)
- Commercial management introduced at Rosyth and Devonport
- Launch of Urban Regeneration grant scheme
- Social Fund replacing grants and supplementary payments introduced; protest rally, London
- AEU national committee conference, Eastbourne
- Credit business (February)
- Commons: Questions: Transport
Debate: Opposition motion
- Nicholas Ridley addresses Nature Conservancy Council conference
- Home Secretary opens exhibition on prison reform
- Welsh Ministers' press conference on Severn Bridge strengthening contract
- Kenneth Clarke on deregulation at Anglo/German Conference, Bonn
- Edwina Currie on Wogan Show

TUESDAY, APRIL 7

- World Health Day
- EC Internal Market Council
- EC Consumer Affairs Council
- EH 101 roll out at Westland, Yeovil (George Younger)
- DES statement on national curriculum
- Invest in Britain Bureau annual report
- Lord Young meets TUC on JTS
- Irish Confederation of Trade Unions conference
- Home Office announce poop scoop byelaws
- Pay negotiation: local authority manuals
- Announcement of M1/A1 link
- Commons: Questions: DHSS; Prime Minister
Debate: Foreign Affairs
- Lord Young opens Human Resource Development conference
- Kenneth Clarke at Industrial Society conference on employment law
- Kenneth Baker addresses GCE Boards' conference
- Nicholas Ridley at National Housebuilding Council lunch
- Foreign Secretary at Institute of Economic Affairs dinner
- Home Secretary at Diplomatic Writers' Association annual banquet
- Michael Jopling addresses Landowners' group
- John Moore in USA (to April 10)

R34AAA

WEDNESDAY, APRIL 8

- Better Made in Britain reception, Lancaster House
- Rolls Royce privatisation prospectus
- London Strategic Policy Unit conference on AIDS services
- Commons: Questions: Scotland
Select Committee: Health - Chris Patten and
Kenneth Baker on AIDS
- Lords: Debate: Shortage of NHS nurses
- Geoffrey Pattie launches RESOURCE (standards advice)
- Nicholas Ridley at One Nation Group dinner
- Kenneth Baker addresses Careers Service annual conference
- Home Secretary at Metropolitan Stipendiary Magistrates
dinner
- John MacGregor at CBI conference on winning good
contracts

THURSDAY, APRIL 9

- Lords rises
- Foreign Secretary sees Shultz (post Kremlin talks)
- Vehicle production (March)
- Pay negotiations: NHS ancillaries
- Police Complaints Authority annual report
- Commons: Questions: Northern Ireland; Prime Minister
- George Younger at Brassey's Defence Symposium with Owen
and Denzil Davies
- Kenneth Clarke speech on employee share ownership,
Industrial Society
- Richard Luce in Lancashire (to Friday)

FRIDAY, APRIL 10

- Easter Recess begins
- Sovereign's Parade, Sandhurst (Princess of Wales)
- Index of Retail Prices (March)
- Steel production (March)
- HMI report on curriculum: maths (5-16)
- Foreign Secretary speech in Chicago
- Kenneth Baker at Nottingham University; addresses
Secondary Heads conference
- Paul Channon at 'Focus German' conference
- Lord Young at Towards Enterprise Economy conference, Oxon
- Home Secretary visits Cheshire police
- Malcolm Rifkind at Aberdeen Chamber of Commerce banquet

SATURDAY, APRIL 11

- DUP "Day of Defiance" in Northern Ireland against Public
Order Order
- Home Secretary in North Wales
- David Waddington in Sri Lanka (to April 18)

PERSONAL & CONFIDENTIAL

3.

SUNDAY, APRIL 12

- Department of National Savings monthly report

MONDAY, APRIL 13

- Shultz visits Moscow (to April 16)
- Producer price index (March)
- HMI report on Quality in Schools - in-trial training of teachers
- Kenneth Baker at Young Scientists' dinner
- John MacGregor at 1900 Club Budget dinner

TUESDAY, APRIL 14

- Jim Callaghan's book published
- Production index (February)
- Kenneth Baker addresses Committee of Directors of Polys, Coventry



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BG

10 DOWNING STREET
LONDON SW1A 2AA

From the Private Secretary

13 March 1987

Dear Elizabeth,

STRATEGY GROUP MEETINGS

Please could you pencil into your diaries the following dates for Strategy Group meetings and lunches:

Monday 27 April
" 11 May
" 18 May
" 1 June
" 15 June
" 22 June
" 6 July
" 13 July
" 20 July
" 27 July

If there are any changes I will of course notify you as they crop up.

I am copying this letter to all the diary secretaries to all members of the Strategy Group.

Tessa

MRS. TESSA GAISMAN

Mrs. Elizabeth Huckle,
Lord President's Office.



10 DOWNING STREET
LONDON SW1A 2AA

file
JHW
noted on
Chairman's
copy that 1430
meeting will
not take place.
done
SA
11/3

From the Private Secretary

11 March 1987

This is to inform you that the Strategy meeting and lunch on Monday 23 March have to be cancelled.

I am copying this letter to Anne Allcock (Foreign and Commonwealth Office), Sarah Ashby (Home Office), Debbie Lester (HM Treasury), Shirley Oxenbury (Chairman's office), Robina Finlay (Chief Whip's Office) and Robin Harris (Central Office).

MRS. TESSA GAISMAN

JVA

Mrs. Elizabeth Huckle,
Lord President's Office.



10 DOWNING STREET
LONDON SW1A 2AA

*Mr. Wyeke
for information
CFpa.*

CONFIDENTIAL

24th February, 1987

Dear Nicholas

This is to confirm that the Prime Minister would like farming and the countryside to be discussed at the meeting of the Strategy Group on Monday, 9th March and would therefore like you to be present for that meeting and for the lunch with colleagues which follows. The Strategy Group meeting starts at 12.00 noon but there will be one item on the agenda before farming and the countryside and I suggest therefore that you arrive at 12.15 pm.

The purpose of the meeting will be to give the Prime Minister and senior colleagues the opportunity to discuss the policy work now being undertaken with a view to what could appear in a Manifesto. It will therefore be a supplement to, and not a substitute for, any meetings where policy decisions are being taken.

It might be helpful to have a short paper in advance of the meeting which can be circulated to all members of the Strategy Group. What has been useful in the past for these occasions has been a very succinct paper simply setting out the new policies that are in the process of coming forward, with a righthand column which shows (a) whether decisions have yet been taken or are still to be taken and (b) whether those policies should, in your opinion, be included in a manifesto. That paper would then set the agenda for the meeting.

Can the paper for the meeting reach Robin Harris, who is Secretary of the Strategy Group, by midday on Thursday, 5th March at the latest?

I am writing a similar letter to Michael Jopling who will also be attending the meeting.

*Tom
Sherbourne*

STEPHEN SHERBOURNE
Political Secretary

The Rt. Hon. Nicholas Ridley, MP



10 DOWNING STREET
LONDON SW1A 2AA

CONFIDENTIAL

24th February, 1987

Dear Tom

This is to confirm that you will be attending the meeting of the Strategy Group on Monday, 9th March when farming and the countryside will be discussed. The meeting starts at 12.00 noon but there will be one item on the agenda before farming and the countryside and I suggest therefore that you arrive at 12.15.

I also confirm that you will be attending the lunch with colleagues which follows the Strategy Group meeting..

Yours

Steve

STEPHEN SHERBOURNE
Political Secretary

The Rt. Hon. John MacGregor, MP



Top seen by
PM without ✓
comment + given to
SS.
N. C. J.
24.2.

PRIME MINISTER

At Monday's meeting of the Strategy Group, we were all agreed on the need to change the culture of dependency which blights many of our inner cities, to improve our educational system to foster more positive and enterprising attitudes among those who live in these areas, and to break the stranglehold of the left-wing local authorities, particularly over housing policies.

We must not, however, assume that this is enough. Merely by bringing local authorities to heel, and improving the quality of education and housing, we cannot expect that our inner cities will then miraculously come right. There is, in my opinion, a further role for Government in bringing together the private sector and local residents and unlocking opportunities to speed up the process of regeneration. If we do not provide leadership and provoke the process of reviving the economy in our inner cities I do not believe that anyone else will.

I have no doubt that both Labour and the Alliance will attempt to make an issue of inner city decline and of the pockets of deprivation associated with one-industry towns. We must, therefore, be able to demonstrate that as well as having a wider vision of how we can improve housing and education in our inner cities over the next few years, we will also take urgent and practical action in the shorter term.

CONFIDENTIAL



On Monday, you suggested an overall framework, but also asked for some more specific proposals on the theme of tackling problems directly in selected districts. In response to that request, I offer the following:-

"Ultimately, the regeneration of our inner cities is dependent on the efforts and initiative of the individuals who live there. But there is also clearly a role for Government in bringing together the various bodies anxious to help in that process. All experience shows that large-scale Government intervention and ill-directed spending does nothing to change the attitudes that lie at the heart of inner city decay and despair. However, by operating at a local level, and by working with the market, it is possible to help set enterprise and initiative free and break the cycle of decline. Learning from our experience to date, and developing a common partnership of effort between the private and public sector, we will:

- promote enterprise in inner city areas, involving all the different groups who live there. Everyone must have the chance to take part in economic growth;
- help provide on-the-spot training and work experience for local people;
- make sure that local people have every chance of getting the jobs that exist locally;
- make our inner cities a safer place to live and work;



- involve local employers and banks in generating more opportunities in the inner cities;"

This general description would, in my opinion, cover the experiments we are now conducting in direct intervention by Government led Task Forces. In a separate note I list five examples of the type of project being carried out by our Inner cities Initiative.

K C
23rd February 1987



You asked for a list of five good examples of the kind of project being tested under our Inner Cities Initiative:

(i) Head Start

Co-operation between the MSC and the Industrial Society has led to the development of an enterprise training programme for 3,000 18-25 year olds in 6 Task Force areas. The MSC, schools and local companies will all be involved in providing the training; it is estimated that the private sector will put up £3 for every £1 of public money;

(ii) Broughton Road Housing Refurbishment Scheme, Handsworth

This is a major experimental scheme to refurbish a street of run-down housing, and will involve inner city residents, the construction firm Tarmac, central government and the City Councils in a project to improve living conditions for some 180 people. The work will be subcontracted to local firms, and will employ and train some 40 local people; a further 24 training places will be provided for young people in the area.

(iii) Copthorne Hotel, Handsworth

In order to help local people compete for 60 new jobs being created in the Copthorne Hotel from Spring 1987, an innovative pre-recruitment training programme has been worked up between the Task Force, the City Council, the MSC and the Hotel itself. Preparatory training in personal and hotel skills will be run by the College of Food and Domestic Arts. Interviews are guaranteed to all those who complete the training course.



(iv) Project Fullemploy, North Kensington

Project Fullemploy - which has an outstanding record in training and remotivating adults, particularly those from the ethnic minorities - is being helped to purchase new computer equipment. This will allow Fullemploy to increase the number of training places they can offer in North Kensington from 136 per year to 250;

(v) Task Force Development Fund, Leeds

In order to tackle the problem of raising very small sums of capital for businesses in unattractive districts, a special development fund has been launched in partnership with the Yorkshire Bank. It will operate on a sound banking and commercial basis to provide grants to small firms of up to 25 employees towards fixed capital expenditure and approved development costs. The Bank will also provide access to special low-cost loans. The Bank and the Task Force will only advance money after vetting prudent and well-judged business plans and will steer the would-be entrepreneur to acquire management advice and support from an Enterprise Agency.

R. Weeks

STRATEGY GROUP

THE NEXT TWO WEEKS

The main events for **THIS WEEK** are:-

- Kinnock Interview on BBC Panorama tonight
- EC Foreign Affairs Council (today and Tuesday); hears Delors' Report on financing (Sunday)
- Prime Minister meets President Gemayel - Terry Waite (today)
- Royal Aeronautic Society Conference on SDI (today to Wednesday)
- Irish Republic election (Tuesday)
- National Audit Office Report on Measurement of Farm Incomes (Tuesday)
- Scottish Prison Officers' Association Conference (Thursday)
- National Union of Students' demonstration on grants and loans (Saturday)
- Lords - Second Reading Channel Tunnel Bill (today)
- Commons - Government's expenditure plans debate (Wednesday)
- Statements/announcements: DHSS allocation of waiting list money (Tuesday)
- DES review of 'A' levels (Tuesday)
- Decision on Tillingham Hall plan for new town in Green Belt (Tuesday)
- Local Government legislation (Wednesday)
- Devonport (Thursday)
- The Rover Group (Thursday)

- Economy: today: index of production; retail sales
Tuesday: PSBR
Wednesday: GDP (fourth quarter)
Thursday: money supply

Main events of **NEXT WEEK** are:-

- Commons debates Sizewell Report (Monday)
- Prime Minister addresses Institute of Directors (Tuesday)
- Labour Party NEC (Wednesday)
- Greenwich by-election (Thursday)
- New BBC Director General (Thursday or Friday)
- Trade figures (Friday)

15 February 1987

THIS WEEK

MONDAY, FEBRUARY 16

- BBC TV 'Panorama' interviews Kinnock - "The Kinnock Alternative"
- International Labour Organisation (6 March)
- European Parliament (all week)
- Prime Minister sees President Gemayel of Lebanon
- EC Foreign Affairs Council (to Tuesday)
- EC Transport Council (to Tuesday)
- British Airways allocation letters issued
- Royal Aeronautic Society conference on SDI, London (to Wednesday)
- Index of Production (December)
- Retail sales (January)
- Prison Statistics, England and Wales 1985
- Commons: Questions: Energy
Debates: 2nd Reading Broadcasting Bill
- Lords: Debate: 2nd Reading Channel Tunnel Bill
- Kenneth Clarke at Institute of Directors
- Michael Jopling visits USSR (all week)
- George Younger visits USA (to Wednesday)
- John Patten at International Year of Shelter for Homeless meeting
- BBC TV Newsnight - Richard Luce on British Library
- Edwina Currie on BBC "Day-to-Day" programme

TUESDAY, FEBRUARY 17

- Irish Republic election
- PSBR (January)
- Treasury: Spring Supplementary Estimates
- DHSS announcement on allocation of waiting list money
- ? DES announcement on Review of 'A' Levels
- National Audit Office - the measurement of farming incomes
- Employment Select Committee report on discrimination in employment
- Commons: Questions: DES; Prime Minister
Debates: Opposition motions on disabled and "women in the community"
- Paul Channon opens computer show, Birmingham
- Nicholas Scott meets Amnesty International
- LBC Brian Hayes Show - Bryan Gould, Labour Party

WEDNESDAY, FEBRUARY 18

- Queen's reception for Export and Technology Awards winners
- Local Government Bill to be introduced
- Health Education Authority Chairmen and Deputies announced

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- TUC Employment and Organisation Committee
- GDP (4th Q)
- Commons: Questions: FCO
Debate: Government's expenditure plans
Statement: Local Government legislation
Select Committee: Social Security hears BMA and RCN on aids
- Lords: Need for better unemployment statistics
- Social Services Select Committee report on primary health care
- Kenneth Baker visits Norfolk LEA
- Paul Channon at German Chamber of Commerce
- Labour Party political broadcast

THURSDAY, FEBRUARY 19

- Scottish Prison Officers' Association annual conference
- Report on Register of MPs' interests
- Provision of public and private library services report
- Money Supply
- Capital expenditure and stocks
- Commons: Questions: MAFF; Prime Minister
Debate: Remaining Stages, Banking Bill
Statements: Devonport; motor industry
- Lords: Debate: Select Committee Report on Science and Technology
- Kenneth Baker dinner with Committee of Vice Chancellors
- William Waldegrave addressed council for Protection of Rural England on ALURE
- Michael Spicer at opening of new Dockyards Airport runway
- BBC TV 1 "Question Time": Chris Patten, Michael Meacher, William Wallace and Detta O'Cathlain

FRIDAY, FEBRUARY 20

- Prime Minister's regional tour
- FCO annual report on Hong Kong
- ? Adverse appeal judgement on board and lodging cases
- Commons: Private Members' Bills on Access to personal files; Education nutritional requirements; Privacy
- Lord Young visits Doncaster
- Kenneth Baker at Kingston Poly
- Norman Fowler opens conference on alcohol misuse
- Nicholas Ridley visits East Midlands urban development sites
- Kenneth Clarke on BBC Radio Nottingham
- BBC Radio 4 "Any Questions?": with Lord Young, Polly Toynbee, Geoffrey Robinson MP and Lewis Wolper

SATURDAY, FEBRUARY 21

- National Union of Students' demo on grants and loans

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- England v. France RU international

SUNDAY, FEBRUARY 22

- EC Foreign Ministers (Delors report on financing) - to Monday
- Tim Renton to Yemen, Oman and Saudi Arabia (to March 2)

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NEXT WEEK

MONDAY, FEBRUARY 23

- Teachers' Unions lobby Parliament
- EC Agriculture Council
- Commons: Questions: Transport
Debate: Sizewell Report
- Kenneth Clarke opens Job Club, Nottingham
- Douglas Hogg launches new Magpie crime prevention campaign
- Dick Tracey chairs meeting of Football Working Group on membership scheme
- Membership scheme - statement to follow

TUESDAY, FEBRUARY 24

- Prime Minister addresses Institute of Directors
- EC Research Council
- EC Internal Market Council
- Launch of Maxwell's 24-hour newspaper, London Daily News
- Boundary Commission for England - report on review of 40 constituencies
- Commons: Questions: Defence; Prime Minister
- Kenneth Baker opens Science and Engineering Research Council exhibition
- John Moore at all-party Channel Tunnel Group meeting

WEDNESDAY, FEBRUARY 25

- UN talks on Afghanistan resume, Geneva
- EC Economic and Social Committee plenary session (to Thursday)
- Labour Party NEC
- TUC General Council
- Launch of Women's National Committee plan to get more women into public appointments
- Digest of environmental protection and water statistics, 1986
- Commons: Questions: DTI
Select Committee: Social Security hears Terence Higgins Trust on aids
- Foreign Secretary's bilateral with Genscher, Bonn
- Lord Young at Industrial Society conference on two-year YTS
- Home Secretary in Lewisham
- George Younger addresses Lords' all party defence study group
- Rhodes Boyson at Adam Smith Institute Conference on Local Government

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THURSDAY, FEBRUARY 26

- Greenwich by-election
- Church of England Synod debates ordination of women
- BBC select new Director General (?to Friday)
- New Earnings Survey
- Commons: Questions: Treasury; Prime Minister
Debate: ?Lords commitment to Teachers' pay bill
- Kenneth Clarke at coalfield communities campaign, Swansea
- George Younger visits Lossiemouth

FRIDAY, FEBRUARY 27

- TUC Youth Conference
- Trade figures (January)
- Lord Young at enterprise training in YTS regional conference
- Kenneth Baker visits Nottinghamshire
- Home Secretary on Merseyside

SATURDAY, FEBRUARY 28

- Kenneth Baker launches Soroptomist International
- John Moore at Bus and Coach Council Symposium
- George Younger visits Irvine

SUNDAY, MARCH 1

- Michael Spicer on B/Caledonian inaugural flight to Milan

MONDAY, MARCH 2

- EC Agriculture Council (to March 3)
- Foreign Secretary at British Mexican Society dinner
- John Moore launches Eurotunnel publicity train
- Malcolm Rifkind at groundbreaking, Wang Computers, Stirling
- Commons: Questions: Wales

TUESDAY, MARCH 3

- ?Industrial Relations Green Paper
- Commons: Questions: Employment; Prime Minister
- Kenneth Baker on Brian Hayes Show, LBC
- John Moore visits Gatwick

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10 DOWNING STREET

LONDON SW1A 2AA

From the Private Secretary

13 February 1987

STRATEGY GROUP

As you possibly know, it is not the practice for any of the Private Secretaries here to attend meetings of the Strategy Group. Stephen Sherbourne attends as the Political Secretary, and the minutes are taken by Central Office. There is no suggestion, at present, of changing the system. But there is some concern that in certain cases there is no effective mechanism in place to ensure that points are followed up as they should be. In some cases the points concerned relate purely to political matters, with which there is no need for us to become involved, but in others they are straight forward ones of departmental policy.

This week's meeting centered on Home Office affairs, and I am enclosing a copy of the minutes. You will see that in a number of cases the Home Secretary is listed as being responsible for action. Could I please leave it to you to ensure that the correct follow-up action is taken? I know that this has already been done for item one.

Most of the points raised are fairly straight forward, but I am a little concerned about the second paragraph on page 2 relating to the Crown Prosecution Service. It would, I think, look a little off if I simply sent a copy of the minutes to the Lord Chancellor's Department, and I should therefore be grateful if you could check with the Home Secretary how he wishes to pursue this.

One last point is the sensitivity of the minutes themselves. I should be grateful if you would ensure that they have as small a circulation as possible, and you may like to talk to the Home Secretary first, before showing them to anyone else in the department.

P. A. BEARPARK

Stephen Boys Smith, Esq.,
Home Office

file

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SLHAGS

10

MINUTES OF THE STRATEGY GROUPFOURTEENTH MEETING: MONDAY 9th FEBRUARY 1987

Present: Prime Minister (in the Chair)
Lord President
Foreign Secretary
Home Secretary
Chancellor of the Exchequer
Party Chairman
Chief Whip

Also Present: Professor Griffiths
Mr Sherbourne
Mr Harris (Secretary)

Action1. Forthcoming Events

The Strategy Group discussed the handling of agriculture issues. The Prime Minister said that Mr Jopling should not give a commitment on the value of the green pound when he addressed the NFU. The Home Secretary said that he would be minuting the Prime Minister about the forthcoming POA Conference (Tuesday, 10th February).

DH

It was also agreed that a brief would be provided by the Research Department to assist Members and Candidates answer the letters from Miss Nicholson and 'Cosmopolitan' which had been circulated last week.

RH

2. Law and Order and the Manifesto: Mr Hurd's Paper

The Home Secretary introduced his Paper on Law and Order and the Manifesto. It was agreed that the Manifesto would need to stress the priority given to law and order; the record; the alternative on offer; and to point towards the future.

The Home Secretary said that it was important to promise that still more policemen would be patrolling the streets. He also proposed that the Manifesto should promise to increase the maximum penalty for the possession of offensive weapons. Tape recording of interviews in police stations, which was proving successful, would continue.

The Prime Minister asked the Home Secretary to give close consideration to the sentencing of violent crimes. In particular, the two year maximum sentence available in cases of cruelty to children was unacceptable. The Home Secretary said he would look at this and report back: he also noted that there was need for a review of whether the five year cut off point of parole for offenders convicted of violent or drugs offences should be lowered.

DH

Action

The Party Chairman noted public concern at the contrast between the ease of conviction for the illegal parking of motor vehicles on the one hand and the conviction of intruders intent on burglary on the other. The Home Secretary said that this raised the issue of further reform of the law of trespass.

Lord Chancellor
SS

The Party Chairman also drew attention to concern about the cost and efficiency of the new Crown Prosecution Service. The Prime Minister said that this whole question should be given further consideration by the Lord Chancellor's Department.

The Strategy Group discussed the effects on policing of the Police and Criminal Evidence Act. The Home Secretary said that this should be looked at after the arrangements had been working for a year.

The Strategy Group considered the arguments for a full prosecution right of appeal: it was noted that this would arise in debate in the House on Clause 29 of the Criminal Justice Bill.

DH

The Strategy Group discussed the arguments for the contracting out of the building or management of some prisons. It was agreed that the word 'privatisation' of prisons should be avoided. It was also agreed that the Home Affairs Select Committee should be given the opportunity to make the arguments for change. The Strategy Group discussed the need to reduce the number of fine defaulters in prison: it was agreed that this might be achieved through the attachment of benefits (as proposed in the Inner Cities etc. Policy Group Report). It was also agreed that non-custodial sentences which involved the clearing up of dereliction should be welcomed.

DH

The Strategy Group agreed that the recruitment of more special constables should be encouraged. It was noted that some neighbourhood watch schemes which drew on special constables and other volunteers had worked well.

DH

The Prime Minister said that the installation of concierges and the setting up of neighbourhood watch schemes in tower blocks and other council estates offered a means of improving crime prevention in inner cities. However, concierges should not be appointed by the local authorities. The Prime Minister asked the Home Secretary to consider the options and report back.

It was agreed that there were no strong arguments for the introduction of home security grants.

DH

The Strategy Group discussed the help provided for victims of crime. The Prime Minister asked the Home Secretary to consider what new measures could be taken to tackle child abuse.

Acti

The Strategy Group agreed that it would be necessary to introduce an Immigration Bill to plug loopholes in the existing legislation. The Prime Minister also asked the Home Secretary to consider whether, in the light of recent Irish Immigration, any revision was required of the arrangements resulting from the 1949 Ireland Act.

DH

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Mr. L.
taken.*

The Strategy Group agreed that in the section of the Manifesto dealing with the rights of members of ethnic minorities responsibilities also would be stressed.

The Strategy Group discussed the provisions of the Representation of the People Act which extended the franchise to British ex-patriates. It was agreed that the threshold for this should be raised from the present five years. It was also agreed that the problems arising from non-registration as a result of the need to make a declaration of intent to return to the UK (which could affect one's tax status) should be tackled.

DH/NL

in Lord.

DH

The Prime Minister asked the Home Secretary to consider further the possibility raised in his Paper of broadening the remit of the Broadcasting Complaints Commission (or setting up a new Commission). It was agreed that the immunity from prosecution under the Obscene Publications Act which broadcasters currently enjoyed should be removed. It was noted that the broadening of the definition of 'obscenity' to cover material which is 'grossly offensive to reasonable people' was being carried through in Mr Gerald Howarth's Bill.

DH

The Strategy Group agreed that the Manifesto should contain a commitment to liberalise the licensing laws: but it was also accepted that careful consideration should be given to the link between alcohol abuse and crime.

DH

The Prime Minister asked the Home Secretary to consider the phrasing of a Manifesto commitment to reform the Sunday trading laws.

3. Next Meeting

The next meeting of the Strategy Group on Monday, 16th February will consider policy towards the inner city. Mr Ridley, Lord Young and Mr Clarke will be invited to attend.

SS

done

PRIME MINISTER

13 February 1987

STRATEGY GROUP - INNER CITIES AND HOUSING

As a Government we are currently spending £1-2 billion on inner cities and Urban Priority Areas. This covers well over 20 different programmes led by five Government Departments. All have been set up as a political response to the pressures of unemployment, crime, race, dereliction and housing.

Our policies for inner cities are important politically:

- Many fear the repetition of the street violence and arson of Broadwater Farm and Handsworth: they also fear the spread of crime to their more comfortable areas.
- Those who are close to planning tensions in Tory suburbs and the green belt feel that greater building in inner cities might help solve the problem.
- Many of our supporters have a nagging conscience fanned by the Left, the media and the church that we should "do something".
- There is political dissatisfaction that the party of efficient government should still permit the signs of dereliction and decay in the centre of once proud cities.

Value for Money in Government Spending

We are spending vast sums of money each year and our programmes are multiplying. The first question you need to ask is "How do we know we are getting value for money?"

It is probably right to have a diversity of schemes - there is unlikely to be one global solution. But some schemes may now be more effective than others - and some may need to go on the scrap heap. You need a quick audit of where we stand before we commit to any new proposals.

- How successful are we in attracting private sector money into redeveloping city centres?
- Are some City Action Teams or Inner City Initiative Task Forces more successful than others? If so why?
- What lessons can we learn? And what do we need to do to improve quality control?
- How often is the local authority a major block on our activities?
- What tangible evidence is there of success? e.g. reducing unemployment and crime levels?

We need quick answers to have confidence in continuing down this road.

Changing the Dependency Culture

Money itself is not a measure of our commitment or likely success. The underlying problem is the need to transform the culture of those living in these areas - awakening their personal motivation and pride. The cycle of dependency on state solutions saps self motivation, clouds vision and leaves crime as an attractive avenue of independence from a system which offers no visible ladder of personal opportunity.

Despite the enormity of this challenge, we believe that the Chief Rabbi's injunction to personal initiative is still applicable in these areas. The Stonebridge experiment (which we described earlier this week to you) shows that even black ex-rioters can acquire vision and can work hard to achieve their goal of fulfillment in life. Equally, as Tiger Bay has demonstrated, we should not regard the aim of integration as hopeless though, as there, it may take three or more generations.

To differentiate ourselves from Labour - who will worsen dependency - we should put tackling the culture at the front of our agenda.

Practical Solutions for the Manifesto

1. Creating an Enterprise Culture

Kenneth Clarke will propose creating new Task Forces. On the limited evidence available, these seem worthwhile schemes to get action at grass roots level and begin remotivating the people. Experience suggests that they can provide a practical way to turn "community politics" to our advantage - mobilising local community leaders on our side against obstruction from suspicious and hostile local councils. However, to ensure that they are not blocked by the militant councils, they should have the option to invoke Government authority Secondly, these teams must have more private sector staff and leadership.

We strongly recommend however that before you agree to further commitment, you are given an audit of their track record.

Even without additional task forces we could encourage more Full Employ initiatives. These wonderful schemes teach the long term unemployed how to start successful businesses and enable them to cut their way through bureaucratic red tape.

We must also spread the good news of success stories such as Stonebridge.

2. Freeing up Derelict Land

It is time to read out the riot act on this subject. The 1981 Local Government Act has not worked to ensure the disposal of derelict land in any adequate sense. Although 45,000 acres have been freed, there are still 110,000 acres on the Register of Unused Land and about 200,000 acres that should be on the register but have not been disclosed to the DOE. At this rate of disposal the register will still be in existence in 200 years' time despite John Patten's latest set of grenades. We need a right for private citizens to demand an auction of public sector land which is on the register or unused land not on the register. Similarly we need the right for the private citizen to demand a public auction of unused land which is derelict. We need this right for the following reasons.

- i. Derelict unused land is frequently not on the official Land Registry and the owner cannot be traced nor can the land be registered unless there is a sale or land transaction. (NB this is not the same as the DoE Unused Land Register).
- ii. Very often these parcels of unused land prevent much bigger developments because the developer finds that the unknown part of a development site which he cannot acquire makes his larger scheme unviable.

- iii. In order to get dereliction out of our inner cities we must harness the private sector to do what the Civil Service is not equipped to do.

3. Breaking up Local Authority Housing

Peter Stredder has put in a separate minute.

We propose that (a) deregulating the rented market and (b) transferring all Council Estates to trusts in which the tenants become beneficial owners with support of professional property maintenance staff will go a long way to support the objective of transforming the culture in these areas.

4. Make it easier for people to run quiet businesses from their homes.

One of the biggest costs of so-called slum clearance was the loss of small workshops, mews buildings, etc. which provided a base of local economic activity. Our zealous zoning of residential and commercial areas creates islands of housing with no similar economic heart beat. We should relax planning conditions for using homes and garages for small scale businesses where there is no major loss of amenity to neighbours.

5. Conclusions

1. Our approach must be based on practical schemes that tackle the cultural problems as opposed to simply spending more money on grandiose schemes that ignore the people - such as the grand plans of the 1960s that led to tower block estates.

Kenneth Clarke's recommendations place far too much emphasis on Government assistance and public spending: his desire to "secure a higher profile for Government assistance in our

inner cities" and "create a further four Task Force areas" need very careful consideration indeed. Even if they were to be accepted in principle they would need careful costing before giving your approval.

2. We must be prepared to override local authorities where necessary to avoid interference and delay.

3. As a practical next step, we need a rapid audit to review whether all the money going into current programmes is being used to the best effect.

Janet Evison.

R. Crossman

pp. HARTLEY BOOTH

pp NORMAN BLACKWELL

ANNEX

CURRENT INITIATIVES RELEVANT TO INNER CITY AREAS

	£m 87/88
<u>DOE</u>	
1. Urban Programme	
- Grants to local authorities to fund specific inner city projects, including property renovation, training, environmental improvements.	294
2. Derelict Land Grant	
- Grants to both private and public sector to help reclaim land.	81
3. Urban Development Grant	
- Grants to assist private sector developments in inner city areas (e.g. shops, houses, offices)	25
4. Urban Regeneration Grant	?
- Grants to assist private sector development of large disused sites.	
5. Urban Housing Renewal Unit	
- Provides additional grants to local authorities for improvements to run down estates.	75
6. Urban Development Corporations	
- Regeneration of areas of derelict or de-industrialised land, outside of local authority control.	126
7. Enterprise Zones	
- Reduced burden of rates and administration to encourage enterprise.	160
8. Simplified Planning Zones	
- Streamlined planning process.	-
9. Land Register	
- Maintain details of unused local authority land so that Secretary of State can force disposal.	-
10. Special Grant Programme	
- Grants to voluntary bodies which undertake environmental work.	2.5

£m
87/88

11. Estate Action

?

Sub Total for DOE programmes

765

Department of Employment

12. "Inner City Initiative" Task Forces

7.5

13. City Action Teams

1

14. National MSC Programmes

	£m	
- Youth Training Scheme	1054)
- Job Training Scheme	216)
- Community Programme	1045)of which
- Enterprise Allowance Scheme	200)expenditure
- Small Firms Loan Guarantee	16)in CATs
- Local Enterprise Agency Support	3)areas is
- Voluntary Projects Programme	12)approx. 175
- Restart	70)
- Tops Training (old JTS)	115)
- Small Firms Service	5)
- Job Release	84)
- New Workers Scheme	19)
- Community Industry Programme	27)
	<u>2866</u>	
S/total		

DTI

	Total £m	
15. Regional Selective Assistance (including Business Improve- ment Scheme)	214)of which)expenditure)in CATs 30
16. Regional Development Grant (including ERDF)	204)areas is)approx.
17. English Estates Factory Development Programme	70)
	<u>484</u>)

Home Office

18. Grants under Section 11 of the
Local Government Act 1966

120

SJWAAZ

19. Police, Magistrates Courts and Probation Grants Estimate 200-500
(Amount dedicated to Inner City work is not known accurately)

DES

20. Education Support Grants 65
(This excludes local authority expenditure)

21. City Technology Colleges 4

DHSS

22. Grants to Voluntary Bodies 13

Total Central Government Expenditure £1400-1700m



10 DOWNING STREET

LONDON SW1A 2AA

From the Private Secretary

2 February 1987

As the Prime Minister will be in Moscow on Monday 30 March the Meeting of Colleagues at 1030 and the Strategy Group Meeting and Lunch are cancelled.

I am copying this letter to Anne Allcock (Foreign and Commonwealth Office), Sarah Ashby (Home Office), Debbie Lester (H.M. Treasury), Steven Wood (Lord Privy Seal's Office), Murdo Maclean (Chief Whip's Office), Shirley Oxenbury (Chairman's Office), Robin Harris (Conservative Central Office) and Stephen Sherbourne (No.10).

(Mrs Caroline Ryder)

Miss Joan MacNaughton,
Lord President's Office.

dg



DAS
Lue

10 DOWNING STREET
LONDON SW1A 2AA

From the Private Secretary

27 January 1987

Joan,

STRATEGY GROUP

I would be grateful if you could let me know whenever your Minister is not able to attend the regular Strategy Group meeting on Mondays. But if he is not able to attend the lunch, could you kindly let Sue Goodchild know.

I am copying this letter to Anne Alcock (Foreign and Commonwealth Office), Sarah Ashby (Home Office), Debbie Lester (HM Treasury), Shirley Oxenbury (Chairman's office), Robina Finlay (Chief Whip's office) and Robin Harris (Conservative Central Office).

Yours sincerely
Caroline Ryder

MRS. CAROLINE RYDER

Miss. Joan MacNaughton,
Lord President's Office.

DAS

MR WICKS

MR SHERBOURNE

B/F next meeting of
Strategy Group
NCCW

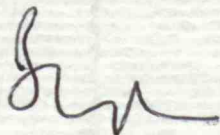
PRESENTATION PAPER FOR STRATEGY GROUP

As you may know, I am in Edinburgh and Glasgow on Monday briefing editors at the request of Scottish Office and speaking at a dinner on Monday evening for Sir James Goold.

This means that I won't be able to present my paper on Presentation to the Strategy Group on Monday. It might be better, however, if I didn't and that Ministers argued the case from a political point of view.

I would merely wish you to make the following points if the occasion arises:

1. We need a Governmental, as distinct from a Prime Ministerial, approach to presentation strategy this year; Ministers need to operate to an agreed plan.
2. NIMROD/AWACS shows what can be done when the Government machine gets organised.
3. We need to mobilise Backbench power; the sleeping giant was awakened by the Australian affair.
4. Nothing will happen without the kind of plan and machinery I suggest; Mr Wicks (and Lord Whitelaw) know from evidence I have supplied to them how much the machine needs tightening up.



BERNARD INGHAM

16 January 1987

cc: Lord President
Chief Whip
Mr Wicks
Mr Sherbourne

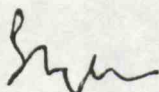
PRIME MINISTER

PRESENTATION THIS YEAR

You agreed in your response to the paper at Annex I that I should prepare a Governmental presentation paper for the months immediately ahead for consideration at the first Strategy Group meeting this year.

I attach a draft which, subject to your views, Stephen Sherbourne will circulate for Monday's meeting.

Content with the attached, as a basis for discussion?



BERNARD INGHAM
15 January 1987

PRESENTATION THIS YEAR

1. This note proposes a presentational strategy to be followed over the first half of this year as the Government moves towards a General Election.

Analysis

2. The Government started the New Year at worst level pegging and on a number of counts ahead of the Opposition, with the SDP/Liberal Alliance languishing. This represents a substantial change on a year ago. The Government is seen to be moving towards a General Election in a fairly relaxed and confident mood.

3. The Government's advantages at this stage are:

1. Most people expect it to win the election, though it is not yet thought to be a foregone conclusion.

2. It appears to be reasonably in command of events and reasonably united.

3. It continues to dictate the political debate.

4. It is believed still to have work to do and ideas to develop - ie it is not thought to have run out of steam or to be playing out time.

5. Polls suggest the public do not - so far - see a credible alternative.

4. The main risks, leaving aside some damaging eventuality which cannot be foreseen, appear to be:

- the Government becoming over-confident, careless and foolish - allowing the initiative to be wrested from it
- the Government encouraging the view that it is hard faced and uncaring
- the Government starting to run away from decisions and blatantly resorting to bribery
- the economy turns sour - over and above the expected slight increase in inflation and the expected development of a trade deficit.

5. This suggests that to maximise its chances of continuing in office the Government needs to:

- keep the initiative, forcing others to react to its tune
- remain true to itself - ie avoiding uncharacteristic behaviour like running away from issues, though without being foolhardy
- demonstrate a sense of purpose and, without being messianic about it, a sense of longer term mission.

6. This implies that, while there is many a slip 'twixt cup and lip, the Government can win a third term by continuing to govern sensibly and competently. If this is correct, presentation this year assumes much greater importance.

7. The rest of this paper suggests how presentation can better be made to serve the Government's purpose in the first half of this year.

Framework

8. The Government needs to present its options while at the same time retaining the initiative and maintaining the pressure on opponents. These considerations inform the Prime Minister's media programme over the next few months.

9. The aim should be to play to the Government's strengths and to play on opponents weaknesses, and having anticipated opponents' ploys, to block, neutralise or blunt them. It will be necessary, as appropriate, to take account of the different weaknesses of the official Opposition and the SDP/Liberal Alliance.

10. The Government's strengths in relation to alternatives are:

- firm, experienced, proven leadership;
- Britain's enhanced standing in the world - in relation to USA/USSR, EC;
- a distinctive approach to defence based on nuclear deterrence;
- continuity and stability at home and abroad in pursuit of clear goals;
- inflation, tax reduction (linked with financial prudence), trade unions, individual freedom, spread of property and share ownership, encouragement of enterprise, improving efficiency;
- support for the forces of law and order;
- improving the quality of education.

11. Efforts will be made to put the Government on the defensive on:

- unemployment, especially among the young;
- North/South;
- inner cities;
- lack of cash for investment (roads, sewers, R&D etc)
- housing (including its cost in South East)
- hospitals (waiting lists);
- pensions;
- any other emotive issue - eg heating allowances
- City scandals;
- Trident.

12. If the strategy of playing to the Government's strengths and blunting or neutralising opponents' ploys - or better still blocking them - is accepted, Ministers (and supporters) might be encouraged to use every opportunity to:

1. plug the Government's strengths on the lines of Para 10 above; and
2. take the initiative in putting over the facts on the "defensive" subjects identified in Para 11 above.

13. The objective should be to identify each week one "defensive" subject for treatment in both the House and country; and to persuade as many as possible of the Government's supporters positively to put over the facts on that issue while at the same time taking credit for the Government's successes as summarised in Para 10. The Government's attack on "defensive" subjects should gain credibility when linked with a rehearsal of its acknowledged strengths.

14. A less systematic approach has already blunted Opposition criticism on, for example, North/South and the NHS.

15. The key to maintaining the presentational initiative in this way is an organised system for identifying the "defensive" subject to be attacked and securing and disseminating the necessary speaking note to supporters. It is suggested that the Chief Press Secretary and Stephen Sherbourne should recommend a topic in consultation with the Lord President and the Chief Whip.

General Presentation

17. In approaching the wider presentational task over the next few months the following operational principles should apply:

1. Effective anticipation is nine-tenths of the battle.
2. Excessive secrecy is the enemy of good presentation - eg GCHQ, Top Salaries.
3. For initiatives or announcements, good presentation depends on preparation not inspiration.
4. For all decisions which are a political liability, there is no substitute for proper explanation at the outset; it is very difficult to recover from a bad or standing start.
5. Crises or issues should be dealt with promptly as they arise - festering sores damage the Government's image.
6. All the forces at the Government's disposal - eg Backbenchers as well as Ministers - should be mobilised behind the Government's case: eg NIMROD/AWACS.

Machinery

17. These principles call for machinery which:
 1. Identifies problems or opportunities before they arise and allows a proper presentational programme to be devised.
 2. Reacts quickly to circumstances - eg on radio and television and by dissemination of a speaking note.
18. The Strategy Group's consideration at each meeting of a paper on the fortnight ahead is the main Ministerial machinery for keeping collectively on top of problems and opportunities. This is supplemented by official machinery for coordination and checklists of current and forthcoming issues.
19. The Strategy Group has generally worked well, but it is dependent on the quality and extent of the advance information from Departments. This is patchy.
20. It is suggested that Ministers should require each week a rolling review covering the fortnight ahead, in diary form, highlighting the presentational problems and opportunities for the next two weeks. Copies should be sent by close of play each Thursday to the Chief Press Secretary for presentation to the Strategy Group.
21. It is further suggested that Ministers should ask their Departments to prepare a speaking note on controversial issues as they arise as a matter of course. Such a note should be regarded as an essential part of any presentational exercise and should be prepared for all Cabinet Ministers, Whips' Office and the Chief Press Secretary.

22. Every effort should be made to get over the Government's case, especially on radio and television. Local radio is a valuable outlet.

Summary

23. This paper proposes a presentational strategy for the months immediately ahead and operational principles and machinery for effective presentation of its policies and record overall.

24. The Strategy Group is invited to agree:

1. The presentational strategy should be based on putting over the Government's strengths (Para 10) and systematically carrying the fight each week to a selected "defensive" topic (Para 11).
2. No 10 should recommend the "defensive" topic for treatment each week, in consultation with the Lord President and the Chief Whip.
3. Certain operational principles set out in Para 16 should govern the Government's general presentational tasks.
4. Ministers should ask their Departments to send to the Chief Press Secretary by close of play each Thursday a rolling review of the presentational problems and opportunities for the fortnight ahead for consideration by the Strategy Group.
5. Ministers should require their Departments to prepare as a matter of course a speaking note on any controversial issue, as it arises, for colleagues, the Whips' Office and Press Offices.

6. Every opportunity should be taken to put over the Government's case, especially on radio (including local radio) and television.

15 January 1987

cc: Mr Sherbourne
Mrs Ryder

1. MR WICKS N.C.U 24.12
2. PRIME MINISTER

MEDIA NEXT YEAR

You may care to consider over the Recess your approach to the media up to Easter next year.

Given the likely build up of election fever, your media programme will be carefully watched especially as your heavy use of the media in the first half of 1983 was duly noted.

The need to preserve your options while at the same time keeping up the pressure on the opposition parties dictates some increase in tempo.

What I think would be wrong would be for us to go out and positively seek opportunities, especially for broadcasts. That would only impel the broadcasters to balance your appearances with those of the other political leaders.

Fortunately, I think we can rely on the media to do your work for you. Already I have no difficulty in securing a balanced media programme, geared to an election, over the next few months, even though your media diary is very light beyond mid-January.

To guide the arrangement of such a programme, I suggest the following principles:

- each month we should seek to ensure you:
 - give one heavyweight interview on radio or television and possibly make one lighter radio broadcast which gives you a chance to respond to people's concerns

- put your views on record through a national newspaper or agency
- exploit every opportunity for positive television, especially in Downing Street, to convey the impression of an experienced world statesman and national leader getting on with the business of governing
- wherever possible leaven the daily bread of government with the kind of lighter publicity which will attract public sympathy.

The implication of this is that from now on presentation should rank higher in your priorities and thinking.

You may care to discuss the translation of these principles into a programme.

The first strategy meeting of the New Year might be the most convenient forum for settling the approach as distinct from detail.

Two issues arise for consideration in a wider forum:

- i. the messages to be conveyed or the subjects to be attacked;
- ii. a programme for pressing home the attack.

So far as messages or subjects go, you need to:

- play to your strengths and play on the opposition parties' weaknesses - eg defence

- anticipate particularly Mr Kinnock's tactics and take the the initiative out of his hands - eg his likely concentration on unemployment, poverty, inner city deprivation.

So far as a programme for attack is concerned, NIMROD/AWACS has a lot to teach us both in terms of how the Government can employ Ministers and Backbenchers in pursuit of a defined objective and how an effective presentational exercise can be built up.

If it will help, I will produce a paper on a programme for Government action on presentation up to Easter for wider discussion.

Meanwhile, your media programme to Easter should, I suggest, include:

January

Mid-month:

- a domestic radio programme: eg IRN (who remark that they have not had an interview for a long time); and BBC TV at One - Martyn Lewis has asked for an interview soon.

February *Go slow until 16th Feb*

~~First half~~, if you can fit them in: —

- BBC TV 'Panorama' (though we shall have to watch who they put forward as interviewer); they have asked to interview you after the local elections on May 7, but you may think, as I do, that this is a bad idea *Bad idea*.
- Jimmy Young programme
- Sun interview with Trevor Kavanagh or Daily Mail with David English and Gordon Greig

March

Second half, after the Budget - if you don't mind looking ahead to your discussions with Gorbachev:

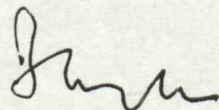
- Thames TV "This Week" - they are very keen to interview you. I don't like Jonathan Dimbleby as interviewer, but this timing will force him to play to your great strengths: East-West relations and arms control in the run-up to Moscow;
- BBC 'World at One' - Robin Day
- Sunday Times

AprilFirst half

- LWT's Matthew Parris programme (post Moscow) X
- ✓ - Daily Express (who are very interested in Moscow and would give a lot of space to the subject).

Agree:

1. to discuss a Governmental presentational programme up to Easter at the first strategy meeting in the New Year? *Yes*
2. on the basis of a paper from me? *Yes*
3. meanwhile, to go ahead with your own media programme on the lines of the proposals above, to the extent that the elements can be fitted in? *Yes - somewhat*
4. to settle any details of your own programme at diary meetings? *on occasion*



BERNARD INGHAM
23 December 1986

MEDIA PROGRAMME TO EASTER 1987

January

- 4 News of the World article
- 6 Robbie Vincent, Radio London telephone programme
- 6 Kenneth Harris (for his pre-election biography)
- 7 BBC "My Favourite Things" programme
- 8 Women's Advertising Club dinner (for background, unless you wish to use it as a platform)
- 9 Regional tour
- 10 BBC TV 'Saturday Superstore' programme
- 16 Interview with Scottish Sunday Post
- 16 Visit Harry Greenway's constituency
- 21 American ABC TV interview with Barbara Walters (which will eventually get wide domestic coverage)
- 28 Regional tour
- 30 Interview with Chris Moncrieff for Press Association (wide national, regional and local coverage)

February


- 4 Interview with "The Universe"
- 7 Young Conservative Conference
- X13 Regional tour X
- 24 Institute of Directors conference speech

March

- 4 NEDC meeting
- 7 Local government conference
- 13 Regional tour
- 21 Central Council, Torquay
- 23 Reception for Parliamentary Lobby Journalists (but they don't know)
- 27 Regional tour
- 30 Visit to Moscow (to April 1)

April

- 7 Institute of Economic Affairs dinner speech

cc: Mr Wicks 
Mr Maclean

MR SHERBOURNE

PRESENTATION THIS YEAR

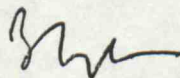
I have prepared the attached paper, in line with a remit from the Prime Minister, for consideration by Strategy Group on Monday.

I should put it into the Prime Minister this evening to make sure she is happy with it before you circulate it.

It is also important that Mr Wicks and Mr Maclean are content.

In my view we need a more systematic approach to presentation if we are to achieve the goal of playing to the Government's strengths and playing on others weaknesses. With reference to Para 15, I have it in mind that the Business Managers, and notably the Chief Whip, should consult with you and me.

Could I please have your comments by 4pm today?



BERNARD INGHAM

15/1

SOP/Alliance
local Issues

DRAFT

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15. The key to maintaining the presentational initiative in this way is an organised system for identifying the "defensive" subject to be attacked and securing and disseminating the necessary speaking note to supporters. It is suggested that responsibility for making the choice and commissioning a speaking note should rest with the Business Managers, in consultation with No 10.

General Presentation

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5. Ministers should require their Departments to prepare as a matter of course a speaking note on any controversial issue, as it arises, for colleagues, the Whips' Office and Press Offices.

6. Every opportunity should be taken to put over the Government's case, especially on radio (including local radio) and television.

15 January 1987

E. R.
NOTE FOR THE FILE

cc: Garden Rooms

STRATEGY GROUP

The Lord Privy Seal is **not** a member of Strategy, and should not be included in the circulation list.

He is, however, coming to lunch next Monday (though not attending the meeting) and I have told the Political Office.

CR.

Caroline Ryder

14 January 1987



10 DOWNING STREET

LONDON SW1A 2AA

13th January, 1987

Dea Robin

1. The Prime Minister has agreed to take the following Policy Group reports at Strategy Group meetings:-

19th January	-	Managing the Economy	(Mr. Lawson)
26th January	-	Law and Order, Drugs etc	(Mr. Hurd)
2nd February	-	North/South, Green Belt Inner Cities & Planning	(Mr. Ridley)
9th February	-	Working Britain	(Lord Young)
2. Could you please write to all members of the Strategy Group to inform them accordingly. The purpose of the meeting will be : (a) to identify the policy proposals which look like runners, and (b) to decide what further action is necessary in order to flesh them out and to decide whether to proceed through the normal machinery of Government.
3. The Prime Minister would like Mr. Ridley and Lord Young to be present at both the meetings on 2nd and 9th February. Could you notify them accordingly and also make sure that each receives a copy of the other's paper?
4. You ought to know that as a matter of courtesy, I have already telephoned Peter Cropper and Edward Bickham about the dates of the first two meetings.
5. I think it is best for you to contact Ministers as above and that you should write in your capacity as Secretary of the Strategy Group and make that clear.

Tom
Stephen
STEPHEN SHERBOURNE

Robin Harris, Esq

cc. Professor Griffiths

TENTH MEETING OF THE STRATEGY GROUP ON MONDAY 15th DECEMBER

A G E N D A

1. Forward looking diary for the next two weeks (Bernard Ingham's paper)
2. The Christmas Recess
3. Policy Group Reports
4. Paper from the Chairman on Opinion Research



slw
cc S Goodchild
Sherborne

10 DOWNING STREET
LONDON SW1A 2AA

From the Private Secretary

10 December 1986

STRATEGY GROUP 1987

There will be no meeting of the Strategy Group or lunch on Monday 12 January but this Group will reconvene on Monday 19 January and every Monday thereafter unless I notify you to the contrary. All meetings will start at 1200 followed by lunch.

I am copying this letter to Sandra Phillips (Foreign and Commonwealth Office), Sarah Ashby (Home Office), Debbie Lester (HM Treasury), ~~Alison Smith (Lord Privy Seal's office)~~, Shirley Oxenbury (Chairman's office), Robina Finlay (Chief Whip's office) and Robin Harris (Conservative Central Office).

(CAROLINE RYDER)

Miss Joan MacNaughton,
Lord President's Office.

ca

E.R.

PRIME MINISTER

STRATEGY MEETING: MONDAY 12 JANUARY 1987

You are lunching at the Boat Show at Earls Court on Monday 12 January. There will therefore be no lunch with colleagues on that day, but would you like a Strategy Meeting starting at, say, 1130 hours?

cf. No mt

Caroline Ryder

8 December 1986



10 DOWNING STREET

From the Private Secretary

2 December 1986

Dear Joan

There will be no meeting of colleagues, Strategy Group or colleagues lunch on Monday 22 December.

I am copying this letter to Sandra Phillips (Foreign and Commonwealth Office), Sarah Ashby (Home Office), Debbie Lester (HM Treasury), Alison Smith (Lord Privy Seal's Office), Shirley Oxenbury (Chairman's Office), Robina Finlay (Chief Whip's Office), and Robin Harris (Conservative Central Office).

Yours ever

Andy

PP Caroline Ryder

Miss Joan MacNaughton,
Lord President's Office.

*Je MJ
be SGoodchild*

✓

file Ben

MRS. GOODCHILD

STRATEGY GROUP MEETINGS AND LUNCHEES 1987

These will recommence on Monday 12 January (but there will be no lunch on that Monday as the Prime Minister is at Earl's Court for the Boat Show). They will take place every Monday thereafter until Monday 23 March.

There is a possibility the Prime Minister will be in Moscow on Monday 30 March; and we have the Prime Minister of Pakistan to lunch on Monday 6 April. There is also a possibility that the House will be in recess by Monday 13 April, as Easter is so late next year.

(Caroline Ryder)

25 November 1986



FILE CAJ
CC SUE GOODCHILD

10 DOWNING STREET
LONDON SW1A 2AA

From the Private Secretary

25 November 1986

The Strategy Group meeting next Monday, 1 December, has been cancelled, although there will be a lunch that day for the members of the Group. I am aware, however, that the Lord President is not able to be present that day.

I am copying this letter to Sandra Phillips (Foreign and Commonwealth Office), Sarah Ashby (Home Office), Debbie Lester (HM Treasury), Shirley Oxenbury (Chairman's office), Robina Finlay (Chief Whip's Office), and Robin Harris (Conservative Central Office) and if any of your Ministers are unable to attend the lunch I would be grateful if you could inform Sue Goodchild at No 10.

5.8
As there will be no meeting or lunch of the Strategy Group on Monday 8 December, the next meeting and lunch will be on Monday 15 December.

CAROLINE RYDER (Mrs)

Miss Joan MacNaughton,
Lord President's Office

CAJ

CAROLINE

Strategy Group Meetings and Lunches

Have you got a list of dates
for meetings and lunches for the New Year.

Sue

—

24 November 1986

Miss Rymer

STRATEGY GROUP

1. The Pm has agreed that there is ^{to} be no meeting next Monday Dec 1st.
2. Can you discuss with Is all concerned to say that with no Sr. Sp meeting until Monday Dec 1st?
3. I am asking the Pm (in a note in her box) whether, next week, she wants a lunch with colleagues or lunch in the flat.

Stevie

24/11.

CONFIDENTIAL

STRATEGY GROUP

The next two weeks

The main events/issues affecting the next two weeks:

- Teachers pay and conditions - Scotland and England and Wales meetings next weekend
- Public expenditure (Autumn Statement) - Opposition Debate on Economy (Thursday)
- RSG settlements
- US mid-term elections - and implications for defence policy (Tuesday)
- Prime Minister's visit to Camp David (14/15 November)
- EC Foreign Affairs Council action on Syria (10, 11 November)
- The Queens Speech and Debate (from 12 November)
- UK reserves (Tuesday, 4 November)
- Unemployment figures (13 November)
- Index of retail prices (14 November)

Other points of note during the period under review:

- Council of Europe Ministerial Conference on terrorism (Tuesday)
- CSCE Ministerial Review Meeting, Vienna (Tuesday)

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CONFIDENTIAL

- 2 -

- Prime Minister's speech to the Lord Mayor's Banquet (Monday, 10 November)
- EC Transport Council - air fares (Monday and Tuesday, 10 and 11 November)
- CBI Annual Conference (9-11 November)

Longer-term dates:

- 21 November: British Gas share price fixed
- 3 December: Deadline for application for British Gas shares
- 11 December: OPEC.

2 November, 1986.

THIS WEEKMonday, November 3

- NAS/UWT half day strikes
- Telephone call charges up
- Prison governors' conference
- Association of District Councils Transport Conference (to Wednesday)
- International Water Supply Association conference, Rome (all week)
- EC Internal Market Council
- UK/Soviet Joint Commission
- Newspaper Society/NUJ pay talks
- Housing starts and competitions (September)
- Commons: Questions: Transport
- Lord Young visits MSC, Sheffield
- Peter Walker visits Winfrith
- Tunisian General Election result
- IATA Annual Meeting, Montreux (to Tuesday)

Tuesday, November 4

- American mid-term elections
- Council of Europe Ministerial conference on terrorism (Home Secretary)
- CSCE review meeting, Vienna (Foreign Secretary)
- UK reserves (October)
- Fire Service pay negotiations
- Comptroller and Auditor General report on Financial Management Initiative
- Commons Select Committee on Procedures - report on short speeches
- Government reply to Trade and Industry Select Committee on Tourism
- Commons: Questions: Defence; Prime Minister
- Debate: Motion on Channel Tunnel Bill
- Kenneth Clarke visits inner city, Manchester
- John Moore addresses Channel Tunnel seminar
- BBC Radio 4 "File on 4" - Nuclear safety after Chernobyl

Wednesday, November 5

- NEDC
- EC Fisheries Council
- Transport Select Committee report on airport security
- Commons: Questions: DTI

CONFIDENTIAL

- 2 -

- Kenneth Baker addresses Institute of Chartered Accountants
- BBC Radio 4 "Analysis" on unemployment - Richard Layard and Patrick Minford
- SDP party political broadcast
- Research Society statement on changes in British way of life since 1946

Thursday, November 6

- The Queen at Commonwealth High Commissioners' dinner to mark her 60th birthday
- MSC/Equal Opportunities Commission conference on young women in YTS
- Association of NHS Treasurers conference
- Lord Young leads businessmen's delegation to China (to November 18)
- Commons: Questions: Treasury; Prime Minister
Debates: Opposition Day on economy
- BBC TV: "Question Time" with John Redwood, Polly Toynbee, Paul Boateng and Jeremy Bullmore
- New COHSE General Secretary announced

Friday, November 7

- Prorogation
- Irish Labour Party conference (all weekend)
- Association of Metropolitan Authorities AGM (to Saturday)
- EC Standing Committee on Employment, Brussels
- Kenneth Baker visits Berkshire LEA
- Kenneth Clarke at Birmingham Bow Group dinner
- Nicholas Ridley opens Chatham Dockyard Enterprise Zone
- Home Secretary visits Oxford Prison
- Nicholas Edwards at Farmers' Union of Wales annual conference
- BBC Radio 4 "Any Questions?" - Graham Dowson, Sue Slipman, Alistair Graham and Mary Baker
- USA unemployment figures

Saturday, November 8

- Teachers' pay talks (all weekend)
- Scottish Teachers Delegate Conference
- Festival of Remembrance
- Lord Mayor's Show
- Home Secretary addresses Royal Television Society dinner

R27AAA

CONFIDENTIAL

NEXT WEEK

Sunday, November 9

- Remembrance Sunday
- CBI Annual Conference (to Tuesday)
- Outcome of teachers' pay negotiations

Monday, November 10

- Prime Minister speaks at Lord Mayor's Banquet
- Prince and Princess of Wales begin Gulf tour (to November 19)
- EC Foreign Affairs Council (Syria)
- EC Transport Council (air fares)
- EC POCO Ministerial
- Association of County Councils' Conference (to Wednesday)
- John MacGregor addresses Smaller Firms national conference
- John Patten addresses ADC/AMA seminar on rent arrears
- Deadline for application by sacked Murdoch print workers for individual compensation.

Tuesday, November 11

- Eve of Session dinner
- Foreign Secretary addresses European Parliament
- EC Development Council
- Kenneth Baker opens Aston University computer centre
- Peter Walker addresses CBI conference
- John MacGregor addresses Chelsea Conservative Association

Wednesday, November 12

- State Opening of Parliament, debate on the Address
- UNESCO - Education for world citizenship and international understanding conference, London
- Prison Department annual report
- Government response to Environment Select Committee report on environmental planning appeals
- Pay negotiations: NAS Admin and Clerical

Thursday, November 13

- NATO autumn Assembly, Istanbul (to Monday)
- Western European Union, Luxembourg (to Friday)
- EC Culture Council
- Production Index (September)
- Unemployment, vacancies, unit cost and strike figures (October)
- Vehicle production (October)
- Duchess of York switches on Regent Street Christmas lights

CONFIDENTIAL

2.

- Home Secretary at Churches Aid Foundation AGM
- Paul Channon addresses Export Group for Construction Industries.

Friday, November 14

- Prime Minister visits Washington
- Index of retail prices (October)
- Building Societies' monthly figures
- Steel production (October)
- CBI/FT Survey of distributive trades (October)
- Kenneth Baker visits Lincolnshire LEA
- Kenneth Clarke visits Birmingham and Loughborough Universities
- Norman Fowler opens maternity unit, West Bromwich
- Home Secretary visits East Sussex Probation Service
- Malcolm Rifkind addresses Scottish Council (Development and Industry)
- BBC Radio 4 "Any Questions?" includes the Chancellor from Oxted

R27AAB

CONFIDENTIAL

CF file

slw



cc Stephen Sherborne
Sue Goodchild

10 DOWNING STREET

LONDON SW1A 2AA

From the Private Secretary

16 October 1986

STRATEGY GROUP: MONDAY 20 OCTOBER

The meeting of the Strategy Group on Monday 20 October is cancelled as is the lunch.

I am copying this letter to Sandra Phillips (Foreign and Commonwealth Office), Sarah Ashby (Home Office), Debbie Lester (HM Treasury), Shirley Oxenbury (Chairman's Office), Robina Finlay (Chief Whip's Office), and Robin Harris (Conservative Central Office).

(CAROLINE RYDER)

Miss Joan MacNaughton,
Lord President's Office.



COSS

10 DOWNING STREET
LONDON SW1A 2AA

From the Private Secretary

14 October 1986

Dear Joan,

STRATEGY GROUP

On Monday 3 November, Monday 17 November and Monday 24 November the Strategy Group will meet at 1130 and not at 12 noon. I would be grateful if you could let me know whether this change of time creates any difficulty for your Minister.

I am copying this letter to Colin Budd (Foreign and Commonwealth Office), Clare Pelham (Home Office), Tony Kuczys (HM Treasury), Andrew Lansley (Chancellor of the Duchy of Lancaster's Office), Murdo Maclean (Chief Whip's Office) and to Robin Harris (Conservative Central Office).

Yours sincerely
Caroline Ryder

Caroline Ryder

Miss Joan MacNaughton
Lord President's Office.

GA



10 DOWNING STREET

LONDON SW1A 2AA

THE PRIME MINISTER

14th October, 1986

Dear George,

As you know, I have set up a Strategy Group of senior Ministers to look ahead towards the next election and to oversee the preparations for it including the development of future policy.

Defence is clearly one of the major political issues. I am writing therefore to ask you to attend the Strategy Group meeting on Monday, 17th November. The purpose of this meeting would be for us to discuss, in a more informal way than is always possible, the current issues before the Government in defence, their implications for the run-up to an election, and the presentation of policy. This meeting will in no way circumvent the normal channels of Government.

I think the Group might find it helpful to have before them a very short paper setting out the issues as you see them.

The meeting will be held at No. 10 and will begin at 12 noon. It will be followed by a lunch at which other colleagues will also be present.

I am copying this letter to Geoffrey Howe.

The Rt. Hon. George Younger, MP

*Emma
Payne*



10 DOWNING STREET

LONDON SW1A 2AA

THE PRIME MINISTER

14th October, 1986

Dear Norman,

As you know, I have set up a Strategy Group of senior Ministers to look ahead towards the next election and to oversee the preparations for it including the development of future policy.

Health is clearly one of the major political issues. I am writing therefore to ask you to attend the Strategy Group meeting on Monday, 24th November. The purpose of this meeting would be for us to discuss, in a more informal way than is always possible, the current issues before the Government in health, their implications for the run-up to an election, and the presentation of policy. This meeting will in no way circumvent the normal channels of Government.

I think the Group might find it helpful to have before them a very short paper setting out the issues as you see them.

The meeting will be held at No. 10 and will begin at 12 noon. It will be followed by a lunch at which other colleagues will also be present.

The Rt Hon Norman Fowler MP

Norman
Fowler



10 DOWNING STREET

LONDON SW1A 2AA

THE PRIME MINISTER

13th October, 1986

Dear Kenneth,

As you know, I have set up a Strategy Group of senior Ministers to look ahead towards the next election and to oversee the preparations for it including the development of future policy.

Education is clearly one of the major political issues. I am writing therefore to ask you to attend the Strategy Group meeting on Monday, 3rd November. The purpose of this meeting would be for us to discuss, in a more informal way than is always possible, the current issues before the Government in education and their implications for the run-up to an election. This meeting will in no way circumvent the normal channels of Government.

I think the Group would find it helpful to have before them a very short paper setting out the issues as you see them.

The meeting will be held at No. 10 and will begin at 12 noon. It will be followed by a lunch at which other colleagues will also be present.

Yours

The Rt. Hon. Kenneth Baker, MP

Raymond

CONFIDENTIAL

STRATEGY GROUP

The Next Two Weeks

The main issues and events in the period immediately ahead are:-

- (1) Outcome of Reagan/Gorbachev meeting, and follow up
- (2) The Queen's visit to China
- (3) How the Government maintains its Conference momentum
(and damps down election speculation)
- (4) The economy: £, interest rates, Chancellor's Mansion
House speech (Thursday)
- (5) Westland - Government replies today; debate later this
month
- (6) Teachers' pay
- (7) Privatisation, etc: British Gas; British Airways
launch (21 October); bus deregulation day (26 October)
- (8) Public Expenditure Review
- (9) ? Sizewell

This month there will also be:

- Big Bang (27 October)
- formal opening of M25 (29 October)
- ban on Libyan Airlines effective (31 October)

The meeting will need to give particular attention to how the Prime Minister and the Government can maintain the momentum built up by the Party Conference.

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-2-

This will require the Government to play to its strength on e.g. defence, industrial relations and privatisation; how to maximise its popular appeal on e.g. education and law and order; how to win back ground on e.g. NHS; and how to press home newly perceived advantages e.g. local government abuse as identified by the Sunday Times.

It is for consideration whether against the Party Conference background and the Reagan/Gorbachev meeting the Prime Minister should take up long standing invitations to broadcast this week on ITN's "World at One" or on Friday on Channel 4's "A Week in Politics" which opens a new season with an examination of the future of the Conservative Party.

Longer term issues to have in mind:

- ? preparations for US/Soviet summit
- lead up to Queen's Speech
- Autumn statement
- first anniversary Anglo/Irish Agreement (15 November)

Attached at Annex I is a diary for the week beginning Monday 13 October; and at Annex II a diary for the week beginning Sunday 19 October.

12 October 1986

CONFIDENTIAL

DIARY THIS WEEK

Today Monday 13 October

- Shultz briefs NATO allies on Reykjavik
- The Queen's visit to China (all week)
- Governments' replies to a Select Committee report on Westlands
- Prime Minister visits British Fashion Design Show
- EC: ECOFIN; Agriculture Council
- Producer price index (September)
- Prison Reform Trust - report on prison rules
- Joint review by Scottish Office and Treasury of SDA
- Nicholas Ridley opens Metro Centre, Newcastle-upon-Tyne
- Kenneth Baker opens phase 1, Institute of Research and Development, Birmingham University
- BBC TV "Panorama" - first of two-part programme on NHS
- BBC 2 "Open to Question" - Lord Marshall answers young people's questions on nuclear age.

Tuesday 14 October

- Follow-up to Reykjavik
- Lords: the Financial Services Bill, Report Stage (first day)
- Index of production (August)
- Prime Minister meets President of Ford
- Government launches firework safety campaign
- Kenneth Baker launches City Technology Colleges initiative at CBI
- Nicholas Ridley meets MPs from NIREX site constituencies
- William Waldegrave addresses CBI conference on future of shopping (planning issues)
- Law Commission Report on Illegitimacy
- Labour Party Political Broadcast

CONFIDENTIAL

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Wednesday 15 October

- Prime Minister opens new scanner (Guy's); Princess of Wales at similar event (St James's)
- New visa controls come into effect
- Nuclear Planning Group Ministerial Meeting (to 22 October)
- British Motor Show opens Birmingham
- Cyclical indicators (September)
- UK/USA exchange of notes on amended US Extradition Treaty (re Northern Ireland)
- Lords: NHS (Amendment Bill) Committee
- Lord Young launches English Tourist Board/MSA national tourism initiative
- Home Secretary addresses Metropolitan Police Federated Ranks AGM

Thursday 16 October

- Chancellor's Mansion House speech
- Prime Minister meets President Mitterrand
- Unemployment, earnings, unit cost and strike figures
- PSBR
- National Association of Probation Officers AGM (to 29 October)
- Commonwealth Broadcasting Association Conference, Edinburgh (to 20 October)
- Special report from Committee of Privileges on peerages in abeyance
- Lords; Financial Services Bill, Report Stage (second day)
- BBC TV 1 Question Time with Cecil Parkinson, William Rodgers and Mary Anne Sieghart
- Thames TV "This Week" on sex education in schools

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CONFIDENTIAL

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Friday 17 October

- Prime Minister visits ICI Haslemere
- Index of retail prices
- International Olympic Committee decides venue for '92 Games (? Birmingham)
- Lords: EC (Amendments) Bill Committee (second day)
- Nicholas Ridley visits Lake District National Park
- Paul Channon visits North West
- John Moore inaugurates new bus service, Bolton
- Channel 4 "A Week in Politics" examines future of Conservative Party
- BBC Radio 4 "Any Questions?" with John Butcher, Des Wilson, Ann Mallalieu and the Rev Stanley Booth-Clibborn

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NEXT WEEK

Sunday 19 October

- Home Secretary hosts meeting with EC Interior Ministers (to Monday)
- National Savings Monthly Report

Monday 20 October

- The Queen visits Hong Kong
- Formal expiration of Northern Ireland Assembly
- Prime Minister meets Herr Poehl, Bundesbank, and Mr Conable, World Bank
- Euro-Parliament (all week)
- EC Industry Council (state aid for shipbuilding)
- EC/ASEAN Foreign Ministers meeting, Jakarta (to Tuesday)
- Fire Safety Week launch
- ? Announcement of Government's nomination for European City of Culture
- Retail sales (September)
- Lord Young opens International Small Business Congress, London

Tuesday 21 October

- Commons resumes, first for questions DHSS; Prime Minister
- Standing Committee proceedings on Channel Tunnel Bill resumes
- John Moore launches British Airways privatisation
- EC Research Council
- Lord Young opens International Design and Technology Education Exhibition
- Home Secretary Licensed Victuallers Presidential Dinner

Wednesday 22 October

- Prime Minister opens new premises for London Enterprise Agency
- TUC General Council
- Institute of Personnel Management Conference (to Thursday)
- New Construction Orders (August)
- Commons: first for questions - Scotland; FCO; remaining stages, Sex Discrimination Bill
- Home Secretary addresses Policy Studies Institute
- Paul Channon press conference on "quality counts"

Thursday 23 October

- Prime Minister's dinner for regional editors (background)
- Trade figures (September)
- NEDC
- Plaid Cymru Annual Conference (to Saturday)
- Colwich train crash enquiry opens
- Commons: first for questions - Northern Ireland; Prime Minister; remaining stages, Sex Discrimination Bill
- Chancellor dines with Institute of Directors

Friday 24 October

- Prime Minister attends Anglo/Indian colloquium
- LEA side meets on teachers' pay
- Kenneth Baker visits Newcastle-upon-Tyne
- Chancellor addresses Leicester University
- Commons: Family Law Bill (child kidnapping)

PRIME MINISTER

CF: PC send a copy
of this to Stephen Shelbourne
+ then F

N. L. W.

STRATEGY GROUP: LONG TERM DIARY OF POLITICAL EVENTS

Stephen tells me that as part of the work of the Strategy Group, he proposed that there should be prepared a long term diary of political events (6 or 9 months ahead) to see what looks good and what bad, and what we can do about both. This clearly would need the most sensitive handling, and Stephen has sought my advice on how it might be prepared. I suggest the following.

1. You should tell Cabinet of your intention to have such a diary prepared. This should not be minuted. You should say that a member of your Policy Unit would be coming to see each Cabinet Minister over the following few weeks to run through the likely relevant events within their Department's sphere of responsibility.
2. The Policy Unit would give Stephen the results of their trawl. The Private Office would check to see whether they could spot any omissions, etc.
3. As a separate exercise, Stephen would tap Central Office knowledge of items for the diary.

Stephen and Brian are content to proceed in this way.

N. L. W.

(N.L. WICKS)

6 October 1986

DCABLQ

bee. M. Wicks

F

PRIME MINISTER

Strategy Group

I have been thinking with Robin Harris and Brian Griffiths about the work of the Strategy Group between now and Christmas.

The work of the Group probably falls into two areas (tactics and strategic).

1. Tactics

At every meeting of the Group the first two items on the agenda might be:

- (a) forward diary for the next fortnight or so (produced by Bernard Ingham who might be present for this item) in order to ensure Ministers take the appropriate action.
- (b) a report from the Chairman of the Party on the Party's various campaigns.

2. Strategy

In order to look further ahead, the Group should have certain meetings on specific topics.

- (a) an early meeting with all the chairmen of the Policy Groups so they can report on progress and you can motivate the dilatory ones.
- (b) a look at the long term diary of political events (six or nine months ahead) to see what looks good and what looks bad and what we can do about both. (Compiling this and making sure that nothing leaked would require the most sensitive handling and we would obviously need to talk with Nigel Wicks about how this could be done.)

.... /

(c) a meeting devoted to each of the following subjects which will be the key ones in a General Election:

- (i) law and order
- (ii) jobs
- (iii) health
- (iv) education
- (v) defence

All these areas are of course covered by policy groups. But it might be helpful to allow the relevant minister to submit a short paper to the Group, setting out succinctly how he sees the Government's position on his subject in the election, and then having a discussion which will allow him to get the feel of your views and those of your senior colleagues (I also think it will serve the purpose of giving the Strategy Group some intellectual meat to stop some of the members otherwise becoming a little bored and questioning the work of the Group).

The next meeting of the Strategy Group is scheduled to take place on the Monday immediately after the Party Conference. Perhaps we can discuss my note early next week so I can draw up an agenda for that first meeting?

STEPHEN SHERBOURNE

26.9.86



Treasury Chambers, Parliament Street, SW1P 3AG
01-233 3000

Mrs Caroline Ryder
10 Downing Street
LONDON SW1A 2AA

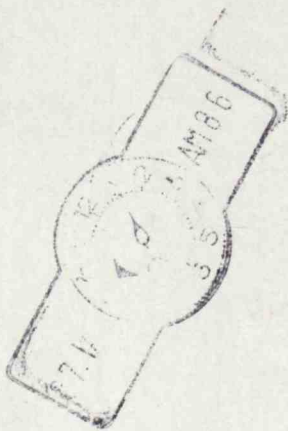
25 September 1986

CR 29/9
Dear Caroline,

Thank you for the copy of your letter of 24 September to Robina Finlay about Business and Strategy Group meetings. The Chancellor is unable to attend the Strategy Group meeting on Monday 17 November as he will be chairing a meeting of European Finance Ministers in Brussels that day. He would be grateful if you would convey his apologies to the Prime Minister.

at trap
Yours ever,
Debbie Lester.

MRS D C LESTER
Diary Secretary



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GOVERNMENT

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MR. SHERBOURNE

cc: Mr. Ingham

The Prime Minister mentioned to the Lord President this morning that she thought that the Strategy Group should begin to consider each week the Government's reaction to major news events which were likely to break in the period immediately ahead. To that extent the Strategy Group would have a tactical aspect to its work.

I suggest that Bernard, you and I should discuss this prior to your asking the Prime Minister how she would like her suggestion followed up.

N. L. WICKS

18 September 1986

*Mr Wicks
has discussed
arrangements in hand
for 3 week prospectus from
Oct 13 for PM, and others,
on Oct 12
J. S. 8/10*

MR. WICKS

The Prime Minister has agreed the following agenda for the Strategy Group meeting on Monday, 13th October:

1. Proposals for future meetings of the Strategy Group between now and Christmas
2. Report from the Chairman on follow up to the Conference
3. Forward political diary for the coming two or three weeks.

Re. item 3, perhaps you could have a word with Bernard about this: this is the kind of report which he produced regularly for the Liaison Committee meetings chaired by Lord Whitelaw, so he is familiar with what is required.

I would have thought it would be helpful if Bernard could attend this item. We will have plenty of time to discuss in Bournemouth!

S.S.

STEPHEN SHERBOURNE

2.9.86



Treasury Chambers, Parliament Street, SW1P 3AG
01-233 3000

28 July 1986

Mrs Caroline Ryder
10 Downing Street
LONDON
SW1A 2AA

CR 29/7

Dear Caroline,

STRATEGY GROUP MEETINGS

Thank you for your letter of 25 July. Regrettably the Chancellor will be unable to attend the Group on Monday 13 October and Monday 8 December as he will be attending meetings of European Finance Ministers in Luxembourg and Brussels.

2. On present plans he will attend all other meetings of the Group but I shall obviously let you know if this changes.

*Yours sincerely,
Debbie Lester*

MRS D C LESTER
Diary Secretary

Cont Mach; Strategy Group 6/86



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Very faint, illegible text, possibly a recipient name or address, located in the middle section of the page.



DS
cc SCOODHILD
POLITICAL OFFICE

10 DOWNING STREET
LONDON SW1A 2AA

From the Private Secretary

25 July 1986

STRATEGY GROUP MEETINGS

BF/ |
The meetings of the Strategy Group, followed by lunch, will recommence on Monday 13 October. All meetings will start at 12 noon unless otherwise stated. There will be no meeting of the Group on Monday 10 November and Monday 17 November. If you have not already done so, please could you let me know on which days your Minister is unable to be present.

I am copying this letter to Sandra Phillips (Foreign and Commonwealth Office), Sarah Ashby (Home Office), Debbie Lester (HM Treasury), Robina Finlay (Chief Whip's Office), Shirley Oxenbury (Chairman's Office) and Robin Harris (Conservative Central Office).

Caroline Ryder (Mrs)

Miss Joan MacNaughton,
Lord President's Office.

JK



file

MA

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10 DOWNING STREET
LONDON SW1A 2AA

From the Private Secretary

21 July 1986

**MEETING OF THE STRATEGY GROUP
MONDAY 28 JULY**

There will be NO MEETING of the Strategy Group on Monday 28 July.

I am copying this letter to Colin Budd (Foreign and Commonwealth Office), Clare Pelham (Home Office), Tony Kuczys (HM Treasury), Andrew Lansley (Chancellor of the Duchy of Lancaster's Office), Murdo Maclean (Chief Whips Office), and to Robin Harris (Conservative Central Office).

(Mrs. Caroline Ryder)

Miss Joan McNaughton,
Lord President's Office.

OF To go on
'STRATEGY' file.

GR

Mr. Coe present
for next meeting.

NOTE FOR THE RECORD

MR WICKS

cc: Mr Alison
Prof Griffiths
Mr Sherbourne
Mr Addison —
Mrs Ryder
Mr Coe
Press Officers

PIO

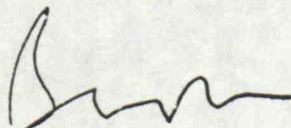
PRESENTATION: HUMAN INTEREST STORIES

At a meeting with Press Office today, acting on the record of the above meeting of July 1, the following decisions were made:

1. Mr Coe is to write personally to Regional Controllers of the COI asking them to identify "cracking" human interest stories with which the Prime Minister might be associated; they would be asked to regard this as a continuing day-to-day task, recognising that only a limited number of suggestions could be taken up.
2. On each human interest occasion the press officer designated to handle it will consider how the best publicity, and especially television and pictorial publicity, can be achieved. One consideration will be whether to confine coverage to regional or local television, radio and press.
3. Press Officers, as a matter of course, will consider whether, on major Parliamentary occasions in which the

Prime Minister is involved, she should be recommended to give television interviews afterwards in order to get a short summary of her views face to camera on the record.

7. // I was asked to add that it would help if adequate time for media work were built in to visit programmes.



BERNARD INGHAM

10 July 1986



10 DOWNING STREET
LONDON SW1A 2AA

From the Private Secretary

9 July 1986

**STRATEGY GROUP
MONDAY 21 JULY**

Further to my telephone conversation with your respective offices yesterday, I now write to let you know that the Strategy Group meeting on Monday 21 July, which is going to be held at Central Office, will now start at 1130 and not 12 noon.

The lunch that day has now been cancelled.

I am copying this letter to Sandra Phillips (Foreign and Commonwealth Office), Sarah Ashby (Home Office), Debbie Lester (H.M. Treasury), Murdo Maclean (Chief Whip's Office), Shirley Oxenbury (Chairman's Office), Robin Harris (Conservative Central Office) and Stephen Sherbourne (No.10).

(Mrs Caroline Ryder)

Miss Joan MacNaughton,
Lord President's Office.

6

MJ



10 DOWNING STREET
LONDON SW1A 2AA

From the Private Secretary

1 July 1986

Dear Joan,

STRATEGY GROUP, MONDAY 7 JULY

The Strategy Group meeting on Monday 7 July will be held at 1130.

I am copying this letter to the Private Secretaries to the Foreign Secretary, Home Secretary, Chancellor of the Exchequer, the Chairman, Chief Whip and to Robin Harris (Research Department, Central Office).

*Yours sincerely
Caroline Ryder*

Caroline Ryder

Miss Joan MacNaughton
Lord President's Office.

*P.P. I have it forgotten the
Lord President's Office*

SKW



✓ F. J. cc Mr Shelburne

✓ 2. F.

Foreign and Commonwealth Office

London SW1A 2AH

To note.
I have marked
no diary. CR

26 June 1986

Dear Caroline,

Strategy Group Meetings

The Foreign Secretary will be pleased to attend the Strategy Group meetings on:

- Monday 30 June
- Monday 7 July
- Monday 28 July
- Monday 3 November
- Monday 17 November
- Monday 1 December
- Monday 8 December

Sir Geoffrey hopes that the Prime Minister will excuse him on the other dates proposed where the following reasons make his attendance impossible:

- Monday 14 July - Hosting meeting and lunch at Chevening for Soviet Foreign Minister
- Monday 21 July - Chairing Foreign Affairs Council in Brussels
- Monday 13 October - Minister in Attendance on Her Majesty The Queen's State Visit to China
- Monday 20 October - Attending EC/ASEAN meeting in Indonesia
- Monday 27 October - Chairing Foreign Affairs Council in Brussels
- Monday 10 November - No meeting (in any case chairing EC Political Cooperation meeting in London)
- Monday 24 November - Chairing Foreign Affairs Council in Brussels
- Monday 15 December - Chairing Foreign Affairs Council in Brussels

Yours sincerely,
Sandra

Mrs Caroline Ryder
10 Downing Street

(Sandra Phillips - Miss)
Assistant Private Secretary



File 1/10

cc Sue Goodchild

10 DOWNING STREET
LONDON SW1A 2AA

From the Private Secretary

24 June 1986

STRATEGY GROUP

The weekly Monday Strategy Group meetings will start at 12 noon and will be followed by lunch.

If your Minister is unable to attend the meeting I should be grateful if you could inform me. But if you are only in difficulties with attendance at the lunch, could you kindly let Sue Goodchild know.

I am copying this letter to the Private Secretaries to the Foreign Secretary, Home Secretary, Chancellor of the Exchequer, the Chairman, Chief Whip and to Robin Harris (Research Department, Central Office).

CAROLINE RYDER

Miss Joan MacNaughton,
Lord President's Office.

CAJ

JE KC

MR SHERBOURNE

STRATEGY GROUP

You are going to be peppered with notes from me about the operation of the strategy group. A touts fins utiles (which roughly translated means waste paper basket if you wish).

First, the two points I mentioned this morning:

- i. It would be worthwhile to commission someone to go through the "responsible" right-wing literature to identify themes, produce gobbetts, etc, which illustrate the kind of ideas prevalent in thinking Conservative circles.
- ii. You might list under various headings, like academiccs, journalists, commentators, PR people, industrialists, the young, etc, the people whom the group should tap. Once you have identified who they are, you could then consider how best to harness these people's thoughts.

Finally, I assume that you will be producing the guest lists for the lunches which follow the strategy group meetings. The Prime Minister's suggestion that her weekly meetings with Mr. Biffen should be at 2.15, after lunch, carry with it the implicit acceptance that he should be a regular attender at the table.

N.L. WICKS

24 June 1986

~~M.R.~~ WICKS

STRATEGY GROUP

I have written to the following people
to tell them that the weekly Monday meetings
are now going to start at 12 noon:

Lord President
Foreign Secretary
Home Secretary
Chancellor of the Exchequer
Chairman
Chief Whip
Robin Harris

What about Michael Alison, Brian Griffiths
and David Wolfson?

CR.

C.R.

24 June 1986

CR.

done ✓ CR 25/6

*Tell Brian
+ Michael. David
does not come to
the meeting of the Group.
N.L.U
24.6*

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:

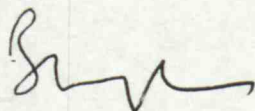
1. The stance of this Government from the beginning is that you have placed the responsibility for putting over Government policies in the particular Department; and that you have expected Ministers and Departments

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

PERSONAL

MR. INGHAM

cc: Mr. Sherbourne

STRATEGY GROUP

Two points of interest to you which arose from this morning's Strategy Group. They both concern points that the Prime Minister wishes to make at this week's Cabinet (Wednesday).

1. She would like to urge Ministers to begin to plan now the PR for the Recess - PR initiatives of all sorts, including speeches, articles, etc. The Group believed that August and September were months when the Press would be gasping for news. So that anything that Ministers could produce would fall on particularly fertile ground.

2. The Prime Minister reverted to the hoary old subject of departments' arrangements for reacting quickly to contentious points which came up during the day on radio and TV. You will not be surprised to know that the 'Today' programme was much in the Group's mind. It was argued that responsibility for reacting to such broadcasts lay not with Central Office, but with Departments. But there was some doubts whether Departments had geared themselves up sufficiently to do this.

The Prime Minister would, I think, like to urge on Cabinet the importance of quick reactions to such contentious news items. Though she did not mention this point, I wonder whether it might not help ensure Departments take action if Ministers were asked to instruct their Chief Information Officers to let you know of what arrangements there were in the Department for these purposes.

I wonder whether you might want to produce a short note for the Prime Minister on which she could base her intervention at Cabinet.

N.L.W.

N. L. Wicks

23 June 1986

JA2AAH

PERSONAL



bc S. Sherbourne
Professor Griffiths
(fresh set of enc.
sent)

10 DOWNING STREET

From the Principal Private Secretary

23 June 1986

Dear Joan,

**STRATEGY GROUP: LOCAL GOVERNMENT
LEGISLATION IN THE NEXT SESSION**

David Willetts here in the Policy Unit has produced the note attached for the Prime Minister about his concerns on local government legislation at the next session.

The Prime Minister has indicated that she would like to discuss David Willetts' points with the Lord President and the Chief Whip at a suitable occasion. Could I therefore suggest that the Lord President and the Chief Whip might consider them when they meet tomorrow with Stephen Sherbourne. The Lord President could then refer to these matters in the note which he is preparing for the Strategy Group.

I am sending a copy of this letter to Murdo Maclean.

Nigel Wicks

(N. L. WICKS)

Miss Joan MacNaughton,
Lord President's Office

CONFIDENTIAL

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PRIME MINISTER

20 June 1986

STRATEGY GROUP

The decision to set up a high-level and high-powered Strategy Group is an excellent one. It would be useful if at the beginning of the meeting next Monday you emphasise once again the far-reaching, comprehensive and radical nature of the exercise. As it is the first meeting, the task should be to sort out procedures and allocate responsibilities rather than engage in a major discussion of policy.

Policy for the Third Term

Subjects

You might start by suggesting that the initial meeting focus on the future policy of departments whose Ministers are represented on the Group itself. A suggested timetable is in the attached Annex. It begins with Economic Policy on 30 June, Foreign Affairs on 7 July, and Home Affairs on 14 July. It would then be possible to have two more meetings before the Recess, possibly discussing DHSS and Education issues. On this basis, and reconvening on 7 September, it would be possible to cover the whole field of policy by the end of September (again, see Annex).

After having had papers from individual Ministers regarding their own departments, you may wish to start in October by

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- 2 -

requesting papers in greater depth in particular areas -
eg: housing, nuclear energy, as well as papers dealing with
interdepartmental issues, such as:

- i. The Family
- ii. Privatisation
- iii. Benefits & Taxes
- iv. Enterprise

A Typical Paper

I suggest you begin by setting up arrangements for
commissioning papers from relevant Ministers. It is important
that you specify the kind of paper you require. It should not
be a departmental brief. You may feel that all papers
should:

- be comprehensive, covering all subjects which are the
responsibility of the department
- specify the objectives of policy and be careful to
separate objectives from the changes recommended to
achieve them
- include a section outlining policy initiatives Ministers
are expected to take before the Election, and the way
they will relate them to explicit Manifesto commitments

CONFIDENTIAL

- be submitted by the Thursday preceding the Monday on which they are to be discussed, so that the Policy Unit can comment.

Co-ordination

You need to state explicitly that each Secretary of State who presents a paper should involve others within Government (Junior Ministers) and colleagues within the Parliamentary Party (especially Chairmen and members of back-bench committees). They should also consult groups such as No Turning Back.

Themes for the Manifesto

The themes for the 1979 and 1983 Manifestos were spelt out in terms of five tasks which were then developed into the structure of the Manifesto itself (copies attached). Four tasks were common to each Manifesto, the difference being that incentives and prosperity were a separate task in 1979; and the environment given a specific section in 1983.

1979

Stable Economy
(Trade Unions)

Prosperity

Law and Democracy

1983

Stable Economy
(Jobs)

Law and Democracy

CONFIDENTIAL

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1979

Family

1983

Family and Responsibility

Environment

Defence and Rôle in the
World

Defence and Rôle in the
World

This general approach is clearly something we should follow, but it needs to be put in the changed circumstances of 1986/7/8.

It might be useful to have more than one item on the Agenda each week, and therefore one might invite the Chancellor of the Duchy to prepare a paep on The Tasks Facing us.

Bh.

BRIAN GRIFFITHS

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<u>Date</u>	<u>Sec.of State</u>	<u>Subjects</u>
30 June	Chancellor (Lord Young might attend for this part)	MTFS Tax Privatisation Employment
7 July	Foreign Secretary (Defence Secretary)	NATO Europe Trade South Africa
14 July	Home Secretary (Lord Chancellor, Law Officers)	Police Crime Prevention Penal policy (prisons) Immigration BBC Charities
21 July	Health & Social Security	Health Benefits
28 July	Education & Science & Employment (Training)	Radical options for schools Universities & status of Polytechnics Voluntary sector Science policy Training

CONFIDENTIAL

If it were possible to meet four times in September, the whole field could be covered before the Party Conference:

<u>Date</u>	<u>Sec.of State</u>	<u>Subjects</u>
8 Sept.	Environment MAFF	Local Government Conservation Housing Planning Sport
15 Sept.	Energy Transport	Coal, Electricity, Gas, Oil, Nuclear Power Railways, Buses, Air- lines and Airports, Shipping
22 Sept.	DTI Arts Civil Service	Regional & Industrial Policy; Competition Policy; Art; Civil Service
29 Sept.	Scotland, Wales N.Ireland	

Conservative manifesto 1979

Our five tasks are:

- (1) To restore the health of our economic and social life, by controlling inflation and striking a fair balance between the rights and duties of the trade union movement.
- (2) To restore incentives so that hard work pays, success is rewarded and genuine new jobs are created in an expanding economy.
- (3) To uphold Parliament and the rule of law.
- (4) To support family life, by helping people to become home-owners, raising the standards of their children's education, and concentrating welfare services on the effective support of the old, the sick, the disabled and those who are in real need.
- (5) To strengthen Britain's defences and work with our allies to protect our interests in an increasingly threatening world.

This is the strategy of the next Conservative government.

FOREWORD by The Rt. Hon. Margaret Thatcher

1. OUR FIVE TASKS

2. RESTORING THE BALANCE

The control of inflation

Better value for money

Trade union reform

1. Picketing

2. The closed shop

3. Wider participation

Too many strikes

Responsible pay bargaining

3. A MORE PROSPEROUS COUNTRY

Cutting income tax

A property-owning democracy

Industry, commerce and jobs

Nationalisation

Fair trade

Small businesses

Energy

Agriculture

Fishing

Animal welfare

4. THE RULE OF LAW

The fight against crime

Deterring the criminal

Immigration and race relations

The supremacy of Parliament

Northern Ireland

5. HELPING THE FAMILY

Homes of our own

The sale of council houses

Reviving the private rented sector

Protecting the environment

Standards in education

Parents' rights and responsibilities

The arts

Health and welfare

Making sense of social security

The elderly and the disabled

6. A STRONG BRITAIN IN A FREE WORLD

Improving our defences

The European Community

Africa and the Middle East

Rhodesia

Trade, aid and the Commonwealth

7. A NEW BEGINNING

THE CONSERVATIVE MANIFESTO 1983

THE CHALLENGE OF OUR TIMES

Foreword by THE RT. HON. MARGARET THATCHER

- 1. THE ROAD TO RECOVERY**
 - What we have achieved
- 2. JOBS, PRICES AND UNIONS**
 - Success against inflation
 - Commonsense in pay bargaining
 - Trade union reforms
 - Political levy
 - Essential services
 - Involving employees
 - Unemployment: coping with change
 - Removing the barriers to jobs
 - Training
 - The nationalised industries
- 3. ENCOURAGING FREE ENTERPRISE**
 - Lower and simpler taxes
 - More small firms
 - Help for the new technologies
 - Regions, enterprise zones and freeports
 - Planning
 - Energy
 - Better transport for industry
 - Tourism
 - Farming and fishing

We now have five great tasks for the future. They are:

- to create an economy which provides stable prices, lasting prosperity and employment for our people;
- to build a responsible society which protects the weak but also allows the family and the individual to flourish;
- to uphold Parliamentary democracy and strengthen the rule of law;
- to improve the quality of life in our cities and countryside;
- to defend Britain's freedom, to keep faith with our allies in Europe and in NATO, and to keep the peace with justice.

4. RESPONSIBILITY AND THE FAMILY

Housing: towards a home-owning democracy
Protecting the pensioner
Social security
The National Health Service
Partnership in care
Schools: the pursuit of excellence
Higher education
Sport and recreation
Safety, quality and value for money
Supporting family life

5. LAW, DEMOCRACY AND THE CITIZEN

Backing the crime-fighters
Immigration: firm and fair
The supremacy of Parliament
Northern Ireland
The quality of government
Local government: saving ratepayers' money

6. IMPROVING OUR ENVIRONMENT

Reviving Britain's cities
Public transport
Rural policy and animal welfare
Controlling pollution
Arts and the heritage

7. BRITAIN IN THE WORLD

The protection of peace
Civil defence
Britain in Europe
A trading nation
Our wider role

8. THE RESOLUTE APPROACH



Treasury Chambers, Parliament Street, SW1P 3AG
01-233 3000

Mrs Caroline Ryder
10 Downing Street
London SW1A 2AA

20 June 1986

CR.
Dear Caroline,

Thank you for your letter of 19 June to Rachel Lomax about the Strategy Group. The Chancellor has asked me to let you know those dates on which he will be unable to attend the Group because of meetings with European Finance Ministers. These are as follows:

- Monday 7 July
 - Monday 13 October
 - Monday 17 November
- and Monday 8 December.

If there is any possibility that the Group will not meet every Monday, the Chancellor would be grateful if you would take the dates of his absence into consideration.

*Yours ever,
Debbie Lester*

MRS D C LESTER
Diary Secretary

GOAT MARCH

STRASELEY CLAP

6/16



CONFIDENTIAL

PRIME MINISTER

M. Hicks

F.

Strategy Group

I attach a draft agenda for your approval/amendment which I will then make available to members at the meeting.

At the meeting, you will need to decide a programme of work for the Group. When we talked on Thursday, there was a suggestion that a number of these meetings should look at individual policy areas on a departmental basis. I am worried about this approach: it could make the exercise too compartmentalized.

Of course, we will need to know what policy initiatives are in hand in Departments which have a bearing on the Manifesto and a third term, and maybe we should ask (in the first stage) the main Departments to put in a short paper on this subject.

But much the best way to proceed would be: first, to identify the themes of the Manifesto; and, only then, flesh them out with policies.

You will also want to include in the ambit of this group the organisational preparations for an election, though you will have to be careful not to offend the Chairman by treading too hard on his toes. For instance, he wants to discuss with you critical seats. This is something where you may prefer, at least at first, a private meeting with him.

At the end of the meeting you ought to have set the following work in hand.

1. Paper(s) on themes for a Manifesto/Third Term.
2. Paper on PR campaigns for the next six months/twelve months.
3. Paper on proposals for PR initiatives during the summer recess.

.... /

4. Report by the Chairman on his plans at Conservative Central Office *for, Rubicam*.
5. Paper putting forward proposals on how to involve Backbenchers.
6. We will also need to decide whether you want a large meeting on one occasion to draw in representatives from the Parliamentary Party, CCO and the National Union.
7. You may want a special meeting for a Young and Rubicam presentation. (Incidentally, Robin Harris has just reminded me of the Chairman's commitment to use Saatchis at the next election - see attached press cutting.)
8. The group may want to decide whether there should be any outsiders, however organised, to feed in creative ideas to the group (eg. Bill Davis, Ferdie Mount, Geoffrey Tucker??)

STEPHEN SHERBOURNE

20.6.86

STRATEGY GROUP

1st Meeting : Monday, 23rd June 1986

A G E N D A

1. Formation of Policy for a Third Term.
2. Themes for a Third Term.
3. Public Relations
4. Public relations during the coming Summer Recess.
5. Preparations for the General Election

PRIME MINISTER

For your approval - Are you content?

SS 20.6.86

SS
20.6.86

MRS. RYDER

cc. Mr. Wicks
Mr. Addison

Strategy Group and Lunch

1. The Prime Minister may want these meetings to start at 11.30 am.
2. Brian Griffiths will attend these meetings as an observer.
3. The Prime Minister will want to invite additional Ministers to the lunch and I imagine David Wolfson.
4. I had the impression she may want to have a 12.45 meeting with John Biffen sometimes to discuss Commons business although this would obviously be disruptive while Strategy Group ministers hang around waiting for lunch.

We need to discuss all these points with the Prime Minister and I therefore suggest that you, Nigel Wicks and I see the Prime Minister next week on these matters, once the first meeting of the Strategy Group has taken place.

SS

STEPHEN SHERBOURNE

20.6.86

Prime Minister
The hard President
Why have
this date, but not
other members of the Group.
N.L.W. 28.6

Prime Minister ?
Discuss at your next
suitable meeting?
JES
20/6.

Monday
morning
20 June 1986

LOCAL GOVERNMENT LEGISLATION IN THE NEXT SESSION

A few months ago, the plans for local government legislation in the next Session looked manageable. I am worried that we are now heading willy-nilly towards measures which will be wide-ranging and highly controversial. I recommend that you have an informal word with Viscount Whitelaw and the Chief Whip to discuss the political risks.

The first element of the Programme is:

i. Scottish rates reform.

This is agreed. The Scots are keen to do it, and it adds weight to the Government's commitment to legislate for England and Wales later on. We also have two sensible measures which would make up a fairly modest Local Government Bill:

ii. Local Authority contracting-out.

iii. Restoring the teeth the House of Lords extracted from this Session's legislation on local government propaganda.

Meanwhile, as the PESC negotiations on local government get under way, two more controversial financial measures have become serious runners:

- iv. Changing the system of capital controls and reducing local authorities' freedom to spend accumulated receipts.
- v. Abolishing grant recycling so that money taken from high-spending authorities is not put back into the pool.

Another possibility which would please some Conservative supporters is:

- vi. Implementation of selected plums from the Widdicombe Report.

If we implement all these proposals, then the 1986-87 Session will be dominated by local government measures.

My personal recommendation is that if you want to go for a relatively quiet Session on local government, you settle for items i. ii. and iii. If you want a politically higher profile, with popular measures that will cheer your supporters and embarrass the Opposition, you should add in vi. - selected plums from Widdicombe. But it would be rash to go for legislation either on capital controls or the abolition of grant recycling because:

- a. Although both are theoretical improvements on the present system, it is unlikely there will be useful public expenditure savings, especially after they have been mangled by the Lords.

MR WICKS

c. Mrs Goodchild

STRATEGY GROUP

I have contacted all the people on the list that Stephen gave me (and also sent the letter that ^{Stephen} you drafted) and the following will attend on Monday:

Lord President - meeting and lunch
Foreign Secretary - will come back to us
Home Secretary - meeting and will come back on lunch
Chancellor of the Exchequer - meeting and lunch
Chairman - meeting and lunch
Chief Whip - in Switzerland all day
Robin Harris - meeting and lunch
Stephen Sherbourne - meeting and lunch
Michael Alison?

CR

CR

19 June 1986



10 DOWNING STREET
LONDON SW1A 2AA

identical letters to:

FCS,
HS,
CH/Ex
CDL
CWO

bc: Harris
Sherbourne

From the Private Secretary

19 June 1986

BF || The Prime Minister has set up a small group of Ministers to discuss Party matters. It is intended that this group will normally meet every Monday morning at No. 10 at 12.00 noon followed by lunch which will probably end at 2.30 pm.

The Prime Minister is giving this meeting the highest priority and expects Ministers to do the same. The members of the Group are:

- ✓ Lord President
- ✓ Foreign and Commonwealth Secretary
- ✓ Home Secretary
- ✓ Chancellor of the Exchequer
- ✓ Chairman
- ✓ Chief Whip
- ✓ Robin Harris
- Stephen Sherbourne

I would therefore be grateful if you would put into your Minister's diary this meeting for every Monday when the House is sitting. We will only be in touch if the meeting is not taking place.

(CAROLINE RYDER)

Miss Joan MacNaughton
Lord President's Office.

CONFIDENTIAL

PRIME MINISTER

You are going to tell Cabinet about the establishment of the Strategy Group at the beginning of Cabinet. Robert has been told to delay the entry of the Cabinet Secretariat while you do it.

Attached is a speaking note for Cabinet.

Bernard's presentation note is also attached.

N.L.W.

N. L. WICKS

18 June 1986

CONFIDENTIAL

THE STRATEGY GROUP: SPEAKING NOTE FOR CABINET

The time has now come in this Parliament to plan more systematically for the third term:

to relaunch the strengths of our policies with renewed vigour and effectiveness;

to develop the new policies for the Third Term, both the strategy and the tactics for implementing them;

to strengthen the co-ordination between Government and the Party;

to beef up our public relations and propaganda;

to mobilise our supporters on the backbenches and in the country by demonstrating that we have the plans ready to carry forward the policies which have so improved Britain's position, politically and economically, since 1979.

This task requires a detailed political programme of action, properly worked out. I have therefore decided to establish a group of Ministers, under my chairmanship, to oversee the work. The members would be:-

LORD WHITELAW
SIR GEOFFREY HOWE
NIGEL LAWSON
DOUGLAS HURD
NORMAN TEBBIT
JOHN WAKEHAM

But other Ministers would be invited as was necessary and so would other members of the Party. The Group would meet regularly and would be serviced by Stephen Sherbourne and Robin Harris.

The group's first agenda would be the establishment of a systematic programme of work. This will include, commissioning reviews of policy and strategy, public relations and presentation and settling arrangements for writing the manifesto. It would also help Norman with the Party organisation between now and the General Election.

The group will not be a formal ministerial one. It will not take departmental papers or deal with issues of current Government policy. They will be dealt with in the usual way in Cabinet, Cabinet committees and formal meetings and so on.

I am sure that the group will need to call upon all of you from time to time to help with its work and I hope its members can count on your support. Of course, if you have got any ideas on how it ought to carry forward its work I should be very glad if you could send me a note of them.

Prime Minister

The hype has been removed.

N. L. W.

17.6

MR. WICKS

STRATEGY COMMITTEE

I attach a draft of the kind of presentation the Prime Minister would like to see in the newspapers of the above initiative.

As I mentioned this morning, I think the sensible way is to feed out this information, as set out in the attached, to the Press Association on Thursday morning (after 11am) and then brief in response to questions.

We then need to ensure that CCO is briefed, too.

~~There~~. I attach also a Q and A brief.

Bern

BERNARD INGHAM

17 June 1986

DRAFT

The Prime Minister, Mrs Margaret Thatcher, has set up a small high-powered group of senior Ministers to develop the Government's programme for a third term of office.

The members, who will meet regularly under her chairmanship, are:

- Lord Whitelaw, deputy leader
- Sir Geoffrey Howe QC, Foreign Secretary
- Nigel Lawson, Chancellor of the Exchequer
- Douglas Hurd, Home Secretary
- Norman Tebbit, Chancellor of the Duchy of Lancaster and Chairman of the Party
- John Wakeham, Chief Whip

The group brings together the leading Ministers covering foreign, economic and home affairs and the Conservative Party in the Lords, Commons and the country.

But it will call in other Cabinet Ministers, as required, in order to develop new policies for the 1990s.

The group will steer the Government into the next election and ensure effective liaison between the Government and Party at all levels. It will be concerned both with the development of policy and its presentation.

The group will operate outside the Government machine and will be serviced entirely by Conservative Party officials. It will not consider Departmental papers or deal with current policy issues.

This is the first overt move by the Prime Minister to prepare for the next Parliament for which the General Election must be held before July 1988.

She was determined to get the group off the ground before the Parliamentary recess, starting in August.

By starting work now, the Prime Minister is ensuring that she has available at the time of her choosing a detailed programme, worked out with maximum consultation, on which to seek a new mandate.

Ministers believe their supporters will warmly welcome this move as a demonstration of the Prime Minister's determination to tackle present and future problems with the same vigour as in the past.

It is emphasised that no clues to the timing of the next election can be read into the move. It is designed to retain for the Prime Minister maximum room for manoeuvre.

Q AND A

Q: Did the Prime Minister set up similar machinery before the last election?

A: Not precisely the same machinery, but she personally headed a group of senior Ministers which was primarily concerned with policy presentation in the run-up to the 1983 election.

Q: Will this group draft the election manifesto?

A: It will oversee its preparation in consultation with Cabinet Ministers.

Q: Why this particular group of Ministers?

A: The Prime Minister wished to have a small committee which brought together home, overseas and economic policy and the Party in the Lords, Commons and country.

Q: Is this simply a manifesto group?

A: No. While naturally the group wishes to win the next election, it will in fact be concerned with developing an overall policy approach to the 1990s.

Q: When will it first meet? And how frequently?

A: First, next Monday to plan its work. Thereafter regularly and often weekly.

Q: Does this signal the start of the next election campaign?

A: That is not the Prime Minister's intention. Her aim is to get down to working out a comprehensive programme which a. wins the next election; and b. is relevant to the needs of the British people for the rest of this century and beyond.



10 DOWNING STREET

Pome Nominis

A bit hyped-up,
but I think on
the right lines. I
have added some minor
points N. G. W.

16.6.

Too hyped up - this is
route however
not

7



10 DOWNING STREET

PRIME MINISTER

The Strategy Committee

Following your talk with
the Chief Whip this morning,
I have pencilled on your
marked copy of the aide memoire
for the talk with Mr. Tebbit
some of the extra points
which you might wish to include.

N.L.W.

NLW

16 June 1986

Peter - Mullen

Norman - C.I.O.

MR WICKS

"STRATEGY COMMITTEE"

I attach in ideal form the kind of presentation of the Prime Minister's initiative that we would like to see in newspapers, assuming I have got hold of the right end of the stick. It is written with a certain journalistic licence.

If this is to be explained at Cabinet on Thursday, it will be necessary to brief the Lobby that day. But that would not necessarily rule out selective briefing of the Daily Telegraph or the Daily Express on Wednesday, unless the Prime Minister thinks it would embarrass her with her Cabinet colleagues.

Prime Minister

Best to brief on Thursday after colleagues have been told. ? Agree ?

Bern

BERNARD INGHAM
16 June 1986

N.C.W. Yes *ms*
16.6.

The Prime Minister, Mrs Margaret Thatcher, has set up a small high-powered group of senior Ministers to ~~help her~~ *develop* ~~plan~~ the Government's programme for her third term in No 10.

Probably best not to be so specific

The group will have its first meeting under her chairmanship next Monday and plans to meet regularly [usually weekly] in the initial stages of its work.

The members, apart from the Prime Minister, are:

- Lord Whitelaw, deputy leader
- Sir Geoffrey Howe QC, Foreign Secretary
- Nigel Lawson, Chancellor of the Exchequer
- Douglas Hurd, Home Secretary
- Norman Tebbit, Chancellor of the Duchy of Lancaster and Chairman of the Tory Party
- John Wakeham, Chief Whip

The group brings together the leading Ministers covering foreign, economic and home affairs and the Tory Party in the Commons, Lords and the country.

But it will call in other Cabinet Ministers, as required, in order to develop new policies *for the coming decade* ~~with a new appeal.~~

PM say the same Whip

The Prime Minister sees the group as spearheading the development of an Election-winning programme which will carry her Government well into the 1990s.

It will in effect steer the Government into the next election, ensuring effective liaison between Government and party at all levels. It will therefore not only superintend the development of policy but also its presentation [and the gearing up of the party's organisation for the next election.

2. It will not take departmental papers or deal with issues of current Government policy

The group will operate outside the Government machine and will be serviced entirely by party officials. L

This is the first overt move by the Prime Minister to prepare for the next ^{Parliament} General Election ^{for which} ~~which~~ must be held before July 1988.

She was determined to get the group off the ground before the Parliamentary recess, starting in August.

This will inevitably give rise to speculation that she is planning an election next year rather than in 1988, as many commentators have suggested.

In fact, it means that by starting work now the Prime Minister is ensuring that she has available a ^{worked out with maximum consultation} thoroughly ~~deliberated~~ worked-out programme, with maximum elector appeal, whenever she thinks she can win a third term.

~~In the country the move will be seen as the formal start to the next election campaign.~~

Ministers believe their supporters will warmly welcome ^{this move} it as a demonstration of the Prime Minister's determination to ^{locate} ~~locate~~ leave nothing to chance. They see it as the clearest possible confirmation of her belief that the country's future depends on the return of a Conservative Government in 1987 or 1988 ~~and the elimination of Socialism as a political option in Britain.~~

*to be the next set of questions
Answer the same with
the same of our
as with next.*

~~The group is probably the smallest that could be constructed to cover the spectrum of opinion in the Government and party. By keeping it small the Prime Minister clearly means business.~~ !!!

"Mrs Thatcher is coming out of her corner fighting", a senior Minister said last night. "She's got the glint of battle in her eye. She means to win."

Not a suicide

S. M. ...

COMMUNIST
...
...

SECRET AND PERSONAL

PRIME MINISTER

I attach a note, not yet discussed with Bernard, about presentation of the Strategy Group. We can discuss at our meeting with the Chief Whip, Bernard and Stephen at 1145 on Monday.

N.L.W.

N.L. Wicks

13 June 1986

PRESENTATION OF THE STRATEGY GROUP

Aim of Presentation

To make sure that your view of the group is the one which leads the press, not garbled, partisan accounts.

To emphasise that the group is your idea and initiative. It is not you being put into commission but you leading the team, and as usual from the front.

To avoid expectations of any change or of an early election.

To give neither high nor low key presentation.

Purpose of the Group

To review, in the political context, presentation of publicity, future policies, Party organisation.

Why establish now: confession that things are going badly or that an election is imminent?

This is the right time in Parliament to think about the next term. This Parliament has still two years to run. And things aren't going badly.

Nature of the Group

It is not a ministerial group and will not be serviced by civil servants. It will not take departmental papers or deal with issues of current Government policy. They will be dealt with in the usual way: Cabinet, Cabinet committees and so on.

Membership

Name members.

Why these?

These are the most senior colleagues.

How often will the Group meet?

Regularly as needed.

Reflection on Norman Tebbit stewardship of CCO?

No, Norman Tebbit welcomes the group. He is in charge of Central Office.

Why not include X, Y Z Ministers?

Their skills will no doubt be available to the group. But they are not running a major department.



191.

10 DOWNING STREET

From the Principal Private Secretary

Prime Minister

A gloss on the Chief

Whip's note (and a quite improved one from you^{PPS}).

To win the next Election,
you need to persuade -

be seen to
the Cabinet to work as a TEAM, in
support of your LEADERSHIP

Backbenchers to stop shooting
the Government (and themselves) in
the foot and to give active
and vocal support to Government
policies



From what you say, you need also to get Central Office working more effectively.

You cannot do all this alone. So you need to enlist in the task on a continuing basis (month in, month out), your most senior Cabinet Colleagues, i.e.

Lord President

Sir G. Howe

Mr Lawson

Mr Tebbit

Chief Whip

These 2 need to be encouraged to look beyond their departmental briefs to the wider politics.




10 DOWNING STREET

From the Principal Private Secretary

Mr Walker or Mr Hurd

Should not your first step be to get this set of Ministers to accept the tough message of the Chief Whip's minute; get them planning, under your LEADERSHIP, the Election winning Strategy; and then get them to help implement it, together with the rest of Cabinet?

I hope you do not mind my saying so, but only you



can make this happen. Nor does it
mean one meety, but a series of
regular meetings, with systematic
follow up between now and the
Election.

Nigel

AIDE MEMOIRE FOR A TALK WITH MR. TEBBIT

We now need to step up our planning for the next term even though you and I both know the next election may not happen until 1988. But we need now:

- to relaunch the strengths of our policies with renewed vigour and effectiveness;
- to develop the new policies for the ~~next~~ Parliament; *Third Term and for the Nineties*
- to mobilise our supporters on the backbenches and in the country; *- public relations, propaganda*
- ~~to raise even more financial support for the Party~~ *to help Hanson between Party and Government*
- and above all to demonstrate that ours is a united Party dedicated to carrying forward our policies which have so improved Britain's position, politically and economically, since 1979.

If we are to do that, we have got to hammer out a detailed programme of action to sustain us from now until the election. You and I cannot do this by ourselves. We have got to have a team to plan and then to oversee the implementation of the programme.

I have therefore decided to establish a small group of ministers to oversee the work. Members will be yourself, Lord Whitelaw, Geoffrey Howe, Nigel Lawson, Douglas Hurd, and John Wakeham. I think it very important that membership should be kept to these members. Our senior colleagues. Obviously, if a particular item of business warranted attendance of another minister or some outsider, they should be invited to that meeting.

The group would meet at 12 noon each week as the agenda demanded, with regular attendance a first priority on diaries. It would be serviced by Stephen Sherbourne and if you agree,

Robin Harris. The meeting would normally be followed by a lunch to which other ministers and outsiders would be invited as required.

long Term? I have not settled on a name for the group. Something neutral like 'Strategy Group'. Some people might label it 'an inner Cabinet'. Not quite right, since it would not deal with Governmental matters. But it would certainly be a central group.

The group's first agenda would be the establishment of a systematic programme of work. This will include, commissioning reviews of policy and strategy, public relations and presentation, and settling arrangements for writing the Manifesto. I think that we will also be able to help you on Party organisation between now and the General Election and on raising financial provision for the Party.

I would like your advice on how I should present this to the Cabinet on Thursday. The existence of the group is bound to leak. So we would have to present it publicly as well. Glad of your ideas as well.

SL2AHG

MEMORANDUM BY THE LORD PRESIDENT AND THE CHIEF WHIP

WINNING THE ELECTION

We should now begin to plan systematically for the next Election: to relaunch the strengths of our policies with renewed vigour and effectiveness; to develop the new policies for the next Parliament; to mobilise our supporters on the Backbenches and in the country; to raise financial support for the Party; and above all to demonstrate that ours is a united Party dedicated to carrying forward the policies which have so improved Britain's position, politically and economically, since 1979.

This task requires a detailed programme of action sustained from now until the Election. You cannot carry it through on your own. Your task is to lead the Team which will plan and then implement the programme. The first step should be to establish a group of Ministers, under your chairmanship, to oversee the work. We suggest as members:

LORD WHITELOW

SIR GEOFFREY HOWE

NIGEL LAWSON

DOUGLAS HURD

NORMAN TEBBIT

JOHN WAKEHAM

We believe, very strongly, that PETER WALKER should be a

member too. His membership would signal too to the Party that we meant business. He is a consummate political tactician whose talents we should have on board. The Group should meet at 12 noon each week. (The Monday morning meeting of Business Managers should be retimed if it is still necessary.) Its members should be told that regular attendance was first priority for diaries. The Group should be serviced by Stephen Sherbourne and Robin Harris. Meetings should normally be followed by a lunch to which other Ministers and outsiders would be invited as required.

The existence of the Group would become known. That would not matter if its purpose was carefully explained to other Cabinet colleagues; indeed we should make a virtue of its existence as a sign of our determination to carry through our policies into the third term. Though the group might be called by some name such as The Committee for the Run Up to the Next Election, some would label it an Inner Cabinet. Again that would not matter; indeed it could help in tying colleagues, and Central Office, to our strategy.

The Group's first agenda would be the establishment of a systematic programme of work. This would include:

- commissioning Reviews of Policy and Strategy
- settling arrangements for writing the Manifesto
- action to curb unhelpful Ministerial campaigns, leaks and

briefings

- supporting the Chairman in his running of Central Office (including decisions on issues such as the Advertising Agents)

- fund raising for the Party.

We believe that most of the Cabinet would welcome the establishment of the Group as a signal that we were now developing in earnest our strategy for winning the Election. We would need to deal firmly with any doubts of Norman that the work of the Group would trespass on Central Office matters.

We would like to discuss this with you urgently.

W

J.W.

2

PRIME MINISTER

STRATEGY GROUP

I suggest that we tackle the establishment of the Cabinet Strategy Group by the following timetable:

WEEKEND

I will put into the weekend box an aide memoire for your meeting with Mr Tebbit, a speaking note, for Cabinet, and a note on presentation.

MONDAY

Probably at 1145

Have Bernard ^{into} ~~with you.~~ Meeting with Chief Whip to discuss presentation.

Would you want Stephen Sherbourne present?

Yes

TUESDAY

1800

Talk by yourself to Mr. Tebbit

WEDNESDAY

Possibly talk further with Lord President and Chief Whip about next day's Cabinet. You will want to consider whether they should tell some (all) of the members of the Strategy Group before Cabinet what you have in mind.

THURSDAY

1000

Tell Cabinet (no Cabinet Secretariat in the room).

SECRET AND PERSONAL

1100

Bernard Ingham briefs the Lobby
(essential, I think, if the
press is not to receive garbled
accounts).

MONDAY 23 JUNE

1200

First meeting of Steering Group

Content to plan on this basis?

N.L.W.

Yes - excellent

Thank you

mt

N. L. WICKS
12 June 1986

SECRET AND PERSONAL

SECRET AND PERSONAL

①



Copy 1 of 3 copies

10 DOWNING STREET

From the Principal Private Secretary

Lord President

Chief Whip

Herewith a draft of a memorandum which you might put to the Prime Minister.

N.L.W.

N. L. Wicks

10 June 1986

SECRET AND PERSONAL

Copies 94

Home Minister

MEMORANDUM BY THE LORD PRESIDENT AND THE CHIEF WHIP

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- LORD WHITELAW
- SIR GEOFFREY HOWE
- NIGEL LAWSON
- DOUGLAS HURD
- NORMAN TEBBIT
- JOHN WAKEHAM

Before you settle on this membership we think you ought to consider with us the advantages and disadvantages of having Peter Walker as a member.

Of having Peter as a member too

also
~~We believe, very strongly, that PETER WALKER should be a~~
there would be great advantage in having as

Before you settle on this membership we think you ought to consider both as the advantages and disadvantages.

member too. ~~His~~ membership would signal too to the Party that we believe that we meant business. He is a consummate political tactician whose talents we should have on board. ^{N.P.} The Group should meet at 12 noon each week. (The Monday morning meeting of Business Managers should be retimed if it is still necessary.) Its members should be told that regular attendance was first priority for diaries. The Group should be serviced by Stephen Sherbourne and Robin Harris. Meetings should normally be followed by a lunch to which other Ministers and outsiders would be invited as required.

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We believe that most of the Cabinet would welcome the establishment of the Group as a signal that we were now developing in earnest our strategy for winning the Election. We would need to deal firmly with any doubts of Norman that the work of the Group would trespass on Central Office matters.

We would like to discuss this with you urgently.

W

J.W.

010

C

pa
Strategy Group
file



Government Chief Whip
12 Downing Street, London SW1
9 June 1986

pa.

Agreed with
Nardo Chief
Why would
pursue, as
necessary in S.G.

wew
23-8

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.





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