



10 DOWNING STREET

Prime Minister

I THOUGHT THAT YOU
WOULD LIKE TO SEE
THIS CHARMING SPEECH,
WHICH TIM DELIVERED TO
US AFTER LUNCH TO-DAY,
WHEN YOU HAD TO GO TO
YOUR MEETING.

Jan.
24/9/1981

(1) PM: When you returned from the trip to India and the Gulf in April, you told my wife:

"Tim had a good time, and everyone else worked very hard."

Well, I did have a good time on that trip and I have had a very good time throughout the 2½ years I have worked here. I hope occasionally, too, you will think I have done some work.

(2) As I look back, the myriad things I have been involved in with you seem to kaleidoscope together. If anyone asked me to sit down and write a memoir, I wouldn't know where to start. I would never be able to place in time - let alone remember the details of - the battles you have had over public spending, the arguments you have endured over trade union legislation, or your periodic forays into persuading the Treasury and the Bank of England that monetary control matters.

/Your little

Your little difficulty with Michael Heseltine over Merseyside yesterday seems no more, no less vivid than the day, just a week after you were elected Prime Minister, when you got in all the Treasury knights, and told them that unless they cut spending by more than they had proposed, they might as well "pack up and go home". They got the message.

(3) But even if the events of the last 2½ years seem a blur, I will go away from here with an abiding memory of your kindness, and - at least with us - your tolerance and your humour, even when the going was tough. The press, Prime Minister, have got quite a few things wrong about you; but one thing they have consistently got right is the wonderful way in which you have treated your personal staff. The times you have fed ~~and watered~~ me, your willingness to put up with my inability to put a comb through my hair, and even accept

/a Private Secretary

a Private Secretary service that on occasions has been less than perfect, such as when I found myself having to transact business with you from a call-box on Holkham beach and my money ran out.

And I will always remember the meeting we once had with the Chancellor on public expenditure. In the heat of the argument - I think I was defending the Treasury - I jumped up and took off my jacket. You said: "Two can play at that", and at once did the same.

You have also made sure I had a good ~~future~~ dose of education. You taught me about Laffer curves and supply side economics. You made me read Friedman and Von Hayek. You introduced me to distinguished central bankers such as Arthur Burns, Paul Volcker and Dr. Zjilstoa. You made me learn a fair amount about nuclear energy. I spent a lot of time going round nuclear establishments with you -

with you - Dounreay, Harwell and Trom^mbay -
and I was always amazed at your capacity to
take on the scientists.

And you taught me how to keep awake into
the early hours of the morning - a good dinner
in the flat, a glass of whisky and a half-
finished speech concentrate the mind wonder-
fully.

I went on one or two marvellous trips
with you - India and the Gulf I have mentioned
already, but the weekend at Holyrood House
for the opening of the Scottish Church
Assembly was also memorable. There have
been one or two less marvellous trips.
I have recurrent nightmares of Caroline fixing
you up to speak at the National Exhibition
Centre in Birmingham. I always seem to be
the speech-writer and I always end up
staggering out of the auditorium in the middle
of your speech.

/ I hope

I hope in return for all this I have occasionally been of some help to you. I believe I once saved you from impaling yourself on a broken carving knife. It was late one night during a meeting with the Governor about Iranian assets. You went up to the flat and brought down a Christmas cake which turned out to be covered with icing as strong as ^{concrete} ~~ement~~. I managed to stop you from breaking the knife in two. Nothing daunted, you turned the cake upside down and cut into it that way. You showed the Governor that you are indeed a practical woman.

Prime Minister, it is easier to be frivolous than serious on an occasion like this. To be serious would bring back all the sadness that I feel about going. But I would just like to say - in addition to the qualities I have mentioned already - how much I have admired your courage, your sense of

/ vision

vision and the way you have stuck to your guns. Ours is an amazingly inflexible economy and society, and the frontiers of what it is possible to change are so tightly drawn. I believe, Prime Minister, that you have already pushed those frontiers back a little. I fervently hope that you manage to roll them back further so that you can achieve the economic and political goals that you have striven for so hard.

So, as you leave for Australia, I wish you continued strength and wisdom in dealing with all the problems that I fear will await you on return. And I would like to thank you, and Denis, and everyone else here today, for making my time at No. 10 such a wonderful experience.

R.