



10 DOWNING STREET

Prime Minister

I have spoken to Mr Walker's office

- (i) Mr Walker saw the draft this morning. It was prepared in the NCB
- (ii) It is thought, but they are not certain, as the operation is an NCB one, that the mail delivery company will be working over the weekend.
- (iii) I have asked Mr Walker's office to warn him to expect calls from you in the morning, around 9 am, but you could call earlier if you wish
- (iv) You will need to establish
 - whether the production process is past the point of no return
 - whether Mr Walker is prepared to look at another draft
 - if so, whether he is prepared to urge it upon Mr Macgregor.
- (v) The logistics are complex. Mr Walker is in Drottend, Mr MacGregor is at a conference at the Imperial Hotel, Torquay. Mr Walker is unlikely to have the text with him.
- (vi) Attached is an anonymous draft which could be sent to Mr Walker
- (vii) I will come in on your call tomorrow morning from my home and will be in the office (for the Trooping) from 1000 am.
- (viii) Robin wishes to re-emphasise the dangers of substituting another text.

AT
15/6

SECRET

Copy No 1 of 2

12 A



SECRETARY OF STATE FOR ENERGY
THAMES HOUSE SOUTH
MILLBANK LONDON SW1P 4QJ
01 211 7214

Andrew Turnbull Esq
Private Secretary to the
Prime Minister
10 Downing Street
LONDON SW1

14 June 1984

Dear Andrew

My Secretary of State thought the Prime Minister would wish to know that Mr MacGregor is planning to write to striking members of the NUM early next week. The text of the proposed letter is attached. The letter is likely to be dispatched on Monday to arrive on Tuesday.

The Board are anxious to keep the letter secret until then - hence the classification of this letter.

*Yours sincerely
Michael B;*

M F REIDY
Private Secretary

SECRET

Dear Colleague

Your future in danger

I am taking the unusual step of writing to you at home because I want every man and woman who has a stake in the coal industry to realise clearly the damage which will be done if this disastrous strike goes on a long time.

The leaders of the NUM have talked of it continuing into the Winter. Now that our talks with them have broken down this is a real possibility. It could go on until December or even longer. In which case the consequences for everybody will be very grave.

Your President talks continually of keeping the strike going indefinitely until he achieves "victory".

I would like to tell you, not provocatively or as a threat, why that will not happen however long the strike lasts.

What the strike is really about is that the NUM leadership is denying our right to manage the coal industry in the way we think is most efficient, best, and in the interests of those who work in it. We want to build a high volume, highly paid, low cost industry which will be profitable and competitive with foreign coal producers. That is why we are spending up to £800m per year on your industry. Our plan means, in the short term, cutting out some uneconomic pits and making about 20,000 men redundant by voluntary methods and with very generous redundancy if they do not wish to take alternative jobs in the industry. It also means a more secure future for those who remain.

I want it to be known that however long the strike goes on we shall not hand over management and decision making to your President and his colleagues.

But the second reason why continuing the strike will not bring the NUM "victory" is this: In the end nobody will win. Everybody will lose - and lose disastrously.

Many of you have already lost more than £2,000 in earnings and have seen your savings disappear. If the strike goes on until December

it will take many of you years to recover financially and ^{also} more jobs may be lost - and all for nothing.

Your President has accused us of ^{planning} to butcher the industry. I have no such intention or desire. I want to build up the industry into one we can ^{all} be proud to be part of.

But if we cannot return to reality and get back to work then the industry may well be butchered. But the butchers will not be the Coal Board.

You are all aware that mines which are not constantly maintained and worked deteriorate in terms of safety and workability.

AT THE PRESENT TIME THERE ARE BETWEEN 20 and 30 pits which are viable WHICH WILL BE IN DANGER OF NEVER RE-OPENING IF WE HAVE A LENGTHY STRIKE.

This is a strike which should never have happened. It is based on very serious misrepresentation and distortion of the facts. At great financial cost miners have supported the strike for fourteen weeks because your leaders have told you this

That the Coal Board is out to butcher the coal industry

That we plan to do away with 70,000 jobs

That we plan to close down around 86 pits, leaving only

100 working collieries.

IF THESE THINGS WERE TRUE I WOULD NOT BLAME MINERS FOR GETTING ANGRY OR FOR BEING DEEPLY WORRIED. BUT THESE THINGS ARE ABSOLUTELY UNTRUE. I STATE THAT CATEGORICALLY AND SOLEMNLY. YOU HAVE BEEN DELIBERATELY MISLED.

Only the NUM, which called the strike, can end it.

I would like you to consider carefully, away from the violence and pressures of the mass pickets, whether this strike is in your interests.

I ask you to join your associates who already have returned to work so that we can start repairing the damage and building up a good future.

Yours Sincerely

Dear Colleague

Your future in danger

I am ~~taking the unusual step~~ of writing to you at home because I want every man and woman who has a stake in the coal industry to ^{be in no doubt about} ~~realise clearly~~ the damage which ^{that} ~~will be done~~ if this disastrous strike will ^{cause} ~~if it~~ goes on a long time.

The leaders of the NUM have talked ^{about} of it continuing into the Winter. Now that our talks with them have broken down this is a ^{quite} ~~real~~ ^{possible} ~~possibility~~. It could go on until December or even longer. ^{In} ~~if~~ it does, which case the consequences for everybody will be very grave.

Your ^{leader's} ~~President~~ talks continually of keeping the strike going indefinitely until ^{he} ~~he~~ achieves "victory".

^{want you to know} I would ~~like to tell you, not provocatively or as a threat,~~ why ^{there can be no victory for anyone} ~~that will not happen~~ however long the strike lasts.

^{In the first place, the prospects of the industry have already suffered and are} ~~What the strike is really about is that the NUM leadership is~~ ^{denying our right to manage the coal industry in the way we think is} ~~most efficient, best, and in the interests of those who work in it.~~ ^{them without interruption has taken a further knock.}

^{Second, the strike has set back our aim to secure an efficient industry operating for} ~~We want to build a high volume, highly paid, low cost industry which~~ ^{the benefit of both the customer and our employees,}

^{in the NCB} will be profitable and competitive with foreign coal producers. That is why we are spending up to £800m per year ^{— over £2m a day — in} ~~on~~ your industry. // Our

plan means, in the short term, cutting out some uneconomic pits and ^{which are losing} ~~a lot of money. This means there will be 20,000 fewer jobs — a process which can be achieved~~ ^{making about 20,000 men redundant by voluntary methods and with very} ~~generous redundancy if they do not wish to take alternative jobs in the~~ ^{industry. It also means a more secure future for those who remain.} ~~whom be more secure.~~

~~I want it to be known that however long the strike goes on we shall not hand over management and decision making to your President and his colleagues.~~

~~But~~ ^{the} ~~second~~ ^{second} reason why continuing the strike will not bring the NUM "victory" is ^{this} ~~because~~ ^{because} ~~in the end nobody will win.~~ ^{Everybody} ~~lose~~ ^{lose} - and lose disastrously.

Many of you have already lost more than £2,000 in earnings and have seen your savings disappear. If the strike goes on until December

it will take ~~many of you~~ years to recover financially, ~~and~~ ^{also} more jobs ~~will~~ be lost - and all for nothing.

~~I have been~~ ^{planning} your President has accused us of ~~to~~ ^{you} butcher the industry. ~~To do~~ away with 70,000 jobs; ~~to~~ close down about 86 pits, leaving only 100 working collieries. ~~I have no such intention or desire. I want to build up the industry.~~

~~These allegations are nonsense. They are simply untrue and you have my word~~ ^{all} into one we can be proud to be part of. ~~For it, I want to breathe new life~~ into this industry; ~~not to kill it. To make this industry one we can all be proud of.~~

~~But if we cannot return to reality and get back to work, then the~~ ^{Soon} ~~industry may well be butchered. But the butchers will not be the Coal~~

Board.

You are all ^{know} aware that mines which are not constantly ^{worked and} maintained ~~and worked~~ deteriorate in terms of safety and workability.

~~AT THE PRESENT TIME THERE ARE~~ ^{now} BETWEEN 20 and 30 ^{practically sound} pits which are ~~viable~~ WHICH WILL BE IN DANGER OF NEVER RE-OPENING IF WE HAVE A LENGTHY STRIKE.

This is a strike which should never have happened. ~~It is based on~~ ~~very serious misrepresentation and distortion of the facts. At great~~ ~~financial cost miners have supported the strike for fourteen weeks because~~ ~~your leaders have told you this~~

~~That the Coal Board is out to butcher the coal industry~~

~~That we plan to do away with 70,000 jobs~~

~~That we plan to close down around 86 pits, leaving only~~
~~100 working collieries.~~

~~IF THESE THINGS WERE TRUE I WOULD NOT BLAME MINERS FOR GETTING ANGRY~~
~~OR FOR BEING DEEPLY WORRIED. BUT THESE THINGS ARE ABSOLUTELY UNTRUE:~~

~~I STATE THAT CATEGORICALLY AND SOLEMNLY. YOU HAVE BEEN DELIBERATELY MISLED.~~

Only the NUM, which called the strike, can end it.

I would ^{therefore} like you to consider carefully, ^{in your own home and} away from the violence and pressures of the mass pickets, whether this strike is in your interests.

I ask you to ~~join your associates who already have returned to work~~ so that we can ^{immediately} start repairing the ^{appalling} damage ^{to the industry} and building up a good future.

Yours Sincerely

re-building it - and your
future.

YOUR FUTURE IN DANGER

I am writing to you at home because I want every man and woman who has a stake in the coal industry to be in no doubt about the ^{damage} ~~danger~~ that this disastrous strike will cause if it goes on a long time.

The leaders of the NUM have talked about it continuing into the winter. Now that our talks with them have broken down, this is quite possible. It could go on until December or even longer. If it does, the consequences for everybody will be very grave.

Your leaders talk of keeping the strike going indefinitely until this achieves victory. I want you to know why there can be no victory for anyone however long the strike lasts.

In the first place the prospects of the industry have already suffered and are continuing to do so. This is because customers' confidence in our ability to supply them without interruption has taken a further knock.

Second, the strike has set back our aim to secure an efficient industry operating for the benefit of both the customer and our employees. We in the NCB want to build a high volume, highly paid low cost industry which will be profitable and competitive with foreign coal industries. That is why we are investing up to £800m a year - over £2m a day - in your industry.

Our plan means in the short term cutting out some pits which are losing a lot of money. This means there will be 20,000 fewer jobs - a process which can be achieved by early retirement or voluntary redundancy for those who prefer to take advantage of our generous redundancy terms. For those who remain in the industry, the future will be more secure.

The third reason ~~for~~ why continuing the strike will not bring the NUM "victory" is because in the end everyone will lose - and lose disastrously.

/Many of you

Many of you have already lost more than £2,000 in earnings and have seen your savings disappear. If the strike goes on until December it will take you years to recover financially. More jobs may well be lost - and all for nothing.

I have been accused of planning to butcher your industry; to do away with 70,000 jobs; to close down about 86 pits leaving only 100 working collieries.

These allegations are nonsense. They are simply untrue and you have my word for it. I have no such plan. I want to breathe new life into this industry; not to kill it. To make this industry one we can all be proud to be a part of. If, however, we cannot get back to work soon the industry may well be butchered. But the butchers will not be the Coal Board.

You all know that mines which are not constantly worked and maintained deteriorate. There are now between 20 and 30 potentially sound pits which will be in danger of never re-opening if we have a lengthy strike.

This is a strike which should never have happened.
 Only the NUM, which called you out, can end it.

I would therefore like you to consider carefully, in your own home and away from the violence and pressure of mass pickets, whether this strike is in your interests.

I urge you to return to work so that we can immediately start repairing the appalling damage to the industry and its - and your - future.

Re-building