

PRIME MINISTER

NATIONALISED INDUSTRIES' CHAIRMEN'S GROUP DINNER

You are giving dinner tomorrow night to the Nationalised Industries' Chairmen's Group at 1900 for 1915 hours, dress lounge suit. The Chairmen know that the dinner is to finish promptly at 1000 hours.

The list of guests and seating plan are immediately below. Briefing is also attached, together with a note by John Redwood about the overall position of the nationalised industries.

I assume the formal discussion will start with dessert.

Sir Robert Haslam will lead off with a discussion of privatisation and the arrangements for corporations still in public ownership. Sir Ronald Dearing will also speak on this. They are likely to say in essence that they do not oppose privatisation. I have warned them that so temporizing an approach is likely to get a frosty reception. Sir Robert Haslam is himself in favour of privatisation, but feels restrained by some members who are not. You could point to the success of the companies which have been privatised and that the Government is determined to press ahead with the programme. Indeed the Nationalised Industries' Chairmen cannot easily complain both about the restrictions placed upon them by Government and about the prospect of privatisation.

Mr. John Dent will then speak about Board appointments and pay. The point here is that the range of increases for individual Board members has been from 0 - 25 per cent or more each year in the past three years. The Government is flexible about Nationalised Industry Board pay and seeks to tailor salaries to individual circumstances. But they cannot expect large general increases in overall Board pay.

Sir Robert Reid and Dr. Bright will then speak about industrial relations and wages. They are likely to say that they aim at reaching agreement with employees, but they have shown their readiness to fight it out if necessary. They will point to the fact that their pay settlements have been lower than those in the private sector in the past three years and that to continue this trend is becoming increasingly difficult. You could point to the speeches made at the CBI Conference. The Chairmen are themselves a major force in industry and they should take every opportunity to argue for lower pay settlements throughout the economy.

Mr. Jones will speak about delays in planning inquiries. (The Chairmen have written to Mr. Baker.) You can but agree.

Finally, Sir Norman Payne will speak about the rate burden. The Chairmen feel people ignore the rates paid by nationalised industries. Apparently BSC pays half the rate income of Scunthorpe and Port Talbot. Again you can agree and say that the Government intends to act on this.

Generally, all these subjects are ones on which there is continuing correspondence between the Chairmen, the Treasury and other departments. Although the Chief Secretary cannot be present, the Chancellor will be up to date on the state of discussions.

*David Norgrove*

(Duty Clerk)

*DN*

David Norgrove  
21 November 1985

SPEAKING NOTE FOR PRIME MINISTER'S DINNER

22nd November, 1985

LOCAL AUTHORITY RATES

1. The Chairmen's Group shares the Government's concern about the rates burden, and about the main factor occasioning that rates burden, which is the level of Local Authority spending. We therefore very much welcome the Government's initiative in examining the whole rating question.

Cost of Rates

2. Although our interest sometimes seems to be overlooked, the Corporations collectively bear a particularly heavy rates burden. [See table attached] In 1984/85, our total rate payments came to £865 million. This was equivalent to 2.4% of turnover, and compares with payments amounting to 0.5% of turnover for private sector companies as a whole. Within the Corporations, the rates burden falls particularly heavily on the electricity supply industry, where rates in 1984/85 amounted to £338 million, and on British Gas, where rates came to £133m; but for all of us, it is a heavy charge.
3. The impact also needs to be viewed, of course, in terms of the size of the Corporations concerned. Measured in relation to turnover, ~~three~~ Corporations are particularly badly hit: my own organisation - British Airports Authority - paid rates equivalent to 5.2% of turnover in 1984/85, as against 2.4% across the Corporations as a whole; and ~~the British Waterways Board~~ and the Water Authorities faced charges equivalent to ~~4.8%~~ and 4.7% of turnover respectively.
4. What worries us still more is the rate at which the rates burden is shooting up. Over the past three years, our total payment has grown from £798 million, to £817 million, and on to £865 million. Last year, the increase was 6%, or £50 million, which represented a very sizeable increase in on-costs which absorb all too much of our efficiency gains.

Scotland

5. As you will expect, Prime Minister, our complaints about the English and Welsh rating situation become groans of anguish when we look north across the Border. The Scottish Corporations, and those UK Corporations with facilities in Scotland are gravely concerned about the way things have been moving there, especially - but not solely - because of the recent rate revaluations there. The Chairmen concerned will doubtless raise their own problems, but I might quote two examples - neither of them drawn from BAA's own sad experiences.
6. The first concerns the two Scottish Electricity Boards. The 1985 change increased their rate valuations by 21%, and top of that, their rate poundages went up by 14% on average; so their total rate payments went up by no less than 35% last year. Taken together, the two Boards now account for 23% of all industrial rateable values in Scotland. The second concerns the Civil Aviation Authority's Scottish Airports. Although they were already highly valued for rating purposes, the 1985 revaluation increased their

/...

rateable value by nearly 85%. In 1984/85, John Dent saw no less than 30% of the turnover from his 8 aerodromes going in rates alone. By contrast, Municipal Airports in England and Wales pay only 7% of their traffic income in rent and rates combined. To put the same point in a way nearer the heart of both Nigel Lawson and Kenneth Younger, the Scottish Office recognises that these aerodromes provide one of the social services necessary to maintain the quality of life in the Highlands and Islands, and in 1984/85 it paid out £3.4 million by way of grant to sustain them, only to find one third of that grant then taken away by the Local Authorities by way of rates.

#### Anomalies in Valuations

7. The Scots, of course, are not alone in worrying about valuation arrangements. Almost all the Corporations are now valued, at least in part, on the basis of some kind of formula; and while this suits some Corporations, this approach creates severe difficulties for others. I won't bore you with details on an occasion such as this; but I should mention that the Group's Finance Members are looking at this aspect, and I hope that Kenneth Baker will give us an opportunity to discuss the outcome with his officials in due course.

#### Local Authority Spending

8. Finally, let me go back to a point I made at the beginning. Although the rating system introduces its own anomalies, our worries about the level of the rate burden necessarily mirrors an underlying anxiety about the level of local authority spending which gives rise to these charges. We wish you well in your efforts to keep that underlying cause under control.
9. In this connection, however, we have one point particularly in mind. Because of the nature of their industrial circumstances, many of the Corporations find themselves operating large facilities in particular localities; and as a result, they find themselves paying a very high proportion of the total rate income of the local authorities concerned: to give only two examples, British Steel pays nearly 45% of the total local authority rate income at Scunthorpe and Port Talbot. The Corporations have, however, no say whatsoever in the spending plans of the local authorities so favoured; and as always, such a lack of accountability positively encourages a certain excess of liberality on the part of the councillors concerned. "Spending money like drunken sailors" is the phrase that comes easiest to mind.
10. We have, however, as you will appreciate, Prime Minister, one unhappy, last-resort defence. Like small businesses in Lambeth, if particular local authorities squeeze us too hard, there comes a time when we can "up and move". I won't pursue that point in any detail, because that is a matter for the Chairmen concerned; but there have certainly been occasions when rate burdens have been a factor in closure decisions.
11. The Chairmen's Group recently drew many of these problems to the Department of Environment's attention and we hope that Kenneth Baker and his officials will give us an opportunity to comment further on them, and on the Government's proposed solutions, as and when they appear.

LIST OF GUESTS ATTENDING THE WORKING DINNER TO BE GIVEN BY THE  
PRIME MINISTER FOR THE NATIONALISED INDUSTRIES' CHAIRMEN'S  
GROUP ON FRIDAY, 22 NOVEMBER 1985 AT 7.00 PM FOR 7.15 PM LOUNGE SUIT

The Prime Minister

Rt. Hon. Nigel Lawson, MP

Rt. Hon. George Younger, MP

Rt. Hon. Nicholas Ridley, MP

Rt. Hon. Lord Young of Graffham

Rt. Hon. Kenneth Baker, MP

The Hon. Peter Morrison, MP

Mr. David Hunt, MP

Sir Robert Haslam

Chairman, British Steel  
Corporation. Chairman, NICG

Mr. T.P. Jones

Chairman, Electricity Council  
Chairman-Elect, NICG

Mr. John Dent

Chairman, Civil Aviation  
Authority. Past Chairman NICG

Mr. A.M. Allen

Chairman, UK Atomic Energy  
Authority

Dr. Keith Bright

Chairman, London Regional  
Transport

Mr. Robert Brook

Chairman, National Bus Company

The Lord Croham

Chairman, British National  
Oil Corporation

Mr. Graham Day

Chairman, British Shipbuilders

Sir Ronald Dearing

Chairman, Post Office

Mr. Len Hill

Chairman, Water Authorities'  
Association

Mr. Michael Joughin

Chairman, North of Scotland  
Hydro-Electricity Board

Mr. I.K. MacGregor

Chairman, National Coal  
Board

Sir Norman Payne

Chairman, British Airports  
Authority

Sir Robert Reid

Chairman, British Railways  
Board

Sir Leslie Young

Chairman, British Waterways  
Board

Mr. J. Driscoll

Director, Nationalised  
Industries' Chairmen's Group

Mr. Nigel Wicks

Mr. David Norgrove

E.R.

1. Mr. Norgrove
2. PRIME MINISTER

*ms*

DINNER FOR THE NATIONALISED INDUSTRIES' CHAIRMEN'S GROUP  
FRIDAY, 22 NOVEMBER

I attach the list of guests attending the working dinner on Friday together with a draft seating plan.

For the most part we have aimed to group people by subjects, boring as that may be, but taking account of the fact that they have arrangements about who is going to lead the discussion on what. The list is below:

Haslam }  
Dearing }

Privatisation and  
NI-Government relations

Dent

Board appointments

Reid }  
Bright }

Wages and industrial  
relations

Jones

Planning enquiries

Payne

Rates

Agree seating plan?

*DB*

*for* SUE GOODCHILD

20 November 1985

P.R.

→ Sue Goodchild

**PRIME MINISTER**

**NATIONALISED INDUSTRIES CHAIRMEN'S GROUP DINNER**

We are having trouble getting hold of a Department of Energy Minister for your dinner for the Nationalised Industry Chairmen. You have accepted that Mr. Walker cannot come. Mr. Buchanan-Smith reasonably points out that for him to come would mean in effect losing most of a weekend of engagements in Scotland.

Mr. David Hunt, responsible for coal, and work on gas privatisation, could come. Agree to invite Mr. Hunt?

Yes mt

DN

(David Norgrove)

24 October 1985

DN 015



I think we  
should press  
A.B.S., don't  
you?

10 DOWNING STREET

*Dr*

21/10

MR. FLE~~S~~SHER

NATIONALISED INDUSTRIES'  
CHAIRMEN'S GROUP DINNER  
FRIDAY, 22 NOVEMBER

Alick Buchanan-Smith has  
refused - longstanding  
constituency meeting in  
Scotland.

Should one of the  
Junior Ministers from  
Department of Energy now be  
invited?

*Sue*

21 October 1985



PRIME MINISTER

NATIONALISED INDUSTRIES' CHAIRMEN'S GROUP

You are giving dinner to the Nationalised Industries Chairmen on 22 November. You said earlier that you would like all the chairman (there are 19) to be invited.

On the Government side Ministers from all the nationalised industry sponsoring departments have been invited. The Secretaries of State for Transport, Environment, Scotland and the Chancellor of the Exchequer have accepted. The Secretaries of State for Trade and Industry and Energy have declined on the grounds of long standing political engagements which they are very reluctant to break. (They have been asked twice about this).

Questions:-

i. invite Peter Morrison and Alick Buchanan-Smith in place of their Secretaries of State? *Yes not*

ii. content that the Government side should consist of yourself plus six Ministers and a Private Secretary to host up to 19 chairmen?

*DN*

*Yes not*

(David Norgrove)

19 October, 1985

*→ Sue Goodchild 59 21/10*

*We spoke,*

*DN*

*14/10.*

MR. NORGROVE

WORKING DINNER FOR NATIONALISED INDUSTRIES'  
CHAIRMEN ON FRIDAY, 22 NOVEMBER

MINISTERIAL ATTENDANCE

Accepted

Chancellor of the Exchequer

S/S Transport

S/S Environment

S/S Scotland

Refused

S/S Trade and Industry  
(suggests Peter Morrison)

S/S Energy - ? Buchanan - Smith

*Sue Goodall*

8 October 1985

*Permanent Secretary:*

*? Peter Gregson*

MR. NORCROVE

WORKING DINNER FOR NATIONALISED INDUSTRIES' CHAIRMEN  
FRIDAY, 22 NOVEMBER 1985

I attach a letter from Mr. Baxter of the Nationalised Industries' Chairmen's Group dated 3 October.

On Ministers' attendance at this dinner, the following have refused:

<del>+</del> S/S Trade and Industry	? Morrise	Speaking Engagement
<del>X</del> S/S Energy		Lecture in Reading
<del>✓</del> S/S Environment		Visit to East Midlands

The other three Ministers, Chancellor, S/S Scotland and S/S Transport have still to confirm.

Sue Goodchild

→ Sue

They are now  
reconsidering their refusals.

4 October 1985

DHS

4/10.

610  
→ Sue Goodchild .  
Nationalised Industries' Chairmen's Group

Hobart House  
Grosvenor Place  
London SW1X 7AE

01-235 2020

3rd October, 1985

David Norgrove, Esq.,  
Financial Private Secretary, to  
the Prime Minister,  
10, Downing Street,  
London SW1

Dear Mr Norgrove,

Nationalised Industries' Chairmen's Group (NICG)

Following your telephone conversations with Jim Driscoll and myself, I enclose the following papers:-

- A List of names and addresses of the current NICG Members;
- B List of the five sponsor Departments for the Industries;
- C Brief note on the origin and functioning of NICG.

Let me know if you need any more information.

Yours sincerely,

*Jerry Baxter*

J R Baxter.

Len Hill, Esq., CBE, JP,  
Chairman,  
Water Authorities Association,  
1, Queen Anne's Gate,  
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Sec: Lyn Callagari  
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Telex: 918518

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Sec: Miss Hazel Paget  
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Michael Joughin, Esq., CBE,  
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North of Scotland Hydro-  
Electric Board,  
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Edinburgh EH3 7SE.

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Speedbird House,  
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PO Box 10,  
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Sec: Miss Elizabeth Hawtin  
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Telex: 8813983

(Miss Sarah Squire: 01-930-9766)

I K MacGregor, Esq.,  
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D J Miller, Esq.,  
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Sec: Miss Hamilton  
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Telex: 777703  
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Sir Norman Payne, CBE,  
Chairman,  
British Airports Authority,  
Gatwick Airport,  
Gatwick,  
West Sussex RH6 0HZ.

Sec: Mrs Barbara Edsell  
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London NW1 2DZ.

Sec: Ms Marion Chapman  
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Telex: 24678

Sir Denis Rooke, CBE, FRS,  
Chairman,  
British Gas Corporation,  
Rivermill House,  
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Sec: Mrs Barbara Hammond  
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William Stevenson, Esq., CBE,  
Chairman,  
Scottish Transport Group,  
Carron House,  
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Sec: Mrs Jean Cowie  
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Sir Leslie Young, CBE, DL,  
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British Waterways Board,  
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Melbury Terrace,  
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Sec: Miss June Pell  
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---

J Driscoll, Esq.,  
Director,  
Nationalised Industries'  
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London SW1X 7AE

Sec: Mrs R Hill  
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Telex: 882161

NICG CHAIRMEN  
and  
Personal Secretaries

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Chairman,  
UK Atomic Energy Authority,  
11, Charles II Street,  
London SW1Y 4QP.

Sec: Mrs J Hodgkinson  
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Telex: 22565 ATOMLOG

Dr Keith Bright,  
Chairman,  
London Regional Transport,  
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R Brook, Esq., CBE,  
Chairman,  
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Lord Croham, GCB,  
Chairman,  
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Sec: Miss Susan King  
Tel: 01-235-8020  
Telex: 8951953

J Graham Day, Esq.,  
Chairman,  
British Shipbuilders,  
197, Knightsbridge,  
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Sec: Ms Mary Wakeley  
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Telex: 917060  
(Newcastle Tel: 0632-326772)

Sir Ronald Dearing, CB,  
Chairman,  
Post Office,  
Post Office Headquarters,  
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London SW1X 1PX.

Sec: Miss Pauline Ashton  
(Ext.206/210)  
Tel: 01-235-8000  
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John Dent, Esq., CBE,  
Chairman,  
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CAA House,  
43-59, Kingsway,  
London WC2B 6TE.

Sec: Miss Anne Dingle  
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Telex: 883092  
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Sir Robert Haslam,  
Chairman,  
British Steel Corporation,  
9, Albert Embankment,  
London SE1 7SN.

Sec: Mrs Pat Brand  
Tel: 01-735-7654 (Ext.375)  
Telex: 916061  
(Tate & Lyle: 01-626-6525)

SPONSOR DEPARTMENTS/PUBLIC SECTOR INDUSTRIES

This list shows the sponsor Departments for the Corporations which are in membership of the Nationalised Industries' Chairmen's Group.

SPONSOR DEPARTMENTCORPORATION

Department of ENERGY

British Gas Corporation  
Electricity Council  
National Coal Board  
UK Atomic Energy Authority  
British National Oil Corporation

Department of ENVIRONMENT

British Waterways Board  
Water Authorities Association

Department of TRADE &amp; INDUSTRY

British Shipbuilders  
British Steel Corporation  
Post Office

Department of TRANSPORT

British Airports Authority  
British Airways  
British Railways Board  
Civil Aviation Authority  
London Regional Transport  
National Bus Company

SCOTTISH OFFICE

North of Scotland Hydro-Electric Board  
South of Scotland Electricity Board  
Scottish Transport Group



NOTE ON ORIGIN AND FUNCTIONING OF  
NATIONALISED INDUSTRIES' CHAIRMEN'S GROUP (NICG)

1. The Group started with lunch-time meetings of some Chairmen in the 1960s. It was formalised and given a small Secretariat in the mid 1970s, largely in response to requests from the Government of the day for an established way of consulting all the Nationalised Industries collectively on some major issues.
2. The governing body of the NICG is the Council which consists of all its members and meets every second month. Between times, business of the Group is conducted by the current year's Group Chairman (Sir Robert Haslam of British Steel in 1985-86) aided by an Advisory Committee whose nucleus is the previous year's Chairman and the Chairman designate (currently Mr John Dent of the Civil Aviation Authority and Mr Philip Jones of the Electricity Council respectively). Jim Driscoll is the Group's permanent Director and heads the eight staff in the Secretariat.
3. The main subjects of perennial discussion are frameworks of Government/NI relations, finance and accounts, personnel and IR, and Board Salaries; but examples of other subjects are overseas consultancy work, the burden of planning inquiries, and procurement policy. NICG is aided in its work by information and policy advice from seven panels or groups, namely, the Finance Panel, Personnel Panel, European Panel, Economics Panel, Purchasing Officers' Panel and Nationalised Industries' Overseas Group. These meet either two monthly or ad hoc, and may be presided over either by a particular Nationalised Industry Chairman or by a senior Board Member with experience in the function concerned or by a senior professional.
4. Previous meetings between Prime Ministers and the Group have been with Mr Wilson and Mr Callaghan (twice). The present Prime Minister met them, when Leader of the Opposition, for lunch on 10th May, 1976.
5. The regular liaison meetings have been held with the Chancellor of the Exchequer accompanied by his senior colleagues (mainly Secretaries of State of sponsor Departments); and at various times there have been ad hoc meetings with Ministers on particular subjects (eg., meetings with the Chief Secretary on the NI legislation proposals put forward by the Treasury in August and December, 1984). NICG also sends its views to Government Departments in writing, either spontaneously where it feels it can make a contribution or in response to consultative documents (eg., to DHSS on pension proposals). Other contributions to policy advice are made by Members through NEDC and CBI.

3.10.85.

X3045.



10 DOWNING STREET

Pomni Winkler  
Chancellor  
Brittan  
Walker  
Baker  
Younger  
Kidley  
DWS

---

Sue Goodchild is  
checking this list

B/F 4/10 please

PRIME MINISTER

NATIONALISED INDUSTRIES' CHAIRMEN'S GROUP

You are giving dinner to the Nationalised Industries' Chairmen's Group on 22 November. This is to ask your views on the guest list.

There are 19 Chairmen. But to invite all of them would also mean inviting more from the Government side, using the Large Dining Room, and the result would be more a social than a working occasion.

The NICG are quite willing that not all of them should attend. I suggest using the Small Dining Room, which of course seats 12.

There are five main "nationalised industry Ministers": Trade and Industry, Energy, Environment, Scotland, Transport, and, in a different way, Treasury. That makes too many. I suggest:

Yourself  
Mr. Lawson  
Mr. Brittan  
Mr. Walker  
Mr. Ridley  
Myself

This makes six on each side. I have not yet established that all of those people would be available so there might have to be some shuffling.

Questions:

- (i) Content not to have all 19 Chairmen?
- (ii) Content to invite the Ministers listed above?

*Duty Clerk*  
pp.

DAVID NORGROVE  
1 October 1985

*We can use the ordinary  
table in the large dining room -  
- it will hold up to 30. It is still a  
working dinner. Not*

EL3API

# Nationalised Industries' Chairmen's Group

Chairman

Sir Robert Haslam

Hobart House  
Grosvenor Place  
London SW1X 7AE

01-235 2020

20th September 1985

Mrs. C.M. Ryder,  
Private Secretary,  
10 Downing Street,  
London SW1.

cc SG

Dear Mrs. Ryder,

Thank you very much for your letter of September 17th and I know that all my colleagues on the Nationalised Industries' Chairmen's Group will be most appreciative of the Prime Minister's invitation that we should dine with her at No.10 on Friday, 22nd November. I confirm that this date will be fine for us.

I am sure that all the members of the Group will be most anxious to join the Prime Minister, but I believe we can probably have a more rewarding discussion if we can limit our numbers. This will obviously present a difficult selection problem which I would like to discuss with some of my colleagues. I will write to you again, therefore, in the future giving the names and addresses to whom the invitations should be sent and, nearer the time, will also submit a list of points we would like to discuss.

Thank you very much for your help.

Yours sincerely,

Bob Haslam





*file to DA.*

10 DOWNING STREET

From the Private Secretary

19 September 1985

*Dear Richard,*

NATIONALISED INDUSTRY CHAIRMENS' GROUP

The Prime Minister has agreed to dine with the Nationalised Industry Chairmens' Group on Friday 22 November.

Could you please arrange for suitable briefing to be provided to her for this? (I assume that the Treasury will be able to discover the topics likely to be raised, or I could do it if you would prefer.)

I am copying this letter to Michael Gilbertson (Department of Trade and Industry) and Geoff Dart (Department of Energy).

*Yours sincerely,*

*David,*

David Norgrove

Richard Broadbent, Esq.,  
Chief Secretary's Office,  
H.M. Treasury.

*JK*

NOTE FOR THE FILENATIONALISED INDUSTRIES GROUP DINNER: 22 NOVEMBER

A Mr Driscoll rang me this morning saying that there were 19 members of their group and was this too many. I explained that the Prime Minister preferred, for working dinners, a smaller number but that if it put the group in difficulties as to who to exclude, we would be happy with that amount. Mr Driscoll was most understanding and was going to get the Chairman, Sir Robert Haslam, to cut the numbers down.

CR.

18 September 1985



FILE

Ry

10 DOWNING STREET

cc: Hunt  
SG

*From the Private Secretary*

17 September, 1985

I wrote to you on 28 August informing you that I would be in touch about the Prime Minister having lunch or dinner with the Nationalised Industries' Chairmen's Group.

Mrs. Thatcher would like to invite you and your colleagues to dine here at No.10 on Friday, 27 November at 1900 hrs. Being a Friday she would like to start the dinner at 1900 hrs so that everybody can get away by 2200 hrs.

I would be grateful if you would confirm that this is a convenient date to you and your Group. If it is, could you kindly let me have a list of names and addresses to whom invitations should be sent. You also kindly mentioned in your letter of 8 July that you would submit a list of points that you would like to discuss.

(Caroline Ryder)

Sir Robert Haslam.

JK





10 DOWNING STREET

(1)

~~Resubmitted with fresh  
note at end.~~

Caroline ←

DTI will be in touch  
to try to find 1/2 hour  
toward the end of the  
month for a meeting  
between PM and CB.

David

10/9

1800  
1830  
3 ~~1800~~ CT  
CR

Nationalised Industries  
Chairman's GP.

Sir R. Haslam



FILE

Rey

10 DOWNING STREET

From the Private Secretary \_

28 August, 1985

I am sorry that you have still not received a reply from the Prime Minister to your letter of 8 July.

We are hoping to have a diary meeting with Mrs. Thatcher within the next few weeks and will write to you again.

(Caroline Ryder)

Sir Robert Haslam

de



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

13 August 1985

Mark Addison Esq  
10 Downing Street  
LONDON  
SW1

MEGA 07r  
C she must  
do this,  
I think !!

Dear Mark

Sir Robert Haslam wrote to the Prime Minister on 8 July inviting her to either lunch or dinner during the coming autumn or winter. You asked for a note to confirm our telephone conversation.

There are no grounds on which to advise declining the invitation and, if it can be fitted into the Prime Minister's diary, it might be worthwhile accepting. You said there may be diary problems, and indeed we think a meeting between the Prime Minister and the Nationalised Industries Chairmen might be better later rather than sooner. This is because, following the loss of the Nationalised Industries Bill, Ministers have not yet decided the future line they wish to pursue on legislation, and the possibility of a White Paper. We expect decisions to be taken early in the autumn.

If the Prime Minister decides to accept the invitation we will co-ordinate briefing.

I am copying this letter to Janet King in the Department of Trade and Industry.

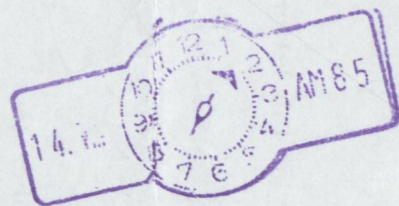
Yours sincerely  
Tony Kuczys

A W KUCZYS  
Private Secretary

CR

The PM has said she would like to take the CR; but later rather than sooner. You will need to check a date with Treasury before replying to Sir Robert Haslam.

MEGA 27/8





① 30/7  
2) 6/8

DEPARTMENT OF TRADE AND INDUSTRY  
1-19 VICTORIA STREET  
LONDON SW1H 0ET  
TELEPHONE DIRECT LINE 01-2155422  
SWITCHBOARD 01-215 7877

DW275

Secretary of State for Trade and Industry

18 July 1985

Tim Kuczys will be letting  
us have advice.  
MGA 13/8

Mark Addison Esq  
Private Secretary to the Prime Minister  
10 Downing Street  
London  
SW1

Dear MR Addison,

The Secretary of State has asked me to thank you for your letter of 10 July enclosing a letter the Prime Minister received from Sir Robert Haslam, from the National Industries Chairmen's Group.

This is, however, the responsibility of the Treasury and I have passed your letter to the Secretary of State for reply.

Yours Sincerely  
Janet King

JANET KING  
Private Secretary

Sir Robert Haslam

SPW X

24/7



10 DOWNING STREET

From the Private Secretary

ack / 10 July 1985

I enclose a copy of a letter which the Prime Minister has received from Sir Robert Haslam.

I should be grateful if you would provide advice by Wednesday, 24 July.

(MARK ADDISON)

Andrew Lansley, Esq.,  
Department of Trade and Industry.

hms

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R9  
Nationalised Industries' Chairmen's Group

Chairman

Sir Robert Haslam

Hobart House  
Grosvenor Place  
London SW1X 7AE

01-235 2020

8th July 1985

The Rt. Hon. Margaret Thatcher, MP  
10 Downing Street,  
London SW1.

META

Dear Prime Minister,

The Members of the Nationalised Industries' Chairmen's Group would very much appreciate it if you could see your way to joining us either for lunch or dinner during the coming Autumn or Winter.

Knowing how committed your diary is, we will obviously fit in with any date which is convenient for you. If this idea appeals to you I am sure there will be many topics which we might mutually beneficially discuss and certainly we would let you know in good time the points we would like to table.

We do hope you can accept this invitation.

Yours sincerely,

Bob Haslam