

MONDAY 6 NOVEMBER 1989

(Recording comes in mid-sentence)

Prime Minister: Well, it is really, the technological revolution that we insisted on getting in getting rid of restrictive practices.

Kelvin McKenzie: Absolutely. Couldn't be done. Couldn't be done. What unions ... what SOGAT and the NGA made of the facts defies us. We laugh about it at work. Every time a fax came in we thought it would probably cost us another thousand quid but that's ?????????? business.

Prime Minister: I must thank you for your fantastic support. The economical use of the English language you use to express your views in your Leaders is fantastic. How long does it take to get them down to such a clear cut phrases. I don't know. But it's absolutely terrific and this morning too. Right, now. What would you like to know about and how shall we talk? How do we see things. Now let's start with this Sunday Correspondent thing, the headline. Before the last election, just when it started I was interviewed "will you fight this election, will you fight the next election, and the next one and the next one". I said "yes quite probably" so that was a "she'll go on and on and on" she said. And that did me quite alot of damage. So when it came this time I

thought well, there's a next one and a fifth one and I said I should think it is unlikely, or words to that effect, I should think it's unlikely but didn't say definitely not, I said I should think it's unlikely because at the moment I think every instinct tells me by the time I've been here that long you know it would be sensible to let some of the youngsters have a go. Which if all is going well you don't just step down when it isn't. If all is going well, well you consider it at that time. It seems that one has to carry on then one carries on. What I'm trying to say is that I'm not saying that there aren't others who at that time could take over.

Kelvin McKenzie: But it wouldn't have mattered what you said, to be honest.

Prime Minister: Wouldn't have mattered what I said to be honest. But you know there does come a time when it's time for the younger ones to take over. After all I took over as PM at what 53 which young people actually don't think terribly young. But I mean, older ones, you know

Prime Minister/Kelvin McKenzie/Terry Perks: inaudible

Prime Minister: You just have to remember that. I mean we're younger at over sixty than when everyone said, as someone else is 64, a vision of a grey haired lady with sort of permanent waves and glasses flashes across my eyes, because that is what it was

like you know, but now one is younger. Younger, more active, more vital and the whole thing ?????????? alter the span of life ????

we started it with abolishing the earnings rule for pensioners because all going to live longer, lot more active and an active life has to be longer. Life is active longer because it doesn't keep your, doesn't stimulate the mind or stimulate ????

not only because of work because you want ????????structure????????? that was the background of it. I thought well I'm not going to them say I'm going to go on and on and on and on and on. I'll say there will come a time when the youngsters can go over and certainly, well, I mean look, that's about two, two and a half years to the next election then wait about three and a half years beyond that, so it's six years and they're complaining it's too little. Oh boy! That's really quite chuff making isn't it? Now, how do we see things. We have a problem, with ... I'm not talking about personalities ... I will tell you my belief. I'll tell you why I think we're down on the opinion polls. People do not expect a Tory Government to be back up at 7.6% inflation. They do not expect us to have that balance of payments deficit. They do not expect us to have such a high mortgage rate, particularly when half my life - political life - has been devoted to extending home ownership and capital.

Kelvin McKenzie: Absolutely

Prime Minister: All those back to the ???????? of inflation, to ???????? where some of us differ. I think it could have been

avoided. And you can read that, as you know, in the columns of this daily newspaper. ?????????? of policies, ?????????? now we've got it we've got to deal with it and as fast as we can. But that is the real thing. When your actual results go in the opposite direction to what the people fundamentally expect, that's when you get the difficulties and that is what I think is the fundamental problem. Yes, of course, we've done marvellous things like getting rid of restrictive practices, like getting enterprise going, like reducing and that is keeping us going through this difficult period. It is coming to that on the very people whose cause one has fundamentally espoused all one's life. The person who has never been able to own their home before and is now coming to a new opportunity and the small business and lots of young people starting. Now that I think, myself, is the fundamental reason for the polls. There is another fundamental reason that if we don't appear to be united, that of course causes problems but that's the fundamental underlying reason. Now the cause of it, there'll be people arguing about the cause of it, I know ?????????? if you go away, if you let the money supply go and fix on exchange rates instead of keeping inflation down then you get it up. But the way of getting it down I'm afraid is not in doubt but the higher it goes the tougher you have to be in getting it down now we shall and John will be very steady and it's got to come down. This is about the single most important thing.

Kelvin McKenzie: Which is the single most - getting the interest rates down or

Prime Minister: The two follow one another. You get the inflation down, then the other one follows. We watch the figures that come out, let's face it most commentators with their forecast figures have not been correct. It's been one of the worrying things. You know, the Treasury forecast was good for certainly eight years. The last two years they have not been, things have been going much faster than they foresaw. And so we look at every set of figures pretty carefully. Because what you always wonder is if you stand on things too hard then **suddenly** they can change and it's difficult to get it at that ???? again. So it's quite tricky. It's quite a tricky problem. That's the economic thing but we have to keep the enterprise going. I don't know whether people have got the real fundamental thing that is the difference. Either you run a socialist state where the state takes the bigger proportion of the money you earn, has taken into its hand and is running industries when it can't do it, takes into its hand the local authorities and the provision of more housing, puts on more regulations because what it can't own it controls by regulating, or the state says "our job is to serve the liberties of the people under a rule of law to let them have as much of the fruits of their earnings as they can because they work for their families, to extend ownership as far as one can because it increases responsibilities and private property is a right in a private society. Understand that wealth is created by enterprising individuals and that if you take too much of their wealth back in tax they cease to be enterprising businesses to make the effort.

You know most of your chaps want to learn a lot. What I want is to make certain they earn it and don't just get it. So it is, that is the complete difference and when people accuse me of being authoritarian I do get a bit uptight because we have done more reduction in tax than any other post war Government, that's more ?????????? to people, privatised more industries, that's more power again to people, cut out more controls, foreign exchange controls you were going to have your passport stamped about how much you had had, incomes controls, ?????????? controls and cut out all of those. Cut out some of the development controls, you remember you had to have a development certificate provision for planning permission that ensured that companies couldn't develop where they wanted to and had to go where they didn't. All of those have gone and also by the trade union law what happened and is holding us back was that our Trade Union history had made us, if I might put it this way, inflexible to the latest technology. Inflexible. It didn't happen in Germany or in Italy because their dictatorships had got rid of that inflexibility. You know they didn't allow trade unions and in the post war period they had started up totally again. So we had this inflexibility built in, if I can put it this way, your groups in trade unions use their power in a trade union to get more for themselves at the expense of others. Don't forget that's how trades unions operate. More for us we're a powerful group at the expense of others. So their cost ?????????? went up. Less flexibility on restricted practices so their costs went up. In their demand for protection ?????????? ?????????? Those things stopped Britain from adapting to technological change as

quickly as others did and unless we got rid of that we could not get our manufacturers industry up to full speed of which ?????????? very good results to take advantage of the latest technology and ?????? to come up to the full point. We've just about done it. But that was - I'm just really explaining Bernard, I'm just talking

One of the reasons where our manufacturers falling further and further behind Germany, Italy and to some extent France, because France only ever had 15% of the people ????, was sclerosis we've got in trades unions. Sclerosis in a number of ways. They never hesitated to use their powers to get more for themselves at the expense of their fellow citizens. The reason why eventually people got fed up with it is because you've got thisone getting more of its fellow citizens and none of the other trades unions could protect them from it, then that one getting more so it really was sclerotic and a very damaging situation as the overheads went up, the restricted practices they can always strike to get themselves an advantage at the expense of the other citizens. But it lowered the whole growth of the economy, secondly they used their powers to keep their restrictive practices for instance the civil service. Sometimes we've had difficulty over new computers so it stopped the new technology just at a time when we had to get new technology. This is why the gap was opening up between us. Germany was going full steam ahead. They didn't have those trades unions. I'm afraid fascism got rid of them. Really had very different ones in the post war

period. So we had to get rid of this sclerosis, osification and if we hadn't we should be in a terrible state.

Kelvin McKenzie: I take that point entirely. Why is it when we look at the new presses that Mr Murdoch's bought - new printing presses he has just put in at £300 million. There's nobody in this country to make those presses. They all come from Germany and they have been brilliantly done and I can't tell you how well they are engineered and I can't tell you how quickly they've been put in. It is magnificent, truly magnificent. And what concerns me in this country - I agree with you - you've laid out the path, you've said right, now get running. What concerns me is that I've seen people for instance in the advertising industry or perhaps even in the newspaper industry. But some of the big engineering

Prime Minister: Don't you know, you're quite right. Worst hit by this. Worst hit by restrictive practices - Alfred Herbert you will know. Worst hit by restrictive practices. What are the engineers doing now? Demanding a 35 hour week. Worst hit by restrictive practices, worst hit by the new, not doing the new machines. I wonder. I'll tell you why I think that was partly, in the post war period we were still selling some of our older machines to the new Commonwealth. Therefore we didn't have to get cracking with the new ones. Secondly the car industry, which had been enormously successful, was put together by one policy after another into one enormous big conglomerate - British Leyland - which is ????????? with them. We had the Rider Report. Give it a

·billion and everything will be alright. By the time we had given them two billion it was pretty awful. And as your car industry went down so did associated engineering and that - the heart of Birmingham was the heart of our engineering industry and it went and its going to take a long time to get it back. With the sophisticated tools of ?????????? Now we do some of them I think we do paper making machines. We used to do the textiles, we still do some of the textile making machinery. We have some specialist things and we do quite alot of components. But you're right. It was engineering. Now, Walsworth second to none. I hope that they are not .. it's only the Scottish.

Mr Ingham: So far they have only a tax control

Prime Minister: Walsworth is second to none. Now we've kept that So it is patchy but the real collapse came with the power industry and then instead of putting these things together it left them in smaller units. I think it would have been very much better. They didn't have to go together. There has been now, I am told, they are going very much better. The lorries are out with DAF and going very much better. The cars are out now. Jaguar just hadn't enough resources

Kelvin McKenzie: Absolutely

Prime Minister: And they make sense. There has really been an advance you know. When we tried to do that, the breakup of

British Leyland before, do you remember the share row, outcry, that's coming but it's still, you're quite right. I go round. I went round the Rolls Royce factory, all automated, not a single piece of automated equipment came from this country. As we do what. Can I take you onto a different point which arises from that. I got the DTI to take out the figures which are published of what were imported. Only about a third of it is investment equipment. Quite a lot of the other is on the construction, not high tech, cement, bricks, some steel, cladding, chipboard, kitchen equipment. Televisions, radios, ?????????? that was a Roberts radio there - but they are not high tech and people could and it's now a question of going round to people say that you could make this here and the others are quite, because our people are used to handling an enormous variety and being the centre of a great empire, they made some colossal variety and they don't look and say "can we make it here" they simply say "is it good value for money". Actually our exports are going up quite well. The tourism is doing quite well but look at the amount - with the higher standard of living - people automatically take holidays abroad, sometimes two which cuts down the ?????????? here.

But you're right, the engineering industry has been the biggest problem. You see, when I went round, it's a long time since I've been round the Sun. When I did open the BFT and ?????? some of it is ours but a lot of it isn't. Swiss, German and American. Although if you look at cars, which are very good - one is predominantly. The Japanese have come up.

Kelvin McKenzie: Absolutely. It's a great vote winner in America at the moment to be ???????? especially on a car. They feel very uneasy about it. They are not going anywhere. I see a lot of buildings are being built by the Japanese. They are extremely concerned at their birthright.

Prime Minister: You look. Now, neither Japan nor Germany have this trades union heritage - this ossification, so they could both start this but look, they have also got something else. They've got a natural discipline - they buy German first. It doesn't matter what ?????? public contracts. They have a natural culture.

You buy your own first. They also ... Germany has the biggest world balance of payments in proportion of surplus, in proportion of population than Japan. **inaudible**. Now when you've got that surplus (**interference**) money to invest. But equally they don't. They have a very high savings ratio. There's Germany and there's Japan. Although they don't buy goods on the same scale but they expect us to buy it. Now I have a theory about this that when you and I buy a house we regard it as an investment. It is. It is an investment for the future. It counts international accounts as spending. We have an enormous high owner occupation, far higher than Germany or Japan so a lot of what looks like spending is in fact saving for the future. But it really is putting your money into bricks and mortar. The Germans don't have the same owner occupation. So there are a lot of things of different habits. But you put your finger on it. We still have to recover our engineering industry. It's not easy, but it is the smaller

technology is the easier because its smaller. It's the big clanking hevy stuff, you know the big stuff that you have to have. The big automated machine tool centres that we're not good at. We've started to do some of the ?????????? This is why it is still necessary to go on. People could easily go back as you find with coal now. Oh you must protect our coal prices and you say look we've poured investment into the coal industry - ten billion since 79. Youreally ought to be able to use it 24 hours a day to get cvoal and then look at the row we have. We say the mine shall work six days a week - not the people, but the mine - so you've still got some of those old things. And there's still some more to break down. Your turn.

Kelvin McKenzie: Do you mind? I've brought one of these things along and I regret to say it's Japanese. I was going to ask you about something that you touched on earlier about how it was that people today are younger as they get older. Take yourself for instance. Nobody in their right mind would think you are anything near your age, and not only that you probably work twice as hard now as yfou did thirty years ago. Would that be fair?

Prime Minister: Oh yes I think I work in a more concentrated way. Because meverything you do matters and it is much more concentrated, you're quite right. You couldn't suddenly come to it. You ahve to come to it through years of doing it. I think there are two explanations. First the ordinary housewife a lot of the drudgery has been taken out with new technology. My mother

worked extremely hard, physically harder than I do because there were no such things as washing machines, no such things as refrigerators, and in those days we didn't have vacuum cleaners. The actual drudgery of housework was much, much greater. Now modern technology has meant that you can clean a house much faster and therefore you have other time, time to do other things. Secondly we were brought up to work. It was a sin not to work. Idleness itself was a sin. We always did work. We were also brought up to be involved with people. Everything we did. We had a shop which automatically involved us with people, we went to Church you are automatically involved with people, you do all sorts of voluntary work you are automatically involved with people. I just suppose I've seen my father work extremely hard, my mother worked extremely hard, we had to work extremely hard to climb your way up the ladder as education mattered tremendously. You had to work hard so you got into an early habit of working hard, a belief that you had to work hard. Even so, you still couldn't have done it unless, it's training over the years. I always worked hard and I tended to work late at night. I think working hard keeps you young because I think it stimulates your mind. It's if on the other hand you are doing really physically hard work then your skin out in the fields your skin can get weather beaten and so on. Much work now is not so physically hard, it's mentally hard, mental approach is sometimes more stressful.

Kelvin McKenzie: You've got the most stressful job in Britain at

the moment by about ten thousand miles. How do you actually deal with stress? Everybody knows when they are getting over stress. Would you go and sit down or would you switch on the TV? How would you deal with that?

Prime Minister: Really by sorting out what I can do and what I can't do that is causing the stress. Then realising that what you cannot do you really mustn't get too much uptight about. Really sitting down and analysing it.

Kelvin McKenzie: For instance supposing, I just didn't get it right, terrible paper that day, great story, I would pour myself a glass of wine. Would you pour yourself a glass of whisky or would you just sit and put your feet up. Is there something that you would actually physically do?

Prime Minister: No, that may be the difference between men and women. I would get on with the job next in hand which would take my mind off what was causing the stress and get on to something else. It might be the routine correspondence. It might be going down to make supper. It might be tidying up a cupboard but I would do something practical. I would get on with the job next in hand.

Kelvin McKenzie: You don't indulge yourself then?

{**Prime Minister:** No, for a woman no. I go up in the evening and

Denis is there. Yes, come on and have a sit down and have a drink. I will have a whisky and he will have a gin. That's part of the day. You do go up and that does mean an awful lot. But if you've got something really worrying you, unless you do something different you will brood over it and brooding over it doesn't help get it better. Mind you, I've a marvellous family and so have you and you know we had the problem of the Chancellor resigning, DT wasn't here. He came in later. He just about got in, just about after 8 o'clock not knowing quite what had happened and by that time we had got our appointments done and out. I went upstairs, phew, quite a day. He came in and we sat down and he asked what had happened and I told him. In a matter of minutes both my children were on the telephone. Mum, we've heard the news. Are you alright. Do you know that made me more cheerful than anything else. Mum, are you alright? Do you want me to come round. Just marvellous to talk to them. My son had seen it in America. Mum, are you alright. Don't worry, you know we love you. It means more to you than anything else in the world. Then I talked and Denis was in for supper. So I must have got some supper. Someone's got to do it. And then there's nothing that I could do about what had happened, about the day. I just had to get on. It was pretty busy day. I hadn't long been back from Malaysia and I had had about no more than four hours sleep. I think I must be the best adrenalin producer in the United Kingdom. I think I must have a super adrenalin producing system I didn't feel tired. And the other thing about if you brood and brood and brood is to stick with doing something different. You

won't go to sleep.

Kelvin McKenzie: Rupert says exactly the same thing. He says whatever else happens you must have a decent night's sleep. Let me ask you about your sleep. Do you go to bed before or after midnight?

Prime Minister: Well after midnight. Sometimes when you've been out for an enormously long walk which does not very often happen but when I'm on holiday I do. Then you get physically tired to an extent that you have to be. I tell you after three decent nights sleep I would be slept out.

Kelvin McKenzie: Why is it you need less sleep. You come from a very hard working family. You must have naturally a strong constitution. To go to bed after midnight and presumably get up about 6 o'clock, 6.30?

Prime Minister: Usually about six. I'm alert at six. I start to listen to the day's news. I might have heard the world service news at 5am. These days I find it very difficult actually to sleep more than four hours. I might just lay listening to what the news is.

Kelvin McKenzie: So you don't wake up feeling grumpy in the morning? After five hours of sleep?

Prime Minister: IF I think I haven't had enough sleep you try to go to sleep. And then you find you are as alert as anything. You can't go to sleep.

Kelvin McKenzie: Were your parents like that? Your mother or your father, did they have that sort of sleep pattern?

Prime Minister: No, I think partly it's the training. I've said to people when I was younger I used to hear people say I can't do with anything less than eight hours sleep a night and I said so long as you say that you'll need it. If you want to do with less you'll have to start to train yourself.

Kelvin McKenzie: That leads me to another thing. What about your eating habits. You've kept yourself in - I mean I've been the Editor of The Sun for ten years. I can tell you the one thing I'm most embarrassed about is my stomach - which seems to have got fatter and fatter and I notice that you have gone in the reverse.

Prime Minister: The kind of life that I lead has not really got a terribly regular eating pattern although I do see that I get some of the right amount of vitamins and minerals. I like good food like you, but I don't have anything in the morning except a piece of fruit and black coffee. That's a discipline I've learned over the years.

Kelvin McKenzie: Since you've become Prime Minister or before?

Prime Minister: Before. It's got really quite rigid, although even then if I'm out somewhere and you're staying in a hotel and someone comes up with bacon and egg I will have it. Because it's quite the best thing. British people's culinary gift to the world. I will have it and then I will think gosh, you simply must not eat three meals a day. That's too much. Which you mustn't. But normally I don't have anything. I don't have biscuits. I have black coffee. Lunchtime, now Tuesday and Thursday we have questions in the House and so I wouldn't dream of going over to questions on a full stomach. I just have a bowl of soup and a piece of fruit.

Kelvin McKenzie: Is that because you believe that a full stomach will stop you being in good fighting trim?

Prime Minister: It's better not. It's better for the active who have got to be particularly alert not to have digestion taking most of the blood. So I now find that if you have one good meal a day you only need a second really light one. You just watch what you eat. Sometimes you eat too much and if you eat too much you don't feel good at all. And you come to learn that: don't overload yourself. One could still do with losing another half stone and ought to but you can't do the other thing. You can't starve yourself. You can't. You'd be stupid to do so. So you've got to have enough good food.

Mr Ingham: You also live in a field Prime Ministers, windows open all the time. You like fresh air.

Prime Minister: Yes I like fresh air.

Kelvin McKenzie: We've talked about going for a walk. That's presumably down at Chequers is it, at the weekend?

Prime Minister: Yes, or on holiday

Kelvin McKenzie: Have you ever tried. For instance my wife swears by it and I'm sure there's nothing in it at all. She takes Royal Jelly.

Prime Minister: Yes, I did that for a time but it didn't seem to make any difference and I stopped it.

Kelvin McKenzie: That appears to be the trick actually. You tend to believe it. It works for a while and then it sorts of runs out of speed.

Prime Minister: Yes, mind you if you wanted something in the morning because you felt you'd got to strenuous day, a slice of brown toast with honey on is a very good thing. It really is. It's not much, it just gives you a boost.

MONDAY 6 NOVEMBER 1989

Kelvin McKenzie: In a way your life is mainly meetings, isn't it, essentially

Prime Minister: It is not really enough exercise

Kelvin McKenzie: Why, does this worry you?

Prime Minister: Well, rushing up and down the stairs, I find ...

Kelvin McKenzie: Yes, but so do you find ...

Prime Minister: ... and when I'm out and about - I'm out and about quite a lot - I get exercise

Kelvin McKenzie: How many times in a week would you actually be for instance going to a factory or opening something or ...

Prime Minister: I should think we do - we're doing that at least once a week, and sometimes when we go out for the day we might be doing eight engagements in a day. Really dashing around.

Mr Ingham: Tours are quite exhausting.

Prime Minister: Tours are quite exhausting. I mean, we might

dash out and do something on a Wednesday morning because I'm not across at the House, or dash out and do something on a Friday morning, you know we went up to the Mildmay mission once, we went down to do the Blackfriars Foundry once, something that can be done quickly and you do it for two reasons: First because you want to get out of here to see what's going on on the ground and second because meeting people stimulates you.

Kelvin McKenzie: Gives you ideas ...

Prime Minister: Yes. Because you see what's happening and you don't have to rely on anyone else's judgement - you make it yourself. And then, you know, you do go round at a fair pace and meet people and you are giving out energy the whole time. And then there's the constituency day. Who came in last week? Oh it was the Sunday Correspondent, so you get isolated? Isolated? You should see the days I have here. First, there was the Thursday. I come back from Malaysia, had just very little sleep, had Nigel come in, Cabinet meeting, Questions Briefing, Nigel coming in, Questions, statement, Questions, back here, Nigel. Get things sorted out. And then on the Friday we had several things to do here. And then we had the whole of Trilateral Commission in here - 150, 200 people coming in for a reception, speech, going on, all Europeans.

Mr Ingham: And then your constituency 30th anniversary.

Prime Minister: Then the next day it was my thirtieth anniversary with the constituency, I was doing my boxes here all day, went up - about 550 people there, went up, started to receive at 6.30 and we left after midnight, going round all the time.

So that was Friday, then on the Monday we had our general reception here - you know what those are?

Kelvin McKenzie: Yes

Prime Minister: You've been to those. That was giving out again.

It's absolutely absurd to describe me as isolated and so we go on.

Mr Ingham: The most open bunker in Britain.

Prime Minister: It is the most open bunker in Britain.

Kelvin McKenzie: That's a good one. So in fact you are ... so it's the adrenalin that keeps you going.

Prime Minister: And then you go out, and there'll be, as you go across to Questions, quite often they'll let the schoolchildren come and there'll be a whole load of schoolchildren. They've got their cameras ready, you know, and so out you go. So you want to get out to make your own judgements and secondly because people stimulate you. I don't know, I don't know when people ask me how. I think the secret is you never really have the time to stop to

think how you do without sleep - you do it. If you eat up to your appetite you'll feel overloaded so you don't do it. You know, also, that if I'm not across at the House and I'm in here and I'm working and DT is out then I won't bother to get myself a meal You get yourself a cup of coffee and some small snack, so it works itself out you see with the meals you eat out and the meals you don't have in.

Kelvin McKenzie: Well I won't delay you any longer Prime Minister but can I just ask you one thing: I saw you on Walden last week, you looked nervous - you seemed to be nervous right up to the minute when you blew your top basically, not quite blew your top but there was a sort of rising tension, and then you looked much more like you look now. Do you get nervous? Are there things that make you nervous?

Prime Minister: Of course, when a television camera - I couldn't do this interview as I've done it, talking to you with a camera there. Yes, I do get nervous. Even with radio, although with radio it is easier, you haven't got to worry about what you look like or whether there are any mannerisms you don't know about. You can concentrate your whole mind on thinking. So yes, I do find television cameras unpleasing but then when you've got so much into it you've forgotten the television camera. It would be better in a way if we did a workup. You know, you do a workup on a tennis court or ... if we did a workup and then said come on now, we'll do half an hour question and answer. But then you

can't because the sponteneity has gone. And so yes, always at the beginning I will look nervous.

Kelvin McKenzie: Is there nothing else that makes you nervous? Supposing when you meet a president of the United States or something .. some major figure, mind you I suspect they might be more nervous of you than you would be of them?

Prime Minister: There is never any reason to be nervous of me.

Kelvin McKenzie:? Right

Prime Minister: I am far more interested in them and what they have to say, never!

Kelvin McKenzie:

So, yes, I didn't, yes I didn't mean that. Were you nervous? Is there any sort of circumstance ...

Prime Minister: Yes you are nervous if you have got a very tricky negotiation to do. Madrid was very difficult, but I had worked extremely hard. You must, if you are to get over that, have done your homework. Really hard. And have people hurling questions at you. You know get someone to come and be a devil's advocate. Hurl the questions at you as if they were a real left winger. You know, hurl them! And then you start to think what is the answer

going to be to that, and then you start to think well now who have I got to persuade. And the only thing that gets you through then is the minute preparation that you've done and the fact that your mind has already been prepared for many of the questions that you will be asked. We do work hard.

Kelvin McKenzie: Oh no, no I wouldn't doubt it Prime Minister

Prime Minister. But I think the other thing is I sometimes say to sportsmen who come in here when we have our receptions, whether they are golfers or cricketers or boxers, hockey players, footballers, rugby football - Denis' religion - there is something very similar between sports and politics. You'll all have bad days. What matters is not the bad days but how you can pick yourself up and recover. That you just have to do.

Kelvin McKenzie: Just get on with it.

Prime Minister. Because no one but no one can be on top form the entire time. I mean we all just have days when somehow you seem to go into orbit - you know, everything goes right and other days when you don't. I must say that it matters tremendously having a marvellous family. There you know you have fantastic support.

10 **Kelvin McKenzie:** I won't keep you.