

PERSONAL AND CONFIDENTIAL

PRIME MINISTER

POLICY GROUPS

*Will consider
Monday!
later - after
met*

We have now received all the submissions from Ministers containing the names of proposed members of Policy Groups. The memberships of the Education and Health Groups were, of course, proposed by the previous Secretaries of State and it is likely that Kenneth Clarke and William Waldegrave may wish to reconsider these.

This exercise now assumes increasing importance. An essential part of our recovery strategy must be to recapture the public imagination with an agenda of innovative and popular policy proposals. This cannot be done just in the immediate period before the election.

Ideally, we would like to be in a position to unveil broad outlines of our manifesto proposals at Central Council next year, thus allowing plenty of time for ideas to be worked up and the ground prepared before they appear in the manifesto. This will require an extremely tight timetable for the Groups so we propose that they should be required to report by the end of January. If this is to be achieved, it is obviously essential that the Groups be up and running as soon as possible.

We have discussed the proposed membership of the Groups. We have a number of comments. I, therefore, set out below the membership of each Group which has been suggested by the Minister responsible, followed by our own observations. In addition to those listed, the Groups will of course also include the respective Special Adviser and Research Department Desk Office who will provide Secretarial back-up.

Treasury

John Major

Norman Lamont

Richard Ryder

Ian Stewart MP

David Howell MP

John Horam

David Willetts

John Avery Jones

Bill Robinson (Director, Institute for Fiscal Studies; LBS)

This is a rather small Group, although the Chancellor states that he intends to invite others with specialist knowledge to submit papers to the Group for consideration.

Our only comment is that David Willetts is also suggested for the Health and Social Security Groups and he might be more useful concentrating on these. The group also excludes all the members of the Backbench Finance Committee.

Trade and Industry

Peter Lilley

Tim Sainsbury

Lord Hesketh

John Redwood

Edward Leigh

Michael Grylls MP (Chairman, Backbench Committee)

Spencer Batiste MP (Vice Chairman, Backbench Committee)

Tim Smith MP (Secretary, Backbench Committee)

Bowen Wells MP (Secretary, Backbench Committee)

James Cran MP

The Secretary of State also proposes to draw on the following:

Professor Kumar Bhattacharyya (Warwick University)

Andrew Walton (Warburgs)

Peter Doyle (Research Director, ICI)

Doug McWilliams (Consultant Director, CBI)

Ewan Marwick (Glasgow Chamber of Commerce)

George Mathewson (Royal Bank Group)

Edwin Nixon (ex-IBM)

Professor Alan Peacock

Dr Madsen Pirie (Adam Smith Institute)

Ann Robinson (Institute of Directors)

Andrew Tyrie (ex-Treasury Special Adviser)

Lord Vinson

Sir Peter Walters (ex-BP; Blue Circle)

This is a very strong Group and should produce excellent ideas.

Employment

Michael Howard

Robert Jackson

Eric Forth

Viscount Ullswater

Roger King MP (PPS)

Andrew Rowe MP (Chairman, Backbench Employment Cttee)

David Gilroy Bevan MP (Chairman, Backbench Tourism Cttee)

John Townend MP (Chairman, Backbench Smaller Businesses
Committee)

Spencer Batiste MP (President, CTU)

Simon Coombs MP (Vice Chairman, Tourism Committee;
Employment Select Committee)

Professor Bhattacharyya (Warwick University)

Tom Booth (Chairman of Refuge Assurance; Chairman
Cheshire TEC)

Kenneth Gunbie (Keeper Holdings; suggested by Small
Business Bureau)

Graham Mather (IEA)

Brian Wolfson (Chief Executive, Wembley Stadium; National
Training Task Force)

There is some overlap here with the Trade and Industry Policy Group (Spencer Batiste, Kumar Bhattacharyya) but we do not believe this causes any problems. We would strongly endorse Graham Mather and Bryan Wolfson, both of whom are excellent.

Energy

John Wakeham

Tony Baldry

Colin Moynihan

John Hannam MP (Chairman, Backbench Committee)

Michael Morris MP (Vice Chairman, Backbench Committee)

Malcolm Moss MP (Vice Chairman, Backbench Committee)

Chris Butler MP (Secretary, Backbench Committee)

Wood ? [Lord Gray of Contin]

Madron Seligman MEP

Oliver Letwin

John Wybrew (Shell; ex-Policy Unit)

Raymond Robertson (PPC Aberdeen South)

Rupert Blum (Energy Research Group of Tory Green Initiative)

We query whether it is necessary to have a Euro-MP on this Group. We also suspect that Raymond Robertson will simply be a lobbyist for Scottish interests. If someone with knowledge of Scotland and oil matters is required, we feel Gerry Malone would be preferable.

Transport

Cecil Parkinson — *Roger Freeman*
Terence Higgins MP (Chairman, Backbench Transport Cttee)
John Wybrew (Shell; ex-Policy Unit)
Nicholas Finney (former director, Nat Assoc of Port Employers)
Trevor Morse (CPS and transport economist)
Kenneth Irvine (Adam Smith Institute)
Michael Jack MP (former transport consultant)

This is a small but high-powered Group. Mr Parkinson also intends to ask Alan Walters and Esra Bennathan (World Bank) to prepare papers for the Group. We look forward to seeing the results.

Health

William Waldegrave
Virginia Bottomley
Phillip Oppenheim MP (PPS)
Jill Knight MP (Chairman, Backbench Committee)
Sir George Young MP
Baroness Cumberlege (Chairman, SW Thames Health Authority)
Anne Marie Nelson (Chairman, Maidstone DHA)
Sir Arnold Elton (Chairman, Conservative Medical Society)
Professor Richard Lilford (Chairman, Health Reform Group)
Dr Donald Irvine (Former President, Royal College of GPs)
Dr Maurice Rosen (GP)
Dr Clive Froggatt (Secretary, CMS; GP)
Hugh Elwell (Consultant)
David Willetts

? Professor Denis Kavanagh (Professor of Politics, Nottingham University)

? - Ed = prop ?

We are unhappy at the inclusion of Sir George Young, who is unlikely to support radical ideas, Dr Clive Froggatt, whose ideas are well-known, and Professor Denis Kavanagh, who seems completely inappropriate. We would suggest instead Ian Whitehead and Dr Liam Fox (a GP and candidate for Woodspring).

Social Security

Tony Newton

Nicholas Scott

Gillian Shepherd

Lord Henley

Angela Rumbold (as Minister covering Women's issues)

Peter Thurnham MP (Secretary, Backbench Committee)

Ann Widdecombe MP (Social Services Select Committee)

David Nicholson MP (Vice Chairman, Backbench Committee)

Tim Yeo MP

Chairman of Backbench Committee (as yet unappointed)

David Willetts

Dame Barbara Shenfield (ex-Chairman, WRVS; member of
Social Security review group)

Elizabeth Hodder (Area Officer Citizen Advice Bureaux;
Chairman Cambridge Marriage Guidance Council)

Joyce Anelay (member of Social Security Advisory Committee;
CWNC; CAB)

Peter Holland (Director of Prince's Trust)

This Group is heavily weighted with Parliamentarians. We would suggest the addition of Patricia Morgan (Social Policy researcher who worked with Keith Joseph).

Education

Kenneth Clarke

Tim Eggar - *Michael Fallon (Nom)*

Gerry Bowden MP (Education Select Committee)

Jim Pawsey MP (Chairman, Backbench Committee)

George Walden MP

Brian Griffiths

Peter Dawson (General Secretary, Prof Assoc of Teachers)

Jean Denton (Teachers Pay Interim Advisory Committee)

Dr John Marks (SEAC)

Professor Kenneth Minogue (LSE)

Jim Speechley (Chairman, Lincolnshire LEA)

Quentin Thompson (Coopers and Lybrand, conducted LMS
study project)

Professor Peter Toyne (Director, Liverpool Polytechnic)

A good Group. We slightly question George Walden, whose views are well-known and who might be more useful on Home Office Group. We also strongly recommend that Michael Fallon be included.

Environment

Co-ordinating Group

Chris Patten

Michael Portillo

Michael Spicer

David Trippier

Emily Plant

Local Government Sub-Group

Michael Portillo

David Wilshire MP

Martin Brandon-Bravo MP

Eric Pickles (Conservative Group Leader, Bradford)

Denis Barkway (Leader, Bromley Council)
Bill Dixon-Smith (Cons Leader, Assoc of County Councils)
(Tony Hutt (ex-Conservative Research Department; GJW))

It is also proposed that this Group will consider papers submitted by the National Local Government Advisory Council. We are concerned at the inclusion of the Leader of the ACC since we very much hope that the Group will at least consider in a serious way the abolition of the County Councils. We are also worried about Tony Hutt who is now a political lobbyist and not wholly reliable.

Inner Cities Sub-Group

Michael Portillo
John Bowis MP
Alistair Burt MP
Angela Knight (Sheffield Cllr; candidate for Erewash)
Martin Laing
Tim Melville-Ross (Chairman, Nationwide Anglia)
? Reg Eyre (now Chairman, Birmingham Heartlands)
Jimmy Grigor (Chairman, Central Manchester UDC)
Oliver Letwin

We are unconvinced of the need for this Group and suggest that it could be combined with Housing and Planning. We would also suggest that it should include an industrialist such as Michael Dennis, Alan Shepherd or Philip Harris. Tim Melville-Ross is not the best building society representative and Clifford Chetwood or Frank Lample (Bovis) would be better than Martin Laing.

Housing and Planning Sub-Group

Michael Spicer

→ Anthony Steen MP (Chairman, SANE Planning Group)

→ Michael Latham MP (former director, House Builders Federation)

→ Robin Squire MP (Chairman, Backbench Environment Cttee)

→ Idris Pearce (Chairman, English Estates)

→ Sir Paul Beresford

Mark Boleat (Director General, Building Society Association)

(Dame Joan Seccombe)

Linda Blatch

With the single exception of Paul Beresford, this is a very weak Group. We are not sure about the propriety of including Idris Pearce as he is now Chairman of English Estates and the three MPs are all from the left of the Party. We are also not sure Michael Spicer is a strong enough Chairman. We would suggest therefore that

← Chris Patten should chair the Group and it should also include Professor Patrick Minford and Peter Stredder and Norman Blackwell, both formerly of the Policy Unit.

Environment Sub-Group

David Trippier

Keith Mans MP (Secretary, Backbench Environment Cttee)

David Tredinnick MP

Robert Jones MP (Member, Environment Select Cttee)

Sir Nigel Mobbs (Groundwork)

John Hardman (Chairman, ASDA)

Chris Hampson (Director, ICI)

Tony Paterson (Bow Group)

Nick Wood-Dow (Tory Green Initiative)

This Group seems all right although we are not familiar with several of its members.

Agriculture

John Gummer
Baroness Trumpington
David Maclean
David Curry
Neil Hamilton (Whip)
Sidney Chapman MP
William Hague MP (Secretary, Backbench Committee)
Lord Plumb MEP
Caroline Jackson MEP
Lord Inglewood MEP
Shirley Stagg (ex-MAFF Principal Private Secretary)
Caroline Waldegrave
Ginny Mayall (organic farmer)
Linda Whetstone (IEA agricultural economist)
Peter Jackson (ex-Milk Marketing Board)

? Scientist?
n hws

? - not sure M.S.P.s

This does seem a very weak Group. We doubt the wisdom of having three MEPs, especially Caroline Jackson.

Home Affairs

David Waddington
John Patten
Ivan Lawrence MP (Chairman, Backbench Committee)
Sir John Wheeler MP (Chairman, Select Committee)
Steve Norris MP (Crime Concern)
~~Ann Widdecombe MP~~ Norris J. Wheeler
Michael Hastings (TV-AM, Afro-caribbean)
Patricia Hodgson (Head of Policy and Planning, BBC)

Mark MacGregor (Chairman, National Association of
Conservative Graduates)

Gerry Malone

Patricia Rawlings MEP or ~~Michael Welsh MEP~~

Mrs Shahwar Saddique (Commissioner CRE, BBC Governor)

A mixed Group. We are not sure that Michael Hastings is appropriate and doubt whether Patricia Hodgson would be able to participate. If there has to be an MEP then it should be Patricia Rawlings ~~not Michael Welsh~~. We believe Angela Rumbold should be a member and possibly George Walden as well. We understand that the Home Secretary is also considering including a retired senior policeman, which we would strongly support.

Lord Chancellor's Department

Lord MacKay

Patrick Mayhew

Nicholas Lyell

Patrick Ground QC MP

Dudley Fishburn MP

(Andrew Rowe MP

James Arbuthnot MP)

Peter Thurnham MP

Greg Knight MP (Legal Whip)

- I would have to stop support

We do not believe it is necessary to have a Policy Group in this area. We are also concerned that it is entirely made up of MPs, at least three of whom are from the liberal wing of the Party.

Scotland

Malcolm Rifkind

Ian Lang

Michael Forsyth

Lord James Douglas-Hamilton

Lord Strathclyde

Peter Fraser

Sir Hector Monro MP (Chairman, Backbench Committee)

Allan Stewart MP (Secretary, Backbench Committee)

Lord Sanderson

Michael Hirst

Bill Hughes

Professor Donald MacKay

The Secretary of State also proposes to invite Sir Graham Hills (Vice Chancellor, University of Strathclyde), Sir James Mellon (Chairman, Scottish Homes), Alistair Mair (Chairman, Scottish CBI), Ewan Marwick (Chief Executive, Glasgow Chamber of Commerce) Sir David Nickson (Chairman-designate, Scottish Enterprise) and Ian Grant (Chairman, Scottish Tourist Board) to contribute. He will also call on other specialists in particular areas.

We doubt whether Sir David Nickson is the best person to advise on the Scottish economy, otherwise we have no comments.

Northern Ireland

Peter Brooke

Michael Mates MP (British-Irish Group)

Andrew MacKay MP (PPS to Tom King)

Jim McCormick (Chairman, N Ireland Conservative Council)

Hugh O'Neill (Chairman, N Ireland Tourist Board and
Aldergrove Airport)

Bill Stuttford (National Union; Brown Shipley)

Christopher Bland (Chairman of LWT; an Ulsterman)

Professor Tom Wilson (former Prof of economics, Glasgow)

We are not sure if a Northern Ireland Policy Group is necessary. However, if we are to contest every seat for the first time, we will need to consider whether we require a specific Northern Ireland manifesto, similar to those for Scotland and Wales.

Foreign Affairs

Douglas Hurd

Sir Peter Blaker MP (Chairman, Bbench Foreign Affairs Cttee)

William Cash MP (Chairman, Bbench European Affairs Cttee)

Nigel Forman MP

William Hague MP

Lord Thomas

~~Ben Patterson MEP~~ *Christopher Prout*

Robert Harvey (ex-MP; Daily Telegraph)

Norman Stone
George Urban

We strongly recommend against the inclusion of ~~Ben Patterson MEP~~ who is one of the least reliable of our MEPs. If one must be included, it should be Christopher Prout. We would also suggest including Frank Vibert of the IEA.

Defence

Tom King
Sir Geoffrey Johnson-Smith MP (Chairman, Backbench Cttee)
Cyril Townsend MP (Vice Chairman, Backbench Committee)
Julian Brazier MP (Secretary, Backbench Committee)
William Powell MP (Secretary, Backbench Committee)
Keith Mans MP
Charles Goodson-Wickes MP
Field Marshal Lord Brammall
Professor Lawrence Martin (Director, Royal Institute for
International Affairs)
Christopher Donnelly (Special Adviser to NATO Secretary
General)

We are largely content with this Group, although Charles may have a view.

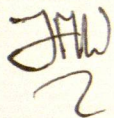
We are still awaiting nominations for the Welsh Policy Group.

Finally, Peter Lane has written to suggest the following National Union representatives on Policy Groups:

Agriculture - Dame Margaret Fry
Education - John Mason
Treasury - Lord Lane
Health - Wendy Mitchell
Home Affairs - Sir Joseph Barnard

We are unconvinced that any of these will make a great contribution but it may be necessary to include them to keep the National Union happy.

Given the tight timetable that we are proposing, it is essential that the Groups be got under way as soon as possible. We would therefore like to discuss these with you at the earliest opportunity.



JOHN WHITTINGDALE

7th November, 1990



BRIAN GRIFFITHS



ROBIN HARRIS

Policy

PRIME MINISTER

POLICY GROUPS

You will recall that you wished to discuss the membership of the
Policy Groups and so we are meeting at 11.15 tomorrow to go
through the various submissions.

I attach my original note. Brian Griffiths and Robin Harris will also
attend.

JHW
7

JOHN WHITTINGDALE

13 November 1990

LETTERS SENT TO DEPARTMENTAL MINISTERS
REGARDING THE SETTING UP OF POLICY GROUPS

Agriculture	- John Gummer
Defence	- Tom King
Education	- John MacGregor
Employment	- Michael Howard
Energy	- John Wakeham
Environment	- Chris Patten
Finance	- John Major
Foreign and Commonwealth	- Douglas Hurd
Health	- Kenneth Clarke
Home Affairs	- David Waddington
Northern Ireland	- Peter Brooke
Social Security	- Anthony Newton
Trade and Industry	- Peter Lilley
Transport	- Cecil Parkinson
Scotland	- Malcolm Rifkind
Wales	- David Hunt

No Policy Group

Arts
Constitutional Affairs
Party Organisation
Unpaired members
East Midlands
Greater London
North West
West Country
Yorkshire



10 DOWNING STREET
LONDON SW1A 2AA

CONFIDENTIAL

16th November, 1990

Dear Jeremy,

The Prime Minister has now had a chance to consider the membership of the Trade and Industry Policy Group, as recommended by your Secretary of State in his recent letter to me. She is entirely content with the names proposed and hopes that the Group will begin work as soon as possible.

As you will appreciate, it is essential that this exercise be conducted swiftly and so she would like the Group to be in a position to let her have a report by the end of January.

*Yours,
John*

JOHN WHITTINGDALE
Political Secretary

Jeremy Mayhew Esq



10 DOWNING STREET
LONDON SW1A 2AA

CONFIDENTIAL

16th November, 1990

Dear Warwick,

The Prime Minister has now had a chance to consider the membership of the Economic Policy Group as recommended by the Chancellor in his recent minute.

I have already reported to Kate Gaseltine that the Prime Minister is entirely content with the names proposed by the Chancellor. However, she would also be grateful if you would consider including the Lord Lane of Horsell as a member of the Group, in order to represent the views of the National Union.

As you will appreciate, it is essential that this exercise be conducted swiftly and so the Prime Minister would like to have the reports from the Groups by the end of January.

*Yours,
John*

JOHN WHITTINGDALE
Political Secretary

Warwick Lightfoot Esq



10 DOWNING STREET
LONDON SW1A 2AA

CONFIDENTIAL

16th November, 1990

Dear Tim,

The Prime Minister has now had a chance to consider the membership of the Employment Policy Group, as recommended in your Secretary of State's letter to her of 1st October. She is entirely content with the proposed names and hopes the Group will begin work as soon as possible.

As you will appreciate, it is essential that this exercise is conducted swiftly, and the Prime Minister would like the Group to be in a position to let her have their report by the end of January.

Yours,

John
7

JOHN WHITTINGDALE
Political Secretary

Tim Collins Esq



10 DOWNING STREET
LONDON SW1A 2AA

CONFIDENTIAL

16th November, 1990

Dear Mr Waldegrave,

Kenneth Clarke minuted the Prime Minister on 10th September with his proposed membership of the Health Policy Group. Obviously you may wish to have another look at the names put forward, but she felt it would be helpful for you to have her initial reaction.

The Prime Minister was generally content with the proposed membership of the Group, with the exception of Professor Denis Kavanagh, whose expertise in this area she queried. However, she also suggested that Ian Whitehead (formerly of the Number Ten Policy Unit and now Berkeley Govett) and Dr Liam Fox (a General Practitioner and Conservative Candidate for Woodspring) might be useful additional members of the Group.

As you will appreciate it is essential that this exercise is conducted swiftly and the Prime Minister hopes that the Group will be in a position to report to her by the end of January.

Yours sincerely,

John Whittingdale

JOHN WHITTINGDALE
Political Secretary

The Rt Hon William Waldegrave MP



10 DOWNING STREET
LONDON SW1A 2AA

CONFIDENTIAL

16th November, 1990

Dear Elizabeth,

The Prime Minister has now had a chance to consider the membership of the Transport Policy Group, as proposed in the letter to her from your Secretary of State of 17th October.

The Prime Minister is entirely content with the names proposed. However, she hopes that Roger Freeman will be also be included in the membership of the Group.

As you will appreciate, it is essential that this exercise is conducted swiftly, and the Prime Minister hopes that the Group will be in a position to let her have their report by the end of January.

*Yours,
John*

JOHN WHITTINGDALE
Political Secretary

Miss Elizabeth Buchanan



10 DOWNING STREET
LONDON SW1A 2AA

CONFIDENTIAL

16th November, 1990

Dear Guy,

The Prime Minister has now had a chance to consider the membership of the Energy Policy Group as proposed by your Secretary of State in his minute to her of 15th October.

The Prime Minister was in general content with the proposed names. However, she did not feel that it was necessary to include a Member of the European Parliament on the Group and so would suggest deleting Madron Seligman. She also queried whether Lord Gray of Contin should be included since Raymond Robertson will be representing the Scottish point of view.

As you will appreciate, it is essential that this exercise be conducted swiftly, and the Prime Minister would like the Group to be in a position to let her have their report by the end of January.

*Yours,
John*

JOHN WHITTINGDALE
Political Secretary

Guy Black Esq



10 DOWNING STREET
LONDON SW1A 2AA

CONFIDENTIAL

16th November, 1990

Dear Michael,

The Prime Minister has now had a chance to consider membership of the Home Affairs Policy Group as proposed in the Home Secretary's letter to her of 18th October.

The Prime Minister had a number of observations. She felt that it was not necessary to include Ann Widdecombe, since she is already a member of the Social Security Group and she also feels that Patricia Rawlings would make a more valuable contribution than Michael Welsh. She would be grateful if you would consider the inclusion of Professor Julius Gould, Dr Digby Anderson and Norris McWhirter. She is glad to note that you are trying to find a senior policeman to join the Group and suggests that you might also include a former judge, such as Judge King-Hamilton.

As you will appreciate it is essential that this exercise be conducted swiftly and the Prime Minister hopes that the Group will be in a position to let her have their report by the end of January.

*Yours,
John*

JOHN WHITTINGDALE
Political Secretary

Michael Simmonds Esq



10 DOWNING STREET
LONDON SW1A 2AA

CONFIDENTIAL

16th November, 1990

Dear Ian,

The Prime Minister has now had a chance to consider the membership of the Social Security Policy Group, as proposed in your Secretary of State's letter to her of 26th October.

The Prime Minister was in general content with the proposed membership of the Group. However, she felt that the Group was heavily weighted towards parliamentarians and so queried whether it was necessary to include Tim Yeo. She also suggested that Patricia Morgan might be included, as she would make a valuable contribution.

As you will appreciate it is essential that this exercise is conducted swiftly, and the Prime Minister hopes that the Group will be in a position to let her have their report by the end of January.

Yours,

John
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JOHN WHITTINGDALE
Political Secretary

Ian Stewart Esq



10 DOWNING STREET
LONDON SW1A 2AA

CONFIDENTIAL

16th November, 1990

Dear Keith,

The Prime Minister has now had an opportunity to consider the membership of the Defence Policy Group, as proposed by your Secretary of State in his minute to her of 1st November.

The Prime Minister was entirely content with the names proposed. However, she also suggested that General Farndale might be a useful additional member.

As you will appreciate, it is essential that this exercise is conducted swiftly and the Prime Minister hopes that the Group will be in a position to let her have their report by the end of January.

*Yours,
John*

JOHN WHITTINGDALE
Political Secretary

Keith Simpson Esq



10 DOWNING STREET
LONDON SW1A 2AA

CONFIDENTIAL

16th November, 1990

Dear David,

The Prime Minister has now had a chance to consider the membership of the Foreign Affairs Policy Group as proposed in the letter to her from your Secretary of State of 9th October.

The Prime Minister was in general content with the names proposed. However, she felt that it would be more appropriate for Sir Christopher Prout to represent the views of the European Democratic Group than Ben Patterson. She would also be grateful if your Secretary of State would consider including Norman Stone and George Urban, both of whom she believes would make valuable contributions.

As you will appreciate it is essential that this exercise be conducted swiftly and so the Prime Minister would like the Groups to be in a position to submit their reports to her by the end of January.

Yours,

John
→

JOHN WHITTINGDALE
Political Secretary

David Lidington Esq



10 DOWNING STREET
LONDON SW1A 2AA

CONFIDENTIAL

16th November, 1990

Dear Peter,

Thank you for your letter of 24th October.

I have now had a chance to discuss the membership of the Northern Ireland Policy Group with the Prime Minister and she is entirely content with the names which you propose. However, I should add that I believe she will wish to consider with you the extent to which the Party should campaign in Northern Ireland seats at the next election and whether we will require a specific Northern Ireland Manifesto as we have in Scotland and Wales.

As you will appreciate it is essential that this exercise is conducted swiftly and so we are asking that Groups will be in a position to let us have their reports by the end of January.

*Yours,
John*

JOHN WHITTINGDALE
Political Secretary

The Rt Hon Peter Brooke MP



10 DOWNING STREET
LONDON SW1A 2AA

CONFIDENTIAL

16th November, 1990

Dear Graeme,

The Prime Minister has now had a chance to consider membership of the Scottish Policy Group, as proposed in the minute to her from your Secretary of State of 24th October. She is entirely content with the names proposed and hopes that the Group will start work as soon as possible.

As you will appreciate it is essential that this exercise is conducted swiftly and the Prime Minister would like the Group to be in a position to let her have their report by the end of January.

Yours,

John
7

JOHN WHITTINGDALE
Political Secretary

Graeme Carter Esq



10 DOWNING STREET
LONDON SW1A 2AA

CONFIDENTIAL

16th November, 1990

Dear Lord Chancellor,

The Prime Minister was most grateful to you for your letter of 24th October, suggesting names for the Policy Group covering your area of responsibility. She is entirely content with the names proposed, but wonders whether you might also consider including Hartley Booth (formerly of the Number Ten Policy Unit) and George Brown (a barrister specialising in divorce).

For reasons you will appreciate the Prime Minister is very anxious that the exercise be conducted as swiftly as possible, and so she hopes that the Groups will be in a position to let her have their reports by the end of January.

Yours sincerely,

John Whittingdale

JOHN WHITTINGDALE
Political Secretary

The Rt Hon the Lord Mackay of Clashfern



10 DOWNING STREET
LONDON SW1A 2AA

CONFIDENTIAL

16th November, 1990

Dear Keith,

The Prime Minister has now had a chance to consider the proposed membership of the Agriculture Policy Group as set out in your letter to me of 30th October.

The Prime Minister was in general content with the proposed membership. However she felt that it was unnecessary to include three Members of the European Parliament and so would suggest deleting Caroline Jackson. In her place she would be grateful if you would consider including a scientist with knowledge of Agricultural matters. In addition, it is important that the views of the National Union are seen to be represented on the Group and so Peter Lane has suggested that Dame Margaret Fry might be included.

As you will appreciate it is essential that this exercise is conducted swiftly and the Prime Minister hopes that the Group will be in a position to let her have their report by the end of January.

*Yours,
John*

JOHN WHITTINGDALE
Political Secretary

Keith Adams Esq



10 DOWNING STREET
LONDON SW1A 2AA

CONFIDENTIAL

16th November, 1990

Dear Patrick,

The Prime Minister has now had a chance to consider the proposed membership of the Environment Policy Groups as set out in the recent minute to her from your Secretary of State. She had a number of observations.

Co-ordinating Group The Prime Minister hoped that Baroness Blatch could be included in the Co-ordinating Group as she has extensive knowledge of local government affairs.

Local Government Sub-Group The Prime Minister did not feel that it would be appropriate to include a political lobbyist in the Group and so would prefer it if Tony Hutt was not a member. In his place she would suggest Martin Saunders of P & O, who was formerly Leader of Hertfordshire County Council and has a number of useful ideas.

Inner Cities and Housing and Planning Sub-Groups The Prime Minister believes that there is considerable overlap between the issues covered by these Sub-Groups and so would prefer for them to be covered by one Group. Given the importance of these issues, she also suggests that your Secretary of State might chair the Group. You will obviously wish to reconsider possible membership. However, she doubted whether Reg Eyre, Michael Latham or Dame Joan Seccombe would have a great deal to contribute. In their place she suggested that you might consider including Professor Patrick Minford, Peter Stredder (formerly of the Number Ten Policy Unit and now Barclays de Zoete Wedd), and Norman Blackwell (formerly of the Number Ten Policy Unit and now McKinsey & Co).

Environment Sub-Group The Prime Minister was in general content with the proposed membership of this Group. However, she would be grateful if you could consider including a scientist with knowledge of environmental matters.

As you will appreciate, it is essential that this exercise be conducted swiftly and so the Prime Minister would like the Groups to be in a position to submit their reports to her by the end of January.

Yours,

John
→

JOHN WHITTINGDALE
Political Secretary

Patrick Rock Esq



10 DOWNING STREET
LONDON SW1A 2AA

CONFIDENTIAL

16th November, 1990

Dear Tessa,

John MacGregor wrote to the Prime Minister on 26th October with his proposed names for the Education Policy Group. Obviously, your Secretary of State may wish to reconsider these, but she felt it would be helpful for him to know her initial reactions.

The Prime Minister felt that the names proposed were all excellent. However, she hopes that Michael Fallon will also be included in the Group, as she feels he would have a number of useful ideas to contribute. In addition, it is important that the views of the National Union are seen to be represented on the Group and so Peter Lane has suggested that John Mason should be included.

As you will appreciate, it is essential that this exercise is conducted swiftly and the Prime Minister hopes that the Group will be in a position to let her have their report by the end of January.

Yours,

John
↘

JOHN WHITTINGDALE
Political Secretary

Mrs Tessa Keswick

Policy Groups



10 DOWNING STREET
LONDON SW1A 2AA

PRIVATE AND CONFIDENTIAL

17th October, 1990

Dear Peter,

As promised, I attach a list of the Policy Groups which the Prime Minister has asked Departmental Ministers to establish. Ministers have been asked to suggest names of MPs and outsiders who might serve on their respective Groups and reports are now coming in.

If you could let me have the note on those National Union members who you think might be useful additions to any of the Groups I will try to have them included. I would be grateful if you could get back to me as soon as possible, as the Prime Minister is anxious to get the Groups up and running.

With best wishes.

Yours,
John

JOHN WHITTINGDALE
Political Secretary

Lord Lane of Horsell JP

MR WHITTINGDALE

POLICY GROUPS

Peter Lane rang, with his suggestions for National Union members to be included on the Policy Groups:

Agriculture	Dame Margaret Fry DBE
Education	John Mason
Finance	Lord Lane
Health	Mrs Wendy Mitchell
Home Affairs	Joe Barnard



DEBBIE

22nd October, 1990