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JAI AEO  
cc: Cabinet Office

10 DOWNING STREET

From the Private Secretary

2 December 1985

**SECOND REPORT ON LESSONS OF THE MINERS' STRIKE**

The Prime Minister intends to respond to Sir Robert Armstrong's minute of 25 November covering the second report on lessons of the miners' strike when other Ministers have commented. But there are some aspects of the report which the Prime Minister has asked me to raise separately.

The Prime Minister is very concerned that everything must be done to put the NCB and the power industry in the strongest possible position to defeat another challenge from the NUM, possibly as early as next winter.

With the long hand-over from the present to the new NCB Chairman - the one with perhaps decreasing interest and the other without full authority - the Government will have to push this along vigorously.

On particular points prompted by Sir Robert Armstrong's minute, the Prime Minister has noted first the conclusion (top of page 4) that "the perception of the way [working miners] have been treated may have the effect in any future dispute of discouraging men outside the traditionally moderate areas from crossing picket lines". What can and should the NCB be doing to counter this potentially very damaging perception?

Secondly, the report argues (page 5) that in the medium term the greatest influence on militancy will be the outcome of the various moves towards breakaway unions. The NCB have rightly made the running on the UDM. What are the prospects now and what should the Government be doing, if anything?

Thirdly, the report points (same page) to the promise offered by the restructuring of performance incentives. Are the NCB moving as quickly as they might on this?

Fourthly, the report describes (also page 5) the action being taken by the NCB on NACODS. Are the timing and tactics of this being handled with proper attention to the need to avoid forcing NACODS into the NUM camp in any

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confrontation next winter? What more might be done  
unprovocatively?

It would be helpful please to have a reply on these points before the meeting on physical endurance scheduled for later this month.

I am copying this letter to Michael Stark (Cabinet Office).

David Norgrove

Geoff Dart, Esq.,  
Department of Energy.



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*J. B. G. H. M.*  
QA

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

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Copy No 1 of 4

D Norgrove Esq  
Private Secretary  
10 Downing Street  
London  
SW1

11 December 1985

*Dear David,*

SECOND REPORT ON LESSONS OF THE MINERS' STRIKE

Thank you for your letter of 2 December.

My Secretary of State will shortly be putting his proposals on coal stocks to the Prime Minister in preparation for their meeting on 19 December.

The answers to the questions raised in your letter are as follows:

Treatment of working miners

The Board have done a great deal to help those who worked during the strike. Strong action has been taken against intimidation at collieries; those found guilty of criminal offences or industrial misconduct have been dismissed and pressures for reinstatement resisted; and the Chairman has personally investigated a good many cases and taken such remedial action as is possible. If the retrospective attendance bonus which is included in the pay settlement with the UDM forms part of any eventual settlement with NUM, those who worked during the strike in militant areas will benefit from it.

We must also remember that many of the difficulties which working miners have faced arise from incidents well away from NCB premises. If they involve criminal offences they are matters for the police and the courts.

UDM

During the formation of the UDM the Government has kept a low profile and confined its action to helping the NCB avoid legal and other pitfalls. This has been successful. The UDM has now been registered and appeals by the NUM to the Coal Industry's National Reference Tribunal have had little practical effect. Mr Walker believes that

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it continues to be the right approach. Anything which appeared to associate the UDM with the Government would be certain to be counter-productive.

#### Performance incentives

The existing performance bonus scheme is working well: productivity is reaching new records almost week by week. The NCB are also developing further ideas on the following lines:

- (i) Bonuses related to safety and future attendance. A link with safety is desirable because it counters emotive arguments to the effect that high output jeopardises safety. An attendance bonus that reduced absenteeism would allow the NCB to reduce the numbers employed and the associated overheads.
- (ii) A bonus for production workers related solely to output.
- (iii) A bonus for non-production workers related to reductions in costs per gigajoule.

All these schemes would be based on particular areas or pits; they would not be national.

Mr MacGregor is taking a close personal interest in the development of these ideas and appears to be pressing them ahead as far as possible. However, it is obviously essential to ensure both that the resulting schemes are workable and comprehensible to the workforce and that they are of financial benefit to the industry. Working out the details is bound to take time.

#### NACODS

Some of the ideas which the NCB have in mind were discussed at the November meeting of the Mining Qualifications Board, where they appear to have had a favourable hearing without arousing any suspicion on the part of NACODS. Within the NCB, the lead is being taken by Mr Ken Moses, who has great experience of the issues and the personalities involved. He is well aware of the Government's views and is keeping this Department informed of progress.

Finally, Mr Walker has asked me to say that he sees no sign of the results which you suggest may follow from the handover period. Mr MacGregor's enthusiasm and interest are undiminished; Sir Kenneth Couzens is already making his presence felt; and Sir Robert Haslam is already getting to know the industry in preparation for taking up his full time Deputy Chairmanship at the beginning of May.

I am sending a copy of this letter to Michael Stark (Cabinet Office).

*Yours ever,*

G S DART  
Private Secretary



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~~EGP~~





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Treasury Chambers, Parliament Street, SW1P 3AG

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NBA

David Norgrove Esq  
PS/Prime Minister  
No.10 Downing Street  
LONDON  
SW1

4 December 1985

Dear David

**SECOND REPORT ON LESSONS OF THE MINERS' STRIKE**

The Chancellor has seen Sir Robert Armstrong's minute of 25 November to the Prime Minister. He is content with the Report attached to that minute.

2. I am copying this letter to the Private Secretaries of the Lord President, Secretary of State for Trade and Industry, the Home Secretary, Secretaries of State for Energy, Defence, Scotland and Wales, the Chancellor of the Duchy of Lancaster, Secretaries of State for Transport and Employment, the Attorney General and to Sir Robert Armstrong.

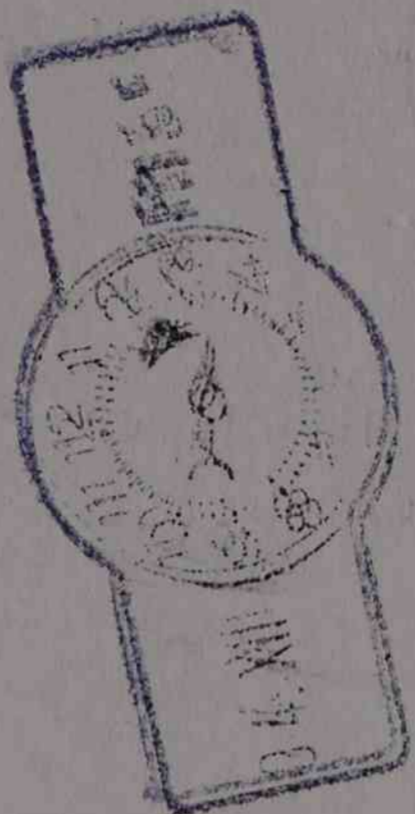
Yours ever,

Tony

A W KUCZYS



NAT IND: Coal: pt 19





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3 December, 1985

David Norgrove Esq.,  
Private Secretary,  
10 Downing St.,  
London,  
SW1

*NBPM*

*Dear David,*

SECOND REPORT ON LESSONS OF THE MINERS' STRIKE

*FLAP PT 18*

The Secretary of State has seen Sir Robert Armstrong's minute to the Prime Minister of 25 November. He is content to endorse the conclusions in paragraph 15 of the report.

I am sending copies of this letter to the Private Secretaries of the Lord President, Secretary of State for Trade and Industry, Chancellor of the Exchequer, the Home Secretary, Secretaries of State for Energy, Defence, Scotland, Wales and Transport, to the Chancellor of the Duchy of Lancaster, the Attorney General and to Sir Robert Armstrong.

*Yours sincerely,  
Iain Mackinnon*

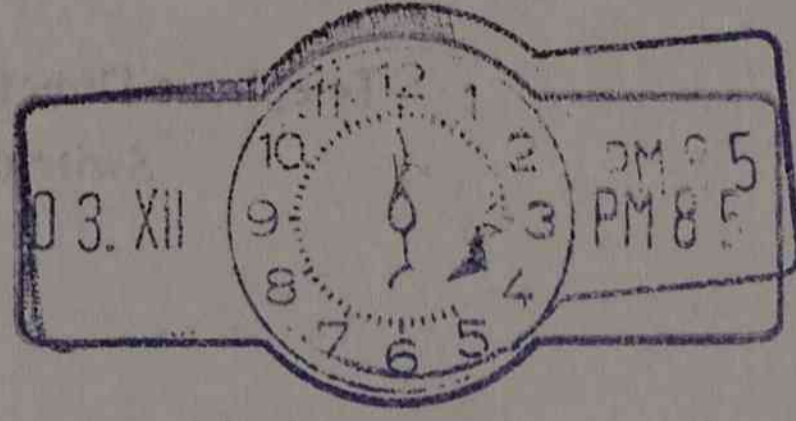
Iain Mackinnon  
Private Secretary



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OF 14

SECRETARY OF STATE FOR ENERGY  
THAMES HOUSE SOUTH  
MILLBANK LONDON SW1P 4QJ  
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NGPTZ.

D Norgrove Esq  
Private Secretary to  
The Prime Minister  
10 Downing Street  
LONDON SW1

2 December 1985

*Dear David,*

SECOND REPORT ON LESSONS OF THE MINERS' STRIKE

My Secretary of State has seen a copy of the Second Report of the Official Group on Coal (MISC 57) which was circulated under cover of Robert Armstrong's minute of 25 November to the Prime Minister. He is content to endorse the conclusion in paragraph 15 of the Report.

I am sending copies of this minute to the Private Secretaries to the Lord President, the Chancellor, Home Secretary the Secretaries of State for Trade and Industry, Defence, Scotland, Wales, Transport, Employment, The Chancellor of the Duchy of Lancaster, the Attorney General, and to Sir Robert Armstrong.

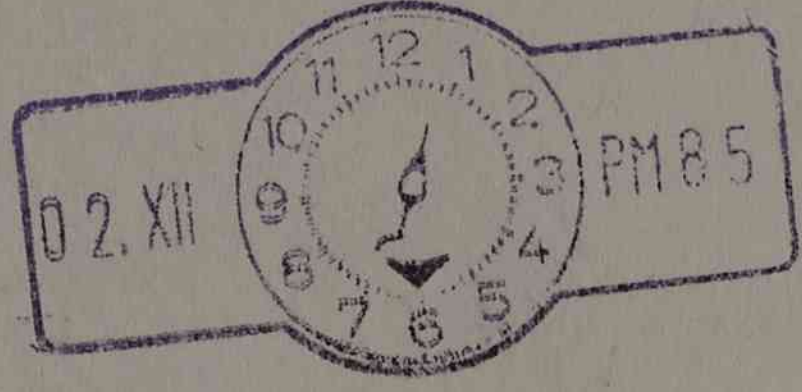
*Yours,*

G S DART  
Private Secretary

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PT 18





From: THE PRIVATE SECRETARY

SECRET AND PERSONAL



HOME OFFICE  
QUEEN ANNE'S GATE  
LONDON SW1H 9AT

NBPM

2 December 1985

*Dear David*

SECOND REPORT ON LESSONS OF THE MINERS' STRIKE

The Home Secretary has seen Sir Robert Armstrong's minute of 25 November to the Prime Minister. He is content to endorse the conclusion in paragraph 15 of the MISC 57 report.

I am sending copies of this letter to the Private Secretaries to the Lord President, Secretary of State for Trade and Industry, Chancellor of the Exchequer, Secretaries of State for Energy, Defence, Scotland and Wales, the Chancellor of the Duchy of Lancaster, Secretaries of State for Transport and Employment and the Attorney General, and to Sir Robert Armstrong.

*Yours sincerely*  
*W R Fittall*

W R FITTALL

David Norgrove, Esq

SECRET AND PERSONAL



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FROM THE PRIVATE SECRETARY  
TO THE SECRETARY OF STATE  
FOR WALES

SECRET AND PERSONAL

9 December 1985

Dear David,

NBA

SECOND REPORT ON LESSONS OF THE MINERS' STRIKE

My Secretary of State has seen Sir Robert Armstrong's minute of 25 November to the Prime Minister. He is content with the Report which was attached to the minute.

I am copying this to the Private Secretaries to the Lord President, Secretary of State for Trade and Industry, Chancellor of the Exchequer, Home Secretary, Secretaries of State for Energy, Defence, Scotland and Transport and to the Chancellor of the Duchy of Lancaster, the Attorney General and to Sir Robert Armstrong.

Yours ever

Colin Williams

David Norgrove Esq  
PS/Prime Minister  
10 Downing Street  
LONDON SW1



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MINISTRY OF DEFENCE  
 MAIN BUILDING WHITEHALL LONDON SW1A 2HB.  
 Telephone 01 ~~XXXXXX~~ 218 2111/3

MO 19/1V

6th December 1985

N BPN.

Dear David,

SECOND REPORT ON LESSONS OF THE MINERS' STRIKE

File with DN.

My Secretary of State has read the report circulated by Sir Robert Armstrong under cover of his minute of 15th November and is content to endorse the conclusions at paragraph 15.

I am sending copies of this letter to the Private Secretaries to the Lord President, Secretary of State for Trade and Industry, Chancellor of the Exchequer, Home Secretary, Secretaries of State for Energy, Scotland and Wales, the Chancellor of the Duchy of Lancaster, the Secretaries of State for Transport and Employment, the Attorney General and the Private Secretary to Sir Robert Armstrong.

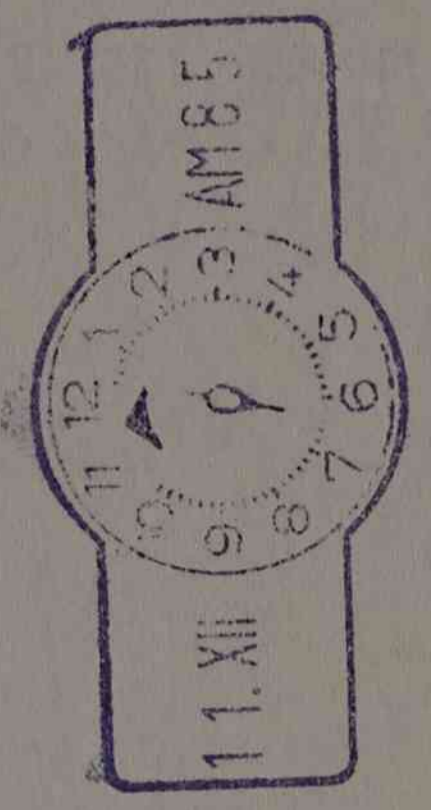
Yours ever,  
 Jeremy Wright

(J S WRIGHT)

D Norgrove Esq  
 10 Downing Street



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DEPARTMENT OF TRANSPORT  
2 MARSHAM STREET LONDON SW1P 3EB

01-212 3434

David Norgrove Esq  
Private Secretary  
10 Downing Street  
LONDON SW1

3 December 1985

Dear David,

NBN

SECOND REPORT OF MISC 57 ON LESSONS OF THE MINERS' STRIKE

My Secretary of State has seen Sir Robert Armstrong's note of 25 November to the Prime Minister, covering the second report of MISC 57 on the lessons of the miners' strike. He is content with the report and endorses its conclusions in paragraph 15.

I am copying this letter to Sir Robert Armstrong's office.

Yours Sincerely

Jan Cunliffe.

J CUNLIFFE  
Private Secretary

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