

Confidential Filing

The PM's weekly diary
meeting.

PRIME

MINISTER

May 1979

Referred to	Date	Referred to	Date	Referred to	Date	Referred to	Date
9-1-86							
5-2-86							
7-7-86							
PREM 19/1889							

Keep this
use
5/12/79



James (o/r)

Liberty
Hansard

CF file on diary strategy, notes
10 DOWNING STREET

GR

MEAT 7/7

~~MEAT~~
what do you
suggest we call this
set of papers?

Could you please JE4/7

see that a copy of my mink
to Nigel or Presentli:

Human Intent Stories is
also attached to these
papers. They should be
kept together, and
associated with (but
not placed in the same folder as)
the publicity papers attached.

GR
Could I see Prof
Griffiths etc please.
MSEA 30/6

MSEA
I assume
the attached
is what you
want.
J 30/6

cc: Mr Alison
Mr Sherbourne
Prof Griffiths
Mr Addison
Mr Willetts
Mr Coe

MR WICKS

PRESENTATION

This minute refers to notes by Professor Griffiths and Mr Addison.

We are constrained by four things in getting more national publicity for "caring" subjects:

- Prime Minister's time
- demonstrations at visits or events (which are calculated by minorities to wreck them as positive news stories)
- the strength of the story line of the event itself
- excessive repetition (since familiarity only breeds contempt in the media)

It is easier to get positive publicity in local or specialist journals, though even here pressure groups can hijack an event. We shall only get national publicity if the story is a strong and compelling one.

The surest route to good local publicity is a good local visit to No 10. The magic of visits to No 10 is beginning to wear a bit thin in Fleet Street unless, of course, the story is irresistible.

In these circumstances what we need is a new approach to this aspect of the Prime Minister's publicity.

First, we need to re-examine our objectives. What are we trying to achieve? In essence, we want to persuade the public that the Prime Minister does in fact care about people as distinct from abstract issues.

In terms of present political preoccupations this means showing concern about:

- the unemployed;
- parents, pupils and teachers;
- the NHS and its patients;
- crime and its victims.

If this is accepted, then it could be that identifying with random groups of children, the disabled and disadvantaged is not sharply directed enough. This is not to suggest we should cut these out altogether. But a 5-minute meeting with the Prime Minister on the doorstep of No 10 with a quick 15 minutes' tour of No 10 conducted by officials would probably be just as effective in media terms.

What is likely to be much more effective is, as Professor Griffiths suggests, positive interest in good stories about unemployed people being put to work; educational successes; fine NHS performances, especially those which bring out the improved use of resources; and crime prevention achievements.

I suggest that from September we bend every effort to producing publicity exercises with these objectives in view. We need to get it over to the public that good things are happening in Britain - and especially in the more unlikely places of Britain.

To this end I am an ardent advocate of the helicopter tour, especially after the success of the BNFL visit last November. Consequently, I am particularly sorry that the

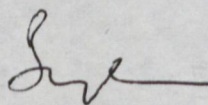
idea of a helicopter tour of Community Programme/heritage projects has apparently disappeared.

It follows from this that:

- i. the Prime Minister must get out of London and the South East;
- ii. we must face up to the demo threat and do our best to organise it out of the cameras; easier said than done, but easier when
- iii. the visit has an intrinsically strong story line; the impact would be heightened if we were able to put out a strong quote from the Prime Minister which told the essential story in her words.

Three final thoughts:

- could we ask each relevant Department for 10 examples of good strong stories associated with our objectives?
- could we plan helicopter tours which follow up one theme - eg primary education or TVEI in a number of locations topped off by a short speech in front of the cameras at the last stop drawing the strands together?
- are there any ideas to be gleaned from the Honours List, and especially the BEMs which take us deep down into the real positive, hard working and dedicated Britain?



BERNARD INGHAM

30 June 1986



10 DOWNING STREET

With the compliments of

MR. N. L. WICKS

Publicity for Prime Minister
meeting - 1700 2/7/86

PRIME MINISTER'S VISITS: SCHOOLS, HOSPITALS AND JOB CENTRES

As a method of reinforcing the PM's recent speeches which have given prominence to the caring side of the Government's policies on education, health and employment, it might be worthwhile arranging three one-day visits dedicated to these areas.

EDUCATION

A day's visit in the field of education could be used through the media as a series of visual aids to back up the cutting edge of policy, and might include some of the following:

1. Devolution of power and responsibility over budgets to governing bodies and heads

Cambridgeshire and Solihull have already embarked along this path. Why not choose a school which shows the benefits of such delegation, eg the governors were able to save money in one area to buy more/better books or equipment or spend in another area.

2. Joint ventures between the private and public sector

- a. Schools. Arrange a visit to a TVEI scheme on the day on which a well-known plc is giving the school a computer/word processor, or some such piece of equipment.

b. Polytechnics or Universities. Similar occasion at some institution, eg North Staffordshire Polytechnic, which has a first-class reputation in computing - in a recent assessment, North Staffordshire Poly was ranked third after Cambridge and Imperial College.

3. High standards in the curriculum

Choose a rather ordinary kind of school which gets first-class results because of its outstanding head/teachers. Place emphasis on teaching methods and the vigour of the curriculum.

4. Business education

John Egan has made a deal with the University of Warwick, whereby the Management Centre train his staff on MBA programmes, in which part of the training is done in-house. Very good visually.

5. Technological education

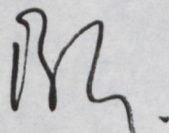
A visit to one of the few existing technology schools or an average comprehensive, but one which has made a great deal of, eg TVEI; or a FE college which has shown considerable enterprise in its teaching of technological skills.

6. Discipline and standards

Visit a maintained school which has high standards, eg Oratory School, Brompton. Put particular emphasis on seeing the PM

observe the children entering/leaving the school, or having lunch, or entering a classroom in which the teacher is actually teaching.

[Notes on Health and Employment to come]

A handwritten signature in black ink, appearing to be 'B.G.' or similar initials, followed by a period.

BRIAN GRIFFITHS

PROFESSOR GRIFFITHS

CR
For meeting 17 July 2
5 of 17. MSN 24/6

PUBLICITY FOR THE PRIME MINISTER

As I mentioned to you at our discussion this morning, I would be very pleased if you could join myself and the copy recipients of this minute at our meeting at 1700 on Wednesday 2 July.

I enclose copies of the papers so far prepared for the discussion. It would be helpful if you could put down on paper the thoughts which you were expressing this morning.

MR. N. L. WICKS

N L WICKS

24 June 1986

cc Michael Alison MP
Bernard Ingham
Stephen Sherborne
Mark Addison ✓

lto

JA

MR. WICKS

cc Mr Ingham

Mr Sherbourne

Mr Alison

THE DIARY: HUMAN INTEREST STORIES

Concerns were expressed at this morning's diary meeting about achieving more media coverage for the Prime Minister's engagements falling into the "human interest" category. Insofar as there is a problem here I do not believe it is anything to do with the positive coverage of her foreign visits. There will always be some who think that any time at all spent abroad would be better spent here. There is nothing that can be done for them. The problem is rather how to get more pictures into the paper, and coverage on the television, when the Prime Minister undertakes engagements in the UK.

Steps already taken

We have already taken several steps which should, in some way, help achieve that objective. We have

- (i) instituted the system of regular diary meetings to try to consider incoming invitations in a more systematic way;
- (ii) more recently instituted fortnightly publicity meetings both to look ahead at the balance of the diary and to consider how to get the maximum impact out of it, and to look back and evaluate the impact of engagements which have been and gone;
- (iii) increased the number of human interest visitors to No.10 (so far this month we have had the presentation of the Royal Wedding souvenir by the Girls and Boys Brigades, the visit from the charity runners, a visit from Marilyn Houlton, the 12 youngsters from the Margate School for Deaf Children, the Americans to tea);
- (iv) instituted more careful planning for the programme of regional tours to ensure that manufacturing or

111

- commercial visits are balanced by visits to eg hospitals or schools;
- (v) planned one full day a month, and one half day every month, for regional tours next year;
- (vi) commissioned ideas from departments for future visits.

All these measures have helped to give the local and national media more opportunities to cover the Prime Minister in informal and human contexts. I do not believe that the record is in fact a bad one. Certainly the local press - both for regional tours and for visits from young people to No.10 - can be expected to carry useful stories, and we are as you know taking steps both to ensure we feed out the pictures to them, and monitor the impact afterwards. The national media are more difficult to crack. Regional tours are often seen simply as an opportunity to doorstep the Prime Minister about the political issue of the day (eg Westlands on the East Midlands visit, and Mark Thatcher's security at Sunderland shipbuilders).

The forward programme

The forward diary is no cause for dismay. We have coming up, before the end of July:

- driving the crane at Broadgate;
- visiting the lifeboat station at Porthcawl;
- visiting the British School of Technology Bus;
- testing the new Rover;
- flying to Vancouver in Concorde;
- meeting Janet Brown;
- ? buying a brick for the new building for handicapped children in Mr. Greenway's constituency;
- visiting the Commonwealth Games.

In addition to this list, there are of course all the more formal engagements such as Lord Shinwell's memorial service, State occasions etc, and a good deal of interviews - ranging from serious think pieces to "What is it like to be the first woman British Prime Minister". Beyond July, we have visits to

Milton Keynes, Barrow, Scotland, the North East, ICI, Brighton and Guys Hospital set up. (It is of course a pity the Birmingham visit cannot now take place in August.)

Reasons for the lack of national coverage

This is Press Office territory rather than mine, but there seem to be a number of factors operating

- (i) the national media are more interested in major news stories, particularly bad news stories, than in nice picture stories or simple shots of the Prime Minister visiting a hospital or factory;
- (ii) new stories with an immediate importance will always tend to knock out general human interest pieces;
- (iii) there is a problem of saturation. If we arranged for groups of disabled children to come to No.10 every day of the week, I doubt if it would attract any more national coverage than we do at present;
- (iv) visits to No.10 inevitably follow a fairly formal form. Visits outside can be made more unusual and attractive but there is very properly a limit to the amount of gimmickry the Prime Minister will accept and a limit to the amount of time which can be allocated.

There are therefore clear limits about what can realistically be done.

How to get more cover

We do need fresh ideas both to help in the difficult task of jazzing up visits here, for engagements close by which are sufficiently out of the ordinary to attract attention; and for our programme of regional tours.

We need to:

- (i) continue to watch out for invitations with an unusual angle - eg the train naming suggestion for Grantham which, as you know, is still in limbo;
- (ii) continue to take initiatives ourselves where possible

eg the M25 opening;

- (iii) continue to be alive to the publicity angle on the requests which come in no matter what their origins (eg Marilyn Houlton).

Specifically we might also aim to work into the diary

- (iv) visits with an ethnic dimension;
- (v) visits with an urban regeneration/conservation dimension, and a before and after theme;
- (vi) a visit to mark the sale of the 1 millionth council house;
- (vii) another drugs visit;
- (viii) visits with a crime prevention theme.
- (ix) a supermarket (low inflation) visit - perhaps the new Sainsburys near Guildford.

Finally, a note of warning. There is very limited scope for adding more to the diary. We have already come close to overload on visits to No.10. There is effectively no room to add more outside visits this year. And the more we impose from the centre the less freedom the local party has to draw up the programmes they want on regional tours.

I hope when we discuss this, all will bear these constraints in mind, and that we can focus on specific and practical suggestions.

Mark Addison

Mark Addison

20 June 1986

JR

Would you keep this, using note, in a folder for us for any day need.

MLA 20/6

MR WICKS

cc Mr Alison
Mr Ingham
Mr Sherbourne
Mr Addison
Mrs Ryder

TRIPS

I understand you intend to hold a meeting about the Prime Minister's visits, following the discussion at the last diary meeting.

I would urge that the Prime Minister should not solely visit successful factories, new hospitals or strongly Conservative areas. Of course she must visit a full share of successes, but visiting the failures and the run-down areas, and talking to opponents might in the right circumstances pay dividends, both in publicity and in helping towards policy decisions.

For the Prime Minister to be associated only with successes reinforces the image that she does not know or care about the problems. And the Prime Minister can often soften her opponents (as the letter attached shows yet again).

The visit to the North East took place at a very difficult time for the area and with some trepidation. I don't know how much coverage it got, locally or nationally, but it may well have helped reduce the stridency of protests about shipbuilding closures: MPs who came to see the Prime Minister about the AOR order referred warmly to her discussions with Swan Hunter management, and the management themselves greatly appreciated it. She has herself I think been influenced by it to take a particularly close interest in the decisions in this area.

Security has of course to be a concern and the places need to be carefully chosen. But the North East visit shows it can be done. A visit to Middlesbrough is projected, which is

welcome. Other possibilities include hospitals which are soon to be replaced or streets which are to be enveloped, or council estates which are to be done up.

We don't have to wallow in problems, but it's right to recognise they are there and to show that the Prime Minister is aware of them and cares about them.

DW

David Norgrove

19 June 1986

The Reverend Martin Turner



(0783) 6 73726



St. Peter, Monkwearmouth

R1216

St. Peter's Vicarage
St. Peter's Way
Sunderland
Tyne & Wear SR6 ODY

6th June, 1986

Ponie Winter 2

Our ref: That8606.1et/3W3

Dear Mrs. Thatcher,

DKN
18/6

Even meetings with opponents
can do some good!

mb

A few weeks ago you came to visit my Parish here in Monkwearmouth to commission the oil supply vessel.

From reports that have come back to me I have learnt, and you may be interested to hear that several people who, on account of their political beliefs, had been determined not to find any good in you were, nevertheless, in spite of themselves, impressed by meeting you and by hearing what you said on that occasion.

Now yet another threat of unemployment and redundancy hangs over this town of Sunderland with the very difficult position of the Shipbuilding Industry. On my visit today to one of the shipyards I learnt of your forthcoming meeting with the Borough Council.

The problem of unemployment is much worse than you can possibly guess from external appearances. The area of my Parish not a quarter of a mile in which you commissioned the vessel has unemployment rates of over 80%. I do urge you to do whatever you can when the Borough Council comes to visit you on the 21st June, in order to safeguard what little employment we have left here in the North East. As you yourself know, the quality of the work that can be produced here is of the very highest.

Yours sincerely
M. Turner

PRIME MINISTER

✓
file
cc Mr Wicks
Mr Coe
Mr Sherbourne

FORWARD DIARY: PUBLICITY POINTS

You expressed some concern a few weeks ago that the weekly diary did not always provide suitable opportunities for publicity. We have now arranged to consider the next six weeks or so, from time to time, to ensure that the diary has no flat spots of that kind.

I attach for information a list of opportunities for publicity which are coming up before the end of May. This shows that there is an adequate supply of suitable occasions for photocalls, etc., as well as interviews. We shall also, following this morning's diary meeting with you, be working in the request from the Institute of Advanced Motorists for a signature to help them with their appeal for a children's home in Sheffield.

Mark Addison

Mark Addison

14 April 1986

MJ2BTY

FORWARD DIARY: PUBLICITY OPPORTUNITIES

Week beginning 14 April

Tuesday 15 April

Photocall with Scottish footballers

Friday 18 April

Regional tour in the South East

Week beginning Monday 21 April

Monday 21 April

Granada interview

Tuesday 22 April

Children from secondary schools: International Science and Technology Competition.

Wednesday 23 April

Lunch for King and Queen of Spain

Thursday 24 April

Salvation Army Centenary Reception

Friday 25 April

Name Stena Olssen ship, Sunderland
Interviews with Radio Tees
(Bildberg)

Week beginning Monday 28 April

Tuesday 29 April

GEC Overseas Club Dinner

Thursday 1 May

To Korea

Week beginning Monday 5 May

Wednesday 7 May

Return from Tokyo.

Week beginning Monday 12 May

Monday 12 May

Unveiling ceremony for Eagle Squadron Memorial

Friday 16 May

Scottish Conference

Week beginning Monday 19 May

Wednesday 21 May

Variety Club children to watch Trooping rehearsal

Thursday 22 May

CBI Annual Dinner

Saturday 24 May

Depart for Israel

SLHAJE

Je VC

PRIME MINISTER

When Nigel Wicks reviewed the balance of your forward diary, you may remember that he identified the relevant infrequency of "think" sessions as a possible shortcoming.

You have, however, recently held meetings ("Seminars") on eg. crime prevention, education, and, going a little further back, South Africa. All of these seem to have been successful in their various ways: they gave you and other Cabinet Ministers an opportunity to discuss matters of current interest with outside experts; they can encourage outsiders to pursue their own work more vigorously; they ensure that Government, and you in particular, are seen as not always concerned with matters of immediate interest, but set aside time to take a longer term and strategic view on a range of issues.

Other pressures on the diary clearly impose limits on how frequently we could lay on meetings of this kind. To begin with, we might think in terms of every three months. If you agree that this is worthwhile, I list below a number of possible subjects for these meetings which you may wish to consider:

Health policy
Special employment and training measures
Agricultural policy
Real wage costs and unemployment
Wider share ownership

Charles also expects to be putting in a suggestion for a Foreign Affairs seminar to take place in July or September.

You may wish to discuss at our next diary meeting. Agree?

MARK ADDISON

6 February 1986

Mr Addison

I agree with X. I have ✓ there I
that most interesting and X there I
that are not right.

N.L.W.

S.Z

WICKS

THE PRIME MINISTER'S DIARY

You will remember that I asked for ideas on possible subjects for seminars to bolster the "think piece" element in the diary.

My note suggested as starters:

- ✓ Health policy
- ✓ Special employment and training measures
- Agricultural policy
- X Management in the Civil Service.

Charles has mentioned that he normally lays on one major foreign policy/defence seminar a year, usually at Chequers. He did not have any specific ideas at present, but he will shortly be putting in a suggestion for a seminar in July or September. He is also, as you know from yesterday's diary meeting, working on a session on arms control.

(attached)

I have also now received a note from Brian Griffiths (listing a number of topics for discussion, some of which overlap with the other ideas mentioned above. One or two of these are I think non-starters. We should in any case need to get advice from Departments before setting anything up. But, if you agree, I think it would be worth drawing together a coordinated list and putting it into a weekend box to see if the Prime Minister is interested in pursuing any of these ideas.

MEA

MARK ADDISON

5 February 1986

SUBJECTS FOR PRIME MINISTER'S SEMINARS

After discussing the matter in the Unit the following have emerged as the leading suggestions of subjects for seminars - though not in any particular order:-

✓ Health

Change in family practitioner service; better running of hospitals; better links between public and private sectors.

X Black Economy

To be accepted, attacked or reduced.

✓ Real Wage Costs and Unemployment

Proposals to tackle reducing high real wages - linked with reform of trade union collective bargaining.

✓ Where do we stand in Education?

New directives for education policy.

✓ Wider Share-ownership

Scope for new initiatives following the success of

privatisation and the advent of 'Big Bang'.

Defence Procurement

A hard look at a soft subject. How successful is Levene? The scope for imports?

X Decline of UK Manufacturing Sector

Government policy is seen as too passive. Needs to be explained and developed.

✓ Training and the Education System

Recognition of the importance of training in a fast changing environment.

✓ ? Industrial Subsidies

The size of the problem - which areas can be tackled.

X Standards in Society

If it is desirable to have standards in society what part should Government play and what should it not attempt to do - a follow-up to the Disraeli Lecture.

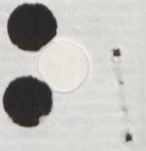


BRIAN GRIFFITHS

PM

DIARY

5/79



Defence Procurement

A hard look at a sore subject. How successful is Leven's
scope for imports?

Decline of UK Manufacturing Sector

Government policy is seen as too passive. Needs to be
explained and justified.

Training and the Education System

Recognition of the importance of training in a fast changing
environment.

Industrial Subsidies

The size of the problem - which areas can be tackled

Standards in Society

It is desirable to have standards in society that care
should Government take and what should it not attempt to do
a follow-up to the Marshall lecture.

MR. ADDISON

CF.

R. and what other papers
already on file.

THE PRIME MINISTER'S DIARY

Your note of 8 January asked about "general think sessions".

We normally go for one major foreign policy/defence seminar a year, usually at Chequers. I have nothing specific to propose at present but intend to put a suggestion to the Prime Minister in February for a seminar in July or September.

More immediately we are likely to need a substantial meeting with a small number of academics on arms control issues before the Prime Minister sends a further message to President Reagan on this subject. I shall be coming to you for a meeting of two hours at least, ideally in February. You might bear this in mind for the next diary meeting.

CDD

(C.D. Powell)

28 January 1986

DCAAYY

MR. ADDISON

MR. ALISON

DUTY CLERK

DETECTIVES

file *Lo*

DIARY FOR WEDNESDAY 29 JANUARY

We will have to play tomorrow evening by ear as the Prime Minister has to look in at John Redwood's party; vote at 1900 hours and look in at Peggy Fenner's Constituency Dinner. It will probably not be decided what Mrs. Thatcher is doing until the last minute. She might go to John Redwood's party first, go to the House and not come back. Alternatively, she might vote at 1900 hours and then come back to No. 10 to give John Redwood more time. The decision as to where she is having supper has also not been decided.

CAROLINE RYDER

28 January 1986

MR. WICKS
MR. POWELL
MR. NORGROVE
MR. FLESHER
MR. ADDISON ✓
MR. ALLISON
MR. SHERBOURNE
MRS. GOODCHILD

Handwritten initials in blue ink, possibly "MGA".

I list below all the meetings I have re-arranged with the new times alongside.

PS RESPONSIBLE

Northern Ireland

12 noon, Thursday, 16 January

CP

Personal Taxation Green Paper

1645, Thursday, 16 January

DN

Foreign Secretary's Bilateral

1930, Sunday, 19 January

CP

Misc. 122

0900, Wednesday, 22 January

DN

Sir James Goold

1545, Thursday, 23 January

SS

Lord Kinnaird

1615, Tuesday, 28 January or

1615, Thursday, 30 January

Michael Allison

Value for Monday in the Health Service

0930, Tuesday, 4 February

NW

Northern Ireland Lunch

1230, Wednesday, 5 February

CP

Chancellor of the Exchequer

Told his office to contact DN if new
slot required.

DN

The E(A) to discuss the Channel Tunnel is cancelled
altogether.

The Lobby Party and the Spanish Embassy Reception for tomorrow
are still in the diary, and the Prime Minister will attend if
possible.

CR

14 January, 1986.

JD3AHQ

MR. ADDISON

cc Mr. Wicks
Mr. Alison

PRIME MINISTER'S DIARY

MUEA

You asked me to earmark:

- slots for David

- a free evening each week.

As far as slots for David are concerned, I have, wherever possible, put in a 1430 slot each Monday after the lunch for colleagues for one and a half hours. These appear on the diary at k/f for DN.

Regarding the "free evening", I do this automatically in my mind though there has been no point in the past writing them in as the evening is dependent on the weekly Whip which we do not receive until Friday. But if you look at the diary you will see that there is always a minimum of one free evening a week wherever possible.

CR.

(Caroline Ryder)

9 January 1986

D. R.
MRS RYDER

cc Mr Alison (o/r)

PRIME MINISTER'S DIARY

The attached minute from Nigel is the upshot of the exchange of minutes towards the end of last year on the dairy.

I will pursue the suggestion at 'A'. On 'B' and 'C', I should be grateful if you would go through the diary for the next three months or so and ear-mark, so far as possible, the following slots:

- keep frees for David (two x one and a half hour slots on separate days);
- one evening to be kept free each week.

It will not always be David who calls on his keep free slots. But labelling them in that way will remind us of why they are there.

MEA

MARK ADDISON

8 January 1986

SL3ANE

C.F.

Please b/f the diary file,
together with Nigel's note,
in the last week in March.

Mark Addison

8 January 1986

MR ADDISON

THE PRIME MINISTER'S DIARY

I am sorry I have not replied before now to your minute of 15 December on this subject, but I wanted to see how the diary firms up in the first quarter of the new year.

A Having done so, I have to say that I broadly agree with your conclusions on page 3 of your minute. The balance of the diary looks to cover the five headings set down in my minute of 20 October and the ten headings of your minute. I also agree with you that the diary is perhaps a little light under the heading of "General Think Sessions", and I suggest that we give some more consideration to possibilities here.

B On your "modest proposals" I agree that we should earmark in the diary a slot or two each week for David's subjects. On your second proposal - building into the diary a specific session for presentation planning - I think that this can be dealt with in the various bilateral etc. meetings the Prime Minister has with colleagues. Of course, if anything more specific needs to be included, we can always include a specific session. I will speak to Bernard about this.

C Finally, I am attracted by Michael Alison's idea that one evening a week should be left completely clear. Can we budget for that?

Let us have another look at the diary a little before the beginning of the second quarter to make sure that the programme then is meeting its objectives.

N.L.W.

NLW

6 January 1986

VC63

cc MA ✓

MR WICKS ✓

MR POWELL

MR NORRGROVE

MR FLESHER

PROFESSOR GRIFFITHS

✓
NEA wishes
this B/F on 13/1/86
- see DN's copy
below

THE PRIME MINISTER'S DIARY

As you know, we have been looking at how far the allocation of time in the Prime Minister's diary properly reflects the priorities she needs to give to different areas of work. We have concluded, generally, that the balance now is about right.

If there is a weakness, it seems to lie in the amount of time we are able to allocate to "general think sessions". One way of remedying this is to consider the possibility of further seminars, along the lines of the one on Education (in October), on Crime Prevention (today) and the Better Made in Britain campaign (coming up in February).

When we have had a chance to assess how the Crime Prevention Seminar goes, we shall have a better idea of the value of this kind of forum. But I think it would be helpful if each of us could consider possible topics for seminars which might be arranged later in the year. We are already thinking of a session on health policy. Other candidates might be: special employment and training measures, agricultural policy and management in the Civil Service. I should be grateful for other suggestions you may have to offer, and we shall then consider them when the Crime Prevention Seminar is out of the way.

MGA

MARK ADDISON

8 January 1986

SL3ANF

MR WICKS
MR POWELL
MR NORGROVE ✓
MR FLESHER
PROFESSOR GRIFFITHS

THE PRIME MINISTER'S DIARY

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MCA

MARK ADDISON
8 January 1986

SL3ANF

Mark

CF

PL overdone, add if to me on Monday. MCA 9/1

2 A seminar on ~~pay and costs?~~
monetary policy

Two ideas:

- pay and costs
- monetary policy.

But I am dubious about both.

DAV

1/1

MR. WICKS
MR. POWELL
MR. NORNGROVE
MRS RYDER
MR. ALISON
MR. SHERBOURNE
MR. COE

DIARY MEETING ON 17 DECEMBER

I attach an action note, following today's diary meeting. I should be grateful if recipients would follow up the points as appropriate, and the relevant folders are attached for the purpose.

MEA

(MARK ADDISON)
17 December 1985

SRWAMF

MR. WICKS
MR. POWELL
MR. NORGROVE
MRS. RYDER
MR. ALISON
MR. SHERBOURNE
MR. COE

ACTION 1. 5 March: Airey Neave Memorial Trust

CR The Prime Minister could not give a commitment at this stage, but she would hope to be able to look in at the launch. Meanwhile a holding reply should go to the Trust.

2. 19 March: International Conference on Drug Misuse

MEA The Prime Minister agreed that she would look in at the reception if time permitted.

3. 4-7 February: HMS Brazen

NW The Prime Minister would welcome an invitation to the cocktail party on 4 February.

4. Commonwealth Games

NW The Prime Minister was minded to visit the Games on Friday, 1 August when the finals of the field events would be taking place. She would probably stay at Holyrood House, possibly travelling up for the Thursday evening. The timing would need to be discussed further with the ~~palace~~.

5. 1 October 1986: Royal Sussex County Hospital

MEA The Prime Minister was content with the arrangements for a tour of the Hospital followed by lunch. She did not envisage a Party engagement being included in the programme.

6. Percent Club

NW The Prime Minister wished to take up Sir Hector's suggestion if she could. The timing would be difficult, and a date in mid-December would be best. She also wished to propose that businessmen who are regularly invited to fund-raising receptions at No.10 should not be included in the list of guests. The timing and guest list would need to be discussed further with Sir Hector, and the point could be put to him that the Prime Minister's timetable of receptions for next year was already a very full one, and that she had had to turn down a similar request from an appeal of which she was patron.

7. Lunch with Thames Water

MEA Firm regrets.

8. The Lords Taverners

CR It would not be possible to fit in a reception next year but the Prime Minister would certainly consider holding one in 1987. It should be explained to the Lords Taverners that her programme of receptions for next year was already very full, indeed to the extent that she had had to turn down a similar request from an appeal of which she is patron.

9. Viscount Macmillan, Publishers Association

MEA Regrets.

10. National Westminster Bank

MEA Regrets.

11. Cologne University

CDP Regrets.

PRIME MINISTER

DIARY MEETING: 17 DECEMBER: 1030 HOURS

Tomorrow's diary meeting should, I think, cover our normal two items:

- (i) The diary for the next two weeks, and particularly your plans for Christmas and the New Year.
 - (ii) Outstanding requests for meetings, visits, etc.
-

I attach a copy of the diary for the next two weeks (Flag A) and the list of outstanding invitations (Flag B).

MAA

Mark Addison

16 December 1985

cc: Mr. Wicks
Mr. Powell
Mr. Norgrove
Mrs. Ryder
Mr. Alison
Mr. Sherbourne
Mr. Coe

10 DOWNING STREET

PRIME MINISTER'S ENGAGEMENTS FOR THE PERIOD BEGINNING
WEDNESDAY 18 DECEMBERWednesday 18 December

0900 Meeting of Ministers +CDP
 1030 Emma Nicholson +SS
 1100 MISC 122
 1200 NW, CDP + CR to discuss PM's holiday
 1230 Accept turkey from British Turkey Federation +CR
 White Drawing Room
 Lunch in Garden Rooms
 1415 Peter Thurnham MP + adopted son Stephen & British
 Agencies for Adoption and Fostering + MA, CW &
 photographer
 1430-1530 E(A)
 1545 Keep free for DN
 1700 FCS +CDP
 1730 Chancellor of the Exchequer +DN
 c1800 Look in at Whips Party +MA - 12 Downing Street
 1830 Look in at Central Office Christmas Party +MA & SS
 32 Smith Square
 1930 Supper in Flat
 PM Paired all day

Thursday 19 December

0830 Hair
 0900 Questions briefing team
 1000 Cabinet
 after Cabinet Meeting of Ministers
 1300 Lunch and Questions briefing
 1515 Questions H/C
 1545-1630 Sir Edward du Cann +NW H/C
 1630 Cecil Parkinson & Peter Rees + CDP H/C
 1700 Meeting of Ministers H/C
 Drinks with MPs +MA H/C
 Return to No. 10
 1830-2000 Office Christmas Party +DT
 PM paired all day

Friday 20 December

0900 Professor Griffiths
 0930 Meeting of Ministers
 1100 Lord Young
 1130-1230 Sir Percy Cradock +CDP
 1230 Jean Caines to say farewell
 1500-1600 Chancellor of the Duchy + SS
 1600 Keep free
 1700-1730 Keep free
 c1900 To Chequers

Saturday 21 December

Keep free

Monday 23 December

a.m. Keep free
1200 Chief Whip
1215 Chief Whip, Lord Privy Seal, Lord President &
Chairman
1300 Lunch in flat
1430-1500 Tessa Gaisman to say farewell

Tuesday 24 December

0830-1000 Hair
Keep free
pm To Chequers
1830 Cocktail party at Chequers

Thursday 26 December

Boxing Day lunch at Chequers

Friday 27 December

To Scotney

Saturday 28 December to Monday 30 December

Scotney
Return to No.10

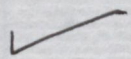
Tuesday 31 December

0800-0930 Hair
TV and radio interviews, No.10
Lunch in flat
1530-1630 Sir Yehudi Menuhin No.10
To Chequers

DIARY MEETING: OUTSTANDING REQUESTS AND INVITATIONS

1. Wednesday 5 March 1800: Airey Neave Memorial Trust - press conference

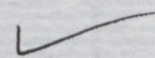
The Trust have asked you to look in at the press launch of a book on human rights\Helsinki which they commissioned. The launch is taking place in the Jubilee Room in the House.

**Notes and recommendations:**

The GL area Council AGM is at 1900. I am sure the Trust would understand if your diary prevented you accepting. Regrets?

2. Wednesday 19 March 1830: International Conference on Drug Misuse

You said you could not speak at this conference, and that you wished to go to the CBI\Turning Point one instead. We are still trying to agree a suitable date with Turning Point. Meanwhile, DHSS have asked if you would be able to look in at the official reception for the international conference. Thirty-one countries have been invited (including nine Commonwealth). DHSS Ministers believe your presence at the reception could help give the conference a very helpful push.

**Notes and recommendations:**

Tackling the drug problem internationally, as well as domestically, is something you are on the record as being strongly committed to. I think you will wish to accept the DHSS invitation and look in at the reception, if you can. You would not need to speak. Provisional acceptance?

3. 4-7 February. Prince Andrew: Invitation to visit
HMS BRAZEN in London

HMS BRAZEN is in London from 4-7 February. If you would like to visit, Prince Andrew has asked whether you would prefer a private visit, or an invitation to the ship's cocktail party, on 4 February.

Notes and Recommendations ✓

There is time in the diary if you wished to do this. On 4 February, you have a dinner with the "No Turning Back Group", probably at the House, starting at 2015.

4. 24 July - 2 August: Commonwealth Games

We have fixed the reception for the Commonwealth Games Federation on 17 March. We need now to consider your attendance at the Games themselves. Nigel has had a word with Sir Philip Moore. We shall need to discuss at the meeting.

5. Wednesday 1 October 1986: Royal Sussex County Hospital:
opening of the new renal unit

I have now spoken to Sir Anthony Trafford, who is delighted that you will be opening the new renal unit. We have provisionally fixed the date for 1 October. You would spend an hour looking at the new renal unit, and there would then be a further hour for lunch.

You might like to combine a short party engagement beforehand. Agree?

Yes ✓

6. Percent Club: reception

Sir Hector Laing has asked if you would give a reception at No 10 early in the new year to promote the Percent Club. The idea behind the club is that companies agree to give a defined amount of support to community projects.

Notes and recommendations:

Nigel has spoken to Sir Hector. The Percent Club is a good cause. But your programme of evening engagements, and particularly of receptions and seminars, in the early part of next year is already very full. Furthermore, the reception would be yet another to which leading industrialists are invited, and at which they are asked to contribute to a worthy cause. There will probably be a good deal of overlap between those on Sir Hector's list, and those who will be coming to the Better Made in Britain seminar on 25 February, the Royal National Institute for the Deaf reception on 20 February, and the Switch meeting (a follow-up to the one you held earlier this year) on 24 February.

I think you will have to say no, at least if Sir Hector needs to stick to his proposal that the reception be held early in the new year.

7. Lunch with Thames Water

Roy Watts, Chairman, has come back and asked for a date when you might lunch with him and his executives at their headquarters in Rosebery Avenue.

Notes and recommendations:

Thames Water keep pushing. You will wish to send them a firm refusal. Agree?

8. The Lords Taverners: reception at No 10

Mr Thatcher wonders if you might wish to give a reception for the Lords Taverners next year. You had a dinner for them here in 1982, which gave their charitable work a good boost.

Notes and recommendations:

We shall need to discuss. But, once again, the programme already agreed for receptions is a very heavy one.

9. Viscount Macmillan: Public Affairs Panel of the Publishers Association

Viscount Macmillan has asked me if you would join the panel for lunch. He would like to discuss, in particular, hopes for the future of their industry.

The Publishers Association have close links with DTI, and the Department are very much aware of their views.

Notes and recommendations:

Viscount Macmillan's approach seems to be really a personal one. I do not believe there is any compelling reason for you to take this on unless you particularly wish to. Regrets? *Regret*

10. National Westminster Bank

Lord Boardman has renewed his invitation to lunch or dinner with his colleagues. He has, as you know, been pressing for this for some time.

Notes and recommendations:

You have in the past been reluctant to agree to a lunch with Lord Boardman, because similar requests from all the

other banks would follow. I am sure that is the right line. But we could check to see whether there was some other way of ensuring that you and Lord Boardman crossed each others paths before too long.

11. Cologne University: invitation to speak to the Faculty of Economics and Social Sciences

We shall need to discuss.

MEDIA

We have the following bids outstanding.

London Weekend Television's Credo programme - filming in April.

Sunday Telegraph - present prizes at a Savoy lunch in June.

"Good Housekeeping" - interview.

Guild of British Newspaper Editors - invitation to be guest of honour at their fortieth anniversary dinner in Sutton Coldfield on April 11-13 (you have a regional tour on the Friday).

MARK ADDISON

13 December 1985

*file*DIARY MEETING: OUTSTANDING REQUESTS AND INVITATIONS1. Christmas: Mr Paul Getty

You asked, when you wrote to Mr. Getty recently, whether he would like to come and see you at Chequers over the Christmas Recess, and that you would be in touch.

Notes and recommendations:

Suggest tea on Sat. 4 Jan. You have Mr Donaldson the portrait painter in the morning. Agree?

2. 14 January: Tea for Ian Botham

Harry Greenway has asked if you would look in at a tea he is arranging to celebrate the funds Ian Botham has raised for leukaemia victims on his walk from north to south. Mr. Greenway has asked if you would look in and perhaps hand over the cheque.

Notes and Recommendations

Ian Botham was of course unable to come to your General Reception along with the rest of his team, because he was in the middle of his walk. Assuming the tea is to be held at the House of Commons you might wish to look in for a quarter of an hour after Questions. Agree?

3. Friday 7 February: Reception for the City Remembrancer, Anthony Howlett, to mark his retirement (1800-1830)

Mr. Howlett has been responsible for all City ceremonial occasions since February 1980. The Lord Mayor and one or two Ambassadors will be there. ^{But} there is no need for you to go.

Regrets?

4. March: Alton Towers

You will remember that John Broome invited you to open the Grand Canyon Rapids Ride at Alton Towers in the week beginning Monday 24 March.

Notes and recommendations

We had hoped to fit in a visit to Alton Towers (though not the opening) with an appropriate Regional Tour. The difficulty is that Alton Towers itself is awkwardly out of reach both of the West Midlands, and of Manchester. These two will in any case be too late in the year.

You are bearing in mind another invitation from John Broome to inaugurate work on the Battersea development when he has cleared the planning hurdles. This would be easier to arrange than Alton Towers, but of course, the inauguration may be some way off, if it takes place at all.

You wanted to have another look at John Broome's invitation to Alton Towers. We shall need to discuss.

5. Early Spring 1986: Businesswoman of the Year Award

The Institute of Directors have asked you to present their annual award to the most successful British businesswoman.

Notes and recommendations

You said no last year on grounds of general diary pressure. The dates they have in mind are not much use to us, but they would be willing to be flexible. None the less, accepting the invitation would involve you in a speech and I doubt that it warrants your involvement.

Regrets?

6. June 1986: Opening the Cody Business Centre, East London

John Heddle MP has passed on this invitation. The Cody Business Centre is the brain-child of the London Docklands Development Corporation which is on land just outside the Enterprise Zone. The new business park aims to provide sites of particular interest to industry and warehouse users.

Notes and recommendations

You do not need to undertake any more engagements of this kind in London next year. Regrets.

7. Saturday, 5 July 1986: Invitation from BOC (Richard Giordano) to a gala evening at Blenheim Palace to celebrate their centenary.

The evening will involve a concert and a brief tattoo. There will be 100 or so of the BOC's senior managers. You would no doubt need to say a few words.

Notes and Recommendations

You have a Regional Tour, including Grantham and Notts, the previous day. There is no need for you to accept the BOC invitation unless you particularly wanted to.

Regrets?

8. September 1986: Edinburgh Chamber of Commerce

The Edinburgh Chamber have renewed their invitation to you to play some part in their bicentenary celebrations next year.

Notes and recommendations:

There is no easy way of working this into an existing tour. You may go to the Commonwealth Games, on 2 August,

but that is a Saturday and you may not wish to extend your stay.

I expect the Scottish Office will recommend acceptance, but I wonder if the cleaner option would not now be to reply saying that there really seems very little chance that you will be able to join them for their celebrations, and you do not want them to hold out a false hope. Agree?

9. 15 November 1986: Prom Praise at the Concert Hall, Wembley

All Souls, Langham Place, have once again invited you to Prom Praise, which takes place in November next year. You were minded to say yes.

Notes and recommendations

The concert comes very soon after the Lord Mayor's Banquet, and is on a Saturday, which would eat into one of your first free weekends for some time. Are you sure you would like to go?

10. 26 November: Energy Efficiency Conference, National Exhibition Centre, Birmingham

The Energy Secretary has asked if you would open or address this Conference. It will mark the peak of their publicity campaign for Energy Efficiency Year. The Conference is pleased to be double its size of this year's.

Notes and Recommendations

Even if this were in London, I doubt if it is something which warrants your involvement. Acceptance would involve a separate visit to Birmingham, and you will have been on a West Midlands Regional Tour on the previous

Friday. The Conference date cannot however be fitted in with that. Regrets?

11. End 1986/Early 1987: Design Seminar

I have been in touch with the Department of Trade and Industry. Their Secretary of State has now asked if you would hold a second Design Seminar at No. 10 towards the end of 1986 or the beginning of 1987. This would give a chance to take stock of the progress which has been made since the 1982 Seminar, and to plot the next steps. The Secretary of State would like to announce your intention to hold a second Seminar at a Conference for Industrialists in January.

Notes and recommendations:

Next year would be a good opportunity to have a second Design Seminar. It is Industry Year, and it will be four years since your first.

We shall need to look for a date in the diary. January 1987 might be best.

12. XIII Commonwealth Games, Scotland

(i) Mr Younger suggests you visit the Games' headquarters in Edinburgh when you are next in Scotland.

(ii) Mr. Younger also asks if you would give a reception for the Commonwealth Games Federation between January and April next year (Jan-Feb preferred).

(iii) The Chairman of the Commonwealth Games Federation has now invited you to the Games themselves, and recommends the closing day, 2 August.

Notes and recommendations

The Scottish Office are reasonably optimistic that the Games will be held successfully and that private funding will in the end be available in sufficient quantity. I am however doubtful that (i) above would be a sensible use of your time (though you could conceivably visit the HQ on Friday 16 May when you are in Scotland for the Scottish Conference). On (ii) and (iii) above we shall need to look at the diary and discuss.

13. Board of Deputies of British Jews

The President of the Board of Deputies has invited you to attend a celebration of the 50th anniversary of the Public Order Act. The date is not yet fixed, nor the nature of the engagement, but the location would be London.

Notes and recommendations:

You give quite a lot of time to the Board of Deputies, and I doubt whether you need to take on a commitment of this kind if it promises to be very time-consuming. You might like to suggest that they aim for a date for a reception which would give you a good chance of looking in at some stage. Agree?

14. Buckingham Coatings Ltd

Opening a new paint factory.

Notes and recommendations

Sir Peter Hordern wrote in support of this invitation. You explained in reply to Sir Peter that you would bear the invitation in mind for a future visit, but that there was no immediate prospect of your being able to take it on.

We shall make certain in future that we don't decline

invitations of this kind on the basis that you will not be in the area. But I do not think there will be any reason to re-open the idea of going to Buckingham Coatings unless you particularly wanted to do so.

15. St. Stephen's Club Portrait Commission

Lord Kaberry has written to Michael explaining that some time ago you said you would be prepared to sit for a painting to be commissioned by the Club. They have identified June Mendoza or Emma Sargeant as possible painters. Lord Kaberry thinks the Club would prefer June Mendoza.

Notes and recommendations:

You seem to be devoting a good deal of time already to portrait painters and have already sat for June Mendoza. And neither of the two identified by the Club seem particularly suitable. You may wish to say you would be happy to sit in principle, but that your diary at present is hopeless, and that you would like in any case to think further about the painter.

Caroline is anxious that you accept no more sittings for the time being as they are so time consuming. Agree?

16. Tel Aviv University: Presentation of Doctorate

You agreed to accept an honorary doctorate from Tel Aviv University. We envisaged that this would take place informally here at No. 10, and involve only a few minutes of your time. Sir Leslie Porter has proposed that a Guildhall ceremony be set up for the presentation, which would last an hour or so.

Notes and Recommendations

This is not on. Regrets, but say you would be very

happy if a small group - say half a dozen - were to come along to No. 10 for a half-hour presentation. Agree?

Media

17. New Year: Lunch with The Times

Charles Wilson has asked, following your recent meeting with him, if you would accept an invitation to an informal lunch at The Times Board Room some time in the New Year. He would try and ensure that Rupert Murdoch was present.

Notes and recommendations:

Your lunches are already heavily committed early next year. If you go to The Times, the pressure from others will no doubt follow. And you did go to their bicentenary celebration earlier this year. On the other hand, The Times is a rather special case, and they have a new editor. We shall need to discuss.

18. Lunch with the BBC/Lunch with Channel 4

Alastair Milne has asked you to lunch at Broadcasting House in the New Year with some of his senior management colleagues. Channel 4 have also invited you to lunch with them.

Notes and recommendations:

Your lunches for early next year are already heavily committed. But if you wished to take on one or the other Channel 4 might offer a more cost effective use of your time. We shall need to discuss.

19. Kentish Times: Request for an Interview

The Kentish Times has a weekly readership of a quarter of

a million. They would invite questions from their readers in advance, which they would put to you in a half-hour interview.

Notes and Recommendations

This might offer a chance to get across a Channel Tunnel message in an area where people are likely to be worried about it. You also have links with Dartford and Beckenham. But I doubt that all this would justify the time needed for an interview. Instead, you could clear a prepared Q & A note for them, on the basis of their advance questions. Agree?

20. Groundwork Adventure Project

The Rev Brian Walshe has asked if you would give a reception for the project at No. 10 to help them raise funds.

Notes and recommendations:

You do not generally give receptions for this kind of thing unless you have some close personal connection with the project concerned (eg you recently turned down a similar request from Help the Aged). But you are, in this case, a Patron and will want to help. Derek Howe hopes you will be able to. Your programme of receptions next year is however a full one already, and I think you will wish to consider some other way of helping the Project. Perhaps invite some of the youngsters in, so that the photographs etc can be used to help raise funds, with an appropriate message (as you did for the Scouts/Spastics)? Or presenting something to be auctioned at their Ball in May (which you can't attend because it clashes with the CBI dinner)? Do you have a preference?

You have not yet written to Sir Ronald Gardner-Thorpe, because we have been finding out whether he has in fact contributed to the Groundwork Adventure Project. Derek Howe says he hasn't. Would you also like us to draft a reminder to him for you to sign?

21. 1986: Chatham House: Invitation to speak

Admiral Sir James Eberle, Director of the Royal Institute of International Affairs, has asked if you would address either to a General Meeting or to a small group of top businessmen, under Chatham House rule. He has suggested East-West relations as a theme.

Notes and recommendations

We shall need to consider this in the light of the other speeches already in next year's diary.

Mark Addison

6 December 1985

MRS RICHARDS

cc Mr Wicks

Mr Sherbourne

Confidential Filing

Press Office

PRIME MINISTER'S FORWARD ENGAGEMENTS

Following my letter to departments of 6 November, we have now received a number of responses with proposals for Prime Ministerial visits in the first half of next year. We need to find a systematic way of building these into our own planning mechanism.

I suggest that we draw up a form on which to record departments' suggestions and I attach an example of the kind of layout we might use. The form would record both suggestions for specific visits and those where the department is proposing something more general (eg. a visit to a TVEI scheme). Departments will sometimes come up with proposals which for one reason or another need considering separately, (eg. Energy's proposal that the Prime Minister should visit the Energy Efficiency Conference next year). We can decide on those when the departments' suggestions come in. But I hope we shall be able to send departments as a matter of routine a standard reply to their letters indicating that we have taken into account the points they make and will be in touch with them again if it looks as if any of their ideas can be taken up.

Having logged in departments' suggestions, we then need to ensure that they can be fed into the procedures which the Party use to draw up draft programmes for regional tours. So I think it would be helpful if Stephen Sherbourne could let me know when he is about to suggest that the local party turn their minds to the programme for a tour. We could then consider the proposals for visits in that area which we have

"on hold" and let him have a list which he can pass on to party colleagues. I hope we shall also continue to follow the new procedure, of arranging a meeting when, in conjunction with the press office and the Area Agent, we can meet to discuss the shape the regional tour might take.

We agreed that, because the Garden Rooms will need to take the lead on this, it would make sense for C.F. to transfer responsibility for dealing with these papers to you. They will need to weed their files accordingly.

MUSA

MARK ADDISON

4 December 1985

SUGGESTIONS FROM DEPARTMENTS FOR VISITS

<u>Department and date of letter</u>	<u>Visit Proposed</u>	<u>Region</u> (NS = non- specific)
eg: Dept of Emp. 29/11	YTS Scheme	NS/ Loughborough Leics (EAST/ MIDLANDS)

C/F.

B/F to me pl
on 15 MarchMR. WICKS

WLCW

THE PRIME MINISTER'S TIME

I have had a go, as you requested, at classifying engagements so far fixed for the first three months of next year (Flag A). I have used the categories you identified in your minute to the Prime Minister of 20 October. However, I have to say that I do not think this has been a very fruitful exercise. There are a number of reasons:

- (i) An individual engagement can last anything from a quarter of an hour to a day (e.g. in the case of a regional tour). Of course, we can adjust for that if we are to attempt a proper "activity analysis".
- (ii) Picking any period a number of months in advance inevitably biases the distribution of engagements. For instance, Cabinet Committees are not yet fixed for the beginning of next year, and we have not in fact so far included many regular events (such as Cabinets, Questions, Audiences, in the diary). Again, we can take steps to correct this, but we are still stuck with, e.g., Cabinet Committees being unknown quantities until much nearer the time.
- (iii) Classifying engagements has a hefty arbitrary element. For instance, category 4 includes everything from bilaterals with the Chancellor to media receptions; should a meeting with the Chief Whip really be in the same category as the Thirty Club Dinner? Or, many engagements (e.g. No. 10 receptions) are social functions which the Prime Minister is called upon to give or attend by virtue of her position as Head of Government and fit uneasily into the classification.

/Having gone

Having gone through the Diary, I think a simpler - if longer - classification might be more sensible. This would be along the following lines:

/1. Strategy

1. Strategy and Policy (including Cabinet, Cabinet Committees, Meetings of Ministers).
2. "Think Sessions" (including seminars and meetings with outsiders)
3. Foreign.
4. Parliamentary.
5. Media.
6. Meetings, including bilaterals, with colleagues.
7. Presentation (including Regional visits, one-off visits, speeches, videos, presentation planning).
8. Social/formal commitments (Audiences).
9. Party/Constituency.
10. Other.

Flag B sets out what the diary looks like in practice under this classification. It is based on the forward diary for the next two weeks. As an 'after' rather than a 'before' picture, it looks, of course, more balanced than the analysis at Flag A. (The most obvious shortfall - media - needs to be looked at in the context of the "presentation" category including a good deal of general press contact.)

The conclusions I draw from this do not take me far from where I started, viz:

- (i) most of the diary's content is demand-led;
- (ii) much of it is necessarily fixed at the last minute;
- (iii) there are no obvious gaping holes which need to be plugged;
- (iv) we ought to give more thought to general "think" sessions (though we have this in hand to some extent; seminars are already lined up on Crime Prevention, Better Made In Britain, and we are considering one on Health);
- (v) we ought to give more thought to presentation planning, though diary meetings have proved excellent value, at least from a psychological point of view, in looking at competing claims on the forward diary;
- (vi) it is always more of a struggle than it should be to fit in domestic/ministerial policy meetings but since these very often come up at short notice and have to battle against commitments which are necessarily easier to fix up further in advance (eg. foreign visitors, social functions, etc).

I have two modest proposals:

(a) we ear-mark for sometime ahead two one-and-a-half hour slots each week essentially for David's purposes;

(b) we should have a word about whether there is not some more systematic way of building presentation planning sessions into the diary.

The first proposal may not end up changing the balance of the diary, though it should ease the task of the diary managers and help David's blood pressure.

/The second

The second means setting aside more time than we do at present for a particular purpose; this means there will be less time for other things. A point we must all bear in mind when restructuring the diary is being proposed.

Lillian

p.p. MARK ADDISON

15 November 1985

A

1. Strategy and value for money (including Cabinet Committee Meetings, etc) (2)
2. Foreign (7)
3. Presentation (policy and practice) (9)
4. Bilaterals (including media, MPs, Party) (26)
5. Seminars, meetings with outsiders (9)
6. Other (including constituency, portrait sittings, hair appointments) (10)
7. House (4)

3APC

1. Strategy and Policy (including Cabinet, Cabinet Committees, Meetings of Ministers). (6)
2. Think Sessions (including seminars, meetings with outsiders). (4)
3. Foreign. (14)
4. Parliamentary. (11)
5. Media. (3)
6. Meetings, including bilaterals, with colleagues. (7)
7. Presentation (including Regional visits, one-off visits, speeches and their preparation, video, presentation planning). (8)
8. Social/formal commitments (ie. Audiences) (8)
9. Party/Constituency. (4)
10. Other (inc. eg. hair appointments) (6)

PRIME MINISTER

Rs. 1000 -
also we need 4+ hours
in every day
not

YOUR TIME

Your time is one of your most precious commodities and never more so than in the next two or three years. So this note, which reflects wide consultation within the Office, suggests a framework within which you might wish to allocate your time.

Of course, the diary needs to be kept flexible, responding to day to day needs. Many meetings are determined by events outside your control and others are virtually unavoidable. But a framework of the sort suggested below would help us to monitor whether the diary is meeting your objectives and to plan so that it does.

So with these aims in view, I wonder whether the diary might not encompass, over a period of time, the following objectives:

A ✓ 1. It should allow you to follow through the following strategic issues:

- ✓ law and order
- ✓ jobs
- ✓ raising "the quality of education"
- the 3 reviews (social security, local authority finance and personal tax)
- an efficient, value for money public sector

B 2. It should permit you to give strategic direction to our foreign policy and see essential foreign visitors

C ✓ 3. It should provide opportunity for you:

- (i) to give strategic direction to the overall presentation of Government policy * and
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* see govt note on.

- promulgation of the Government's record
- an Administration which - to use that awful phrase - "cares and listens"
- the Government's programme goes beyond economics in its emphasis in enlarging the freedom and independence of ordinary people.
- the kind of Britain you want to see
- the need to reinforce traditional ethical values while encouraging economic change
- the enterprise society
- dangers of the Opposition's alternative programme

Engagements arranged in pursuit of these themes should be tailored so far as possible so that you can be seen with people, publicising Government successes, and countering public perception of Government weaknesses (e.g. opening new hospitals, roads, etc.)

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- often with the Foreign and Commonwealth Secretary, Secretary of State for Employment, Chancellor of the Exchequer, Lord President, Chancellor of the Duchy and Chief Whip
- periodically tete-a-tetes with other Cabinet Ministers
- ✓ - media, including editors
- ✓ - MPs
- ✓ - Party

Footnote

- ✓ * In this connection, Stephen and Bernard have suggested that you should have a weekly meeting early on Mondays with the Chairman, Lord President, ~~Bernard~~, etc. to decided how to exploit the week's presentational opportunities and to avoid the pitfalls.

- E 5. It should allow you time for "ideas gathering", (through seminars, visits, personal briefings, with distinguished outsiders, etc.)

I recommend this as a framework which you might have in mind when planning your time. The diary is already largely determined for the rest of 1985, but the framework might be helpful in planning it for 1986. If you agree we will:

- (i) keep the framework in mind when recommending to you whether you accept diary engagements;
- (ii) review the forward diary framework to check whether it is meeting the five objectives above; and
- (iii) suggest action to you if it appears that any of the objectives are being neglected.

and time to get about the country!
ms

N. L. W.

N. L. Wicks

20 October 1985

cc: Mr. Powell
Mr. Norgrove
Mr. Flesher
Mr. Addison
Mrs. Ryder

Mr. Catford
Mr. Ingham
Mr. Alison
Mr. Sherbourne
Mr. Redwood
Mr. Griffiths

hlc, ea

MR. WICKS

cc Mr. Sherbourne

PRIME MINISTER'S DIARY: PLUGGING THE GOVERNMENT RECORD

Thank you for your note of 28 October on the Prime Minister's time.

I shall follow up your suggestion (para 2) that the diary for the beginning of next year be examined and assessed.

Meanwhile, I have considered with Stephen Sherbourne how we might best take forward para 3 of your note. One way of doing so would be to systematise the way in which we get ideas from Departments on visits/engagements etc. which the Prime Minister might usefully undertake. I accordingly enclose a draft letter, on which I would be grateful for yours and Stephen's comments, to send Departments every six months or so asking them to let us know of any candidates for Prime Ministerial visits likely to come up in the following six month period.

On the specific point about the M25, I put to the Department of Transport the proposal that the completed orbital should be opened by the Prime Minister. They told me this was something they were already thinking of suggesting, and they will be letting us have a note on where and when. Apparently the road is expected to be complete around this time next year.

MARK ADDISON

1 November 1985

EL3ARO

DRAFT LETTER TO PRIVATE SECRETARIES TO ALL CABINET MINISTERS

THE PRIME MINISTER'S FORWARD ENGAGEMENTS

As you know, the Prime Minister at present sets aside a number of days each year - usually half a dozen or so - for regional tours. These tours involve a number of official and Party engagements, including visiting factories, hospitals, schools, opening new buildings and so on. In between times, the Prime Minister sometimes undertakes individual public engagements outside London, though we try to keep these "one-offs" to a minimum since the Prime Minister can nearly always best use her time by combining a number of visits in the same area at once.

Our normal procedure for regional tours is to draw up a draft programme in this office, and then seek departmental advice before putting it to the Prime Minister for her approval. This arrangement has worked quite well in the past, though there is one important difficulty with it. We have no recognised procedure for departments themselves to consider and propose public engagements which the Prime Minister might usefully undertake, in good time for us to feed this in to our own planning arrangements. I am thinking of engagements which are of more than purely local significance and which would afford the Prime Minister an opportunity to give the best possible platform for the Government's record, to demonstrate the way in which policies are being successfully implemented, and to get useful publicity for the organisation or cause itself. We have in mind events such as, for instance, opening motorways and key bypasses, power stations, hospitals, schools, celebrating suitable anniversaries of children's homes, homes for the elderly and so on.

To ensure we identify engagements of this kind early enough in advance, we intend to implement a new procedure whereby departments are asked to let us know [on a six-monthly basis] of engagements which the Prime Minister might usefully

undertake over the next [six months or so]. Of course, we can be by no means certain that the Prime Minister's diary will permit her to follow these up. But a new arrangement of this kind should give a better prospect of fitting them in than we have at present.

I should, accordingly, be grateful if you would let me know by the end of this month of any such engagements [in the first half of 1986] which you would recommend for inclusion in the list.

If this procedure proves successful, we will send out a reminder in six months' time, to cover the second half of 1986. And, of course, you will let us know if, in the meantime, there are any other events or engagements in prospect which you think are candidates for the Prime Minister to take on.

MR. ADDISON

THE PRIME MINISTER'S TIME

I attach a copy of my minute of 20 October on this subject which shows the Prime Minister's own annotations. I am assuming that her main comment -

"Excellent - alas we need 48 hours in every day"

is not said entirely with tongue in cheek, but is, at least some encouragement for us to proceed in the three ways suggested at the end of the minute!

With that in mind, I would like you to examine the diary, for the first three months of 1986, to gauge the extent to which it meets the five objectives sketched out in my minute. If any objective is being neglected, could you please suggest ways in which it might be met.

More generally, and in line with the thought at the end of paragraph 3 of my minute, I wonder if engagements etc. outside London should not be targeted upon events which focus upon Government "successes", especially with a view to trying to change the "tone" of the public's perception of the Prime Minister. For example, opening a hospital so as to bang the drum for the Government's record in the NHS; opening the last link in the M25 (the Department of Transport have not already got The Queen for this) and so on. Indeed, any substantial piece of infrastructure from a nuclear power station to a major bypass could be subject for a Prime Ministerial opening. Should we not try to seek out such events?

Stephen and Bernard will see the Prime Minister has ticked the footnote about the possible weekly meeting on the exploitation of the week's presentational opportunities. I do not think that we can quite take that tick as endorsement of that idea. Perhaps they could have a word with me on how to proceed on this.

N.L.W.

(N.L. WICKS)

28 October 1985

cc: Mr. Powell
Mr. Norgrove
Mr. Flesher
Mrs. Ryder
Mr. Catford
Mr. Ingham
Mr. Alison
Mr. Sherbourne
Mr. Redwood
Professor Griffiths

DCAAUZ

PRIME MINISTER

*R. S. Ullmer -
also we need 4-5 hours
in every day
not*

YOUR TIME

Your time is one of your most precious commodities and never more so than in the next two or three years. So this note, which reflects wide consultation within the Office, suggests a framework within which you might wish to allocate your time.

Of course, the diary needs to be kept flexible, responding to day to day needs. Many meetings are determined by events outside your control and others are virtually unavoidable. But a framework of the sort suggested below would help us to monitor whether the diary is meeting your objectives and to plan so that it does.

So with these aims in view, I wonder whether the diary might not encompass, over a period of time, the following objectives:

1. It should allow you to follow through the following strategic issues:
 - ✓ law and order
 - ✓ jobs
 - ✓ raising "the quality of education"
 - the 3 reviews (social security, local authority finance and personal tax)
 - an efficient, value for money public sector
- ✓ 2. It should permit you to give strategic direction to our foreign policy and see essential foreign visitors
- ✓ 3. It should provide opportunity for you:
 - (i) to give strategic direction to the overall presentation of Government policy * and
 - (ii) for you to promote some important presentational themes, e.g.

* See gov note over.

- promulgation of the Government's record
- an Administration which - to use that awful phrase - "cares and listens"
- the Government's programme goes beyond economics in its emphasis in enlarging the freedom and independence of ordinary people.
- the kind of Britain you want to see
- the need to reinforce traditional ethical values while encouraging economic change
- the enterprise society
- dangers of the Opposition's alternative programme

Engagements arranged in pursuit of these themes should be tailored so far as possible so that you can be seen with people, publicising Government successes, and countering public perception of Government weaknesses (e.g. opening new hospitals, roads, etc.)

4. It should provide for you to have meetings with, in particular:

- often with the Foreign and Commonwealth Secretary, Secretary of State for Employment, Chancellor of the Exchequer, Lord President, Chancellor of the Duchy and Chief Whip
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- ✓ - MPs
- ✓ - Party

Footnote

- * In this connection, Stephen and Bernard have suggested that you should have a weekly meeting early on Mondays with the Chairman, Lord President, Bernard, etc. to decided how to exploit the week's presentational opportunities and to avoid the pitfalls.

5. It should allow you time for "ideas gathering", (through seminars, visits, personal briefings, with distinguished outsiders, etc.)

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and time to get about the country!
ms

N. L. W.

N. L. Wicks

20 October 1985

cc: Mr. Powell
Mr. Norgrove
Mr. Flesher
Mr. Addison
Mrs. Ryder

Mr. Catford
Mr. Ingham
Mr. Alison
Mr. Sherbourne
Mr. Redwood
Mr. Griffiths

PRIME MINISTER

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N. L. W.

N. L. Wicks

20 October 1985

cc: Mr. Powell
Mr. Norgrove
Mr. Flesher
Mr. Addison
Mrs. Ryder

Mr. Catford
Mr. Ingham
Mr. Alison
Mr. Sherbourne
Mr. Redwood
Mr. Griffiths

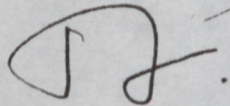
MR. WICKS

cc Mr. Maclean

Mr. Powell

Mr. Alison

This is just to record that I discussed briefly with the Prime Minister today my note of 19 August, a copy of which you have seen, in which I suggested that she might consider taking part in one or two Parliamentary debates of the Government's choosing during the forthcoming Parliamentary Session. Generally speaking the Prime Minister seemed disposed to such a course provided that suitable subjects could be identified sufficiently far in advance. Foreign Affairs and Defence was one obvious example. You might like to consider reverting to this subject at one of the Monday morning business meetings.



(Timothy Flesher)

1 October 1985

cc: Mr Powell ✓
Mr Norgrove
Mr Flesher
Mr Addison
Mrs Ryder
Mr Catford
Mr Alison
Mr Sherbourne
Mr Redwood
Mr Owen

MR WICKS

THE PRIME MINISTER'S TIME

As one who has consistently ditched 95% of requests by the media to trespass on the Prime Minister's time, I entirely agree it would be helpful to try to get some order of priority into her use of it.

Before coming to detailed comments, I would like to make one general observation . I think any effective management of the diary should provide for:

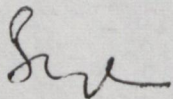
- policy formulation and review
- presentation of policy
- domestic affairs
- foreign affairs
- European affairs
- party politics
- meeting the people
- social and protocol
- administration.

These headings ^(S)cross-refer - eg party politics, meeting the people and social. I suggest they all have an importance, and perhaps their importance is stated in the correct order.

In more detail, strategic issues (1) will change over time, and we need to update them every quarter - six months. The attached summary for Liaison Committee identifies the current strategic issues.

On main presentational themes (2) I would like to add: "The kind of Britain the Prime Minister wants to see." I assume this heading incorporates the means by which these themes will be put over to the public. In this context I very much agree with Mark Addison who suggests that the Prime Minister ought to have a meeting to consider presentation. The media meetings which we used to have on Monday and Friday mornings have now virtually gone by the board. Paradoxically there is a new emphasis in our thinking about presentation, but the Prime Minister is spending less time than ever on it.

On regular contacts (3), I must ask you to add media, including editors. We need to communicate more rather than less with leaders of public opinion, perhaps over drinks.



BERNARD INGHAM

25 September 1985

MR. WICKS

THE PRIME MINISTER'S TIME

Thank you for your note of 20 September. I agree with the objectives which you suggest should inform the Prime Minister's diary, although I would add the need for the diary to permit the Prime Minister to keep in touch with Parliamentary opinion and developments as a separate objective in itself.

More generally, however, can I counsel caution. You know just as much as the rest of us how difficult it is to impose strategic objectives on the day to day business of managing the diary. But I suspect that this is, in any event, not the right moment to suggest a new approach to the Prime Minister. In particular, the months of October and November are as horrendous in diary terms as any I can remember. Any new approach at this stage runs the risk of being somewhat discredited by the fact that it can have no practical effect until at least the New Year. The Prime Minister has already agreed to hold a fortnightly diary meeting which I understand from Mark Addison has had some success in leading to the refusal of one or two invitations which might otherwise have been accepted. Given this, may I suggest that we at least for the moment proceed with stealth and continue to apply the criteria you suggest in the context of the diary meeting.

My feeling that we should operate in this manner, at least for the time being, is strengthened by the knowledge that the political cycle will soon begin to impose its own imperatives on the Prime Minister's time. For example, the Party will soon begin looking to the Prime Minister to carry out more regional visits and presentational issues and political handling will occupy relatively more time than policy issues, most of which for this Parliament have been resolved and are reflected in the heavy 1985/86 Parliamentary session (although local finance is clearly a major exception).

✓

25 September 1985

MR WICKS

25 September 1985

cc your addressees

THE PRIME MINISTERS'S TIME

Your initiative on this subject is most welcome and timely.

1. Strategic Issues

In addition to those which you identify, we suggest the following, in no particular order:

Defence

Health and Welfare

Infrastructure

Deregulation and Enterprise

Law and Order

2. Presentational Themes

A theme which the Prime Minister needs to present is the dangers which dismantling the Government's policies would pose; for example, the danger to national defence posed by Opposition parties, the danger to jobs and economy posed by Labour in particular, Labour's threat to people's savings and pensions. The positive side of this is that the quality of our health and welfare services requires a Government that manages the economy well enough to be able to pay the heavy bills.

The Prime Minister would be helped in her presentation if her engagements had a wider appeal. There seems to be some

impression in the public's mind that the Prime Minister begrudges expenditure for anything expensive. So she should open more things (the body scanner engagement next year seems a good example). There is, however, a natural tendency for Departments to reserve the opening of hospitals, motorways and inner city restorations for their own Ministers. You may have to wrest some of these for the Prime Minister!

3. Regular Contacts

There has obviously to be some ranking here. The Prime Minister needs to see the Chancellor weekly to dispose of the business questions. She might also see the Chancellor for regular and more strategic discussions, for example, on the prospects for the British economy. She will obviously want to keep in touch with the Foreign Secretary. We would suggest that in addition she might see the following, with the same frequency as the Secretary of State for Employment:

Secretary of State for Defence

Secretary of State for the Environment

Home Secretary

Party Chairman

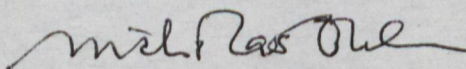
We would suggest that the Prime Minister should also see the Head of the Policy Unit on a weekly basis. This would help to ensure that the formulation and implementation of policy is not lost sight of. It would also ensure that the Policy Unit is working in ways, and on themes, which are most useful to her.

Caroline Ryder has very reasonably asked what sort of engagements should make way for all this strategy and policy. One possibility is that the FCS should take on more - certainly to the extent of taking care of his opposite numbers. Foreign visitors sometimes merit no less than three Prime Ministerial engagements. I wonder whether industrial visits and dinners are productive? Are European bilaterals avoidable?

4. Reflections on Strategy

The Prime Minister has little taste for reflections in a vacuum. In our experience, her best strategic discussions take place during personal briefings prior to meetings with colleagues. Good preparation also makes for more constructive meetings.

In addition, we suggest that seminars become a regular feature of the diary. It is important that some subjects are aired without the pressure of an immediate decision. They need to have a structure which is carefully thought out. Outside experts, in limited numbers, can help. Two possibilities: health, and some aspect of conventional defence (changes in the threat?; division of tasks within NATO?; greater use of part-timers in the armed forces?).


NICHOLAS OWEN

Mr Powell

MR WICKS

The Prime Minister's Time

Your note of 20 September - on top of 3½ years observing the daily pressures - leaves me in no doubt that reacting to events is likely to be easier than acting to control them. But not to try is to abandon any hope of doing so.

Your first three headings seem effectively to capture the different objectives of Diary policy to which they relate, and despite some overlapping do come through as distinct themes. You are obviously going for priorities rather than for comprehensive lists, so I resist the temptation of suggesting additions from within my purview - with one exception.

Shouldn't there be a reference somewhere to the cultural/moral/spiritual side of life? The Prime Minister should not be - and, of herself, certainly would not want to be - concerned almost solely (as the lists rather imply) with the technicalities of economic strategy, public sector regulation and political image building. I would hope that this further dimension could be reflected in some way - perhaps by mention of ethical issues (law and order, drugs, hooliganism) under 1, or of the Government's belief in moral (not just 'traditional') values under 2, or of the Prime Minister's need to keep in touch with the cultural, academic, artistic and religious aspects of national life under 3?

If something in that direction could find expression under your first three headings, the fourth heading could perhaps be omitted altogether. At the moment it is rather out of balance - and, as Mark has pointed out, the Prime Minister seems to develop her strategic thinking in the course of other activities and while in contact with people. As an alternative to omitting heading 4 it could, perhaps, be extended to embrace some of my

earlier points - including recognition that the Prime Minister needs some leisure time, which probably boils down to the same as keeping in touch with spiritual things of various kinds. This seems an important objective, considering that the Diary is more and more a 7-day-a-week phenomenon.

DL

25 September 1985

cc Mr Powell ✓
Mr Norgrove
Mr Flesher
Mr Addison
Mrs Ryder
Mr Ingham
Mr Alison
Mr Sherbourne
Mr Redwood
Mr Owen

Mr. Flesher

MR. WICKS

PRIME MINISTER'S TIME

I have little to add following the excellent minutes you have received from the others.

Naturally I agree with the broad objectives set out in your minute of 20 September. The only point I would add is that in view of their number and scope, it would be helpful, for future purposes, to know from the others what sort of engagements, if any, the Prime Minister has been fulfilling recently which do not coincide with the objectives set out by you.

CR

Caroline Ryder

25 September 1985

cc: Mr. Powell
Mr. Flesher —
Mr. Addison
Mr. Catford
Mr. Ingham
Mr. Alison
Mr. Sherbourne
Mr. Redwood
Mr. Owen

Mr. Powell

MR. WICKS

THE PRIME MINISTER'S TIME

I have few observations on your minute.

One is that Prime Ministers without enough in the diary are as difficult as those with too much. There is no immediate risk of this, but I do recall days on which we wished the diary had been fuller.

Another is to warn against filling the diary with meetings about the diary (c.f. Mr. Addison's minute).

I do not disagree with the objectives you propose, though when it comes down to it, we have to fly by the seat of our pants. A great deal of what goes in the diary is inevitably demand-led.

The very considerable omission from your list is foreign affairs. The Prime Minister exercises strategic direction of foreign affairs: and after 6½ years is something of an international super-star whom everyone wants to see. We calculated earlier this year that foreign affairs (including defence and Ireland) might be taking up as much as 40 per cent of her time. This is too much, but realistically it will and should be a major feature of the diary. We introduced a system earlier this year for weeding rigorously applications by foreign visitors for calls on the Prime Minister. It is working moderately well, though I shall try to tighten it up. So in sum I think you need a whole extra paragraph which says: "The diary should permit the Prime Minister to give strategic direction to our foreign policy and see essential foreign visitors."

CDP

Charles Powell

25 September 1985

MR. WICKS

cc: Mr. Powell ✓
Mr. Flesher
Mr. Addison
Mrs. Ryder

THE PRIME MINISTER'S TIME

I have commented separately on the four headings listed in your minute of 20 September. These seem to me to be right. However I find it difficult to see what is left out of the list; all human life is there (except foreign affairs).

How are we going to make this more concrete?

I suggest that the first stage should be an analysis of how the Prime Minister actually spends her time now. This would need to cover the weekly pattern, the differences between recesses and times when Parliament is sitting, and the regular cycle of business (the autumn for example has its own distinctive flavour, with the Party Conference, the survey etc.).

The results of this should help the next stage. I understand that we already block out in the diary (naturally enough) fixed points like Cabinets, Question times. We might consider extending this to other areas. So:

- fix a quota for media briefings and interviews, and mark out times in the diary, with a bias towards the recesses;
- fix in advance for the year times for Cabinet Committee meetings; Cabinet Office to advise nearer the time which Committees should fill them; leave departments to work to the Prime Minister's schedule, not the other way about;

- set aside time for thinking and reflection.

All very idealistic, and the times and durations would need to be flexible, but it is easier to shift things than to create time for them. And some activities would benefit from having a quota.

DN

David Norgrove

24 September 1985

DIARY MEETING

My minute of 23 September omitted to deal with the visit to the Remploy factor. Action on this is for Caroline Ryder, who will consider a suitable opportunity for working this into a constituency visit.

Mark Addison

MARK ADDISON

23 September 1985

cc Mr Wicks
Mr Powell ✓
Mr Ingham
Mr Alison
Mr Sherbourne
Mrs Ryder

DIARY MEETING: MONDAY 23 SEPTEMBER 1985

ACTION POINTS

file
LB
LOZARH

1. Meeting with Lord Marshall:
Invite him to lunch on Sunday 29 September at
Chequers, or to a meeting earlier that morning at
1030. Caroline Ryder to see which he would prefer.

Action

CR

2. Request for video for Annual Conference of
Queensland National Party of Australia: regrets.

Action

MEA

3. Lunch or dinner with American Correspondents and
with Foreign Press Association.
To be put on Agenda for next diary meeting.

Action

CR

4. Michael Charlton interview for Radio 3: confirm for
17 December.

Action

BI

5. Malcolm Rutherford interview, FT. This will be
difficult to fit in before the State Opening, but
Caroline will see if she can find a slot as early as
possible.

Action

CR

6. Pete Murray's Nightline programme: the programme
did not in fact go out on Friday 25 October. The
Prime Minister would need to consider an alternative
date. Caroline will need to put a note up.

Action

CR

7. Photo session for Sunday Telegraph: This could be fitted in over this weekend at Chequers.

Action

BI

Remaining items not reached at the Diary meeting:
Mark Addison to put a written submission to Prime Minister.

Action

MEA

DISTRIBUTION

Mr. Wicks

Mr. Powell

Mr. Ingham

Mr. Alison.

Mr. Sherbourne

Mrs. Ryder

23 September 1985

MR. WICKS

ME Bowen

THE PRIME MINISTER'S TIME

I believe your note of 20 September encapsulates most of the key points the Diary needs to make room for. It rightly points up the inherent difficulties in running a demand-led Diary under a "cash limited" system with a fixed number of hours available. Once Parliament gets under way again, pressures from the demand side will be even stronger. I agree, in particular, that the Diary, as well as making space for policy work of a problem-solving kind, also needs to have adequate room for presentation (particularly on presentation strategy) and for longer-term policy considerations.

My specific comments on your lists are that I would add overseas matters to your strategic issues, viz. South Africa, Middle East, etc. - I am sure Charles Powell will add more - and health and social security. On presentation, I would explicitly include the need to expose the weaknesses of Opposition policies, and defence. On bilaterals, etc., I should include the Lord President and the Chairman.

By hook or by crook, the Diary manages to accommodate most of the objectives you identify. The opportunities offered by Parliament, in particular, allow the Prime Minister her key platform to set out and present Government policy. Tim Flesher has ideas about how more use can be made of the House, and you may like to have a word with him about these. I think the main weak spots of the Diary at present are:

1. Simple overcrowding - particularly when a number of major Ministerial meetings come together in one day, and not enough time is allowed for the Prime Minister to consider the briefing.
2. There is not enough time set aside for planning on presentation (I think we probably allocate enough time to presentation as such when Regional Tours, Parliament, one-off visits and press interviews are taken into

account).

3. A particular difficulty is the number of requests to which the Prime Minister feels obliged to agree - including some foreign visitors, press interviews, video recordings, goodwill visits, etc.

To deal with these difficulties, I suggest we put forward to the Prime Minister proposals along the following lines:-

- a. Confirm the programme of fortnightly Diary meetings, when we are able to take stock of the programme for the next two weeks and to consider invitations which have come in in the last two. I think we need to allocate a full hour for these. They are already paying off by providing an opportunity to take evasive action in advance, and giving the Prime Minister early warning when rough waters are ahead.
- b. Setting up, perhaps every two months, presentation meetings (including the Lord President, the Chairman, Nigel Wicks, Bernard Ingham, Michael Alison) to consider what the emphasis should be for the next couple of months, and to influence the Diary accordingly.
- c. Consider setting aside a two-hour period, essentially as a buffer, perhaps on a Thursday afternoon every week, which would be kept free as far as possible, and into which we could insert last-minute pressing requests. Otherwise, it would provide a useful time for boxes, etc.
- d. Insist that meetings of Cabinet Committees taking major matters for decision should have time set aside in the Diary for the briefing and reading, preferably on the same day as the meeting itself.
- e. Setting aside more time in the Diary for seminars/^{two or three} strategy meetings, perhaps a three-hour slot every ^{two or three} months. The Prime Minister in fact does much of her strategic thinking so far as I can see in active discussion of specific issues. So the seminar format is a good way of providing this kind of opportunity for longer-term thinking. We have had seminars on rates, and South

Africa. A seminar on education is coming up next week. The Prime Minister also has in mind to arrange one on crime prevention. We might also consider health, enterprise and Civil Service efficiency. Such seminars should, I am sure, include selective outsiders as well as Ministers.

I hope these thoughts are helpful. I would, of course, be very happy to have a word before you put anything up to the Prime Minister.

Mark Addison

MARK ADDISON

23 September 1985

DISTRIBUTION

Mr. Powell
Mr. Norgrove
Mr. Flesher
Mrs. Ryder
Mr. Catford
Mr. Ingham
Mr. Alison
Mr. Sherbourne
Mr. Redwood
Mr. Owen

LO3ALK

Mr. Powell ✓
Mr. Norgrove
Mr. Flesher
Mr. Addison
Mrs. Ryder
Mr. Catford
Mr. Ingham
Mr. Alison
Mr. Sherbourne
Mr. Redwood
Mr. Owen

THE PRIME MINISTER'S TIME

The Prime Minister's most precious commodity is her time and I wonder whether we can give her added assurance that it is being put to the best possible use.

I am all too aware of our difficulty in managing the diary. Many diary events are determined by events outside the Prime Minister's control. Others are virtually unavoidable, and there is an ineluctable tendency for the day-to-day pressure of events to expand the diary. So our diary managers have to cram, Procrustes-like, a potentially limitless demand for the Prime Minister's time into an all too finite programme.

Against this background, I wonder whether we might not suggest to the Prime Minister some objectives which the diary might encompass over a period of time. There are many ways of formulating such objectives. One possibility might be as follows:

1. The diary should permit the Prime Minister to follow up the following "strategic issues":
 - jobs
 - education
 - energy (especially coal)

- local government finance
- an "efficient" public sector (e.g. Civil Service value for money, responsiveness of NHS, schools, etc. to consumer needs)

[Are there any others?]

2. The diary should provide sufficient occasions for the Prime Minister to promote, in particular, the following main presentational themes:

- promulgation of the Government's record
- an Administration which "cares" and "listens"
- a need for economic change while preserving traditional values
- furthering the enterprise society
- providing ordinary citizens with greater freedom of choice (privatisation, council house sales, making the public sector more responsive to consumer needs)

[Are there any others?]

3. The diary should permit the Prime Minister to maintain regular contact with, in particular:

- Foreign and Commonwealth Secretary
- Secretary of State for Employment
- Chancellor of the Exchequer
- MPs
- Party

[Are there any others?]

4. The Prime Minister's diary should also allow the Prime Minister time for reflection on strategy

If we could establish such a framework, it might permit us passively to monitor whether the diary is meeting the Prime Minister's objectives and actively to plan so that it does. Many of the points in 1-4 above overlap and different classifications are possible. But I believe that the main objectives of the diary can be captured under those four headings. I should be grateful if recipients of this minute could give me their views on the merits of the approach described. If it is useful, do the four headings capture the main objectives? Are the items under each heading the right ones? Please could I have comments by close of play on Wednesday 25 September.

In the light of comments, the Private Office will consider the extent to which the present diary meets the four criteria. I might then put a note to the Prime Minister.

N. h. W.

20 September 1985

C.C. MEA.

PRIME MINISTER

DIARY

You may remember that I mentioned to you briefly before your holiday that we might re-instate the diary meetings that we used to have in Opposition days. We had them on a weekly basis then which is obviously not going to be possible now. There is, however, a good case for a regular look at the diary - perhaps about once a fortnight - at which I can put to you suggested times for all the engagements that you have agreed, for your approval. At present, as you will recall from the last two or three weeks of the session and the first week of the Recess, the diary is getting over-loaded with engagements which, although individually worthwhile, are collectively unsustainable. This is the inevitable product of suggestions being put to you from various parts of the office in a piecemeal fashion. If we had a fortnightly meeting, you could make more informed decisions on individual engagements in relation to the overall shape of the diary for any particular day or week. Obviously, this could not apply to the essential flow of Government business which is often set up at short notice: but it could apply effectively to all the additional burdens e.g. visits, lunches, interviews, etc, which made life before the Recess so impossible.

Do you agree to a fortnightly diary meeting, e.g. first thing on Monday morning.

CR.

(Caroline Ryder)

19 August, 1985

RAMASL

PRIME MINISTER

Diary Meeting

At tomorrow's meeting you will wish to review your diary for 1985, and in particular your programme of speeches and regional tours.

At Annex A is a summary of the major events you are already committed to. At Annex B is a list of points for decision. Perhaps we could go through these seriatim.

Speaking Programme

There are very few slots left for speeches in 1985. But to the extent that there is flexibility, the following topics may be worth considering:-

Farming
Education
Social Security
Law and Order.

The main opportunities for speeches as the programme now stands are:-

Mid January
April
Mid July, and
Mid December.

Dms
14 June, 1984.

PRIME MINISTER'S COMMITMENTS FOR 1985

<u>DATE</u>	<u>SPEECHES</u>	<u>REGIONAL TOURS</u>	<u>INTERNATIONAL</u>	<u>OTHER</u>
<u>January</u>				
11		Milton Keynes and East Midlands		
16				Dinner: Royal College of Nursing
26				Finchley
<u>February</u>				
4				Winter Ball
7	Institute of Petroleum			
9	YC Conference in Bournemouth			
15				Finchley
<u>March</u>				
9	Local Government Conference, Kensington			
11			European Council	Finchley AGM
15		Wessex Area		
23	Central Council, Newcastle			
<u>April</u>				
19				Finchley
26		Wales		
<u>May</u>				
10	Scottish Conference, Perth			
18	Women's Conference, London			

<u>DATE</u>	<u>SPEECHES</u>	<u>REGIONAL TOURS</u>	<u>INTERNATIONAL</u>	<u>OTHER</u>
<u>June</u>				
15			Summit European Council	Trooping the Colour
21				Finchley
<u>July</u>				
1				Finchley-W Forum
				or
8				Finchley-W Forum
13				Finchley
19		Yorkshire		
<u>September</u>				
5/9				Scotland
<u>October</u>				
8/10	Party Conference, Blackpool			
25			CHOGM	Finchley
<u>November</u>				
9				Finchley
11	Lord Mayor's Banquet			
15		Eastern Area		
<u>December</u>				
			European Council	Lunch, Defence Studies

POINTS FOR DECISION

	<u>Event and venue</u>	<u>Date</u>	<u>Remarks</u>
1.	Royal College of Nursing Annual Dinner	Wednesday, 16 January, or date to suit PM	SPEECH ?YES
2.	Australia Day Dinner (via Lord Shackleton)	30 January	FCO very anxious for PM to accept this. SPEECH
3.	National Farmers' Union	Tuesday, 12 February	SPEECH ?YES to speech on farming, but not on 12 February
4.	SSAFA Banquet	Thursday, 14 February	SPEECH
5.	Weizmann Institution Foundation 50th Anniversary Dinner		PM has accepted. We have to find a date. SPEECH Recommend April after Easter.
6.	ADC Annual Conference	26-28 June	SPEECH
7.	Institute of Export 50th Anniversary Lunch	No date specified	DTI recommend acceptance, avoiding March and April ?
8.	Invitation to open new Ismali Centre, South Kensington	No date specified	FCO and Home Office advise accept (IVOR LAWRENCE)
9.	Volume Housebuilders	No date	Informal "NO SPEECH" Supported by Ian Gow
10.	Invitation from Michael Colvin to read Lesson at Carol Concert given by Westminster Christmas Appeal Trust	Monday, 17 December, at 1915	
11.	Visit to Plymouth (Miss Janet Fookes' constituency)		PM has refused the Chamber of Commerce's invitation, but has told Miss Fookes that she will try to get to the City. YES - 1986.



File JP

10 DOWNING STREET

From the Private Secretary

14 June 1984

The Prime Minister goes to Fontainebleau for the European Council on Monday, 25 June, so her weekly meeting with colleagues is cancelled.

I am copying this letter to Elizabeth Martingell (Lord President's Office), Tony Bastion (Lord Privy Seal's Office) and Shirley Oxenbury (Central Office).

(CAROLINE RYDER)

Miss Alison Ward, MBE,
Chief Whip's Office.

VC

cc Mr Alison
Mr Sherbourne
Mrs Ryder

pa
DMS
18/6
MR BARCLAY

PRIME MINISTER'S DIARY

You mentioned today the idea of gearing Prime Ministerial speeches/visits to particular subjects.

Next year the Prime Minister has already an opportunity to pronounce on energy (Institute of Petroleum) and local government (Local Government conference).

The question in my mind is whether we should seek to bend her speech/visits programme to specific subjects or issues.

I would have thought that the immediate need is for her to reassure the farming community. That will no doubt be done in the Euro-Election and this raises the question whether we need look beyond June 14 on this subject. I am inclined to think it would be helpful to build an agricultural visit into her programme. Why not, for example, a research station and a farm?

It may well be felt that once we get a EuroBudget settlement - assuming we do - the Prime Minister should take an early opportunity to expound her ideas on what she wants to make of Europe. I think this is highly desirable. It would be a political mistake to be appearing just to pocket the money. She will need to demonstrate that, rid of this sore, something good and wholesome can be made of the Community and the Prime Minister knows what - and how.

There is then the need to kill the idea that the Prime Minister doesn't care. I do not think much can be done about unemployment, unless unemployment really starts to fall.

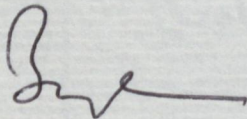
But I would like to see speeches/visits designed to get over specific "caring" messages - viz:

- patients count; what the Government is doing to improve the Health Service for the consumer
- children's education matters and we are improving it in partnership with parents (and teachers)

- pensioners matter - and so do the chronic sick (visits to old folk's homes, Cheshire or Sue Ryder homes, etc)

- we are winning on law and order (visit to Notts? Neighbourhood watch schemes - making sure there isn't a break-in while she is there!).

I hope this is helpful.



BERNARD INGHAM
18 May 1984

MR. BUTLER

MR. INGHAM

MR. ALISON

MR. SHERBOURNE

MR. BARCLAY ✓

MISS COLVIN

I attach two lists for the diary meeting with the Prime Minister tomorrow (Friday, at 11 am). The first is a list of engagements the Prime Minister is already committed to. The second is a list of points for decision.

CB

agriculture
health service
science
? social security
? defence

17 May, 1984.

PRIME MINISTER'S COMMITMENTS for 1985

<u>DATE</u>	<u>SPEECHES</u>	<u>REGIONAL TOURS</u>	<u>OTHER</u>
<u>January</u>			
11		Milton Keynes and East Midlands	
16			Dinner: Royal College of Nursing
26			Finchley
<u>February</u>			
4			Winter Ball
7	Institute of Petroleum		
9	YC Conference in Bournemouth		
15			Finchley
<u>March</u>			
9	Local Government Conference, Kensington		
11			Finchley
15		Wessex Area	
23	Central Council, Newcastle		
/ <u>April</u>			

<u>DATE</u>	<u>SPEECHES</u>	<u>REGIONAL TOURS</u>	<u>OTHER</u>
<u>April</u>			
19			Finchley
26		Wales	
<u>May</u>			
10	Scottish Conference, Perth		
18	Women's Conference, London		
<u>June</u>			
15			Trooping the Colour
21			Finchley
<u>July</u>			
1			Finchley-W Forum OR
8			Finchley-W Forum
13			Finchley
19		Yorkshire	
<u>September</u>			
5/9			Scotland
<u>/ October</u>			

DATE

SPEECHES

REGIONAL TOURS

OTHER

October

8/10

Party Conference,
Blackpool

25

Finchley

November

9

Finchley

11

Lord Mayor's Banquet

15

Eastern Area

December

Lunch, Defence
Studies

POINTS FOR DECISION

<u>Event and venue</u>	<u>Date</u>	<u>Remarks</u>
1. Royal College of Nursing Annual Dinner	Wednesday, 16 January or date to suit PM	SPEECH YES
2. Australia Day Dinner (via Lord Shackleton)	30 January	FCO very anxious for PM to accept this. SPEECH
3. National Farmers' Union	Tuesday, 12 February	SPEECH YES to speech on farming, but not on 12 February
4. Weizmann Institution Foundation 50th Anniversary Dinner		PM has accepted. We have to find a date SPEECH Recommend April after Easter.
5. Institute of Export 50th Anniversary Lunch	No date specified	DTI recommend acceptance, avoiding March and April. NO
6. Invitation to open new Ismaili Centre, South Kensington	No date specified	FCO and Home Office advise accept (IVOR LAWRENCE)
7. Volume Housebuilders Lunch	No date	NO
8. Invitation from Michael Colvin to read Lesson at Carol Concert given by Westminster Christmas Appeal Trust	Monday, 17 December, at 1915	
9. Visit to Plymouth (Miss Janet Fookes' constituency)		PM has refused the Chamber of Commerce's invitation but has told Miss Fookes that she will try to get to the City. YES - 1986.

CSI Conference (November)
House of Industry

AGENDA FOR DIARY MEETING: TUESDAY, 15 MAY, 1030

<u>Event and venue (if known)</u>	<u>Date</u>	<u>Remarks</u>
1. Wimbledon Association Fund-raising Function, House of Commons	Wednesday, 6 March	
2. Weizmann Institute Foun- dation 50th Anniversary Dinner		PM has accepted. We have to find a date. SPEECH
3. Royal College of Nursing Annual Dinner <i>? accept for major speech }</i>	Wednesday, 16 January or date to suit PM	SPEECH <i>Dtts speech Duss</i>
4. Australia Day Dinner (via Lord Shackleton)	<i>30 JAN</i>	AJC and FCO very anxious for PM to accept this. SPEECH
? 5. National Farmers Union	Tuesday, 12 February	SPEECH
6. SSAFA 1985 Centenary Dinner	<i>14 Feb</i>	MOD recommend acceptance. SPEECH
7. International Iron and and Steel Institute Conference	7/8 October	DTI recommend acceptance. SPEECH
8. Institute of Export 50th Anniversary Lunch	No date specified	DTI recommend acceptance avoiding March and April.

/9. Visit to Plymouth

EVENT AND VENUE (IF KNOWN)

DATE

REMARKS

9. Visit to Plymouth
(Miss Janet Fookes'
constituency)

PM has refused the
Chamber of Commerce's
invitation but has
told Miss Fookes that
she will try to get
to the City

? Dates: health
 NASS: ? instead of NAA
 MOD
 DTI
 Educ
 Law
 OTHER

DATE SPEECHES REGIONAL TOURS OTHER

January

11 Milton Keynes
 and East Midlands

16 Royal College of Nursing
 30 [Australia day]
February

4 Winter Ball

7 Institute of
 Petroleum

[12 Finance]

9 YC Conference
 in Bournemouth

March

9 Local Government
 Conf., Kensington

15 Wessex Area

22/23 Central Council,
 Newcastle

April

26 Wales

May

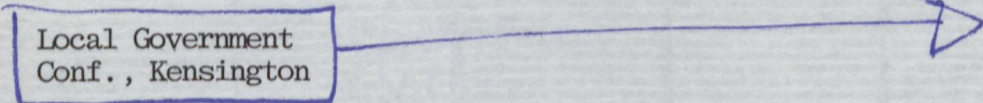
8/10 Scottish Conf.,
 Perth

17/18 Womens Conf.,
 London

/June

<u>DATE</u>	<u>SPEECHES</u>	<u>REGIONAL TOURS</u>	<u>OTHER</u>
<u>June</u>			
15			Trooping the Colour
<u>July</u>			
19		Yorkshire	
<u>September</u>			
5/9			Scotland?
<u>October</u>			
8/10	Party Conference, Blackpool		
<u>November</u>			
11	Lord Mayor's Banquet		
15		Eastern area	
<u>December</u>			
9			Lunch, Defence Studies

<u>DATE</u>	<u>SPEECHES</u>	<u>REGIONAL TOURS</u>	<u>OTHER</u>
<u>January</u>			
11		Milton Keynes and East Midlands	
<u>February</u>			
4			Winter Ball
7	Institute of Petroleum		
9	YC Conference in Bournemouth		
<u>March</u>			
9	Local Government Conf., Kensington		
15		Wessex Area	
22/23	Central Council, Newcastle		
<u>April</u>			
26		Wales	
<u>May</u>			
8/10	Scottish Conf., Perth		
17/18	Womens Conf., London		
<u>June</u>			



<u>DATE</u>	<u>SPEECHES</u>	<u>REGIONAL TOURS</u>	<u>OTHER</u>
<u>June</u>			
15			Trooping the Colour
<u>July</u>			
19		Yorkshire	
<u>September</u>			
5/9			Scotland?
<u>October</u>			
8/10	Party Conference, Blackpool		
?17	<i>Aims of Industry</i>		
<u>November</u>			
11	Lord Mayor's Banquet		
15		Eastern area	
<u>December</u>			
9			Lunch, Defence Studies

MR. BARCLAY

MR. BUTLER
MR. COLES
MR. BARCLAY
MR. ALISON
MR. SHERBOURNE
MRS. GOODCHILD
CONFIDENTIAL FILING

JMB

26/1

EUROPEAN ELECTIONS

We had a meeting with the Prime Minister this morning to discuss her commitments regarding the above and the following was agreed. Other diary engagements were discussed at the same time, and these are included in the following list:-

Friday 18 May

Launch European Manifesto Central Office

Wednesday 23 May

Conservative Womens Conference - to be used for European speech Barbican

Wednesday 30 May

Visit to Banbury
+ European speech

Monday 4 June

Early morning Press Conference for European Election Central Office

President Reagan arrives in London: to be met by PM

1830 Audience (or 5 June)

Tuesday 5 June

1830 Audience (or 4 June)

Dinner for President Reagan No. 10

/ Wednesday 6 June

Wednesday 6 June

Visit to Normandy

Monday 11 June

Early morning

Press Conference

Central Office

Lunch for Prime Minister of
Japan, preceded by talks

Afternoon/
Evening

Reserve for constituency
European engagement

Tuesday 12 June

Dinner at Buckingham Palace
for President Banda or

Major European speech if
President Banda's visit is
cancelled. This will take
the place of the speech in
Banbury on Wednesday 30 May.

EF.

MR. BUTLER
MR. INGHAM
MR. ALISON
MR. SHERBOURNE
MR. BARCLAY
MISS COLVIN

The diary meeting scheduled for 9 a.m. tomorrow morning (Wednesday) has been postponed until Friday, 13 January at 11.30 a.m.

Stephanie Harris
PP CAROLINE RYDER

20 December, 1983

PM's Diary file

10

MR. FLESHER - on return

cc Duty Clerk
Political Office
Drivers

There was a disaster yesterday evening because the Prime Minister and those working with her in the Study were not aware of the time at which she had to leave for Windsor for her dinner with Lord Vaizey.

Could we please make it a rule that when the Prime Minister has an engagement outside 10 Downing Street (other than in the House of Commons or in the immediate environs of Westminster), a departure time is always shown on the printed diary.

F.R.B.

14 September 1983

Keep until 1819 Robin



to write
1.

10 DOWNING STREET

Prime Minister *Handy on mb*

I would like you to see the pattern of your diary for next week to make sure that you are content with it. Yes *mb*

While you are getting back to top gear, we have tried to insert a period marked 'Keep free' to give you a breather each afternoon whenever possible.

F.F.L.B.
5.9.



10 DOWNING STREET

PRIME MINISTER

PRIME MINISTER'S ENGAGEMENTS FOR
WEEK BEGINNING MONDAY 12 SEPTEMBER 1983

Monday 12 September

0830-0930 Hair
1000 Science and Technology Seminar at
Lancaster House
1800 Secretary of State for Wales

Tuesday 13 September

0915-1045 Interview for HTV with Viscount Tonypanydy
44 Great Marlborough Street
1100-1130 Home Secretary No. 10
1130-1200 Keep free No. 10
1200-1230 Mr. Ramphal, Commonwealth Secretary General
1230-1300 Party Conference arrangements No. 10
1430-1600 E(NI) No. 10
1600-1700 Keep free No. 10
1700-1745 Meeting of Ministers No. 10
1930 for 2000 Dinner with Lord Vaizey + DT Cumberland Lodge

Wednesday 14 September

0900 Mr. David Hobson No. 10
0930-0945 Mervyn Kohler - presentation of gifts
symbolic of Irish life No. 10
0945-1100 Keep free No. 10
1100 Depart No. 10 for Britannic House
1130 Perform opening ceremony of BP's Magnus
Oilfield Britannic House
Buffet lunch
1400 Depart Britannic House
1420 Arrive No. 10
1430-1530 Keep free No. 10
1700-1800 Interview with Mr. Thomas Vail of the
Cleveland Plain Dealer No. 10
1800 Meeting of Ministers No. 10

Thursday 15 September

0830 Hair
1000 Cabinet No. 10
1430-1530 Followed by meeting of Ministers No. 10
1530-1615 Meeting of Ministers No. 10
1650-1700 Party Conference Speech No. 10
1800-2000 Meeting of Ministers No. 10

Friday 16 September

0830 Dentist No. 10
0930-1130 Prime Minister Craxi of Italy No. 10
1130- Mid afternoon Meeting of Ministers No. 10
including buffet
lunch
1600-1700 Keep free No. 10
1700-1900 Interviews for Netherlands/Germany visit

Saturday 17 September

1520 Depart Chequers for
1600 Mr. Packard, The Grange, Binfield

MR. BUTLER

MR. INGHAM

MR. ALISON

MR. SHERBOURNE

MR. BARCLAY

MISS COLVIN

You will probably have seen on the diary that we are to meet with the Prime Minister at 0900 hours on Wednesday 21 December. But it would be useful if we could have a prior meeting to reduce the agenda. I hope that 0930 on Wednesday 14 December will be convenient.

I attach an agenda as it stands at the moment and would be grateful for any additions by 12 December.

ck.

5 December 1983

AGENDA FOR DIARY MEETING

- | | | |
|-----|--|---------------------------------|
| 1. | Review refusal to attend Blue Ball | July |
| 2. | Review acceptance of Carlton Club Lecture | Monday 26 November |
| 3. | Visit to Wembley to see British Talking Book Service for the Blind | Any date |
| 4. | Open housing development for the elderly in Dartford | No date |
| 5. | Attend the British Army Equipment Exhibition, Aldershot | Monday 18 June |
| 6. | Review decision not to do a regional tour prior to the Welsh Conference | Friday 22 June |
| 7. | Attend Edinburgh Tattoo | Between 10 August - 1 September |
| 8. | Visit BP's Sunbury-on-Thames Research Station | Latter part of 1984 |
| 9. | National House-Building Council Annual Lunch (Ian Gow recommends acceptance) | December 1984 |
| 10. | Guest of Honour at Electrical Contractors Association Dinner | 12 February 1985 |
| 11. | Institute of Petroleum Annual Dinner | 1985 |

05
for
DIARY FILE

KAY

JEAN

LILLIAN

JANICE

VANESSA

HILARY

MONICA

DEBBIE GREEN

TRINA

DEBBIE A

BARBARA

ROSEMARY

STEPHANIE

GR



10 DOWNING STREET

Could you please
arrange for an
additional copy of
the daily cord diary
to be produced for
Tessa as soon
today.

Thank you.

NB
CONF. ONE

(6a)

plend

22/7.

YOUR RETURN FROM HOLIDAY

Although it is rather early to ask how you intend to spend the week or two on your return from Switzerland and your departure for Scotland it would be helpful in arranging the diary to have a rough idea of what you intend.

You return on 23 August. You have already agreed to undertake a sitting for Madame Tussauds during that week. In addition we are going to try to fit in some sittings for the portrait painter. He tells me, however, that he cannot do sittings in different places but would be willing to have a long gap between sittings. Would you therefore like to do something along the lines of the following:-

Tuesday, 23 August, Wednesday, 24, Thursday, 25 - at No.10

26 August - 29 August inclusive - at Chequers (29th is a Bank Holiday)

Tuesday, 30 August & 31st - at No. 10 before departing for Scotland.

This would enable us to organise any business needed during the No.10 days while giving you sufficient time to see any material for the Chequers meetings the following week. It will also enable us to fit in say four sittings for the portrait painter at No.10

T. FLESHER

19 July, 1983

MR. BUTLER ✓ o/r
MR. INGHAM
MR. WOLFSON
MR. ALISON
MR. HOWE
MR. SHERBOURNE
MR. FLESHER

There is to be a diary meeting on Wednesday 29 June
at 0915.

I will be circulating an Agenda next Wednesday (22 June)
and would be pleased if you could kindly let me have any
items you may have which you would like included by then.

CS.

17 June 1983

PRIME MINISTER

Attached is the diary for the next two weeks so far as it is at present. There are a number of points on which decisions are needed. These are:-

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OF THE PUBLIC RECORDS ACT**

TEMPORARILY
RETAINED

S. Gray

29/3/2016

Lunch for colleagues

No

Do you want to have a lunch for colleagues on Monday?
If so, who would you like to invite?

Meeting with CBI

Sir Campbell Fraser and Sir Terence Beckett have asked to see you and we have provisionally arranged a meeting for 1800 hrs on Wednesday.

No - another day -

European Council

The timings for the European Council are approximate as yet.

Meeting with Engineering Industries Council (Monday, 20 June)

You agreed to an invitation by Sir Peter Mathews to attend a meeting of the Engineering Industries Council at Vickers House at 1700 hrs on Monday, 20 June. Do you wish to postpone this meeting? That evening is, I imagine, the one on which you will wish to work on the speech for the Queen's Speech Debate.

Must be postponed
me

/Eve of Session Dinner

Eve of Session Dinner

Do you wish to hold an Eve of Session Dinner on 21 June? (see elsewhere
in the box for details).

Yes

Lunch for European Democratic Group

At present you are committed to a lunch for the European Democratic
Group on 24 June and I imagine a brief speech.

Yes

J.

10 June, 1983



10 DOWNING STREET

PRIME MINISTER'S ENGAGEMENTS, WEEK BEBGINNING TUESDAY, 14 JUNE, 1983Tuesday, 14 June

0830 Dr Henderson
 1300 Lunch with Private Secretaries
 1600 Meeting of Ministers

Wednesday, 15 June

0830 Hair
 1100 Meeting of Ministers
 1430 Election of a Speaker, H/C
 1800 Sir Campbell Fraser and Sir Terence Beckett, No.10

Thursday, 16 June

1000 Cabinet
 1300 Lunch with Private Secretaries
 1430 House of Commons, Swearing in and approval of Speaker's election
 1645 Briefing for European Council

Friday, 17 June

1100
 approx. Depart No.10 for Northolt
 European Council, Stuttgart

Saturday, 18 June, European Council, StuttgartSunday, 19 June

1330 Arrive Downing Street
 1600 Tea with Mr & Mrs Christie
 "Intermezzo" at Glyndebourne with Sir Emmanuel and Lady Kaye + DT

Monday, 20 June

0730 Hair
 1000 OD
 1200 Chief Whip ?
 1215 Chief Whip, Chairman, Lord President and Home Secretary?
 1300 Lunch for colleagues
 1515 OD
 1545 OD(FAF)
 1700 Meeting with Engineering Industries Council ? Vickers House
 Keep free for speech

Tuesday, 21 June

1200 Mr. Casper Weinberger?
 1300 Lunch with Private Secretaries
 1830 Audience
 1930 for
 2000 Eve of Session Dinner followed by Carlton Club Eve of Session Reception

Wednesday, 22 June

0800 Hair
 State Opening of Parliament

Thursday, 23 June

1000 Cabinet followed by E

1200 Attend Service to mark new Parliament, St. Margarets Church,
Westminster

1300 Lunch with Private Secretaries

Friday, 24 June

0930 Media

1000 Sir Robert Armstrong

1030 Mr. Dankart, President of the European Parliament

1130 Vice President Bush, No.10

Lunch for European Democratic Group (speech), No.10

Sunday, 26 June

Supper with Lord and Lady Thorneycroft ?

MR. BUTLER

1. Mr. ~~Pughar~~ *DS 14/6 cc MW Jones*
Mary Hanks
We discussed and are pursuing as below
2. Miss ~~Stephen~~

I attach a list of engagements which we had to cancel following the announcement of the General Election. As you will see, many of these were with visiting statesmen; I have checked with the Foreign Office and they will approach us if we need to restore them to the diary. The dinner at Northwood is being re-arranged for later in the year and its organisers will approach us when a date is fixed. In my judgment, I do not think we need take the initiative with any of these engagements.

DS

7 June 1983

CANCELLED ENGAGEMENTS

- 16 May *MS checking* Meeting with Royal College of Nursing
~~Talks with President Machel~~
~~Colonel Blashford Snell and General Sir John Mogg~~
~~re Operation Raleigh~~
~~Visit to "Heartbreak House" with Sir Ronald~~
~~Millar~~
- 17 May ~~Talks with President Kyprianou of Cyprus~~
~~Meeting with Mr. Kilkenny of Hyster Ltd.~~
Caroline checking Meeting with Mr. David Butler and
Professor Denis Kavanagh
Caroline
refixing Call by High Commissioner of Belize
- 18 May ~~Lunch for Yugoslav Prime Minister~~
- 19 May *They will* Dinner at Northwood (Falklands)
re-approach us
- 2 June ~~Meeting with Mr. Paul Nitze~~
- 3 June ~~Meeting with Sir Rod Carnegie~~
- 8 June ~~Lunch for President Jayawardene of Sri Lanka~~



for VC

10 DOWNING STREET

From the Private Secretary

11 April 1983

This is just to confirm that the Prime Minister will be having weekly meetings next Monday 18 April, ie the Chief at 1200 to be joined by the Chairman, the Lord President and the Home Secretary at 1215. There will be no lunch on that day. The meeting on Monday 16 May is cancelled as the Prime Minister will be receiving an overseas visitor.

I am copying this letter to Janice Fairbairn (Home Office), Nicholas Huxtable (Lord President's Office) and Shirley Oxenbury (Chairman's Office).

CAROLINE STEPHENS

Miss M. Dodd, MBE,
Chief Whip's Office

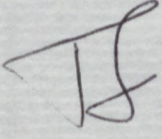
CS

MR. BUTLER
MR. COLES
MISS STEPHENS

Diary developments

The following developments have occurred during my stewardship of the diary.

1. Chancellor Kohl's office rang to say that he will be delighted to accept the Prime Minister's invitation to lunch and talks at Chequers on 4 February. Herr Zeller will be ringing early next week to discuss details; the Chancellor would like to bring Herr Genscher with him. I have informed the Foreign Office and Robert Armstrong's office. Caroline may wish to cancel the possible tour of London marginals scheduled for that day.
2. The Secretary General of the Arab League, Mr. Klibi, is not now coming. See Tunis telegram 288.
3. The Foreign Office mentioned the possibility that Vice President Bush will be on a European tour from 8-10 February and asked me to pencil in the possibility of a working dinner for him. The best day for this seemed to be 9 February and I have entered such a dinner provisionally. The FCO will be writing formally in the near future.


Tim Flesher

30 December 1982

MR. WHITMORE ✓ *HW*
MR. WOLFSON
MR. GOW
MR. HOWE
MR. INGHAM
MR. FLESHER
MRS. DICKSON
MISS DOVER

PM

DECISIONS FOLLOWING THE DIARY MEETING WITH THE PRIME MINISTER ON
FRIDAY 9 JULY

1. The Prime Minister will leave for Scotland, as arranged, on Wednesday 1 September. She will launch the oil rig in the morning/afternoon and attend the CBI Reception in the evening.

Action: Derek Howe

2. She will incorporate a visit to Mr. Gilroy Bevan's constituency in one of her regional tours.

Action: Derek Howe

3. The Prime Minister will address the AGM of Conservative Candidates' Association at a dinner, preferably on Friday 15 April.

Action: Caroline Stephens

4. She will refuse the invitation from John Bellak to address the British Ceramic Manufacturers' Federation.

Action: Caroline Stephens

5. The Prime Minister will refuse the invitation to visit a scientific establishment.

Action: Timothy Flesher

6. She will attend the CBI Dinner - to be offered Tuesday 19 April.

Action: Caroline Stephens

7. We are to offer the SNFU a date in September. If this does not suit them we do not propose offering an alternative date.

Action: Caroline Stephens

8. The Prime Minister agreed all regional tours suggested by Derek Howe.

ES.

9 July 1982

PRIME MINISTER
MR. WHITMORE ✓
MR. WOLFSON
MR. GOW
MR. HOWE
MR. INGHAM
MR. FLESHER
MRS. DICKSON

AGENDA FOR MEETING WITH THE PRIME MINISTER -
FRIDAY 9 JULY AT 1145 HOURS

Suggestions

1. Timing for visit to Scotland.
2. Visit to Mr. Gilroy Bevan's constituency in Yardley.
3. Address AGM of Conservative Candidates' Association 16 April 1983,
near Chequers
4. Attend British Ceramic Manufacturers' Federation Prime Minister
Annual Dinner as Guest of Honour, Stoke-on-Trent. to decide
(This invitation comes via John Bellak of Crown
Derby).
5. Visit Scientific Establishment as Guest of the 13 May 1983,
Science and Engineering Research Council. Edinburgh
6. CBI Dinner. Wednesday,
6 July 1983
7. Address NFU in Scotland. Prior to
Balmoral,
September 1983
8. Regional Tours in 1983.

MR. WHITMORE
MR. WOLFSON
MR. GOW
MR. HOWE
MR. INGHAM
MR. FLESHER
MRS. DICKSON

File WFO

Following our diary meeting this morning,
I attach an up-to-date Agenda for the meeting
with the Prime Minister on Friday.

CAROLINE STEPHENS

5 July 1982

AGENDA

Suggestions

1. Address AGM of Conservative Candidates' Association
16 April 1983 near Chequers
2. Attend British Ceramic Manufacturers' Federation Annual Dinner as Guest of Honour, Stoke-on-Trent. (This invitation comes via John Bellak of Crown Derby)
Prime Minister to decide
3. Visit Scientific Establishment as Guest of the Science and Engineering Research Council
13 May 1983, Edinburgh
4. CBI Dinner
Wednesday 6 July 1983
5. Address NFU in Scotland
Prior to Balmoral, September 1983
6. Regional Tours in 1983.



10 DOWNING STREET

MR WHITMORE
" WOLFSON
MR GOW

MR HOWE

MR INGHAM (separate copies)

MR FLESHER ✓

MRS DICKSON

Attached is the agenda for
the Office Diary Meeting on
Monday, 5 July at 1030 hrs in
Derek Howe's Room.

el.

2 July, 1982

A G E N D A

OFFICE DIARY MEETING, MONDAY, 5 JULY, 1982, 1030 HRS

Suggestions:

~~Reg~~ 1. Perform opening ceremony of 2 buildings at the University College, Buckingham. - January, 1983

~~Reg~~ 2. Address Conference, Portsmouth North. - Feb/March, 1983

~~16 April~~ 1. ~~14~~ Address AGM of Conservative Candidates' Association - Spring, 1983

~~Feb~~ 4. Attend dinner of the Periodical Publishers' Association and present awards for editorial excellence. - May, 1983

② 5. Attend British Ceramic Manufacturers' Federation Annual Dinner as Guest of Honour, Stoke-on-Trent (This invitation comes via John Bellak of Crown Derby) - April, 1983 *p.m. to decide*

~~6. Address Federation of Conservative Students - No date~~

Edinburgh 3
13 May
13 May
7. Visit Scientific Establishment as guest of the Science and Engineering Research Council - ~~No date~~

Aug 98
6
8. CBI Dinner - ~~May, 1983~~

6 Regional Tours in 1983

~~Feb~~ 10. ~~Visit to Mr Gilroy Bevan's Constituency: Yardley~~

~~Sept~~ 11. ~~Address NFU in Scotland~~

Prior to
Balsal
September

MR. WHITMORE

MR. WOLFSON

MR. GOW

MR. HOWE

MR. INGHAM

MR. FLESHER

MRS. DICKSON

There will be an office diary meeting
at 1130 on Monday 5 July in Derek Howe's room
to discuss the agenda for the meeting with the
Prime Minister on Friday 9 July.

BF
CAROLINE STEPHENS

30 June 1982

MR. WHITMORE ✓

MR. WOLFSON

MR. GOW

MR. HOWE

MR. INGHAM

MR. FLESHER

MRS. DICKSON

Miss. Stephen.

Noting to you, that you, except
the CBS Dinner which is discussed earlier
in the week.

John
23m

I am trying to arrange a diary meeting for Friday, 9 July,
at 1145 with the Prime Minister.

B/F1
I attach a first draft of the agenda, and would be grateful
to receive your further suggestions by Friday, 2 July. I should
also like to arrange a separate meeting, without the Prime Minister,
prior to 9th July, and will be minuting you further about this.

ef.

21 June, 1982.

Agenda for Diary Meeting on Friday, 9 July, at 1145

1. Invitation from Lord Weir for the Prime Minister to perform the naming ceremony for the Maureen Oilfield in Scotland.
October
 2. Perform opening ceremony of 2 buildings at the University College, Buckingham,
January 1983
 3. Address AGM of Conservative Candidates' Association.
Spring
 4. Attend dinner of the Periodical Publishers' Association and present awards for editorial excellence.
May
 5. Attend British Ceramic Manufacturers' Federation Annual Dinner as Guest of Honour, Stoke on Trent.
April
(This invitation comes via John Bellak of Crown Derby.)
 6. Address Federation of Conservative Students.
No date
 7. Visit Scientific Establishment as guest of the Science and Engineering Research Council.
No date
-



pm

10 DOWNING STREET

① Mr. Whitmore

② PRIME MINISTER

Do you wish Mr. Biffen to attend the meetings that Mr. Pym attended, i.e. Media; the Monday meeting with colleagues; plus the lunch when there is one?

He would like to know whether he has to be present on Monday.

Mr. Whitmore
J. Mr. Whitmore

X 11.15 on Monday - J.

14 April 1982

Miss Stephens

This turns on whether Mr Biffen becomes the Minister responsible for information policy. This is something the P.M. has not yet decided, and she will like to work with Mr Biffen on Monday. Can you please ask him to come round to see her. In the meantime please ask her to attend the media meeting. J.S.

It is all right to write ^{has} L the
Monday numbers.

to

14iv

Prime minister JR

ccsg

ck



10 DOWNING STREET

From the Private Secretary

30 December 1981

x ref

MONDAY MEETINGS

The Prime Minister will be continuing her weekly Monday meetings from Monday 11 January, commencing at 1215 (with the Chief Whip at 12 noon), followed by lunch on the following Mondays:

- | Monday 11 January
- Monday 1 February
- Monday 15 February
- Monday 1 March
- Monday 15 March
- Monday 5 April
- Monday 19 April
- Monday 17 May

If, for some reason, it is not possible for your Minister to attend a lunch on these Mondays, there will be no problem if you could kindly let Sue Goodchild know.

On Monday 25 January, the Prime Minister is entertaining an overseas visitor to lunch so we will expect the Chief Whip at 1030 and the others at 1045. There will be no meeting on Monday 20 March as the Prime Minister will be in Belgium. On Monday 10 May the Prime Minister is entertaining an overseas visitor to lunch, so we will expect the Chief Whip at 1030 and the others at 1045. This brings us to the end of the Whitsun Recess.

I am copying this letter to Eve Metcalfe (Lord President's Office), Felicity Yonge (Chief Whip's Office) and to Shirley Oxenbury (Chairman's Office).

CAROLINE STEPHENS

Miss Janice Fairbairn,
Home Office.

JR

M^{rs} GOODCHILD

Not every week please. (CS)
Alternative weeks. not.

PRIME MINISTER

Monday Lunches for Colleagues

So far you have invited to every lunch, Willie Whitelaw, Francis Pym, Cecil Parkinson and Michael Jopling.

The following Cabinet Ministers have been invited but have not come:

Minister of Agriculture

Lord Privy Seal

S/S Northern Ireland

S/S Environment

We have not invited the Lord Chancellor so far. Do you wish him to be invited to one of the next lunches?

We have so far pencilled in Monday lunches in your diary for 11 January (when the House will not be sitting) and for 18 January, 1 February, 8 February, 15 February, 22 February, 1 March, 8 March, 15 March and 22 March.

Yes.

Do you wish to continue to rotate with Cabinet Ministers only, or would you like to start inviting some Ministers of State, or Under Secretaries with some Cabinet Ministers, continuing always with the same inner quartet at each lunch?

PP Sue Goodchild
IAN GOW

24 December 1981

1. I should like to see you to see the L.C.
2. EVERY OTHER WEEK PLEASE
3. COULD YOU HAVE KIMBER PROCEED PLEASE?

30/12/1981 Ian

MR WHITMORE
PRIME MINISTER

cc:- Mr Alexander

King Hussein is coming to this country on Wednesday,
28 October and has specifically requested a meeting with the Prime
Minister. The Foreign Office suggest talks and lunch.

I have made the following arrangements and hope that you
will find them satisfactory:-

- (i) I have asked for E to commence at 0930 hrs as the
agenda is to include trade union immunities, bank
mergers and take-overs and will be fairly extensive.
This will end at 11.30 hrs and will give you $\frac{1}{2}$ hr to
to collect your thoughts before the arrival of King
Hussein.
- (ii) I have postponed the lunch that was arranged for Junior
Ministers to Friday, 30 October. (The day you would
have been going to Bonn).
- (iii) MISC 7 due to start at 1500 hrs is unchanged.

Do you agree these arrangements?

16 October, 1981

Prima Minute

✓ H
MR. WHITMORE

MR. WOLFSON

MR. GOW

MR. INGHAM

MR. HOWE

MRS. DICKSON

There is not really an agenda for the diary meeting tomorrow as I basically want the Prime Minister to take a careful look at the 1982 year planner in the hope that she might agree for some of the engagements to come out. In addition, we will need to consider:

- (i) Which regions the Prime Minister visits on the following dates:

Friday, 15 January

Friday, 12 February

Friday, 19 March.

There is already a visit to Weybridge arranged for Friday, 23 April.

- (ii) An invitation from the CBI in Scotland;
- (iii) An invitation from Peter Griffiths to visit Portsmouth in 1983.

I attach a list of the Prime Minister's 1982 speeches.

ES.

21 September 1981

PRIME MINISTER'S SPEAKING ENGAGEMENTS, 1982

Monday, 11 January

Address Conservative Group for Europe

Wednesday, 13 January

Speak to National Federation of Self-Employed

Tuesday, 23 February

Engineering Employers Federation: Dinner

Saturday, 27 March

Central Council, Harrogate

Thursday, 1 April

Cutler's Feast, Sheffield

Wednesday, 7 April

Speak to FCS, Loughborough

Thursday, 22 April

Civic Trust: Dinner

Friday, 30 April

Visit to Bedford to speak at Stephen Hastings Constituency

Friday, 14 May

Conservative Scottish Conference Speech

Wednesday, 26 May

Women's Conference

Saturday, 12 June

Welsh Conference

Tuesday, 5 October

Party Conference

MR. WHITMORE

Official Sec

Prime Minister's Diary

You asked me to have a look at a "typical" month in the Prime Minister's diary, and to give you examples of engagements that you might consider not worthy of the Prime Minister's time. For a better cross section I took two months, June and July, and list my findings below. The following engagements were in my view unnecessary

- 1 June: TV interview with Angela Rippon
(The Prime Minister should never talk about her image.)
- 2 June: Dinner for Dr. Sylstra
- 9 June: Meeting with Mr. John Eccles
- 10 June: Meeting with Mrs. Jayakar re Festival of India
- 11 June: Meeting with the ex Finchley Liberal candidate
- 12 June: Meeting with Chairman of Shell
- 19 June: Taylor Woodrow Diamond Jubilee Lunch
- 2 July: Meeting with delegation of Indian MPs
Meeting with Mr. Ronnie Grierson
- 3 July: Meeting with Sir Nicho Henderson
Meeting with Mr. Theberge and Mr. Sherman
- 12 July: "Anyone for Dennis?"
- 19 July: Meeting with Lord Rhodes

For information, I list various totals. In the case of the MPs, more than one Member might have been present. The number represents a meeting as does the foreign affairs column. As far as Cabinet Meetings are concerned, this column excludes Cabinet but includes meetings set up by the Cabinet Office, i.e., E as well as ones that I set up myself for you or Tim. The Wedding week is excluded entirely. The lunches and dinners column is when the Prime Minister is either entertaining or being entertained.

	<u>June</u>	<u>July</u>
MPs	14	5
Foreign Affairs	27	4
Cabinet Meetings	17	20
Media Interviews	6	1
Lunches and Dinners	13	11

es.

21 September, 1981.



10 DOWNING STREET

From the Private Secretary

18 September 1981

I spoke to your office today about the Lord President attending the Prime Minister's weekly Monday meetings with the Home Secretary, the Chairman of the Party and the Chief Whip. In the past these have been at 1045. The Prime Minister now wishes to have them at 1215 followed by lunch. The group would be joined by one or two Cabinet or junior Ministers for a topical discussion.

There are various Mondays between now and Christmas that do not suit the Prime Minister for the 1215 meeting, so the timings remain as before. If the Lord President was able to attend all these meetings, bar the first one which is specifically to discuss honours, the Prime Minister would be grateful. If you have already arranged lunches for him on any of the following dates, please do not alter those arrangements, as we are not expecting each member of the group to attend every lunch.

I am sending copies of this letter to John Halliday (Home Office), Murdo Maclean (Chief Whip's Office) and Miss Shirley Oxenbury (Chairman's Office).

CAROLINE STEPHENS

David Heyhoe, Esq.,
Lord President's Office.

So

MEETINGS WITH THE PRIME MINISTER, HOME SECRETARY, LORD
PRESIDENT, CHAIRMAN OF THE PARTY AND THE CHIEF WHIP ON MONDAYS

Monday 19 October	1030	(to discuss Honours)
Monday 26 October	1045	
Monday 2 November	1215	(followed by lunch)
Monday 9 November		Meeting might be cancelled because of Italian bilaterals. To be confirmed.
Monday 16 November	1045	
Monday 23 November	1045	
Monday 30 November	1215	(followed by lunch)
Monday 7 December	1215	(followed by lunch)
Monday 14 December	1215	(followed by lunch)
Monday 21 December	1215	(followed by lunch)

MR WHITMORE

- 1) I have not included the Lord President in any of the Monday meetings and lunches. Can I have guidance on this please?

- 2) Should Mr. Pym be invited to the lunch on 9 October?

es.

17 September 1981

MR WHITMORE



10 DOWNING STREET

From the Private Secretary

17 September 1981

The Home Secretary had a discussion with the Prime Minister this morning about changing the time of their weekly meetings. It was decided that these would take place at 1215 and would be followed by a lunch. The Chairman and the Chief Whip would attend the 1215 meeting and one or two members of this group would stay for the lunch. They would be joined by one or two Cabinet or Junior Ministers.

There are various Mondays between now and Christmas that do not suit the Prime Minister and I set out below the timings:-

- Monday 19 October 1030 (to discuss Honours)
- Monday 26 October 1045
- Monday 2 November 1215 - followed by lunch
- Monday 9 November Meeting might be cancelled because of Italian bilaterals. I will confirm.
- Monday 16 November 1045
- Monday 23 November 1045
- Monday 30 November 1215 - followed by lunch
- Monday 7 December 1215 - followed by lunch
- Monday 14 December 1215 - followed by lunch
- Monday 21 December 1215 - followed by lunch

I am copying this letter to Murdo Maclean (Chief Whip's Office) and Miss Shirley Oxenbury (Chairman's Office).

CAROLINE STEPHENS

J.F. Halliday, Esq.,
Home Office.

MR WHITMORE

MR WOLFSON

MR GOW

MR HOWE

MR INGHAM

You will see that there is a diary slot next Tuesday 22 September. This should not take long but I am anxious to ascertain ^{where} whether the Prime Minister would like to go on her regional tour on Friday 11 December and perhaps have some thoughts for the early ones next year. I also want her to look at her 1982 diary and try and persuade her to cancel some of the engagements. For instance, she is going to Scotland four times and is already committed to eighteen speeches. If we are to get her out of any of these commitments we must do it soon.

es.

17 September 1981

PM



Foreign and Commonwealth Office
London SW1A 2AH

Telephone 01- 233 7858

Duty Clerk
No 10 Downing Street
LONDON SW1

Your reference

Our reference

Date 8 September 1981

Dear Duty Clerk

...

1. I enclose a copy of a letter from the Director of Information at the Office of the Agent General of British Columbia together with its enclosure, a letter from Mr Rickett to Mr Lillico dated 27 August.

2. We have not yet received the original enquiry which Mr Rickett said he was passing on to the Foreign and Commonwealth Office and I should be grateful if you could track it down and send it to me.

Yours sincerely

Vivien Hughes

Vivien Hughes (Miss)
North America Department

9/9. telephoned Miss Hughes and informed her that the original was sent to the Fed on 27/8/81. etc.

pa.



Province of British Columbia

Canada

OFFICE OF THE AGENT GENERAL IN THE UNITED KINGDOM AND EUROPE

7th September, 1981.

930 - 6857

Miss Vivian Hughes,
North American Department,
Foreign & Commonwealth Office,
K238 King Charles Street,
LONDON S.W. 1.

Dear Vivian,

Following our conversation by 'phone, I am grateful to you for your interest in this request for information.

I am enclosing photocopy of the letter dated 27 August from Private Secretary William Rickett at 10 Downing Street. Any help you can give will be much appreciated.

Kindest regards,

Yours sincerely,

Lillico

R + BU 10 Sept.

R.N. Lillico
Director of Information

Cons Party Conf 13-16/10 1981

RNL/am



10 DOWNING STREET

From the Private Secretary

27 August 1981

1 AND EUROPE

th September, 1981.

930 - 6 857

Dear Mr Lillico

Thank you for your letter of 25 August. It is not normally our practice to give details of conferences or other events that the Prime Minister will be attending. I am passing your letter to the Foreign and Commonwealth Office so that they can give you some idea of the most important conferences and events in 1981/82.

am grateful to

*Yours sincerely
William Rickett*

dated 27 August
Street. Any help

Mr. R. N. Lillico.

R + BU

Cons. Party Conf. 13-16/12/81

RNL/am

file

P.M.

BJG

cc: fco

X res

pl

OK

27 August 1981

Thank you for your letter of 25 August. It is not normally our practice to give details of conferences or other events that the Prime Minister will be attending. I am passing your letter to the Foreign and Commonwealth Office so that they can give you some idea of the most important conferences and events in 1981/82.

J. W. F. S. RICKETT

Mr. R. N. Lillico.

RNB



cc: FCO

Province of British Columbia

Canada

OFFICE OF THE AGENT GENERAL IN THE UNITED KINGDOM AND EUROPE

25th August, 1981.

The Private Secretary,
Prime Minister's Office,
10 Downing Street,
LONDON S.W. 1.

Dear Private Secretary,

As explained to the Duty Clerk by telephone today, we have received a telex from our Ministry of Intergovernmental Relations requesting that we provide as complete a list as possible of major conferences and events that will require the presence of the Prime Minister from September 1, 1981 to September 1, 1982. Further, they would appreciate having not only the date and location but also a brief description of each conference or event.

I presume that as their enquiry came by telex there is some urgency on this, and I would therefore be grateful for any special help you can give.

Thank you.

Yours truly,

R.N. Lillico
Director of Information

RNL/am

THU 9m P.M.

The following were present at a diary and tours meeting held at 1220 on Monday, 8 June, 1981:

Mr. Whitmore
Mr. Wolfson
Mr. Ingham
Mr. Howe
Mr. Pattison
Mr. Rickett
Mrs. Dickson

c.c. Mr. Gow

It was decided:

Action

- | | | |
|----|--|---------------|
| 1. | The Prime Minister would visit East Anglia on Wednesday, 5 August, departing Tuesday, 4 August, if the House has risen by then. | SD & WR |
| 2. | The Prime Minister would visit Northampton area on Friday, 13 November. This will be a day trip only. The Prime Minister expressed a wish to visit a school. | SD & WR |
| 3. | The Prime Minister would visit the Shrewsbury area on Friday, 11 December, departing Thursday, 10 December. | SD & WR |
| 4. | The Prime Minister would go ahead with her commitment to attend the Cutlers' Feast in Sheffield on 1 April, 1982, but she would return to Downing Street immediately after the dinner because of the very busy week. | None required |
| 5. | A visit to an old peoples' home in Grantham would be kept pending. | CS |
| 6. | Invitation from Kenneth Baker to open a major international conference on information technology on Wednesday, 8 December, to be accepted. | CS |
| 7. | The Prime Minister would attend the Lord Mayor's Reception at the Guildhall on Friday, 23 April, to commemorate the Golden Jubilee of the British Limbless Ex-Servicemen's Association | CS |
| 8. | The Prime Minister would do a short tour near London on the morning of Friday, 23 April | DH |
| 9. | Institute of Directors Annual Conference to be accepted in principle, but no date to be offered at this stage until the Prime Minister's other commitments for 1983 are clearer. | DW |

8 June, 1981.

es.

MR. WHITMORE
MR. WOLFSON
MR. GOW
MR. INGHAM
MR. HOWE
MR. PATTISON
MR. RICKETT

I am hoping to have a diary and tours meeting with the Prime Minister on Monday 8 June at 1145. I should like to have a short discussion about the agenda with whomever is available at 1015 in the Political Office. The agenda is as follows:

1. Prime Minister's Tours

Dates available: Friday 31 July - suggestion East Anglia.
Friday 13 November.
Friday 11 December.

Derek Howe suggests Shrewsbury and the surrounding marginal seats for the November date.

2. The following invitations have been received and require a decision:

- a) Invitation from the 1900 Club: June 1982.
- b) Visit to Tate & Lyle research building at Reading University: no date suggested.
- c) Address West Midlands Conservative symposium.
- d) Visit to Bibby's factory in North-West. No date suggested. Invitation via Bernard Ingham.
- e) Invitation from Peter Emery to be guest of honour at Lee Ford Fair, Honiton, Devon in July 1982.
- f) Visit to old people's home in Grantham between September '81 and September '82.
- g) Invitation from Kenneth Baker to open a major international conference on Information Technology on 8 or 9 December 1982. Conference to be held at the Barbican Centre.

3. I attach a list of the Prime Minister's speaking engagements for 1982.

4 June 1981

LIST OF PRIME MINISTER'S SPEECHES FOR 1982

JANUARY

Wednesday, 13 January - National Federation of Self-Employed.

FEBRUARY

Tuesday, 23 February - Engineering Employers Federation Dinner

MARCH

Saturday, 13 March - Local Government Conference (say a few words only)

Saturday, 27 March - Central Council, Harrogate

APRIL

Thursday, 1 April - Cutlers Feast, Sheffield

Wednesday, 7 April - FCS Conference, Loughborough

Wednesday, 28 April - Address Council of Europe in Strasbourg (or 13 Sept)

MAY

Friday, 14 May - Conservative Scottish Conference

Saturday, 15 May - Franco/British Conference in Edinburgh - speech?

Wednesday, 26 May - Womens Conference

JUNE

Saturday, 12 June - Welsh Conference

JULY

AUGUST

SEPTEMBER

Thursday, 2 September - large fête in Scotland to commemorate Anniversary of SCUA

Thursday, 23 September - Address Council of Europe in Strasbourg (or in April)

OCTOBER

Friday, 8 October - Party Conference

NOVEMBER

Monday, 15 November - Lord Mayor's Banquet

Friday, 26 November - St Andrew's Night dinner, Glasgow for SCUA Anniversary

DECEMBER - Saturday, 4 December - CTU Conference

PRIME MINISTER

MR WHITMORE *N*

MR WOLFSON

MR GOW

MR INGHAM

MR HOWE

MR PATTISON

MR RICKETT

MISS STEPHENS

MRS DICKSON

Agenda for Diary and Tours Meeting to be held at
1145 on Monday 8 June

1) Prime Minister's tours

Dates available:-

- Friday 7 August - East Anglia
- Friday 13 November - Northampton
- Friday 11 December - Shrewsbury

Possible visit to Liverpool to be discussed.

2) The following invitations have been received and require a decision:-

- a) Cutlers' Feast in Sheffield, 1 April 1982.
- b) Visit to old people's home in Grantham between September 1981 and September 1982
- c) Invitation from Kenneth Baker to open a major international conference on information technology on 8 or 9 December 1982. Conference to be held at the Barbican Centre.
- d) Golden Jubilee Conference, British Limbless ex-Servicemen's Association, 22-25 April 1982.

3) I attach a list of the Prime Minister's speaking engagements for 1982.

LIST OF PRIME MINISTER'S SPEECHES FOR 1982

JANUARY

Wednesday, 13 January - National Federation of Self-Employed.

FEBRUARY

Tuesday, 23 February - Engineering Employers Federation Dinner

MARCH

Saturday, 13 March - Local Government Conference (say a few words only)

Saturday, 27 March - Central Council, Harrogate

APRIL

Thursday, 1 April - Cutlers Feast, Sheffield

Wednesday, 7 April - FCS Conference, Loughborough

Wednesday, 28 April - Address Council of Europe in Strasbourg (or 13 Sep)

MAY

Friday, 14 May - Conservative Scottish Conference

Saturday, 15 May - Franco/British Conference in Edinburgh - speech?

Wednesday, 26 May - Womens Conference

JUNE

Saturday, 12 June - Welsh Conference

JULY

AUGUST

SEPTEMBER

Thursday, 2 September - large fête in Scotland to commemorate Anniversary of SCUA

Thursday, 23 September - Address Council of Europe in Strasbourg (or in April)

OCTOBER

Friday, 8 October - Party Conference

NOVEMBER

Monday, 15 November - Lord Mayor's Banquet

Friday, 26 November - St Andrew's Night dinner, Glasgow for SCUA Anniversary

DECEMBER - Saturday, 4 December - CTU Conference



Prime Minister

10 DOWNING STREET

EXTRACTS FROM THE PRIME MINISTER'S DIARY FOR THE YEAR BEGINNING
SATURDAY 14 FEBRUARY

Saturday 14 February

Address Young Conservative Conference, Eastbourne

Monday 16 February

1300 Lunch: Institute of Economic Affairs - 2 Lord North Str.

Monday 23 February

1300 Lunch: Committee on Invisible Exports
1730 COI Radio Interview for States
1830-2000 Reception for Entrepreneurs

Wednesday 25 February

1545 Lunch: Parliamentary and Scientific Committee - Savoy -
Depart London Heathrow for America speech

Thursday 26 February - Sunday 1 March

United States of America

Wednesday 4 March

Lunchtime Speech at St. Lawrence Jewry
1900-2030 Parliamentary Press Gallery Reception

Saturday 7 March

Look in at Buffet Lunch of Local Government
Conference - Caxton Hall

Wednesday 11 March

1230 Lunch: The Guardian Young Businessmen Award - Mansion Hse.
speech

Thursday 12 March

1830-2000 Reception to commemorate 50th Anniversary of
Federation of Conservative Students

Tuesday 17 March

1230 Arrival of President Shagari of Nigeria at Victoria Stn.

Monday 23 March - Tuesday 24 March

European Council Meeting - The Hague

Saturday 28 March

1200 Central Council Meeting Cardiff
Address Conference

Monday 30 March

1830 Reception: Centenary of Royal National Mission to
Deep Sea Fishermen

Tuesday 31 March

Look in at St. Joseph's Hospice Reception to launch
International Conference on Human Value

Friday 3 April

1600 Open new editorial offices of Hendon Times,
71 Church Road, Hendon, NW4

Monday 6 April

1830 Reception for the Media

Tuesday 7 April

Evening Annual Dinner of Ross McWhirter Foundation - Skinners'
Hall

Wednesday 8 April

Dinner: Defence and Diplomatic Writers Association -
speech

Thursday 9 April

1900 Depart for Tour

Friday 10 April

Open new GEC factory at Neston

Wednesday 15 April - Sunday 26 April

Overseas visit - India

Wednesday 29 April

1830-2000 Reception for National Union Executive Committee

Friday 1 May

Evening Daily Mail 100th Anniversary Banquet

Friday 8 May

1900 Scottish Conference
Address Conference

Saturday 9 May

FA Cup Final - Wembley

Monday 18 May

530-1700 Open British Robot Association Conference - Brighton

Wednesday 20 May

1430 Women's Conference Speech - Central Hall

Monday 1 June

1200 TV interview with Angela Rippon

Friday 5 June

Regional tour

Tuesday 16 June

CBI Annual Dinner - speech

Friday 19 June

1800-2000 Look in at EMSU Reception - St. Stephens

Tuesday 23 June

2030 Thirty Club Dinner - speech

Thursday 25 June

Evening Premier of James Bond Film in honour of NSPCC

Friday 26 June

1530 Visit to Pardes House School - 246/250 East End Road, N2

Monday 29 June and Tuesday 30 June

European Council Meeting - Luxembourg

Wednesday 1 July

1630 30 boys and girls from Belfast for tea and tour

Friday 3 July

Regional tour

Monday 6 July

1115 Open Royal Show, Stoneleigh, Warwickshire - speech

Friday 10 July

0945 Open AGB new Computer Centre - speech - Hanger Lane

Saturday 11 July

Finchley Carnival

CONFIDENTIAL

Monday 13 July

1830-2000 Reception for Society of Conservative Lawyers

Monday 20 July and Tuesday 21 July

Economic Summit - Canada

Friday 31 July

Regional Tour

Tuesday 8 September

? Open Egyptian Sculpture Gallery - British Museum

Tuesday 22 September

1530 Open Speedwell House flats and unveil commemorative plaque - Speedwell House, 84 Woodside Park Road, N12

Thursday 1 October - Wednesday 7 October

Commonwealth Heads of Government Meeting - Melbourne

Tuesday 13 October - Friday 16 October

Conservative Party Conference - Blackpool

Saturday 17 October

Afternoon Look in and say a few words of welcome at the Conference of the United Methodist Heritage Fellowship - Wesleys College

Saturday 7 November

Festival of Remembrance - Albert Hall

Sunday 8 November

Remembrance Sunday - Cenotaph

Monday 9 November

Lord Mayor's Banquet - speech

Friday 13 November

Regional Tour

Monday 23 November

Annual Lunch Constructional Industries - speech - Savoy

Monday 7 December

1845 Reception: Royal College of Midwives Trust - 15 Mansfield Street

Tuesday 15 December

Dinner to commemorate 220th Anniversary Community
Dinner of the Board of Deputies of British Jews -
speech

CONFIDENTIAL



10 DOWNING STREET

From the Private Secretary

12 February 1981

Thank you for your letter of 11 February. You have posed me a difficult question as the Prime Minister is extremely fastidious regarding the confidentiality of her diary. I attach a list of what I think might be helpful though I am afraid there is an awful lot that I cannot give you.

Perhaps either you or David could let me know at your convenience whether it has proved useful.

CS

CS

Sir Harry Boyne

Conservative and Unionist Central Office

32 Smith Square Westminster SW1P 3HH Telephone 01-222 9000 Telegrams Constituents London SW1

Chairman of the Party: THE RT HON THE LORD THORNEYCROFT CH

Deputy Chairman: R. ALISTAIR McALPINE

Vice Chairmen: LORD MARSHALL OF LEEDS
SIR ANTHONY ROYLE KCMG MP
THE BARONESS YOUNG

Miss Caroline Stephens,
10 Downing Street,
London SW1.

Prime Minister

agree if I only
give them speeches,
radio broadcasts?

Yes
no

25. 11/2

11th February, 1981

Dear Caroline,

David Boddy and I would be greatly obliged if you could send me from time to time, under confidential cover, a list of the Prime Minister's coming engagements for a period of, say, three months ahead. You would, of course, omit any private engagements or items the knowledge of which must be confined to your own office for security or other reasons. But it would be of considerable assistance to us, in planning Conservative Party publicity programmes, to be aware of public occasions when a possible conflict for media attention with a Prime Ministerial engagement should be avoided.

I can assure you that, if you find it possible to accede to this request, only David and I would see the list. We are thoroughly conscious of security considerations.

Yours sincerely,
Harry

Sir Harry Boyne

MR. WHITMORE

MR. WOLFSON

MR. INGHAM

MR. PATTISON ✓

MR. GOW ✓

MR. RYDER

MS

If the diary permits, I would like to have a short diary meeting with the Prime Minister at 1015 on Wednesday 11 February. We have recently received quite a few invitations for major speeches in 1982 and we are going to find ourselves in an impossible situation if we do not look at these together.

I will be circulating an agenda nearer the time.

CAROLINE STEPHENS

3 February 1981

W. R.

*Pennie
Minister.*

- PRIME MINISTER
- MR. WHITMORE ✓
- MR. WOLFSON
- MR. IAN GOW
- MR. RICHARD RYDER
- MR. HENRY JAMES
- MR. PATTISON

REVISED AGENDA FOR DIARY MEETING: 2 OCTOBER 1979 AT
1415

1. Visit to Department of Industry - 5 November or
14 January 1980
Visit to Department of Employment - 26 November.
2. Visit to Wales on Friday 14 December prior to departure
for USA on 16 December.
3. Birmingham Chamber of Commerce Dinner on 21 April, 1980.
4. Laying of Foundation Stone at the East Midlands private clinic.

CAROLINE STEPHENS

2 October 1979



~~Nich~~ MS
P. a.

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

20th September, 1979

CAROLINE (or)

Dear Tim,

✓
et. to see
MS

For the avoidance of doubt, it might be worth recording that we agreed that, subject to cancellation or rearrangement by either side, the Chancellor would have a standing appointment for half an hour with the Prime Minister at 9.00 a.m. on Thursday mornings. I have already gone through the diary with Nick Sanders, and we have made our dispositions as far as Christmas.

Yr. ever,

MA

(M.A. HALL)
Private Secretary

T. Lankester, Esq.,
Private Secretary,
10, Downing Street

MR. WHITMORE
MR. WOLFSON
MR. GOW
MR. RYDER
MR. PATTISON

DIARY MEETING : MONDAY 9 JULY

AGENDA

1. Half-an-hour with Robert Murdoch between 11 and 18 July?
2. Dinner with Sir David Steel of BP?
3. Lunch for Bishop Muzorewa, Friday 13 July?
4. John Davies' Memorial Service, 20 July.
5. Letter to Clement Freud.
6. Invitation to attend CBI Annual Dinner which coincides with two major Party speeches. Possible recommendation that Prime Minister should address the CBI Conference.
7. Invitation to address Press Association.
8. Membership of the Athenaeum.

(C. S.)

9 July 1979

PRIME MINISTER

PM
c.c. Mr. Whitmore
Mr. Wolfson
Mr. Gow
Mr. Ryder
Mr. Pattison

AGENDA FOR DIARY MEETING ON MONDAY 18 JUNE AT 1015

1. 20 July: Visit to Nottinghamshire Cadet Constabulary
Birmingham Press Club
EDU dinner, London
2. Lunch with Mr. Wiggin, 25 July. Cancel?
3. Invitation to open Milton Keynes shopping centre.
4. 25 June: See Japanese press 1300-1330?
Colin Peterson 1400 to discuss Archbishop of Canterbury?
5. Meeting with Gordon Pepper and Treasury Ministers and the
Governor of the Bank of England to discuss gilts and
monetary policy.
6. Meeting with editors.
7. Summer tours.
8. Party Conferences 1980. (David Wolfson to supply background
brief.)

C.S.

15 June 1979

Copied to: PM 'May 79 - PM
forward speaking
engagements
10 Downing St. May 79
Organisation of
Policy Out

TO ALL PRIVATE SECRETARIES

cc Mr. Wolfson
Mr. Ryder
Mr. Gow
Mr. James

The Prime Minister reviewed our working arrangements with Mr. Wolfson and me on Wednesday and decided that some changes should be made forthwith, as follows:

- i. Engagements - The Prime Minister will have a (probably) weekly diary meeting at which she will decide on future engagements. As invitations come in, Caroline Stephens will pass them to the appropriate Private Secretary to get advice from the relevant Cabinet Minister and/or from the Political Office. Mr. Wolfson, Richard Ryder, Caroline Stephens, Ian Gow and I will assemble outstanding invitations and consider them together before we have our discussion with the Prime Minister.

When an engagement is accepted, the normal rule will be that a Private Secretary will accompany the Prime Minister, either the Duty Private Secretary or the Private Secretary with the subject responsibility. There will be certain wholly political engagements where this may not be necessary, but these will be the exception. The Prime Minister will say in respect of each visit, when it is arranged, whom she wishes to accompany her in addition to the Private Secretary.

- ii. Speeches - If the Prime Minister is to make a speech, this should be shown in the diary. Alongside it should be shown the name of the appropriate Private Secretary, either Duty Private Secretary or subject Private Secretary, who will have the responsibility for ensuring that from whatever source is appropriate, the Prime Minister has a draft speech for her box one week before the event. As soon as a

/"speech"

"speech" engagement is accepted, it will be the responsibility of that Private Secretary to consult Mr. Wolfson and/or Mr. Ryder to establish - consulting the Prime Minister as necessary - the kind of speech that is required, the briefing that needs to be commissioned from Departments and who is to take responsibility for drafting the speech itself, either ab initio or using material commissioned from Departments. Thus, the diary entry for a particular occasion might be:

Visit to Computer-Aided Design Laboratory
(Speech: Mr. Lankester)

- iii. Daily appraisal of the Press - Starting on Monday 4 June, when the Prime Minister will have moved into the flat in No. 10, the Prime Minister proposes to have a meeting at 0900 each day ^(or later as necessary) / for ten minutes to consider matters of interest and concern arising from Press, Radio and Television reporting. Those present will be the Paymaster General and Derek Howe, Henry James, and the Duty Private Secretary who should, for this meeting be the Private Secretary on duty the previous evening, i.e. it will be the Private Secretary who will have been aware of any untoward events during the previous evening and night. On Tuesdays and Thursdays Mr. Sanders will also attend. The output from this meeting will be either a line of briefing which the Paymaster General or the Press Secretary may take in dealing with the media and/or specific requests for briefing/action which it will be the task of the Duty Private Secretary to follow up. When appropriate, the Private Secretary should record briefly for the information of those not present, and in particular the other Private Secretaries who will be concerned, Mr. Ryder and Mr. Gow, what has been decided or commissioned.

K.R.S.

MR. STOWE

CF
To note ?
To keep ?

PM
cc. David Wolfson
Ian Gow
Richard Ryder

The Prime Minister wishes to hold weekly diary meetings and these will usually take place on Mondays at 1015. However, because of the Bank Holiday the first one will be next Wednesday (30 May) at the same time.

es.

23 May 1979



10 DOWNING STREET

PRIME MINISTER

DIARY MEETINGS

I assume you would like
the following people to be
present:

David Wolfson

Ian Gow

Richard Ryder

myself

and one or two people from
the Private Office - if
so - who please?

*Ken Stone if
he can
out.*

E.S.

22 May 1979



10 DOWNING STREET

PRIME MINISTER

David Wolfson has told me that you would like a weekly diary meeting on Mondays. I have particularly not been putting diary meetings into the diary as I wished to save your time but could you confirm that this is what you wish?

D.J.

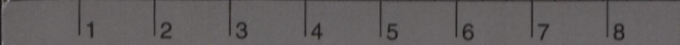
*Yes please
not*

21 May 1979

Grey Scale #13



A 1 2 3 4 5 6 **M** 8 9 10 11 12 13 14 15 **B** 17 18 19



Colour Chart #13

Blue Cyan Green Yellow

