

MINUTES OF THE STRATEGY GROUP  
THIRD MEETING: 7TH JULY 1986

Present: Prime Minister (in the Chair)  
 Foreign Secretary  
 Home Secretary  
 Party Chairman  
 Chief Whip

Also present: Mr Alison  
 Professor Griffiths  
 Mr Sherbourne  
 Mr Harris (Secretary)

Apologies: Lord President  
 Chancellor of the Exchequer

1. Policy Groups

PM The Strategy Group discussed the setting up of Policy Groups. A number of themes, subjects and members were suggested. It was agreed that the Prime Minister would write to those who would become Group Chairmen: her letter would set out subjects and terms of reference and suggest some names for possible membership of the Groups. The Prime Minister would also at Cabinet announce the decision to set up such groups.

2. Publicity

PM/NT The Prime Minister would chair the next meeting of the Strategy Group (for date see below) at Conservative Central Office. The Directors of the Departments of Conservative Central Office would be invited at that meeting to describe their state of preparation for the General Election campaign. Tactical issues would also be discussed.

PM/WW/NT The Prime Minister would raise at the next Cabinet meeting publicity during the Recess. Cabinet colleagues would be asked to nominate Duty Ministers, to have articles placed in the press, to list announcements and engagements - the Lord President and Party Chairman being responsible for co-ordinating this operation.

NT The Strategy Group also agreed that Ministers should be encouraged to make more use of regional radio broadcasting and pay attention to fitting Party engagements where possible, into Ministerial tours.

DH Other publicity initiatives were discussed. The Home Secretary reported on his plans to relaunch Government policy on law and order, probably in the autumn.

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NT/RH

The Party Chairman reported on the Party's plans for tackling the 'Alliance' and Labour Parties. He reported on a possible Direct Mail shot to those likely to be affected by Labour's re-nationalisation plans. It was agreed that Lord Young and Mr Clarke should be encouraged to respond to, or if possible pre-empt, the TUC Conference.

GH

The Prime Minister and the Party Chairman agreed on the importance of stressing certain key themes in the planned publicity campaign on the NHS - in particular, improvements in certain sorts of operation and in looking after children. The Foreign Secretary would continue to work with the Defence Secretary to counter CND and the unilateralist policies of the Opposition Parties.

The Party Chairman reported on improved local by-election results which showed a decline in the fortunes of the 'Alliance'.

### 3. Next Meeting

SS

The next meeting would take place on Monday 21st July at Conservative Central Office: time to be notified by telephone.

RH/JLS

PRIME MINISTER

Engr

En. (Bhr)

Housing

Peter Mills - Af.

Debra - Tony Bush

Ed - James Passey

- Ralph Woods cc.

- John Hannan

- John Meddle

Chief Whip  
Mr. Alison  
Professor Griffiths  
Mr Harris

## Strategy Group

1. We have a meeting tomorrow (Wednesday at 11.30 am) so you can finally agree
  - (a) the policy groups
  - (b) their remit
  - (c) their chairmen(There will inevitably be some overlap between policy groups but a bit of cross-fertilisation may encourage ideas)
  
2. I propose that you then write to each of the chairmen of these groups, informing them of their group's subject, the broad policy objectives they must take into account in formulating policy proposals and giving them some suggestions for members. They must then put forward to you [and the Strategy Group?] for your approval:
  - (a) proposed terms of reference for their policy groups
  - (b) proposed vice-chairmen
  - (c) proposed members of the Groups (Ministers, backbenchers and outsiders) who should not even be approached without your prior approval.
  
3. Brian Griffiths will come to the meeting with various names for membership of these groups.

4. Attached for your approval are:

- (i) Paper setting out policy groups, remit and chairmen, as agreed at last Monday's Strategy Group meeting.
- (ii) Basic draft letter to policy group chairmen (which will of course need to be tailored for each group).

*S.S.*

STEPHEN SHERBOURNE

8.7.86

# Proposed Policy Groups

## A SUBJECTS

### 1. Working Britain

(a) Remit: employment, industry, trade, competition, de-regulation, ways to encourage new enterprise, labour mobility (including training).

(b) Chairman: Lord Young

(c) Other Members: to include Geoffrey Pattie, Chris Patten.

*(Cyril Taylor, Philip Martin, Michael Goyles, Steve Norris.)*

### 2. Education and Training [potential overlap with 11 below]

(a) Remit: schools, polytechnics, universities, science, YTS, post-experience training; and the relationship between education and local government.

(b) Chairman: Kenneth Baker

(c) Other Members: to include Dept of Employment Minister (Kenneth Clarke?) and Dept of Environment Minister (William Waldegrave?), Angela Rumbold, Bill Cash.

*James Charles Wainle Barbara Cox  
~~John Patten~~ John Patten  
John Spinks George Lambour*

### 3. Foreign Affairs, Europe and Defence

(a) Remit: self-explanatory

(b) Joint Chairmen: Sir Geoffrey Howe and George Younger

(c) Other Members: to include Winston Churchill

*Peter Baker, Richard Ryder, Edward Leigh,  
Robert Jackson - Peter Viggers. .... /2  
Frank Thomas.*

4. Home Office and Inner Cities

(a) Remit: law and order, drugs, inner cities  
(excluding broadcasting)

(b) Chairman: Douglas Hurd

(c) Other Members: to include John Wheeler

*Anthony Steen, Roger Sainsbury, Mark Carlisle  
Robert Jones, Oliver Letwin*

5. National Health Service

(a) Remit: self-explanatory (but to include quality of  
service at point of delivery)

(b) Chairman: Norman Fowler

*Colin Hargrave*

(c) Other Members:

*Colin Robinson  
Roy Kelly B*

6. Managing the Economy [potential overlap with 7 below]

(a) Remit: public expenditure, taxation, [savings,  
pensions, personal ownership], privatisation, -  
nationalised industries.

(b) Chairman: Nigel Lawson

*Peter Hain  
~~Robert Peel~~*

(c) Other Members: to include (Alan Clarke?)

*John Redwood*      *Phil Clarke*

*Nigel Vinton*

.../3

*Gordon Pepper*

7. Family and Society [potential overlap with 6 below]

*- note here*

(a) Remit: This could be given a broad remit: eg. how to strengthen the family, extend ownership and create a responsible society (and to include specifically savings, pensions, personal ownership, charities, broadcasting).

(b) Chairman: ~~Norman Tebbit~~ *Mark Edwards*

(c) Other Members: to include Norman Lamont, Tony Newton, Ferdinand Mount, Roger Gale. ~~John~~ *Edwin Curry*

8. Rural Britain [potential overlap with 9 and 10]

(a) Remit: agriculture, services and amenities in the countryside.

(b) Chairman: ~~John Biffen~~

(c) Other Members: Michael Jopling (or John Gummer),  
Dept. of Environment Minister.

*William Waldegrave*  
*Peter Hills* - *Colin Hyslop* - *David Byatt*  
*Lord Killick*

9. Environment and Energy [potential overlap with 8 and 10]

(a) Remit: "green" issues, (including pollution, nuclear issue)

(b) Chairman: Peter Walker

(c) Other Members: Dept of Environment Minister.

*William Waldegrave*  
*David Byatt* .../4  
*Peter Walker*

10. Housing and Planning [potential overlap with 8 and 9]

(a) Remit: Home ownership, green belt, planning, public housing, housing benefit, (including relationship with both social security and local government)

(b) Chairman: Nick Ridley

(c) Other Members: including DHSS minister.

*Nick Ridley*, *Christopher Chope*  
*Vivian Rothery*, *John Maddox*, *Paul Bristow*

11. Young People [potential overlap with 2 above]

(a) Remit: extending opportunities for the young (including sport, charities, service to the community)

(b) Chairman: John Moore

(c) Other Members: Emma Nicholson

*Gavin Dagnall*, *Geoff Hasler*, *Greg King*  
*Robert Jones*

12. Scotland

(a) Remit: self-explanatory

(b) Chairman: Malcolm Rifkind

(c) Other Members:

13. Wales

(a) Remit: self-explanatory

(b) Chairman: Nicholas Edwards

(c) Other Members:



**B** AREAS OF OVERLAP

<u>Subjects</u>		<u>Policy Groups</u>
(i) Savings	)	( <u>Managing the Economy</u> (6)
Pensions	)	( and
Personal Ownership	)	( <u>Family and Society</u> (7)
(ii) Green belt	)	( <u>Environment and Energy</u> (9)
Planning	)	( and <u>Housing and Planning</u> (10)
		( and <u>Rural Britain</u> (8)
(iii) Opportunities for	)	( <u>Education and Training</u> (2)
the Young	)	( and <u>Young People</u> (11)

D.R.

C STRUCTURE OF POLICY GROUPS

1. Chairman of each policy group to formulate terms of reference to be agreed by the Prime Minister (and Strategy Group?)
2. Number of members to be around 10 - 12
3. Special adviser, where appropriate, to be a member.
4. Secretary of each policy group to be provided by the Conservative Research Department (and approved by Robin Harris).

DRAFT LETTER (basic) FROM PRIME MINISTER TO CHAIRMEN OF POLICY GROUPS

As you know, I have established a Strategy Group to initiate work for the election manifesto and our third term of office. The group has now decided to set up a small number of policy groups.

I am therefore writing to invite you to become chairman of the policy group on [name]. The subjects covered by your group will be [ list]. In formulating policy proposals for a third term, I hope your group will keep clearly in mind the Party's broad objectives: to control public spending and reduce personal taxation; to strengthen the family; to encourage personal responsibility; to ~~widen~~<sup>extend</sup> personal ownership and ~~extend~~<sup>widen</sup> choice; to encourage enterprise and personal initiative, while at the same time recognising many people's need for security; and, in the public sector, to increase responsiveness to the consumer and to improve the quality of service.

Taking these factors into account in relation to your own policy group, could you let me have your group's proposed terms of reference which will need to be agreed in relation with those of other groups in order to minimise any overlap.

..../

PM's letter continued

As regards membership of your group, you will of course want to include Ministers from other Departments where appropriate, and you will need to appoint a Minister as your vice-chairman. You will also want to include outsiders, including academics, and I hope the relevant Special Adviser. Can I suggest that you give consideration to the following names as possible members of your Group? .... Again, in order to prevent any overlap, could you let me have, before you approach them, the list of people you would like to invite to join your committee? The Secretary of the Group will need to be a member of the Conservative Research Department and you will need to discuss this with Robin Harris.

As far as the timetable of work is concerned, policy groups will need to submit their [preliminary] report to the Strategy Group before the end of December 1986.

Could you let me have by Friday, 18th July at midday:

- (i) your proposed terms of reference
- (ii) the Minister you propose as vice-chairman
- (iii) your proposed list of members.

PAPER FOR CONSIDERATION BY THE STRATEGY GROUP ON MONDAY 7th JULY

Setting up Policy Groups

1. The Strategy Group needs to agree to set up policy groups to come forward with ideas for a Manifesto and a Third Term.
2. These policy groups should be given a remit and a membership so that
  - (a) new and bright ideas are brought forward for the Group to consider
  - (b) new ideas are not stifled by Departments before they are put to the Strategy Group
  - (c) we fight the Election on ground of our own choosing as much as possible.
3. The tidiest way of setting up these policy groups would be to give them subject areas which broadly correspond with Whitehall departments. But if this were done, it would be hard to avoid having the relevant Secretary of State chairing his own policy group; and it would be difficult for a long serving Secretary of State to come forward with new ideas which are not already in train.
4. An alternative approach would be to establish a small number of policy groups covering policy objectives. These would not have Whitehall boundaries. They could therefore more easily be chaired by a senior Cabinet Minister rather than the Departmental Minister. For example, one might have a group looking at how to make the public sector more receptive to the needs of the customer. If the policy group worked well, it would come up with a whole range of ideas covering most Departments.

..../

Only when the ideas had been discussed by the Strategy Group (with the relevant Minister present) would Departmental Ministers be specifically asked to consider these policies in their own Departments and flesh them out into a firm policy proposal.

5. The broad timetable could look as follows:-

- Mid July - Prime Minister sets up policy groups with remit and Chairman (and perhaps Deputy Chairman at Minister of State level)
- Mid/end July - Chairmen of policy groups come forward to Strategy Group with proposed list of members (Ministers, backbenchers and outsiders) for approval.
- Mid December - Policy groups submit their reports to members of the Strategy Group.
- January/February - Meetings of the Strategy Group on these Reports with relevant Ministers present.
- April? - Ministers put forward firm policy proposals for approval by Strategy Group and Cabinet.

6. The subject areas for the policy groups will need in the main to be fairly broad but obviously there are some subjects which are so important that they will need their own policy group and will probably have to be chaired by the Departmental Minister. In the appendix are listed various subjects (which inevitably overlap) for the Strategy Group to decide which ones they want.

..../

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7. The Group is therefore invited to agree:-

- (a) The establishment of policy groups
- (b) Their remit or terms of reference
- (c) The Chairman of each group
- (d) Perhaps the Deputy Chairman of each group
- (e) That the Chairmen put forward to an early meeting of the Group their proposals of names (Ministers, backbenchers and outsiders) to serve as members of their group.
- (f) That members of the Strategy Group put forward to the Chairmen of policy groups their own ideas for possible members.
- (g) The date when final details of these groups and their membership will be considered by the Group.

SS/RH  
3.7.86

POSSIBLE SUBJECTS FOR POLICY GROUPS

List A (broad)

List B (essentially departmental)

Pride in Britain

(including eg: industry and technology, the arts, science, universities, sport, rural areas)

Security for the Future

(including eg: pensions, savings, crime prevention, law and order, defence)

Opportunities for the Young

(including eg: training, education, job schemes, recreation and sport, voluntary service)

Initiative and Enterprise

(including eg: taxation, small firms, voluntary services, charities)

Giving People Greater Choice

(including eg: health, education, pensions, nationalised industries)

Encouraging Greater Ownership

(including eg: privatisation, pensions, housing, savings, financial institutions)

Education and Training *Industry*

*Broader*  
Arts (and the Environment.

*Product & Services*  
Countryside and Agriculture

Health and Social Services

Transport

*Manager of the Economy*  
Taxation and Economy

Ownership and choice in housing

Inner Cities

*E. E.*  
Peter Walker

*Organised Individuals*

*MU*

*Ownership & Enterprise*