

PRIME MINISTER

Local Government Conference : Saturday 7th March

1. Timings

12 noon	Depart No. 10
12.15 pm	Arrive at the Connaught Rooms
	Tour Exhibition Stands (Price Waterhouse will present you with a bouquet of flowers as they have done in the past)
1.00 pm	Conference session ends
	You have a little lunch and then circulate among the councillors. (The councillors are divided between two floors and I have told Roger Boaden that we should play it by ear about whether you speak once or twice. I did stress that you were anxious to meet as many people as possible to hear their views)
2.30 pm	Depart Connaught Rooms for Chequers

2. Although technically no press should attend the lunch rooms, they do tend to seep in. This means you will have to be a little guarded in what you say in any off the cuff speech.

3. John Horman, who has now joined the Conservative Party, may be present at the Confernce.

4. I attach the following briefing:

Flag A	-	Brief Speech Notes
Flag B	-	Note by Katharine Ramsay (Nick Ridley's special adviser) on the state of opinion among Conservative councillors.
Flag C	-	Note on local government finance
Flag D	-	Note on savings from abolition of the GLC and Met Counties.

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Flag E	Briefing on rates reform in England and Wales
Flag F	Briefing on Widdecombe
Flag G	Briefing on competiton legislation
Flag H	Examples of irresponsibility of Labour Councils
Flag I	List of Exhibition Stands
Flag J	A note about ASDA MFI (who have a stand at the conference) because you will see that they have created 19,000 new jobs since 1979 but 8,000 are now tied up in the planning system.
Flag K	Local Government Conference Handbook
Flag L	Note from Hartley Booth on local authorities and planning.

I will be accompanying you to the conference.

STEPHEN SHERBOURNE

6.3.87



SPEECH NOTES

Points you may wish to mention in your speech

1. Since the last Local Government Conference and particularly in the last few months, there has been a marked improvement in confidence across the country. People know that things are going well and that, for the future, things are looking good.
2. In the last few years, local government has moved to the centre of the political stage. Left wing activists are using local government, not to serve the community, but to further their own narrow political objectives. This is a perversion of local government.
3. The letter from Neil Kinnock's office in yesterday's papers about why Labour lost Greenwich says it all: the far Left have captured control of the Labour Party in London and indeed elsewhere in the country. But we Conservatives must add a postscript to that letter. There is nothing that Mr. Kinnock can do about it. The extreme left are gnawing away the Labour Party from the inside, destroying it further with every week that passes and they cannot be expelled. Expelling Derek Hatton and a few militants in Liverpool was nothing more than a public relations exercise.
4. In contrast, Conservatives in local government want to serve the community and provide good services and value for money.
5. But central government has a responsibility also. In particular to protect the ratepayers. That is why we shall press ahead with rate reform in Scotland and then England and Wales.
6. The Conservative approach is the positive approach.



7. I want to pay tribute to all Conservative councillors: those who carry responsibility of running local government in their areas and do so with skill and efficiency, and those who are in opposition against left wing socialist councils.
  
8. Importance of District Elections in May. Those election battles must be fought every inch of the way. So too must any election battle which may take place later in the year.

STEPHEN SHERBOURNE

6.3.87





2 MARSHAM STREET  
LONDON SW1P 3EB  
01-212 3434

B

My ref:

Your ref:  
26 February 1987

Stephen Sherborne Esq  
Political Secretary  
10 Downing Street  
LONDON  
SW1

*Des Staple,*

You asked me for a note on the state of opinion among Conservative Councillors. The first obvious point is that opinion varies! Very broadly I would divide the factions into: the "Old Guard" - Conservatives with a very strong "Independent" flavour who tend to be elderly and are often dominant in the shires and shire districts; the "Young Turks" - more politically committed councillors who tend to be in the cities rather than in the shire areas, but growing in strength there too: the businessmen in their 'forties' who fall somewhere in-between. There are differences between them and also between Conservatives in control and Conservatives in Opposition.

On the whole I think that most Councillors are quite optimistic about our prospects in the Local and General Elections. There is a willingness and confidence to go "canvassing" which is being borne out by the good local by-election results.

Morale is also good in general where Conservatives are in opposition - where they can blame the ruling group for everything that goes wrong rather than the Government. They are right behind Government Ministers' attacks on Opposition Parties and are generally helpful, and share our sense of moral outrage at the "loony left".

While morale is not too bad in Conservative controlled areas because opinion polls look good, there has been deep dissatisfaction over several years with the Government's policies towards local government. The overwhelming perception is "We've down what you have asked us to do - we've been efficient - we've sold council houses and you've kicked us in the teeth." They think that they should be rewarded for financial prudence with extra RSG (or at least not lose grant) but of course the system tends to be redistributive. So they see high spending Labour Councils getting more grant, while their grant gets cut year after year. They also think they should be allowed to spend "their money" ie the capital receipts from council house sales (they can now spend 20% per annum) where of course the problem is that the more they are allowed to spend their receipts, (which are mostly not in the form of 'cash' but have been used to repay



debt or lent internally) the less is available through housing allocations to high need, low receipt areas in the inner cities. One gets this complaint over and over again. Though few would disagree with the proposition that priority should be given to high need areas, they find the practical consequences very difficult to take.

That view is I think shared by nearly all Conservatives in control, be they "Old guard" or "Young turks", but there is also hostility to the Government on other issues over which the factions are a bit more divided.

The traditional "Old guard" Conservative in local government has a very paternalistic view of his role. He believes he runs a "tight ship" but is not prepared to test the market by putting services out to tender - typically because his officers have told him that it would cost him more to do so but also because of a strong sense of loyalty to the council workforce. He believes in selling council houses but also believes in holding rents down and building more council houses for sons and daughters of local people and in building more "high profile" projects like leisure centres and so on. (Hence the concern over the 20% limit on use of capital receipts). No Councillor I have ever met - apart from the County Councillors in Hereford and Worcester where there was a bus trial area - liked the bus policy one bit. The more politically aware - typically younger councillors - are keener to follow the Government's lead and be more radical but on the whole there is deep seated resistance to the Government's efforts to introduce market disciplines. It is noticeable at ADC Conferences how the concept of contracting out gets applause from one small section of the audience while the majority listen in stony silence punctuated with a few cries of "rubbish"! They do not like being lectured on the need for efficiency and value for money or being told about the virtues of the market.

While the younger element is more politically aware about Left-wing extremism, the Old Guard in the shire counties tend to fail to see what the Urban Left has to do with them. While Tories in Opposition especially in the cities support the proposals of the Widdicombe Committee to deal with abuses in local government, Tories in control oppose them as they think they will be an irritant to them.

There is also deep unease about the Green Paper proposals. Though there is no agreement on an alternative, councillors have been convinced by their officers that the system will be a 'nightmare' to administer and police. There is also a deeper concern at the political perception that it will be unfair for the "poor man at his gate" to pay the same as the "rich man in his castle". This has not yet become acute, but the leaders of local authority associations have all been in to see Ministers and voice their concern.


Finally I would say that many Councillors are hyper-sensitive about the Government's view of local government. We have had complaints from Conservatives about Ministers attacks on the "loony left" because they think that some of the criticism rubs



off on local government as a whole. They always complain that the Government has nothing to say in praise for local government, but they always ignore or forget the praise they do occasionally receive (perhaps they think it is praise through gritted teeth - perhaps they are right!). They complain about Government interference, but resent it when they feel they are not being listened to.

So it is not surprising with all this that when John Cunningham makes speeches at Local Government Conferences promising more freedom from interference and more money and free use of capital receipts he gets a warm reception from his own side and I regret to say from many Conservatives as well.

I hope this is not too depressing. Despite all this, as political workers out in the constituencies they do sterling work canvassing and propping up the local Conservative Associations, and as Councillors they run their councils moderately efficiently and are not paid for doing so. So any words of appreciation would I am sure be welcome - though they will no doubt come back for more!



KATHARINE RAMSAY  
Special Adviser



A

LOCAL GOVERNMENT FINANCE

General

1. During the 1970s local authority current spending grew on average by 5% per annum in real terms; this was more than the economy could afford and led to high inflation. The Government has restrained this growth to 1½% pa - a level which is more compatible with national economy policy objectives whilst still providing for improvement in services.

C

2. The Government introduced a more objective assessment of spending needs. The previous system was based on past expenditure decisions - the more an authority spent, the more it received in grant.

3. It also introduced an incentive for prudent authorities to restrain their spending by giving them more grant: high spending was discouraged by a loss of grant.

4. There is still plenty of scope for authorities to reduce their spending through greater efficiency without compromising standards.

5. In 1986/87 rate poundages were significantly higher in Labour - controlled authorities: 36% higher in non-metropolitan areas, 15% higher in metropolitan and 58% in London. (Figures for 1987/88 are not yet available).

1987/88 Settlement

6. The main features are:

(i) a substantial increase in expenditure provision of £3 billion; this will allow most authorities to increase their current spending by 5¼% - well above inflation;

(ii) £1.08 billion extra in Exchequer grant;

(iii) the abolition of grant recycling will provide authorities with greater certainty about grant entitlement (it will depend on each individual authority's spending and not on that of all other authorities as well) and it will mean that high spending authorities will no longer receive uncovenanted benefits through recycling.

(iv) rate increases will depend on how much authorities choose to spend - they have the opportunity to contain spending and gain extra grant.

Ratecapping

7. Since its introduction in 1985/86, ratecapping has save ratepayers hundreds of millions of pounds.

8. The desired budgets of ratecapped authorities over the past 3 years have shown increased expenditure of over £200 million a year. In 1987/88 this would have implied rate increases of up to 15%.

9. In 1987/88 rate bills in the ratecapped authorities will be £60 million less than this year.



## ABOLITION OF GLC AND MET COUNTY COUNCILS - SAVINGS

The Government successfully legislated to abolish the GLC and metropolitan county councils, and that duly took place of 1 April 1986, with no sign of the chaos predicted by some opponents of the restructuring.

Some 6,300 post have already been saved, and it is clear that our estimate of 7,000 posts, equal to £100 million annually, will be realised. In addition, abolition has released substantial sums of money to the benefit of the successor local authorities and their ratepayers.

One of the residuary bodies' (RBs) principal tasks has been to sort out the abolished councils' property. It is clear that the GLC and metropolitan county councils were hoarders of property on a grand scale. The Government is encouraging RBs to sell as much of the surplus as it can. The proceeds of these sales will be returned to the ratepayers of the abolished councils. RBs currently estimate that by the end of 1987-88 they will have generated some £300M of capital receipts, mainly from the sale of surplus property. In London alone, the residuary body is distributing some £240 million cash to London Boroughs.

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## RATES REFORM IN ENGLAND AND WALES

- Our key objectives in local government are to encourage improved value for money, greater accountability and greater fairness. To do that we need fundamental reform.
- The present rating system has become discredited. At present well over half the electorate pay no rates at all, and in some inner city areas the proportion is even higher. Those who do pay domestic rates fund only a fifth of local spending.
- We are firmly committed to action. Legislation to abolish domestic rates in Scotland is already before Parliament. And we have promised that legislation will follow for England and Wales no later than the first session of the next Parliament, for implementation in 1990, a year after implementation in Scotland.
- Our proposals are to abolish domestic rates and replace them with a flat-rate community charge paid by every adult, with rebates for those on low incomes; to have an national non-domestic rate, and to simplify the grant system.

The effect of these proposals will be that where a local authority decide to increase expenditure the entire cost will be borne equally by local residents, not by central government or by local businesses or by a small proportion of the electorate as has so often been the case.

- It will mean that 37 million people in England and Wales will have a clear incentive to consider the costs as well as the benefits of local spending, compared to the 16 million who pay rates.
- And it will mean greater stability for business ratepayers.
- Reform is controversial, but it is necessary. The rating system has been under review for too long. There is no system for local government finance which commands universal support but our proposals are fair and workable. They have attracted greater public support than any alternative. And they will achieve our aim of strengthening local democracy by making local authorities responsible to their voters.
- The Secretary of State for Scotland has announced that there will be no transitional period in Scotland for phasing out rates and phasing in the community charge. We are still considering the transitional arrangements in England; but we have to bear in mind the greater range of spending that exists south of the Border.



PRIME MINISTER'S BRIEFING

WIDDICOMBE REPORT

1. The Widdicombe Report into the conduct of local authority business was published in June. It contains 88 recommendations and represents a major - some would say radical - package of reforms. The Secretary of State announced that he wanted to consider the views of local government and other organisations carefully before coming to any conclusions, and allowed an extended consultation period until the end of the year.

2. So far 395 comments have been received 249 of which are from local authorities. Generally the report has been well received, and the Inquiry's recommendation that the existing decision taking model of a corporate council with councillors taking collective responsibility for the decisions they make, has been warmly welcomed. There has also been much praise for the thoroughness of the Report, especially the 4 volumes of research which represent the fullest analysis of local government for over 20 years. The main area of dissent amongst those who have responded, is to the role of arbiter which Widdicombe proposes for the chief executive. Local authorities consider this would give the chief executive an undesirable power over elected councillors. Views on the other recommendations have been mixed.

3. A Ministerial and Official Steering Group has been set up to consider and analyse the Widdicombe Report and the response to it. Good progress has been made on many of the recommendations, though further work remains to be done. It is hoped to report to Ministers on all the main recommendations by about Easter. No commitment has been given either on the form or timing of the Government's response, and this will need to be considered by the Ministerial Group.



4. It was originally the intention to try and implement Widdicombe as a package. However initial consideration has led to four measures being provisionally selected as possible 'Plums' for a Bill if there is a short 1987/88 Session. These, which are included in DOE's bid for the legislative programme, are:-

- a) Reform local authorities' discretionary spending powers, including the creation of a new limited economic development power and the banning of expenditure on non-local government activities such as nuclear free zones, foreign policy and defence initiatives;
- b) strengthening the power of the auditor, including a power for him to issue stop notices before losses arise;
- c) strengthening of the local Ombudsman by allowing direct access, and publication of reports not agreed by authorities;
- d) measures to outlaw political activity by senior council officers including a ban on 'twin-tracking' (officers being councillors in adjacent local authorities).

**LINE TO TAKE**

5. The Government is grateful for the large number of helpful responses it has received from local authorities commenting on the Widdicombe Report. We shall be studying all these very carefully before coming to any conclusions on the Report's recommendations. I recognise that it is important to the future health of local democracy to get our response right.



## COMPETITION IN THE PROVISION OF LOCAL AUTHORITY SERVICES

## BACKGROUND

1. The Queen's speech last November promised that measures would be introduced in this Session to promote competition in the provision of local authority services. This had been foreshadowed in the consultation paper issued by the Department of the Environment in February 1985. The first tranche of services was to include refuse collection, and street cleaning, vehicle maintenance, school meals, cleaning and ground maintenance.

2. On 18 February Mr Ridley announced that these measures, along with measure to stop abuses of the contractual processes (which many Labour Councils practice under the guise of 'contract compliance') and improvements to the legislation preventing political propaganda on the rates, had been reluctantly postponed.

3. The postponement resulted from the diversion of resources towards this Session's two other local government finance bills, and the need to avoid further delay in introducing the important housing and capital control provisions in the Local Government Bill as now introduced.

4. The Conservative-controlled ADC, whilst supporting the principle of voluntary competitive tendering for the provision of services, had consistently opposed compulsory competition, as had the other Associations.

## LINE TO TAKE

5. The recently introduced Local Government Bill contains important measures which must be enacted this session. We remain firmly committed to implementation of the missing items, and will press on with these proposals at the first opportunity,



whether before or after the General Election. In the meantime, the Government would urge all responsible authorities to expose their services to competition voluntarily - those that have done so often report savings of 20-30%.



## IRRESPONSIBILITY OF LABOUR COUNCILS:

### 1. Bureaucracy

Manchester: City Council staff up 2,000 since 1984 (Daily Telegraph, 25.3.86).

Ealing: staff up 1,000 since May 1986 (Guardian, 15.10.86).

Southwark: proposes 4,500 extra council jobs - 53% increase - at a cost of £76 million (South London Press, 7.11.86).

Derbyshire: full time staff up by 127, part time staff up 2,000 in 1985/6 (Derby Trader, 12.11.86).

### 2. Donations

Manchester: £268,000 grant to 'News on Sunday' (Guardian, 15.7.86).

Southwark: £250,000 investment from its staff pension fund in 'News on Sunday' (South London Press, 12.9.86).

Brent: £250,000 from its pension fund invested in 'News on Sunday' (Standard, 14.10.86).

Islington: £250,000 from pension fund into 'News on Sunday' (Standard, 17.10.86).

### 3. Rent Arrears

Manchester: 10% of rent worth £5 million uncollected (Times, 10.11.86).

Southwark: £24 million of rent arrears in July 1986 (London Labour Briefing, July 1986).

Haringey: 28% of rent uncollected, amounting to £5.6 million (Times, 10.11.86).

Islington: 18% of rent uncollected, amounting to £6 million (Times, 10.11.86).

Camden: £7 million worth (Standard, 26.1.86).

Hackney: £11 million worth (Daily Telegraph, 14.8.86).

Lambeth: 24% of rent uncollected amounting to £10 million (South London Press, 9.1.87).

### 4. Contracts/Work forces

Bristol: Major contract awarded to Council's own workforce despite a bid from a private firm which was £60,000 lower (Bristol Evening Post, 10.10.86).

Haringey: In March 1986 Environment Secretary Kenneth Baker closed Haringey's Direct Labour Department after it had lost ratepayers £5.5 million over 3 years (DOE Press Release, 5.3.86).

H



4. Contracts/Workforces (cont)

Ealing: to use its own workforce for street cleaning instead of the private firm appointed in 1983. Cost estimated by Opposition at £1 million per year (Times, 13.11.86).

Islington: 4 year ban on advertising jobs in the Islington Gazette produced £200,000 overrun on jobs advertising budget (Islington Gazette, 5.9.86).

Hackney: Direct Labour Organisation lost over £5.7 million on capital works in 1983-5 (Daily Telegraph, 14.8.86).

Newham: Direct Labour Department closed by DOE after losses of £3.3 million between 1982 and 1985 (DOE Press Release, 4.11.86).

Leeds: Direct Labour Department lost £962,000 on 2 housing contracts (Yorkshire Post, 2.10.86).

5. 'Creative Accounting'

Haringey: £36 million loan under a deferred purchase scheme (Sunday Times, 23.11.86).

Ealing: £100 million loan within 5 months of Labour gaining control (Daily Express, 31.10.86).

Islington: £74 million loans (Daily Mail, 24.4.86).

Camden: £100 million deferred purchase loan (Sunday Times, 23.1.86).

Sheffield: £110 million loans - repayments of over £25 million a year for 7 years, start in 3 years (Sunday Times, 23.1.85).

Haringey: lease-back of £25 million of furniture fittings recommended by Policy and Resources Committee (Daily Telegraph, 19.1.87).

Leeds: £68 million borrowed. Capital deficit increased from £400 million to £700 million over 7 years (Daily Telegraph, 5.12.86).

6. Personal and Political Staff

Manchester: Nuclear Free Zone Unit cost £95,000 a year (Daily Telegraph, 3.11.86).

Bristol: Cost of Race Equality Committee, Nuclear Free Liaison and Women's Committee = £211,000 (Western Daily Press, 1.9.86).

Haringey: Lesbian and Gay Unit cost £120,000 a year (Daily Express, 5.12.86).

Brent: £178,000 cost for 11 personal assistants to committee chairmen and the Labour Chief Whip (The Guardian, 10.9.86).

£50,000 on 4 women's advisers and a nuclear free zone co-ordinator (Council Minutes, Guardian, 10.12.86).



6. Personal and Political Staff (cont)

Hammersmith & Fulham: Police Unit £56,000 p.a. Women's Dept.  
£96,000 p.a.

Islington: £500,000 a year on press publicity and campaign unit  
(Standard, 14.3.86).

Camden: £100,000 on Lesbian and Gay Unit (Guardian, 29.10.86).

Lambeth: £760,000 in 1985-6 on information and publicity (Press  
Release, 11.3.86).

£54,000 a year on 4 'equality units' (South London Press,  
7.11.86).

7. Propaganda on the Rates

Over £20 million was spent by Labour councils on political propaganda during 1984-5 (DOE figures).

London: The GLC spent more than £10 million in two years on propaganda, fighting the Government's abolition proposals.

Sheffield: £54,000 a year on anti-nuclear activities (Sunday Times,  
7.12.86).

£334,000 spent by Sheffield Campaign Working Party 'defending local democracy' in 1984/5 (Lucille Campney, The Price of Civic Socialism, CPC, 1985)

Edinburgh: £113,000 propaganda campaign in 1984-5 condemned as illegal by Council's Auditors (Auditor's Report).

Brighton: The District Council has hired a PR firm to mount a campaign against rate-capping, at a cost of £66,750 (Evening Argus, 8th January 1987).

J



CONSERVATIVE PARTY LOCAL GOVERNMENT CONFERENCE 1987

LIST OF EXHIBITORS

<u>STAND NO.</u>	<u>COMPANY</u>
1 - 4	ASDA
5 - 6	REGALIAN PROPERTIES
7	MUNICIPAL MUTUAL INSURANCE
8	MUNICIPAL REVIEW
9	STREET EQUIPMENT LTD
14	BLUE ROSETTE
15	CPC BOOKSHOP
16	PLASTIC OMNIUM LTD
17	PRICE WATERHOUSE
18 19 24 25	ICL
20 21 22 23	CEGB/ELECTRICITY COUNCIL
26	SORT OUT SUNDAY
27	EURO TUNNEL
28	COUNCIL HOUSE PURCHASE LTD
29	BRITISH NUCLEAR FUELS



CONSERVATIVE LOCAL GOVERNMENT CONFERENCE

Connaught Rooms, 7th March 1987

ASDA-MFI GROUP PLC STAND

1. P.M. will meet:

David Gransby, Group Property Director  
John O'Connell, Managing Director, MFI

2. Some facts and figures:

ASDA-MFI Group plc formed in 1985, a merger of Associated Dairies Group and MFI.

(A.D.G. - founding company of ASDA Stores, Allied Carpets and Associated Fresh Foods).

ASDA-MFI

- 329 stores
- 5th in UK retailing hierarchy
- among top 100 EEC companies
- market capitalisation of £1.7 billion
- employment: some 43,000 (this figure excludes indirect benefit to British suppliers in manufacturing and agriculture - approx. 100,000 jobs).

ASDA STORES

- 107 stores: a modern store employs 450 (full and part time)
- innovator convenience superstore concept
- investment per store £8 million excluding land (edge of town and inner cities developer).

MFI

- 139 stores, each employing 40 staff
- innovator self-assembly kitchen and bedroom furniture (Hygena - now exporting from Hull to US and retailing there)
- investment £1.5 million per store.

ALLIED CARPETS

- 83 stores
- each investment £1.5 million (includes average land cost).

ASSOCIATED FRESH FOODS

- producers of £250m British agricultural produce per annum.

3. Growth and Development:

In the year April-1986 to 1987 some £97m spent in new stores:  
Asda - 8, MFI - 5, Allied Carpets - 12, and on refurbishment.

In 1986	2,500 new jobs
Since 1979	19,000 new jobs
In the next 2½ years so far	15,000 new jobs with confirmed planning permission
But	8,000 jobs tied up in planning system.



4. Markers:

New ASDA Stores at Colindale, Edgware Road, April 1987  
(flagship in London) and Finchley Road, April 1989.

Watford: new shopping complex on old Odhams Printing site,  
September 1987.

Bitteswell, Leicestershire: Europe's biggest warehousing  
centre on the old airfield, approx. £100m  
investment, 5,000 new jobs.

Leeds: new ASDA headquarters.

5. Planning Concerns:

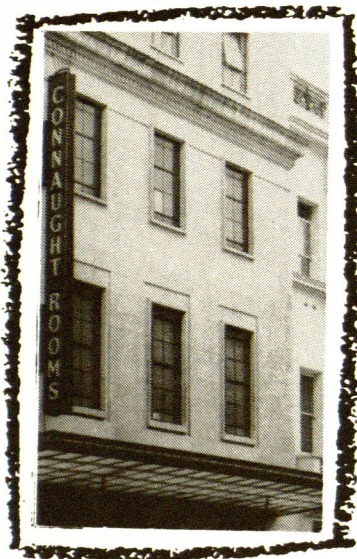
While applauding government's measures to improve the planning  
system, ASDA-MFI is still experiencing delays - both to fix  
a date for the appeal hearing and then in the time it takes  
to obtain a decision.

We estimate that we have 8,000 new jobs currently locked into  
the appeals system.

\* \* \* \* \*

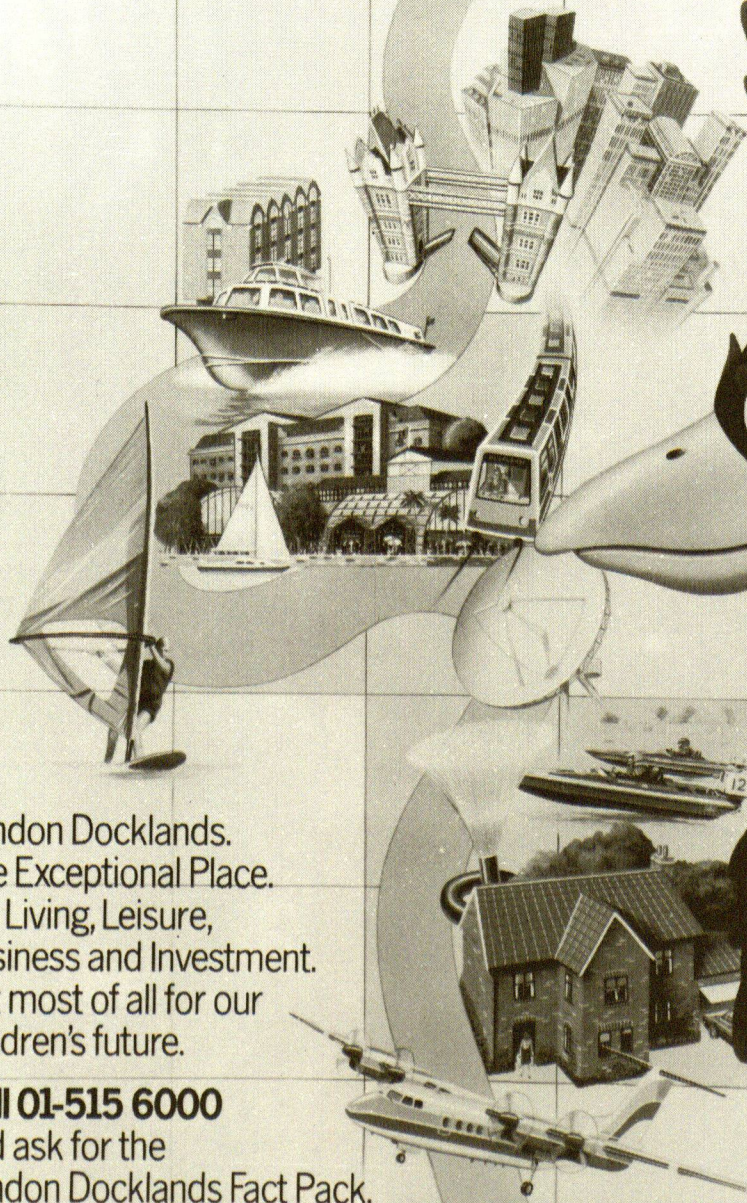


**36th Local Government  
Conference and Exhibition  
of the Conservative Party  
Connaught Rooms  
London  
7th March 1987**





# A Crow's Eye View.

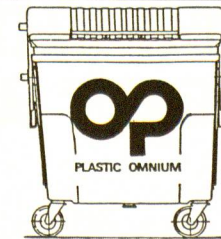


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## ENCYCLOPEDIA OF LOCAL GOVERNMENT LAW

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Financial Editor: REGINALD JONES

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# ROUTES TO THE CONNAUGHT ROOMS

## Road and Rail

The Connaught Rooms in Great Queen Street, WC2, are situated close to the heart of London's West End, just off Kingsway in the Holborn area. The nearest Main Line Railway Stations are Kings Cross, St. Pancras and Euston. Paddington, Waterloo and Victoria are just short journeys on the Underground.

If you are travelling by road — from the West: proceed along the Euston Road from the A40(M), turning into the Bloomsbury area near Euston Station — from the North: continue down to the Euston Road, and continue from there as from the West — from the East: head into the City for Blackfriars Bridge, and then proceed up Fleet Street to the Strand — from the South: head for Waterloo Bridge, passing through the underpass to Kingsway.

### Car Parking

Parking meters are operative on Saturday mornings to 1.30 pm, and give a maximum of only two hours. The nearest NCP Car Park, is situated off Parker Street, very close to the Connaught Rooms. (see the map overleaf).

## Underground

The nearest Underground Station to the Connaught Rooms is Holborn, served by the Central and Piccadilly Lines. Holborn is just a short distance along Kingsway from the end of Great Queen Street.

## Welcome to the Connaught Rooms

Our activities in the Connaught Rooms will take place on several levels:

**Ground Floor** — Entrance (You are asked to use the entrance to the left of the main entrance); Security and Conference Pass checks; Cloakrooms, and main Bars for Lunchtime drinks.

**Upper Ground Floor** — main staircase from the Foyer, leading to the **Grand Hall** where all Conference Sessions will be held. To the right of the **Grand Hall** is the **Balmoral Room** in which Lunch will be served for those representatives with **Blue** Lunch tickets.

**First Floor** — continue up the main staircase away from the Grand Hall to the **Drawing** and **Edinburgh** Rooms, in which the main Exhibition will be held, and where Coffee will be served after doors open at 08.30, and again after Lunch.

**Second Floor** — access from the end of the Edinburgh Room, taking the stairs to the **Crown** and **Cornwall** Rooms, in which Lunch will be served for those representatives with **Yellow** Lunch tickets.

**Conference Fee** — this covers registration, administration, Coffee in the morning and the Buffet Lunch.

## Exhibition

Once again we have a substantial Exhibition, with some of the country's major companies, who have taken space because they wish to talk to you.

The doors open at 08.30, and Coffee will be served in the Exhibition area, and we would urge you to use the hour before the Conference begins to take your first look at the various stands. We have then extended the lunch period, to allow plenty of time for you to enjoy your Lunch and spend time talking to the Exhibitors.

Please spend time in the Exhibition — it is an integral and important part of our proceedings.

## Discussions

Anyone attending the Conference is invited to take part in the discussions in each session, which have been designed to allow maximum participation. We would however, ask all those who contribute to any session to limit their speech to a maximum of **five minutes**. Speakers' slips will be available from the Stewards.

## Security

You will appreciate the need for maximum security, and you are asked to wear your Conference pass at all times within the Connaught Rooms, and to accept the directions of the Stewards.



# National Local Government Conference ● — Saturday, 7th March 1987

## PROGRAMME

- 08.30 Doors Open  
Coffee is served in the Drawing and Edinburgh Rooms —  
Have a Coffee and your first look at the Exhibition.
- 09.30 Opening of the Conference  
MR. JOHN HEDDLE MP  
Chairman, Local Government National Advisory Committee
- 09.35 "Local Government"  

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10.45 Introduced by: Cllr. ROY THOMASON OBE (Bournemouth)  
Response: The Rt. Hon. NICHOLAS RIDLEY MP  
Secretary of State for the Environment
- 10.45 "Housing"  

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11.50 Introduced by: Cllr. JOHN JONES OBE (Vale of White Horse)  
Response: Mr. JOHN PATTEN MP  
Minister of Housing and Construction
- 11.50 "Education"  

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13.00 Introduced by: Cllr. BOB MEACHAM (Solihull)  
Response: The Rt. Hon. KENNETH BAKER MP  
(Secretary of State for Education and Science)
- 13.00 LUNCH  

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14.45 Lunch is served in the Balmoral Room (Blue Tickets) and the Crown  
and Cornwall Rooms (Yellow Tickets)  
Have Lunch and then Tour the Exhibition  
The PRIME MINISTER  
The Rt. Hon. Mrs MARGARET THATCHER MP  
will be present during the Buffet Lunch touring the Exhibition and  
talking to Councillors
- 14.45 "Crime, Law and Order"  

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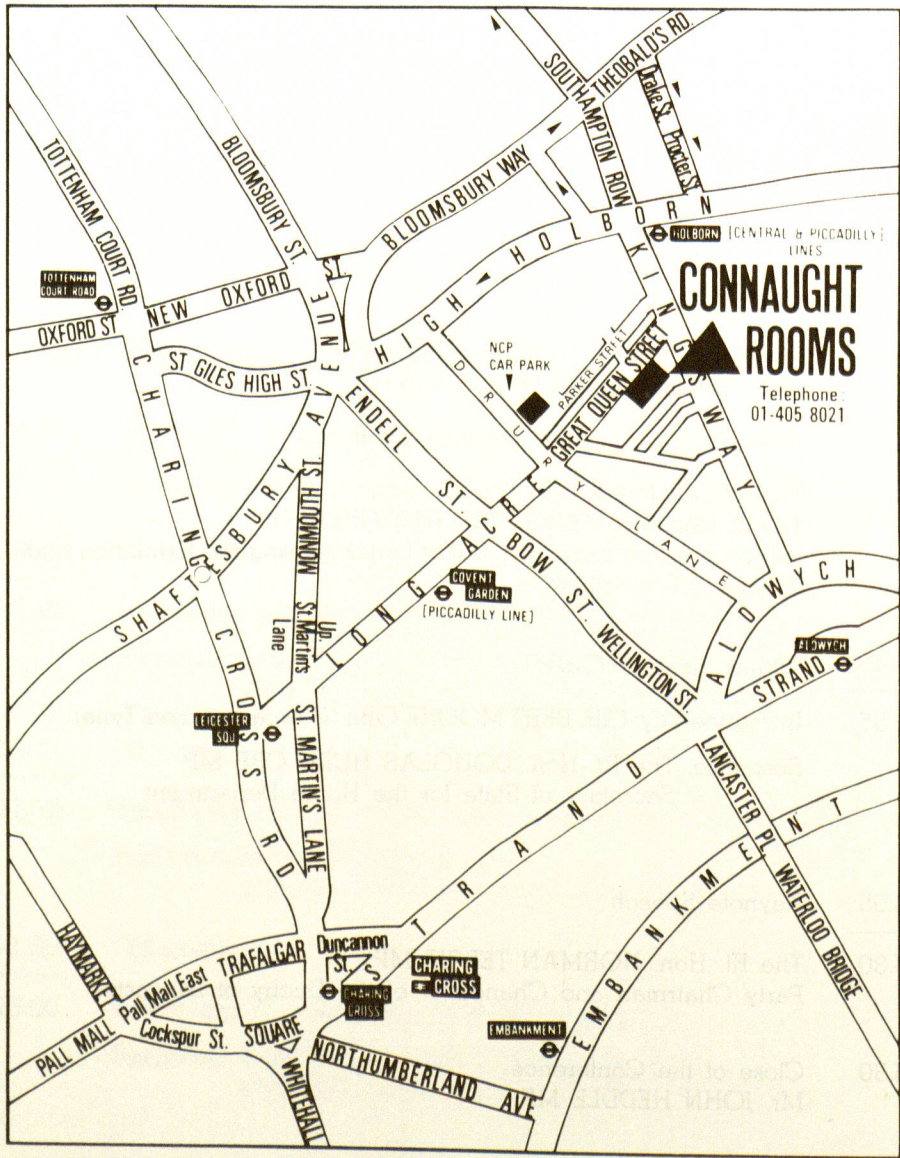
15.55 Introduced by: Cllr. BERT MOORE OBE (Newcastle-upon-Tyne)  
Response: The Rt. Hon. DOUGLAS HURD CBE MP  
Secretary of State for the Home Department
- 15.55 Keynote Speech  

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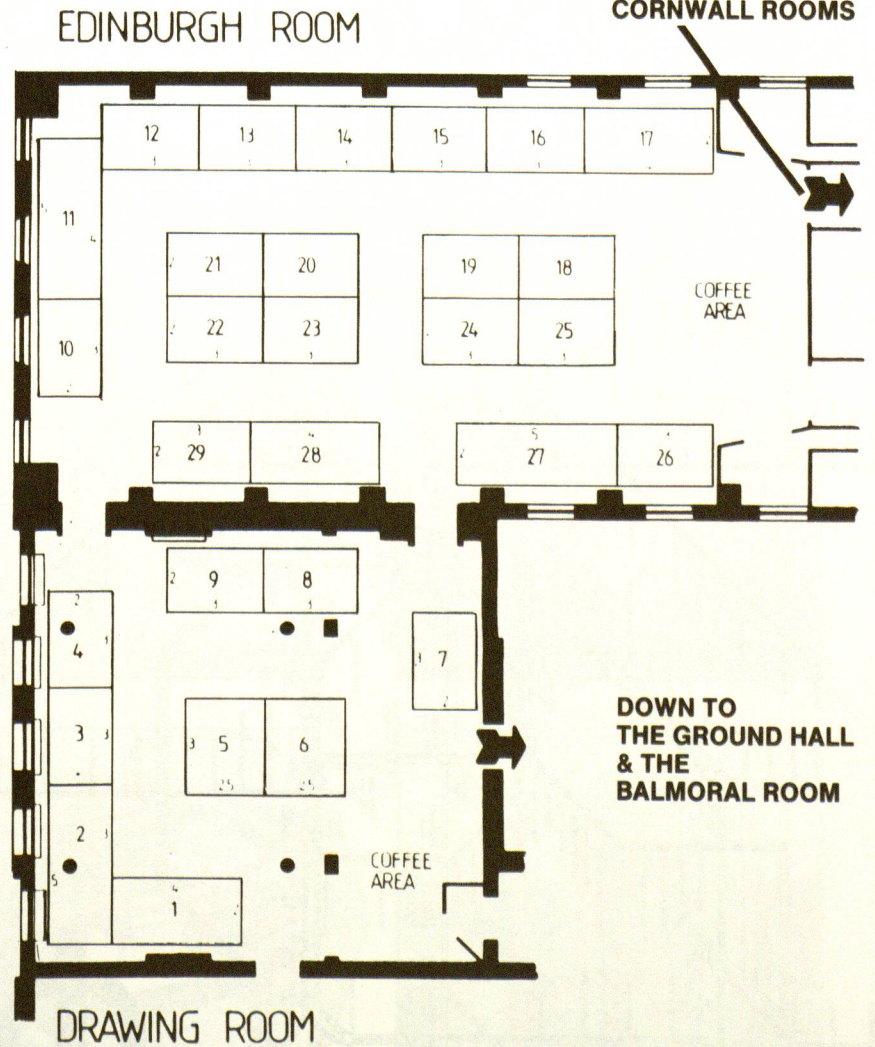
16.30 The Rt. Hon. NORMAN TEBBIT MP  
Party Chairman and Chancellor of the Duchy of Lancaster
- 16.30 Close of the Conference  
Mr. JOHN HEDDLE MP

**SAFE JOURNEY HOME**

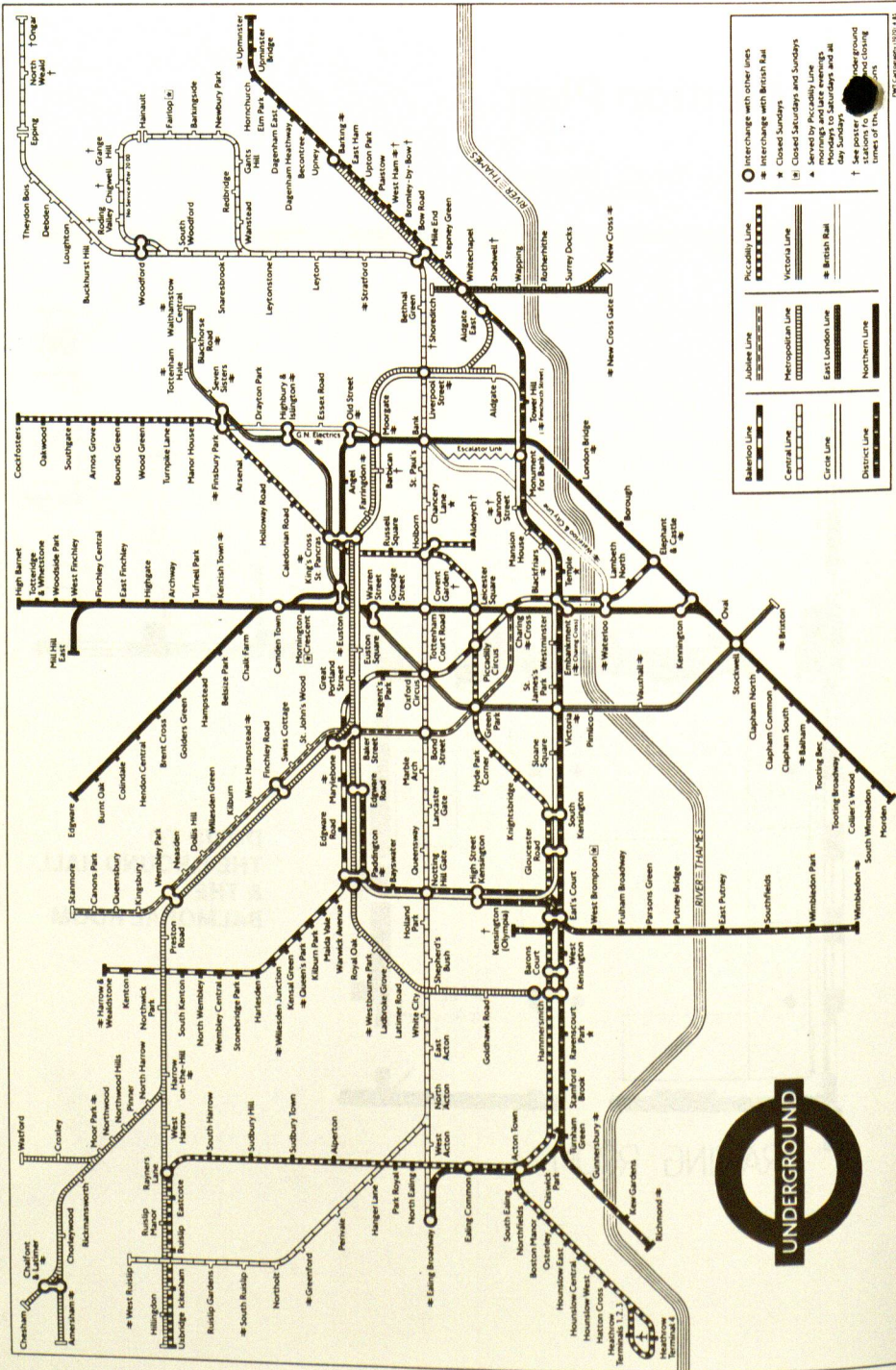




## ● Exhibition Plan







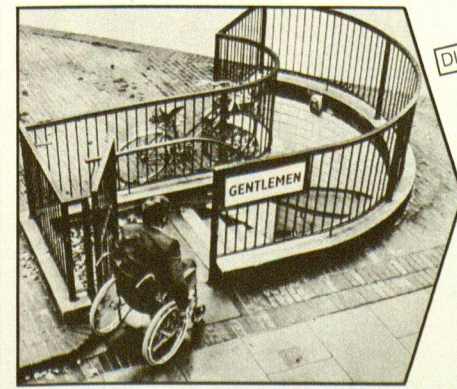
LRT U/G Map Registered User No. 86/E/323

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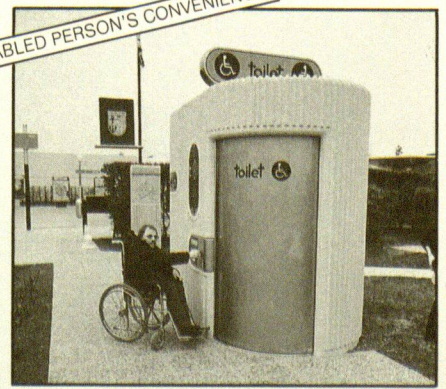
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From Harold Booth:

PRIME MINISTER

6 March 1987

Prime Minister

This of course assumes that speed is the only criterion.

But fast is not always best.

Local Government  
Planning Performance

Given 6/3.

You asked at the Sainsbury Group for a list of the best 12 local authorities for speed in handling planning applications. I attach the best dozen together with the worst. (This is from the latest information, first quarter 1986).

You will recall Finchley was 28th out of 370. The actual time difference between best and worst is amazing. In Tower Hamlets only 3% of applications are decided in 8 weeks. But in Northamptonshire East 97.8 (98%) are decided in the same time.

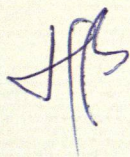
The best 12 local authorities for speed in making planning decisions

East Northamptonshire (97.8% in 8 weeks)  
Broxbourne  
Scunthorpe  
Wansbeck  
Easington  
Alnwick  
Vale Royal (Cheshire)  
Tynedale (Northumberland)  
Berwick on Tweed (Northumberland)  
Bury (Lancashire)  
N W Leicestershire  
Middlesbrough



The worst local authorities (worst first)

Tower Hamlets	3.1% in 8 weeks
Three Rivers (Rickmansworth)	6.7% "
St Albans	13.0% "
Southwark	
Brent	
South Shropshire	
Aylesbury	
Enfield	
Haringey	
Westminster	



HARTLEY BOOTH