

Mill House,
Upper Street,
Hollingbourne,
Maidstone, Kent.
ME17 1UL

10th January, 1986

M. F. J. Barnes, Esq.,
The Economic League,
7 Wine Office Court,
Fleet Street,
London EC4A 3BY.

Dear Sir,

As agreed I confirm that I look forward to visiting your offices to discuss the appointment of your new Director on Wednesday, 15th January at 10 a.m. I hope the following details of my career to date may be of some help.

After leaving Rugby in 1959, I joined the Elliott Automation Group at Elstree. Initially I worked on the production of operator manuals for the auto-attack computers for the English Electric Lightning Fighter. This was obviously classified work. Subsequently I transferred to the commercial computing division. This was in the comparatively early days of computers and much of my time was spent thinking of possible new applications and producing trial programmes.

I joined the Federation of Civil Engineering Contractors in 1963 as Assistant Secretary, Industrial Relations. I was responsible for the preparatory work for disputes hearings and wage negotiations. I was particularly concerned at that time with political disruption of major sites. I thus developed some understanding of the Unions and also of the very helpful role which the League plays.

In 1965 I took charge of the Federation's training activities. I developed a number of new training schemes, in some cases having to overcome union opposition in order to do so.

Since 1968 I have in addition to other duties been Secretary to the General Section of the Federation which has not only kept me in close touch with the major firms but also with all aspects of Federation policy apart from my own specialist interests. We now have on the Section Committee the managing directors of several of the largest firms whose sites have in the past been the particular targets of militant activity.

Up to ten years ago the Federation did not have any parliamentary activity beyond infrequent contacts with Ministers and we had virtually no truck with the Press. I proposed that we create a formal press and parliamentary effort and was put in charge of creating this. I think it is fair to claim that we now have a reputation within Parliament as a responsible and effective organisation and that we have become a lobbying force to be reckoned with. I have also built up personal relationships with many M.P's and more importantly perhaps with others with influential positions within the political system.

In 1973 the Future Planning Committee, which is concerned with the long-term strategic planning of the Federation's affairs was set up and I have been it's Secretary since then.

10th January, 1986

When the U.K. joined the European Community it added a potentially important new dimension to the Federation's affairs and for some years following accession I was also responsible for this.

From its establishment in 1979 I have been our Secretary to the Joint Presidents' Committee with the Building Employers' Confederation. This was another important new initiative particularly as both Federations give increasing emphasis to outside representation where effective co-operation is clearly vital.

I have represented the Federation on many outside bodies including on occasions both the Council and the Chief Executives' Group of the C.B.I.

I think well on my feet, am an effective speaker at public meetings and conferences and believe that I perform well on both radio and television.

I have obviously been with the Federation for a very long time. The challenge has been kept alive however by frequent changes and additions of responsibility. I have been put in charge of most of the new initiatives taken by the Federation over the last 15 years or so and this has obviously been refreshing and re-invigorating.

I have been closely involved in what one might call our diplomatic relations with the C.B.I. and the B.E.C. and other organisations.

I am a member and Secretary of a small group which seeks to bring together people from different industries with members of the Prime Minister's private staff. The group was formed at the time of the steel strike to maintain employer solidarity. Subsequently it played a useful role in circumventing some of the industrial opposition to reform of industrial relations law and encouraging the Government to pursue a more robust line. It played some small part in the coal dispute and now generally seeks to encourage sometimes disappointingly reluctant industry to support or, at least not to undermine the Government's efforts

I am now 44. I have had the experience of running successfully most of the individual departments within the Federation and now wish to take on the responsibility of making a success of an organisation as a whole. I would particularly like that organisation to be the League since, having had some limited experience of political subversion in one industry I would like to cover the broader field. I am concerned that the present Government's limited successes in this field and the apparent changes in the character of the Labour Party are engendering a dangerous degree of complacency.

I am married with three children, the eldest of whom is twelve. In so far as they allow me any spare time I spend it gardening, fishing, bird watching and restoring an old water mill. I am also on the Finance Committee of my local church and when I lived in St. Albans I was a member of the City Council there.

Yours faithfully,


M. D. Noar