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20 June 1991

Sir Adrian Cadbury  
Cadbury Schweppes plc  
1-4 Connaught Place  
London W2 2EX

Dear *Sir Adrian*

I wish you all success with your committee on corporate governance and wonder if I could make a constructive suggestion which might help its deliberations.

Many of the issues that you will be addressing have very significant public relations content and I would have felt that a senior public relations person on your committee might be an advantage.

As president of the Institute, I would be happy either to sit on the group or to make a nomination of one of my colleagues who might have the right experience.

Kind regards

Yours sincerely

*Roger Haywood*  
ROGER HAYWOOD  
President

2 July 1991

Mr Roger Haywood  
President  
Institute of Public Relations  
The Old Trading House  
15 Northburgh Street  
London EC1V 0PR

Thank you for your letter of 20th June and for your encouragement over the committee which I have been asked to chair. The committee had been formed before I became Chairman, but we will discuss its membership at our first meeting later this month.

I have to say that, as Chairman, I feel that the committee is already uncomfortably large. My own advice would therefore be that we should replace rather than add to its membership.

I imagine that the aim of those who set the committee up was to ensure that the institutions which would have to put our recommendations into effect were represented. I fully accept that the way in which any proposals we put forward are put into effect will call for the skills of your profession. This is, however, different from actually being responsible for their implementation.

I am grateful for your letter and I will raise the issue at our first meeting.