



Government Chief Whip  
12 Downing Street, London SW1

PERSONAL AND SECRET

PRIME MINISTER

*RA. How looked up  
for the present.  
AA 24/6*

Ministerial Changes

I attach the starting paper you asked for. It is confined solely to a brief current assessment of existing Ministers and some comments on the future of each of them. It does not suggest any pattern of re-arrangement.

The paper does not lend itself to a summary but insofar as that is possible, and omitting any consideration of the decisions that you may take at the top level, the following emerges:-

PERSONAL AND SECRET

Promotable now or at some stage

Second Rank

Balniel (46)  
van Straubenzee (49)  
Gilmour (47)  
Higgins (45)

Junior Rank

Baker (39)  
Griffiths (48)  
Grant (48)  
Buchanan-Smith (41)  
Younger (42)  
Stevas (44)  
Clegg (53)  
Rossi (46)

Transferable at same rank (excluding Cabinet)

Chataway (42)  
Howell (37)  
Gilmour (47)  
Eyre (49)  
and others

Retireable, with varying degrees of ease or difficulty

Campbell (52)  
Davies (57)  
Page (62)  
Peyton (54)  
Eccles (69)  
Smith (47)  
Alison (47)  
Goodhew (54)  
Hawkins (61)

PERSONAL AND SECRET

The Department under heaviest fire in the Party is D.O.E. The Secretary of State happens to be an unpopular Minister at present. Clearly there is a connection between these two facts, but in my view it would be a mistake to suppose that a change of S/S would of itself cure the criticism of the Department, although it would help. There is a lack of confidence in it which requires a strengthened team. They have to deal with highly political and constituency problems in most of the areas affecting the electorate's daily life and obviously this is of special importance in the next year or two.

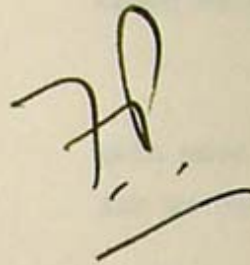
In M.A.F.F. the Lords are keen to have a Minister. The Departmental workload seems to me to justify an extra Minister.

As to the Whips, I hope you will feel able to change 4 or even 5, 2 to retire to the back benches and 2 or 3 to move on. In my view this degree of change now is necessary.

You will wish to know about the Chair. My understanding is that the Speaker at present contemplates a stint of about 5 years, that is, into the next Parliament. Grant-Ferris is retiring at the next election (he has not yet announced it) when he expects elevation. Mallalieu has already announced his retirement from Parliament at the next election. Betty Harvie Anderson has told me several times she wishes to give up being Deputy Chairman this autumn, to play a more active political role in Scotland. From the Scottish point of view this would have some advantage, although she is exceptionally effective in the Chair and not everyone's friend in Scotland. But we ought to try and avoid a situation where all these 3 offices fall vacant together at the election. Therefore I think Betty Harvie Anderson ought to be retired so there can be some continuity over the election.

PERSONAL AND SECRET

The Speaker takes this view, and if you agree I have no hesitation in recommending Oscar Murton, who was on the Panel of Chairmen before becoming a Whip. Grant-Ferris wholly endorses this name. Murton would then be placed to become Chairman of Ways and Means in the next Parliament, and I believe this would prove a good appointment.

A handwritten signature in black ink, appearing to be 'JH' with a flourish underneath.

22nd June 1973

PERSONAL AND SECRET

<u>Agriculture</u>	<u>Present Performance</u>	<u>Future Treatment</u>
GODBER (59)	impressing the Party at present.	no wish to change and no need to.
STODART (57)	reliable and hardworking. respected in the Party.	best left where he is for this Parliament. could be retired then.
FENNER (50)	cope with endless PQ's on food prices with robustness and competence.	gain more experience where she is before moving her.
<u>Civil Service Department</u>		
WINDLESHAM (41)		
BAKER (39)	good performer.	could be promoted or moved.
JOHNSON-SMITH (49)	has no opportunities in the House, but there are fewer complaints about publicity.	content at present. no change.

<u>Defence</u>	<u>Present Performance</u>	<u>Future Treatment</u>
CARRINGTON (54)		
GILMOUR (47)	has done what is a light job in the House very adequately.	some uncertainty as to his true political weight. move to a more controversial field with more frequent appearances in the House might be right.
BUCK (45)		recently appointed.
BLAKER (51)	safe and dull.	no sign of political potential.
KERSHAW (58)		just appointed.
<u>Duchy of Lancaster</u>		
DAVIES (57)	disappeared into the shadows. a lightweight but liked. adds no apparent strength to your team now.	it might be thought hard and unfair by some to retire him now because of the unusual history, unless there is a suitable outside appointment. he likes his job and believes in its importance, but his place could be filled.

PERSONAL AND SECRET

Present Performance

Future Treatment

Education and Science

THATCHER (48)

held in high esteem in the Party and by her junior Ministers.

has kept us out of trouble on this front.

would like to move, but not to DHSS because she does not want "the other obvious woman's Dept."

ST. JOHN STEVAS (44)

doing well.

not long appointed. his expertise at communications gives him special value.

SANDFORD (53)

recently appointed.

Employment

MACMILLAN (52)

disappointing. does not give the impression of being on top of his job, mainly because he is inarticulate. in trouble with this constituency.

should be moved, and could be retired. his entourage would take this more hardly than he would personally as he has a family business to occupy him.

CHICHESTER-CLARK  
(45)

in the circumstances he has performed well.

unlikely to find a seat, though it may happen. should be retained but could be moved. not promotable.

D SMITH (47)

not bad. somehow a disappointed character.

could be dropped on the basis of making room, but he would become sour. this may have to be borne to give someone else a turn.

PERSONAL AND SECRET

Environment

Present Performance

Future Treatment

RIPPON (49)

his political and Parliamentary reputation has ebbed away since 1970. there is talk everywhere of his private life. at present an embarrassing figure.

many of our Party would like to see him go now. there is some risk. unlikely to make any runs for you ever.

PEYTON (54)

part success and part failure. not as strong as was supposed.

could be retired, and will be a nuisance, but spaces have to be found.

PAGE (62)

the workhorse, and he remains willing.

time to retire and make room.

CHANNON (38)

returned to Housing at an awkward time. popular and well respected.

no further change now.

GRIFFITHS (48)

has worked hard and does his publicity well.

though I have reservations about him, he deserves promotion.

EYRE (49)

reliable.

could be moved. promotable in due course.

SPEED (39)

a good junior Minister.

has political potential. promote in due course.

YOUNG (47)

just appointed.



PERSONAL AND SECRET

Present Performance

Future Treatment

Foreign Office

DOUGLAS-HOME (69)

WOOD (53)

the subject of aid is hardly ever raised, which is the measure of his success.

he seems so well cast that it would be a pity to move him. on the other hand he has had a fair run.

AMERY (54)

has a few fans but more detractors.  
his place can only be justified on a 'keeping out of trouble' basis.

he will always be a problem. the right wing want him as a champion.  
he cannot do much damage before the election.  
much depends on who is S/S.

BALNIEL (46)

performs consistently well and acceptably in the House, and always better than one expects.

his true political worth is hard to gauge.  
there are portfolios in the Cabinet he could take, and he has earned the opportunity.

TWEEDSMUIR (58)

ROYLE (46)

a good operator.

deserves promotion when an opportunity offers, although his political interest is too narrow.

Health and Social Security

Present Performance

Future Treatment

JOSEPH (55)

excellent, but he does not like the presentational side.

with his major Bills now through, he could be moved. he is entirely content to remain, and will do whatever you ask.

ALISON (47)

adequate but no sign of political spark.

could only be dropped on the basis of making room. has always hoped for a Treasury job.

DEAN (49)

careful and thorough.

has concentrated on one subject for a long time. he would like a spell in N. Ireland. his work deserves promotion.

Home

CARR (57)

CARLISLE (44)

hard worker and competent.

possible S.G. no need to move him though he has been in the H.O. from the outset.

COLVILLE (40)

best left undisturbed.

LANE (51)

thorough and assiduous.

a reliable member of any team, but no great potential. probably a sideways move before promotion, but at present best left.

Present Performance

Future Treatment

Law Officers

RAWLINSON (54)

his ambition is to be  
Lord Chancellor if the law  
is ever changed.  
unless promoted, would like  
to stay A.G. for this  
Parliament.  
possible S/S N.I.

HAVERS (50)

good.

no change.

WYLIE (50)

no change.

Lord Chancellor

HAILSHAM (66)

Lord President

PRIOR (46)

this was a big change  
for him.  
he has coped very well.

Minister without Portfolio

DRUMALBYN (65)

useful in the Lords.

PERSONAL AND SECRET

Present Performance

Future Treatment

Northern Ireland

WHITELOW (55)

has taken all the tricks  
in N.I.

time to come home.  
does not want D.T.I. or D.O.E

VAN STRAUBENZEE  
(49)

sound and consistent and  
reliable.

plenty of potential.  
promotable.

HOWELL (37)

somewhat remote.  
his ability is recognised  
but he has never dirtied  
his hands in hard  
political controversy (or  
anything else).

potential unknown but  
probably not great.  
an original N.I. Minister  
so due to move next.  
should not be considered for  
promotion until he has  
established a better position  
in the Party.

MILLS (52)

competent at this level.

no change.

Paymaster General

ECCLES (69)

retireable.

Posts and Telecommunications

EDEN (48)

although apparently light-  
weight, has taken more  
trouble with our backbenchers  
than any other Minister.  
his position in the Party is  
therefore strong.  
he is important in what he  
represents in himself.

could move, but has reached  
his ceiling for the moment  
(about to divorce his wife).

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Scotland

CAMPBELL (52)

in low water.  
has taken punishment  
valiantly, but now a  
liability.

retire.

POLWARTH (57)

a gamble.

recently appointed.

BUCHANAN-SMITH  
(41)

able and determined.  
performs well in the House.

promotable.  
possible next S/S.

MONRO (51)

reliable.

promotable but no obvious  
immediate opportunity.  
Defence in his first choice.

YOUNGER (42)

good all-rounder.

promotable.  
a future S/S.

PERSONAL AND SECRET

Present Performance

Future Treatment

Trade and Industry

WALKER (41)

HOWE (47)

handling some of our most  
difficult current legislation  
with authority.  
much respected by his  
Ministerial team and the Party.

recently appointed,  
but moveable.

CHATAWAY (42)

disappointing, especially in  
the House.  
not in his right medium.

unless his standing improves  
quickly, worth trying to  
rescue by a sideways move.

BOARDMAN (54)

stands well in the Party.  
valued by his Departmental  
colleagues.

no change.

HESELTINE (40)

not everyone's favourite,  
partly because he is so good.  
very much the professional.

becoming a little apprehen-  
sive that events may soon  
ruffle his hair.  
best left alone.

GRANT (48)

consistently reliable.

an original appointment and  
he is ready to move.  
promotable.

LIMERICK (43)

EMERY (47)

over-estimates himself but  
a useful member of the crew.

no change.

ONSLOW (47)

well liked and well placed  
but has few Parliamentary  
opportunities.

more political than appears  
at first sight.  
possibly promotable later.

PERSONAL AND SECRET

Present Performance

Future Treatment

Treasury

BARBER (53)

wants to move now.

JENKIN (47)

well cast.  
respected for his ability  
but a somewhat insensitive  
man and therefore there  
are reservations in the Party.  
best contemporary example of  
"its not enough to be right".

though promotable at some  
stage, his lack of humour  
and apparent inflexibility  
will in my estimate limit  
his progress.  
best left where he is  
for longer.

HIGGINS (45)

almost as able as Jenkin  
and as competent.  
good debater.

like Jenkin, he is short in  
the general political suit.  
most valuable where he is,  
but a sideways move would  
help his political progress.

NOTT (41)

took some time to play  
himself in, but coping  
adequately now.  
reliable.

moveable, but best left at  
present.

Wales

THOMAS (53)

would like to stay for this  
Parliament.

GIBSON-WATT (55)

would like to be S/S.  
if not, would like to leave  
politics and take over the  
Chair of the Welsh Water  
Authority from Brecon.

PERSONAL AND SECRET

Present Performance

Future Treatment

Whips

PYM (51)

whenever room required,  
guaranteed to go quietly.

ATKINS (51)

hopes to be Chief Whip some  
day.

WEATHERILL (53)

a future top class Deputy  
Chief Whip.

CLEGG (53)

wants a Departmental job  
which he has certainly earned  
D.O.E. or D.T.I.

GOODHEW (54)

retireable on health grounds

HAWKINS (61)

retireable.

FORTESCUE (57)

would be a good Minister.  
his preference is F.C.O.  
age is against him.  
able and competent.

ROSSI (46)

has abandoned all outside  
interests for political  
career.  
very keen to be in the Housing  
section of D.O.E., and that  
is what ought to happen.

MURTON (59)

possible Deputy Chairman



PERSONAL AND SECRET

Present Performance

Future Treatment

Whips contd

GRAY (46)

no change.

JOPLING (43)

plenty of potential, but no  
change at present.

THOMAS (48)

no change.

CLARKE (33)

full of potential.  
no change.

FOX (46)

no change.