

(F)

Election -
No 10.

NOTES FOR A NEW PRIME MINISTER

1. Matters requiring the Prime Minister's early attention (not in order of importance but of practicability) are set out below.
2. Domestic arrangements - the Prime Minister will, it is assumed, wish to live in the flat in No. 10, and instruct Mr. Peter Taylor, the Office Manager, (who is resident in the House) accordingly. Temporary arrangements could, if desired, be made in No. 10 for the Prime Minister's meals on the first day.
3. Personal and political staff - there are rooms available (a) next to the Cabinet Room (one room); (b) off the corridor adjacent to the Private Office (two rooms); and (c) on the second floor overlooking Downing Street (four rooms). These need to be allocated quickly so that the Prime Minister and Private Office know where to find people.
4. The Press Secretary - (who works from his room in the Press Office overlooking Downing Street, ground floor) will need to be appointed to arrange for any Prime Ministerial broadcast or interviews, to announce Cabinet and other Ministerial appointments; and to brief the Press as required on the setting up of the new Government.
5. Prime Ministerial broadcast - not obligatory, and the Prime Minister may have said all that is desired on the doorstep at No. 10 on arrival from the Palace. If a broadcast is desired, the Press Secretary will need to inform the broadcasting authorities, and drafting will need to be put in hand, if not already done.
6. Cabinet and other Ministerial appointments
 - (1) A note setting out the statutory limits on Ministerial salaries and offices and related matters is attached at Annex A.
 - (2) All Ministerial appointments require the approval of The Queen before announcement: in practice, the Principal Private Secretary telephones The Queen's Private Secretary periodically to seek informal approval as the Prime Minister makes up the Cabinet etc. and the formal submission signed by the Prime Minister is despatched to the Palace just before the appointments are announced.

/Formal approval

Formal approval only is required for junior Ministerial appointments. However, because of the time factor, it may be necessary for these also to be cleared by telephone with the formal submission(s) following.

(3) The order of precedence of the Cabinet will need to be settled before the Cabinet membership is announced.

(4) Announcement of the first Ministerial appointments is made from No. 10 via the Parliamentary Lobby. On some previous occasions the Prime Minister has taken this first Lobby personally, to meet them and to tell them of the Ministerial appointments.

(5) The Secretary of State for Northern Ireland, when appointed, will require security protection: the Principal Private Secretary will have advice on the immediate action. →

(6) It is neither desirable nor practicable to complete the whole Administration in one operation: in some major Departments (e.g. Defence, Environment) the number and grading of posts below the Secretary of State need revision, and the views of the Cabinet Minister concerned ought to be sought after he or she has been able to discuss Ministerial responsibilities with the Permanent Under-Secretary of State, see Annex A.

(7) Appointment of the Cabinet may well entail appointments to the Privy Council (and, perhaps, the conferment of Life Peerages). All members of the Cabinet are made Privy Counsellors. The Law Officers in England (unless already knighted) are conventionally given knighthoods, but the last two appointed declined them. It would be prudent to seek the Law Officers' view, on appointment, on whether a knighthood is acceptable.

(8) It is conventional for the Prime Minister to attend the first meeting of the Privy Council at which senior Ministers are sworn in.

8. Arrangements for Cabinet business

(1) The Prime Minister may wish to convene an initial meeting of the Cabinet at an early date, but in any event the first meeting will be necessary on Thursday 10 May. It is not likely that sufficient

/preparations

preparations by Ministers will have been completed to warrant a substantive discussion before then.

(2) The dates for the Meeting of the new Parliament (Wednesday 9 May) and the State Opening (Tuesday 15 May) were determined by the Order-in-Council dissolving the last Parliament. The Opening on 15 May is timed to avoid disrupting The Queen's State Visit to Denmark which begins on 16 May. Immediate business is therefore the preparation of The Queen's Speech which must be ready for consideration by Cabinet on Thursday 10 May. A Ministerial Committee will need to be appointed under the Leader of the House to prepare the legislative programme and draft a Queen's Speech based on it.

(3) The Secretary of the Cabinet will have ready for the Prime Minister on arrival a note setting out other immediate business requiring Cabinet consideration and seeking directions on arrangements for the main Ministerial Committees which the Prime Minister may wish to establish.

9. Briefing by the Secretary of the Cabinet: Sir John Hunt will have prepared briefing covering all major policy areas, including defence and security matters, as well as arrangements for Cabinet consideration thereof. Briefing on certain other matters will have been prepared by the Head of the Civil Service, and from the CPRS.

10. Other appointments: the Prime Minister may wish to have a certain number of advisers appointed as temporary civil servants, not only in the Prime Minister's Office as personal staff (over and above Parliamentary Private Secretary, personal secretary and constituency secretary), but also in the Cabinet Office, and in Departments. In the case of the last category, directions to Ministers will be necessary. Sir Ian Bancroft will have advice available on e.g. numbers and salaries.

11. The Prime Minister's engagements (up to and including Sunday 13 May)

(1) The only fixed points in the week ahead are the first regular Audience of The Queen on Wednesday 8 May; Cabinet on Thursday 10 May; Chancellor Schmidt's visit on Thursday/Friday 10/11 May; and the Scottish Conservative Conference on Friday/Saturday 11/12 May.

(2) The Prime Minister

(2) The Prime Minister will no doubt wish to arrange for meetings with each key Minister either separately or together (or both) and in particular may want to arrange to see the Chancellor of the Exchequer to consider the Budget date (if not already decided) and give directions on the preparation of the Budget, consultation with the Prime Minister etc.

(3) The Prime Minister may wish to call in e.g. the Governor of the Bank of England, the United States Ambassador and, perhaps, certain other Ambassadors, e.g. France, Germany, for private talks.

(4) The existing Prime Ministerial appointments in the year ahead are set out in the note at Annex B. There will soon be an avalanche of bids from all quarters for Prime Ministerial time. An important early task is to establish the Prime Minister's priorities on future engagements, e.g. contacts with backbenchers; visits to all parts of the United Kingdom; visits overseas; regular meetings with individual Ministers.

K.R.S.

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1 May 1979

1. The attached set of tables has been prepared by First Parliamentary Counsel (Sir Henry Rowe) as an aide memoire and guide for Ministerial appointments. They are, necessarily, based on the Ministerial structure on 3 May 1979. Notes on possible changes to this structure are at paragraph 4. below.

2. The Prime Minister's powers to appoint Ministers are governed by statute in the sense that certain offices are created by statute and the salaries payable in respect of any offices are governed by statute. There is a small and marginal flexibility in that a Prime Minister may appoint persons to Ministerial office, including Cabinet office, outside the statutory provision if the appointment carries no salary with it. They still, however, come within the limit of 95 Ministers in the Commons (see 3.(b) below).

3. The procedure by which a Prime Minister appoints Ministers will begin, of course, with political considerations and consultation. Once these have been taken account of, certain practical measures have to be taken:

a. It is desirable for a check to be made (via the Principal Private Secretary) with the Secretary of the Cabinet on any security aspect arising from a proposed Ministerial appointment. This is likely to be more relevant, naturally, in the case of junior appointments than in the case of appointments to Cabinet etc.

b. A running tally needs to be kept of appointments offered to members of the House of Commons since these must not exceed 95 in number.

c. Over and above the House of Commons limit there are limits on the number of salaries payable in each of the six tiers of Government:

Cabinet (21 plus the Lord Chancellor)

Ministers of State, including the Chief Whip
(29 plus any number by which the Cabinet, excluding
the Lord Chancellor, falls short of 21)

Parliamentary Secretaries (33 plus any number by which
Cabinet and Ministers of State together fall short of
50)

Government Whips (15)

Law Officers (4)

Ministers in the Lords (8 including the Lord Chancellor,
who is in the Cabinet)

d. The salary of a Minister of State can be at two levels (£8,250 or £10,450) and it is essential to establish who, if any, is to get the senior level, on appointment. (These levels are £8,822 to £10,678 for Lords' Ministers of State.)

4. Among existing Departments and their Ministers there are a number whose Ministerial structure - leaving aside major issues of machinery of Government - is questionable. These comprise:

i. Ministry of Overseas Development (ODM) - currently the only Department headed in practice by a Minister not in the Cabinet. The nominal responsibility as Minister of Overseas Development is already vested in the Secretary of State for Foreign and Commonwealth Affairs so that no action is required to end the separate Ministerial responsibility except to avoid designating any Minister of State in the Foreign and Commonwealth Office as Minister for Overseas Development, and leave the Foreign and Commonwealth Secretary nominally responsible. A Transfer of Functions Order could follow.

ii. Department of Prices and Consumer Protection (DPCP) - which is a miniscule Department belonging to the Trade and Industry group and formerly within the DTI complex. If merged with Department of Trade, the senior Permanent Secretary (Sir Kenneth Clucas) would advise the incoming Secretary of State.

iii. The Department of Trade requires a Minister of State to support the Secretary of State, especially in relation to overseas trade matters. If the DPCP is merged with it,

/the appropriate

the appropriate structure would be Secretary of State for Trade (Prices and Consumer Protection), 1 (or 2) Ministers of State, 3 (or 2) Parliamentary Secretaries - total 5 as compared with current 6.

iv. Ministry of Defence (MOD) - whose Ministerial structure (1 Junior Minister for each of the 3 Services) does not reflect the integration of defence policy; a better structure would be 2 Ministers of State (in place of the present 1) dealing with operations and with personnel/procurement respectively, each supported by a Parliamentary Secretary (no change in total numbers).

v. Department of the Environment (DOE) - where there are too many Ministers for too little work. The present structure, Secretary of State, 2 Ministers of State, 4 Parliamentary Secretaries (7), could be reduced in the Permanent Secretary's view to Secretary of State, Minister of State and 2 Parliamentary Secretaries (4).

vi. Department of Energy (D/En.) - again too many Ministers and the present 4 (Secretary of State, Minister of State, 2 Parliamentary Secretaries) could be reduced by one Parliamentary Secretary.

vii. Department of Health and Social Security (DHSS) - only 1 Cabinet post is necessary, as against the present 2.

viii. If it is desired to add a second Cabinet Minister in any Department (e.g., in the FCO), this is most simply done by using one of the non-departmental offices like Lord Privy Seal or Chancellor of the Duchy of Lancaster or the Paymaster General.



10 DOWNING STREET

ENGAGEMENTS
YEAR BEGINNING MONDAY 14 MAY

Tuesday 15 May

1130 State Opening of Parliament
 Evening Royal Academy Banquet (speech)

Tuesday 22 May

1830 Audience

Buckingham Palace

Monday 24 May

2100-2330 Reception at Tate Gallery by Trustees and
 Directors to celebrate opening by
 HM The Queen of the completed Tate Gallery
 building

Wednesday 30 May

1830 Audience

Buckingham Palace

Tuesday 5 June

1800 Audience

Buckingham Palace

Thursday 7 June

European Parliament Election Day

Tuesday 12 June- Thursday 14 June

President of Kenya's State Visit

Wednesday 13 June

1830 Audience

Buckingham Palace

Thursday 14 June

1630 Mr. C.C. Garvin (Chairman of Exxon)

No.10

Saturday 16 June

1100 Trooping the Colour Ceremony (followed
 by party for Commonwealth High
 Commissioners in the garden of No.10)

Horseguards

Thursday 21 June and Friday 22 June

European Council in Strasbourg

Wednesday 27 June

Travel to Tokyo

Thursday 28 June and Friday 29 June

Economic Summit Meeting in Tokyo

Monday 2 July - Wednesday 4 July

President of Colombia's official visit to London

Tuesday 10 July

1830 Audience

Buckingham Palace

Tuesday 17 July
1830 Audience

Buckingham Palace

Wednesday 1 August - Wednesday 8 August
Commonwealth Heads of Government Meeting in Lusaka

Tuesday 9 October - Friday 12 October
Conservative Party Conference in Blackpool

Monday 3 December and Tuesday 4 December
European Council in Dublin