

S E C R E T

Prime Minister

SHUFFLE

A. CABINET

1. We had a word yesterday morning.
2. Putting it at its worst, we now have a majority in the Cabinet of 12:10, assuming that all are present. This is not as strong a majority as we would like, but I am sure that you are right when you say that there ought not to be any Cabinet changes this autumn. The balance now is better than at any time during your Administration.
3. You will remember that, because Cecil takes no salary, you could add one further Cabinet Minister (paid). The person who is presumed to be at the head of the queue is Tom King. We have discussed this, including the possibility of him becoming Paymaster General or of him replacing David Howell and of David becoming Paymaster General.  
  
You were not attracted by these possibilities. If you do want to bring Tom King into the Cabinet, it would be possible to up-grade his present job as Minister for Local Government and Environmental Services, with two Cabinet Ministers for the vast Department of the Environment.
4. Tom's present job (particularly with Michael Heseltine as Secretary of State) is not in the least sexy; I have reported to you, already, that Tom would like a change from his present job; but we both know that it is not possible for every wish to be granted.

B. OUT

1. Quite rightly, you said that we must first consider those who ought to leave the Government; and as is always the case, this is the most difficult task.
2. It is easiest to look at pages 2, 3 and 4 of the list of Ministers, and this I attach.
3. The following are, I think, candidates for "Out":-
  - (a) Peter Blaker (with a Knighthood). He has made a very poor impression in the House. He may be fairly dry, but he gives the impression of being wet. We need a wolf in wolf's clothing.
  - (b) Tom Trenchard. He is no good in Defence, and drives John Nott mad. You said that he was sound about Employment, but I really think that he has been a great disappointment.
  - (c) Neil Marten. He has indicated, already, that he would not mind leaving the Government, and he could be knighted.
  - (d) Rodney Elton. He is really no good, but of course would have to be replaced by another Peer.
  - (e) Ian Percival. We cannot sack him and would not wish to do so. The ball is now in his court.
  - (f) Bill Mansfield. He is no good and ought to go.
  - (g) Alex Fletcher. He is no good at all, but you have pointed out that he has a marginal seat (4,397). I wonder whether there is any logic in this point. If you knighted Alex I cannot really

think that the fact that he is no longer a junior member of the Government will diminish his electoral prospects.

- (f) Gerry Vaughan. He is nice, one of us, but no good. You have pointed out that you have only just moved him to the Department of Trade. Of course he does not want to go, but I think that he would be consoled with a knighthood.

C. IN

1. If you were to get rid of these seven Ministers (I am excluding Ian Percival for the moment) this would give you five Ministers of State and two Parliamentary Secretaries:-
  - (a) Hamish Gray could succeed Bill Mansfield as Minister of State at the Scottish Office.
  - (b) John Moore could be promoted as Minister of State at the Department of Energy (Nigel Lawson would welcome this).
  - (c) Tim Raison (who has been doing the ghastly immigration job for 3½ years) could become Minister of State for Overseas Development.
  - (d) Geoffrey Pattie could become Minister of State for Procurement (with a new Peer as Under-Secretary of State for Procurement).
  - (e) You know how strongly I have advocated the inclusion of Peter Hordern in your Administration. He has been in the House for 18 years and was Chairman of our Finance Committee when Ted was

Prime Minister. He had a very difficult time with Ted. He is now aged 53 and was commissioned in the 60th Rifles.

He has been a member of the Executive of the 1922 Committee continuously for the past 14 years. He is one of us. I believe that his advancement would command very widespread support within the Parliamentary Party. Do you think that he could become Minister for the Armed Forces in succession to Peter Blaker? I think that he would do the job extremely well. Other possibilities for Peter would be for him to replace Gerry Vaughan at the Department of Trade (Peter Hordern knows a lot about monopolies and mergers) or for Barney Hayhoe to go to the Department of Trade and for Peter to go to the Treasury, where he could help to get a grip of the Civil Service and put a bit of spine into Janet.

2. This would leave two Ministers of State vacant - the Home Office (Immigration) and Minister for Consumer Affairs. The candidates for promotion from within the Government are Rhodes Boyson and Irwin Bellwin. If Rodney Elton was to leave the Government we would need a Peer in the Home Office.
  - (a) Irwin is certainly on the right of the Party. Do you think that it would be possible to have a Peer in charge of Immigration and would Irwin be acceptable to Willie?
  - (b) Could Rhodes Boyson become Minister for Consumer Affairs?
3. (a) Michael Ancram would like to join the Government and could replace Alex Fletcher as Under-Secretary of State for Scotland. Michael believes that he

could combine the posts of a junior Minister with Chairmanship of the Party in Scotland, as indeed was done by Russell Fairgrieve for the first 18 months of this Parliament.

(b) I think that you will not want to bring Richard Luce back into the Government until after the result of the Franks Enquiry.

(c) Other candidates for promotion to the Government are:-

Alan Clark (I really think that we cannot allow this absurd girl to prevent his advancement).

Michael Grylls (who has been extremely staunch as Chairman of our Industry Committee).

Ian Stewart (who, although apparently without personality used to be very good at the Dispatch Box when we were in Opposition, and has been a thoroughly conscientious PPS to Geoffrey).

John Townend (who has a good Yorkshire accent and is very much one of us).

Michael Latham (not liked by the Whip's Office, but very able and who would now, I think, accept an invitation to join the Government).

John Hannam (very nice, a staunch supporter of yours and whose marriage of 26 years has just broken up).

Tony Beaumont-Dark (a bit too talkative, but a believer, and representing a Birmingham constituency).

John Selwyn-Gummer

Peter Brooke

4. What are we going to do about poor Teddy Taylor?

NEW...  
PART 3 OF LIST

Don't Bother - GO TO SET

# HER MAJESTY'S GOVERNMENT

12-10

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(FORMED BY RIGHT HON. MARGARET THATCHER, MP, APRIL 1982)

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- ✓ CHANCELLOR OF THE EXCHEQUER—The Rt. Hon. Sir Geoffrey Howe, QC, MP
- ✗ SECRETARY OF STATE FOR FOREIGN AND COMMONWEALTH AFFAIRS—The Rt. Hon. Francis Pym, MC, MP
- ✓ SECRETARY OF STATE FOR EDUCATION AND SCIENCE—The Rt. Hon. Sir Keith Joseph, Bt, MP
- ✗ SECRETARY OF STATE FOR NORTHERN IRELAND—The Rt. Hon. James Prior, MP
- ✗ SECRETARY OF STATE FOR DEFENCE—The Rt. Hon. John Nott, MP
- ✗ MINISTER OF AGRICULTURE, FISHERIES AND FOOD—The Rt. Hon. Peter Walker, MBE, MP
- ✗ SECRETARY OF STATE FOR THE ENVIRONMENT—The Rt. Hon. Michael Heseltine, MP
- ✗ SECRETARY OF STATE FOR SCOTLAND—The Rt. Hon. George Younger, TD, MP
- ✗ SECRETARY OF STATE FOR WALES—The Rt. Hon. Nicholas Edwards, MP
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- ✓ SECRETARY OF STATE FOR TRANSPORT—The Rt. Hon. David Howell, MP
- ✓ SECRETARY OF STATE FOR SOCIAL SERVICES—The Rt. Hon. Norman Fowler, MP
- ✓ CHIEF SECRETARY TO THE TREASURY—The Rt. Hon. Leon Brittan, QC, MP
- ✓ LORD PRIVY SEAL AND LEADER OF THE HOUSE OF LORDS—The Rt. Hon. The Baroness Young
- ✓ SECRETARY OF STATE FOR ENERGY—The Rt. Hon. Nigel Lawson, MP
- ✓ SECRETARY OF STATE FOR EMPLOYMENT—The Rt. Hon. Norman Tebbit, MP
- ✓ CHANCELLOR OF THE DUCHY OF LANCASTER AND PAYMASTER GENERAL—The Rt. Hon. Cecil Parkinson, MP
- ✓ SECRETARY OF STATE FOR TRADE—The Rt. Hon. The Lord Cockfield

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- SOLICITOR-GENERAL FOR SCOTLAND—Peter Lovat Fraser, Esq, QC, MP

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Patrick Mayhew, Esq, QC, MP

FINANCIAL SECRETARY TO THE TREASURY—The Hon. Nicholas Ridley, MP

MINISTERS OF STATE, TREASURY—

Barney Hayhoe, Esq, MP  
Economic Secretary—Jock Bruce-Gardyne, Esq, MP  
John Wakeham, Esq, FCA, MP

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The Lord Belstead  
Cranley Onslow, Esq, MP

OUT Minister for Overseas Development—The Rt. Hon. Neil Marten, MP RAISON

MINISTER OF STATE, DEPARTMENT OF EDUCATION AND SCIENCE—

Minister for the Arts—The Rt. Hon. Paul Channon, MP

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The Hon. Adam Butler, MP

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OUT Minister of State for Defence Procurement—The Viscount Trenchard, MC PATTIE

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The Rt. Hon. Alick Buchanan-Smith, MP

MINISTERS OF STATE, DEPARTMENT OF THE ENVIRONMENT—

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Minister for Housing and Construction—John Stanley, Esq, MP

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Minister of State—Norman Lamont, Esq, MP

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Minister for Social Security—Hugh Rossi, Esq, MP *WANTS A CHAIR*

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MINISTER OF STATE, DEPARTMENT OF EMPLOYMENT—The Rt. Hon. Michael Alison, MP

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Minister for Consumer Affairs—Dr. Gerard Vaughan, MP

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