

## PERSONAL AND CONFIDENTIAL

**PRIME MINISTER**

You made clear at the Party Conference that you wanted to make education a major plank in the Government's programme and in the next election manifesto. I am sure that this is right and that it would contribute to another election victory. But talking to people in and out of politics in the last fortnight, I have formed the strong impression that this task requires a ministerial heavyweight with both proven political shrewdness and an independent public reputation.

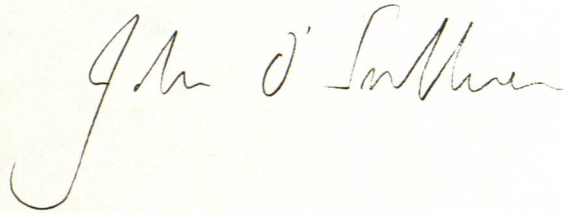
I have no standing in these matters, but may I suggest that you consider bringing back Norman Tebbit as Education Secretary. This could be achieved with least upheaval either by moving John MacGregor to Social Security and Tony Newton out of the Cabinet; or by moving John MacGregor to Scotland and Malcolm Rifkind out of the Cabinet.

In the second case you would plainly have to bear in mind that John MacGregor, though a Scot, does not represent a Scottish constituency.

In addition to the obvious gain, such a change would have some major additional benefits. By adding Norman to Cecil Parkinson, Norman Lamont, Michael Howard, Peter Lilley and David Waddington, it would increase the number and strength of your reliable supporters in Cabinet - especially on economic policy and Europe. It would thereby influence the outlook of other Ministers. And it would publicly establish beyond any doubt that you are firmly



in charge of the Government's future. When some around you are feeling the Eastbourne jitters, this smack of firm government might be just what is required.

A handwritten signature in cursive script, reading "John O'Sullivan". The signature is written in dark ink and is positioned to the right of the typed name.

JOHN O'SULLIVAN

26 October 1990