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PRIME MINISTER

MEETING WITH LORD COCKFIELD

MONDAY 15 OCTOBER

He has asked to see you before you see Delors. He wants to talk about portfolios in the new Commission.

Your view has been that the budget portfolio should be our first choice. But you recognised there could be difficulty in getting it again and in that event industry/internal market should be the fallback. You may find Lord Cockfield a bit reluctant to press hard for the budget post and keener on the industry/internal market or competition policy or trade portfolios. Assuming your views are unchanged, you may need to stiffen his resolve on the budget job. He should be steered away from trade since we already have the Director-General in that area of the Commission.

He may also mention the possibility of adding Financial Institutions to whatever portfolio he gets. This is a good idea if it can be pulled off. It covers community loans and the European Investment Bank and is currently part of Ortoli's empire. It is not a portfolio in itself but Lord Cockfield could be encouraged to try to amalgamate it with whatever is his main portfolio.

Delors does not want to get into discussion with Governments about the portfolios to be given to individual Commissioners. You will certainly want to sing Lord Cockfield's praises to him particularly his management/accounting qualifications. Delors will get the hint. But it could be counter-productive to be too brazen about what we want. It will be for Lord Cockfield himself to fight hard for the right portfolio. You may like to make sure that Lord Cockfield understands this fully. He should

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start discussing it with Delors right away.

Lord Cockfield has not (as of today) chosen a chef de cabinet/private secretary although he has seen several candidates. He will need a good strong personality to help him fight his battles in the Commission. You might nudge him to an early decision, to allow plenty of time for preparation.

CDP

11 October 1984

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