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:-

[Handwritten notes at the top of the page]
**PERSONAL AND SECRET**

Promotable now or at some stage

<table>
<thead>
<tr>
<th>Second Rank</th>
<th>Junior Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balniel (46)</td>
<td>Baker (39)</td>
</tr>
<tr>
<td>van Straubenzee (49)</td>
<td>Griffiths (48)</td>
</tr>
<tr>
<td>Gilmour (47)</td>
<td>Grant (48)</td>
</tr>
<tr>
<td>Higgins (45)</td>
<td>Buchanan-Smith (41)</td>
</tr>
<tr>
<td></td>
<td>Younger (42)</td>
</tr>
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<td></td>
<td>Stevas (44)</td>
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<td></td>
<td>Glegg (53)</td>
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<td>Rossi (46)</td>
</tr>
</tbody>
</table>

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)
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.
The Speaker takes this view, and if you agree I have no hesitation in recommending Oscar Murton, who was on the Panel of Chairman 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.

22nd June 1973
<table>
<thead>
<tr>
<th>Position</th>
<th>Present Performance</th>
<th>Future Treatment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GODBER (59)</td>
<td>impressing the Party at present.</td>
<td>no wish to change and no need to.</td>
</tr>
<tr>
<td>STODART (57)</td>
<td>reliable and hardworking, respected in the Party.</td>
<td>best left where he is for this Parliament.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>could be retired then.</td>
</tr>
<tr>
<td>FENNER (50)</td>
<td>copes with endless PQ's on food prices with robustness and competence.</td>
<td>gain more experience where she is before moving her.</td>
</tr>
<tr>
<td>Civil Service Department</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WINDLESHAM (41)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BAKER (39)</td>
<td>good performer.</td>
<td>could be promoted or moved.</td>
</tr>
<tr>
<td>JOHNSON-SMITH (49)</td>
<td>has no opportunities in the House, but there are fewer complaints about publicity.</td>
<td>content at present.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>no change.</td>
</tr>
</tbody>
</table>
Defence

CARRINGTON (54)

GILMOUR (47) has done what is a light job in the House very adequately.

BUCK (45) recently appointed.

BLAKER (51) safe and dull.

no sign of political potential.

KERSHAW (58)

Duchi of Lancaster

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**

**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.

ST. JOHN STEVAS (44) doing well.

SANDFORD (53)

**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.

CHICHESTER-CIARK (45) in the circumstances he has performed well.

D SMITH (47) not bad. somehow a disappointed character.

**Future Treatment**

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

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

recently appointed.

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.

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

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.
<table>
<thead>
<tr>
<th>Name</th>
<th>Number</th>
<th>Present Performance</th>
<th>Future Treatment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreign Office</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DOUGLAS-HOME</td>
<td>69</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WOOD</td>
<td>53</td>
<td>the subject of aid is hardly ever raised, which is the measure of his success.</td>
<td>he seems so well cast that it would be a pity to move him. on the other hand he has had a fair run.</td>
</tr>
<tr>
<td>AMERY</td>
<td>54</td>
<td>has a few fans but more detractors.</td>
<td>he will always be a problem. the right wing want him as a champion.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>his place can only be justified on a 'keeping out of trouble' basis.</td>
<td>he cannot do much damage before the election. much depends on who is S/S.</td>
</tr>
<tr>
<td>BALNIEL</td>
<td>46</td>
<td>performs consistently well and acceptably in the House, and always better than one expects.</td>
<td>his true political worth is hard to gauge. there are portfolios in the Cabinet he could take, and he has earned the opportunity.</td>
</tr>
<tr>
<td>TWEEDSMUIR</td>
<td>58</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ROYLE</td>
<td>46</td>
<td>a good operator.</td>
<td>deserves promotion when an opportunity offers, although his political interest is too narrow.</td>
</tr>
</tbody>
</table>
Health and Social Security

JOSEPH (55)  
excellent, but he does not like the presentational side.

ALISON (47)  
adequate but no sign of political spark.

DEAN (49)  
careful and thorough.

Present Performance

Future Treatment

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

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

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.

COLVILLE (40)  

LANE (51)  
 thorough and assiduous.

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

best left undisturbed.

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

Present Performance

Law Officers

RAWLINSON (54) good.

HAVERS (50) good.

WYLIE (50) good.

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.

Future Treatment

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.

no change.

no change.
Northern Ireland

WHITELAW (55) has taken all the tricks in N.I.

VAN STRAUBENZEE (49) sound and consistent and reliable.

HOWELL (37) somewhat remote.

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

MILLS (52) competent at this level.

Paymaster General

ECCLES (69)

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.

Future Treatment

time to come home.

      does not want D.I.I. or D.O.E

      plenty of potential.

      promotable.

      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.

      no change.

      retireable.

could move, but has reached his ceiling for the moment (about to divorce his wife).
<table>
<thead>
<tr>
<th>Name</th>
<th>Age</th>
<th>Present Performance</th>
<th>Future Treatment</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAMPBELL (52)</td>
<td></td>
<td>in low water. has taken punishment valiantly, but now a liability.</td>
<td>retire.</td>
</tr>
<tr>
<td>POLWARTH (57)</td>
<td></td>
<td>a gamble.</td>
<td>recently appointed.</td>
</tr>
<tr>
<td>BUCHANAN-SMITH (41)</td>
<td></td>
<td>able and determined. performs well in the House.</td>
<td>promotable. possible next S/S.</td>
</tr>
<tr>
<td>MONRO (51)</td>
<td></td>
<td>reliable.</td>
<td>promotable but no obvious immediate opportunity. Defence in his first choice.</td>
</tr>
<tr>
<td>YOUNGER (42)</td>
<td></td>
<td>good all-rounder.</td>
<td>promotable. a future S/S.</td>
</tr>
<tr>
<td>Name</td>
<td>Current Performance</td>
<td>Future Treatment</td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>-------------------------------------------------------------------------------------</td>
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<td></td>
</tr>
<tr>
<td>WALKER</td>
<td>handling some of our most difficult current legislation with authority. Much respected by his ministerial team and the Party.</td>
<td>Recently appointed, but moveable.</td>
<td></td>
</tr>
<tr>
<td>HOWE</td>
<td>Disappointing, especially in the House. Not in his right medium.</td>
<td>Unless his standing improves quickly, worth trying to rescue by a sideways move.</td>
<td></td>
</tr>
<tr>
<td>CHATAWAY</td>
<td>Stands well in the Party, valued by his departmental colleagues.</td>
<td>No change.</td>
<td></td>
</tr>
<tr>
<td>BOARDMAN</td>
<td>Not everyone’s favourite, partly because he is so good. Very much the professional.</td>
<td>Becoming a little apprehensive that events may soon ruffle his hair. Best left alone.</td>
<td></td>
</tr>
<tr>
<td>HESELTINE</td>
<td>Consistently reliable.</td>
<td>An original appointment and he is ready to move. Promotable.</td>
<td></td>
</tr>
<tr>
<td>GRANT</td>
<td></td>
<td>No change.</td>
<td></td>
</tr>
<tr>
<td>LIMERICK</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EMERY</td>
<td>Over-estimates himself but a useful member of the crew.</td>
<td>More political than appears at first sight. Possibly promotable later.</td>
<td></td>
</tr>
<tr>
<td>ONSLOW</td>
<td>Well liked and well placed but has few parliamentary opportunities.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**PERSONAL AND SECRET**

**Present Performance**

**Treasury**

**BARBER (53)**

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".

**JENKIN (47)**

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.

**NOTT (41)**

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

**Future Treatment**

wants to move now.

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

**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.
Whips

PYM (51)

ATKINS (51)

WEATHERILL (53)

CLEGG (53)

GOODHEW (54)

HAWKINS (61)

FORTESCUE (57)

ROSSI (46)

MURTON (59)

Present Performance

Future Treatment

whenever room required, guaranteed to go quietly.

hopes to be Chief Whip some day.

a future top class Deputy Chief Whip.

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

retireable on health grounds.

retireable.

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

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

possible Deputy Chairman
Whips contd

**Present Performance**

**Future Treatment**

GRAY (46)

no change.

plenty of potential, but no change at present.

JOPLING (43)

no change.

THOMAS (48)

no change.

CLARKE (33)

full of potential.

no change.

FOX (46)

no change.