



Secretary of State for Trade and Industry

DEPARTMENT OF TRADE AND INDUSTRY
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Norman
Lament

27th August 1985.

Dear Margaret,

I know you will not lack advice on the coming shuffle and that Willie and John will be your key advisers but I'm taking the liberty of offering you a thought or two as well.

I take for granted that you will not drop either Peter W. or Michael H. and that you will keep Nigel, Leon and Geoffrey in their present posts.

First, who to drop: Patrick and Peter Rees and perhaps Tom who is simply not using his opportunities at D. Emp. However you might wish to hold that last option in reserve for next year. I would not risk a by-election by dropping Quinlin but I think we should begin to plan on one at Wimbledon when it suits us.

~~As~~ Second, who to bring in. I would bring back Cecil. If he does not come back now he never will. Apart from him I think that Norman Lament (despite his unhappy incident) would be your best bet as Chief Secretary. He does work and he does control his officials. Ken Baker and Ken Clarke are other possibilities but as you know I to promote



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think Paul Channon is a very safe pair of hands.

Third - Who goes where. Defence is in a mess, and we cannot afford things to get worse. Bluntly, only John Lee is much good there. Adam's post is a key one and I'm afraid he is not up to it. Michael is not really thinking things through and although I would like to see him carry the can for the errors he has made you may feel that he should be moved. In that case you might think about the following!

Michael to Energy (with a good M.o.S. to do the Gas Bill)
Peter W. to D.H.S.S.
Norman F. to T+I (or Defence)
Cecil to Defence (or T+I)

I think it is time Tim moved from O.D.A. and suggest John Summer might go there or to Minister for Trade if you move Paul. (If Paul does not come into the Cabinet he could go to O.D.A.)

We must have a politician at D.o.E. for the local elections. I think it has to be Ken B or Ken C. with a rough, numerate, M.o.S. to look after them.

In my own Department we have too many Ministers. At present there are 3 MoS and 4 P.u.S. Alex Fletcher's post will be a very important one over the

Tim
EGGAR
or
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John Lee



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next year or so. It should be at M.O.S level. We could drop one P.u.S. leaving us with 4 MoS and 3 P.u.S. On people I would say; Norman Lamont should be promoted. If not to Chief Secretary possibly D.H.S.S. If not promoted he could go to Minister for Health or Minister for Defence Procurement. Michael Lucas is lack lustre and a poor politician but we need a Minister in the Lords and he gets by. Alex Fletcher should either be promoted to MoS in post or dropped. He has been a PuS for five years. I would leave David T. and John B as PuS's moving John B to another Department. At present he is under worked.

Finally could I put in a plea for Iain Mills my P.P.S. He is very sound. A good House of Commons man and effective in the Chamber. He should be promoted.

I hope you will not mind me writing with these thoughts.

Yours ever,

Norman

P.S. John W. is very good but he does not like Cecil! Also he and John Cope are too much alike. Perhaps a move for John C. + a new Deputy? N.T.