

PRIME MINISTER

Labour
Not Sent

FORMING A GOVERNMENT

This will be one of your first tasks. The following steps will be needed:

- i. Agree with the Cabinet Secretary any immediate changes in the machinery of government which involve ministers. The Manifesto identifies eight new appointments - the three new Cabinet portfolios (International Development, Women, Environmental Protection); plus Ministers of State outside the Cabinet in charge of new Departments for Arts and Media, and Science and Technology, plus a Minister for Community Care, a Minister for Legal Administration, a Minister for Children and a Minister for Disabled People. You will need to allocate responsibility for constitutional change and for the Civil Service. A further note on Machinery of Government is in this folder. It saves subsequent argument if you agree any issues over allocation of functions with Secretaries of State when appointing them.
- ii. Decide whether you need a meeting with anyone to advise on appointments e.g. Chief Whip, Leader in the Lords.
- iii. Agree a plan of campaign. You could
 - announce two or three key appointments quickly. This would allow, for example, the Chancellor to get some messages on the record for the benefit of markets. Has disadvantage of creating uncertainty amongst colleagues not in first batch.
 - settle whole Cabinet in one go. You could attempt to catch the 9 o'clock news on Friday, though this would be a scramble if you are to see the new Secretaries of State personally; or do the

lunch time on Saturday. Either would lead to a Privy Council meeting on Saturday afternoon.

- the remaining members of the Government could be settled over the weekend and announced on Monday.

iv. Once a batch of appointments has been agreed, I have to

- check there are no security problems. There is a separate brief on this in this folder.
- check that there are no conflicts of interest.
- draft a Press Notice.
- draw up a sequence for your meetings and telephone calls. I assume that wherever possible you want to see new Cabinet members personally. As you speak to each Secretary of State you may want to say something about the junior ministers you propose to appoint to their teams. If this is not settled by the time you make the Secretary of State appointments you will need to talk further to them.

v. the Press Notice is then issued.

You operate under certain constraints. Although there are no statutory limits on the number of Ministers who may be appointed to the Government or to Cabinet, the Ministerial and Other Salaries Act 1975 limits the number of paid Cabinet Ministers to 21 plus the Lord Chancellor.

You have a problem. I assume you do not intend to make the Party Chairman a member of Cabinet. That saves one post compared with

the outgoing administration. But you propose to add three portfolios to Cabinet.

You have the following options:

- i. Combine one of the new portfolios with an existing one.
- ii. Allow two of the new office holders to attend Cabinet, while not formally members of it, while being paid as Ministers of State. This is the option followed in the case of Mr. Fowler in 1979 who attended Cabinet as Minister of Transport.
- iii. Appoint someone unpaid, eg Harold Lever.
- iv. Delay implementing one of the pledges.
- v. Primary legislation.

The best option looks like being to appoint the Secretary of State for Development to the Cabinet post vacated by the Party Chairman and to invite the Ministers for Women and Environment to attend Cabinet.

The sum of Cabinet Ministers plus Ministers of State cannot exceed 50 (again excluding the Lord Chancellor). With the three extra portfolios, there will be room for 27 Ministers of State outside Cabinet; one of whom will be Chief Whip.

Finally, you can appoint 33 Parliamentary Under Secretaries, up to 15 Whips in the Commons (in addition to the Chief Whip) and 8 Whips in the Lords and 4 Law Officers, bringing the total for various Government Office holders to 110. A maximum of 95 of these may sit in the House of Commons.

The Cabinet Secretary has proposals for an allocation of junior Ministers to match those totals.

Some minor points:

- v. The Whips. You will want to consult the Chief Whip on this.
- vi. Honours. Traditionally some honours have been linked with particular posts
- Privy Counsellorships for all members of Cabinet, the Chief Whip, the Attorney and Solicitor General, Lord Advocate and Ministers outside Cabinet in charge of Departments
 - Peerages for Lord Chancellor and sometimes the Lord Advocate
 - Knighthoods have been offered to the Attorney General and the Solicitor General. The last Labour Government did not adopt this practice.

I attach a pro forma.

Andrew Turnbull

23 March 1992

a: forming (MJ)

(6)

	<u>Cabinet</u>	<u>Minister of State</u>	<u>PUSS</u>
Prime Minister			
Lord Chancellor's Department			
Treasury:			
Chancellor of the Exchequer			
Chief Secretary			
Financial Secretary			
Home Office			
Foreign and Commonwealth Office			
Trade and Industry			
Defence			
Education			
Employment			
Transport			
Health and Community Care			
Environment			
Environmental Protection			
Energy			
Social Security			
Food and Farming			
International Development			
Women			
Leader of the House of Commons			

Leader of the House of Lords			
Scotland			
Wales			
Northern Ireland			
Attorney General			
Solicitor General			
Lord Advocate			
Solicitor General for Scotland			
Arts and Media			
Parliamentary Secretary Treasury/ Chief Whip, Commons			
Household Offices			
Treasury Lords			
Assistant Whips			
Chief Whip, Lords			
Deputy Chief Whip, Lords			
Lords in Waiting			
Note. Offices to be filled Lord President, Lord Privy Seal, Chancellor of the Duchy of Lancaster, Paymaster General			