

P.P.S.

1. I thought that it might be helpful to submit to you a draft "Job Specification" - however difficult that may be with this kind of appointment.
2. I have retired as a Partner in Joynson-Hicks and Co., although they are very generously continuing to pay me. I mention this only so that you will know that I am committed full time to you, to Parliament, and to our Party.
3. It goes without saying that your PPS wants to serve you in whatever way you decide is best. The paragraphs which follow are subject to that overriding objective.
4. A Government which has lost the confidence of its own backbenchers is, almost certainly, doomed. Central to the success of your Government and to the re-election of our Party at the next Election is the need for Ministers, and above all for the Prime Minister, to retain the trust and confidence of Conservative Members of Parliament. It is here that the main task of the PPS lies:-

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- (a) In reporting faithfully to the Prime Minister and to the Chief Whip the views of the Parliamentary Party, particularly when times are bad.
- (b) In interpreting to the Parliamentary Party the way in which the Prime Minister sees policy.
Thus, this is, very much, a two-way traffic.

5. In order to carry out 4 (a) above, the PPS must attend as a matter of high priority, the weekly meeting of the 1922 Committee and other Back Bench Committee Meetings.

6. His responsibilities are:-

- (a) To try to satisfy, wherever possible, the Conservative Members of Parliament who wish to see you.
However, the principle that any Conservative Member of Parliament can see you must be preserved, and I must ensure that those who do wish to see you, can do so.
- (b) To arrange, subject to your approval, that Members of Parliament, and not least the "difficult" ones are invited to No 10 and, where appropriate, to Chequers.
(I intend to keep a list of all Conservative MPs which will record, so far as possible, when you have seen them.)
- (c) To reply to letters addressed to me by Members of Parliament and to put those letters in your Box, whenever I think that you ought to see them.
- (d) To see all letters addressed to you by Members of Parliament and to see and approve the replies before they are submitted to you for signature.
(You must see all letters from Members of Parliament addressed to you).

- (e) To accompany you whenever you are in the House and on such other occasions as are appropriate. In this connection the role of the PPS is not only as an ADC but also as an interpreter to the Parliamentary Party.
- (f) To attend the daily Media Briefing.
- (g) To be present at the Tuesday and Thursday briefing sessions for Prime Minister's Questions, and to liaise with our own Members who are high on the list for Questions, so that their Questions can assist you in getting across any point which is helpful to our Party, or any aspect of policy which you wish to emphasise.
- (h) To liaise closely with the Leader of the House, the Chief Whip, DW and RR.
- (i) To keep you fully informed about votes in the House.
- (j) To give any assistance which you may require in connection with speeches.
- (k) To carry out such other duties as you may assign to me.

7. When the House is sitting, I would normally be in the Office at Downing Street in the morning only, spending as much of the rest of the day as possible in the House, lunching and dining there regularly. I know that you are anxious, whenever you are able to do so, to be in the House for lunch, tea or dinner. I do think that that is most important.

8. Generally, I ought to keep a low political profile, not speaking in the House, except on "Adjournment Debate" topics; this ought not to be allowed to obscure my total commitment to the kind of Conservatism which you have expounded and in which you have re-educated our Party.

9. I think that it would be helpful, immediately after the daily Media Briefing meeting, if we could have just two minutes to run through your programme for the remainder of the day.

10. I know you understand the importance of "securing one's base" and that you will allow me to spend a reasonable amount of time in the Constituency, which, mercifully, is only 65 miles from London, with an excellent train service.

11. I would be glad to discuss this Note with you, when you have a moment.

Ian Gow

8.6.79.

Ian Gow

21st June 1979

Private and Confidential

PBS

I promised to send you a copy of the memorandum dated 8th June which I submitted to the Prime Minister and this I now enclosed

On reflection I thought it best to send a plain copy without the Prime Minister's comments.

Ian Gow MP
Parliamentary Private Secretary

The Rt Hon Sir Geoffrey Howe QC MP