



CONSERVATIVE

Margaret

I have sent this to

Mr. W. Williams

After discussion with

Tim + Gordon.

It is our suggestion

of the CAMPAIGN STRATEGY

William W

**THE RIGHT HON. KENNETH BAKER MP
CHAIRMAN OF THE PARTY**

THE THEME OF THE CAMPAIGN

You are the only candidate who can beat Heseltine. By staying in the race you will win. The question is how to secure this victory. What sort of campaign is needed?

One theme of your leadership campaign should be to forge unity in the Party. The main problem now facing us is that we appear to be divided, bitter and disunited. That is the problem for this week and that will be the problem after this election is over. So your overriding theme should be Party unity, behind your leadership.

How should this be conveyed during the course of the coming week's campaign?

1. No personal attacks upon Michael Heseltine, either by yourself or by any of the people directly associated with you.
2. You should undertake no appearances at all as 'the candidate' in the course of the coming week-end on any of the main media spots like Frost, Walden and Dimbleby. You could say that you are very concerned about media exploitation of apparent differences in the Party, and you are going to say nothing which could exacerbate

this. You are inviting the Party to consider calmly how it can best unite and how we can go forward together. You recommend a period of calm reflection, not hectic campaigning, because in hectic campaigning only the Labour Party are the beneficiaries.

This statesmanlike position will have to be supplemented by Douglas Hurd, John Major, Norman Fowler, Ken Clarke, David Waddington and myself, taking the main media slots to put your case. Chris Patten and William Waldegrave should do written media. In addition, you should write a personal letter to all Conservative MPs.

3. The campaign team must be enlarged, reflecting the younger and broader element of the Parliamentary Party, and should work very closely by talking to all our Members in the House. We should involve Ministers and Cabinet Ministers as part of that communication exercise. The message to be conveyed is that we are prepared to listen and, above all, to listen on the Community Charge. We must make it absolutely clear that we are not satisfied with the Community Charge as it is and we are prepared to consider significant changes.

Should that be communicated by an open statement? I think not, because that really would not distinguish our

approach very much from the Heseltine position. The object is that we should let it be known quite clearly that you understand that this issue is the one that most concerns our Members.

4. On Europe, it should again be communicated to our MPs that the Government's policy is that as set out in the FT article on Monday of this week. Perhaps that article could be redrafted more in the form of a policy statement and given by the campaign team to each Conservative MP when we are talking to them.