

STRICTLY CONFIDENTIAL

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Restructuring the Centre

The Centre has evolved by accretion of people and functions. As a result, it contains several disparate activities which have no organic relationship. Gains in efficiency could be obtained by separating them and making each self-contained.

1. The Chairman's private cabinet. This bridges KJ's capacity as Chairman, his front-line lecturing, and his other political functions which give his chairmanship significance. I suggest that Martin Bendelow act as Director of KJ's cabinet in addition to his work at FEE. Piers Dixon's help to KJ in his capacity as MP could be located in the private office for convenience, or possibly moved to Eovis's to avoid confusion between Piers and the Centre. Simon Webley would continue to act as Consultant to all concerned.

2. The Centre's primary function of policy studies (which strictly speaking have yet to be undertaken) and publications designed to mould the climate of opinion have reached a point where they would benefit from fuller budgetary and operational autonomy. The publication publicising and sales to numerous retail outlets of several titles a year in thousands of copies each is an operation which requires rather more resources than it has been allocated. This allocation is hindered rather than helped by being mixed up with other activities carried out under the Centre's aegis.



The R.A.P. has turned out cumbersome in practice, preventing flexible decision-taking. A better solution would be to have the Director of Studies, in consultation with SW, making the decisions, but consulting the Chairman on matters of principle, policy or sensibility.

3. If we are to engage a programme of training speakers for free enterprise - Conservative students, Conservative Trade-Unionists, Managers, et al - the intellectual levels and organisational problems will have little in common with the study and publications's function. It would be better to hive them off as a Centre for Free Speech - or any other name. Gerry Frost is designated to do this with one secretary. If it grows, it grows.

4. Colin Clark's functions would need analysis before we decide how he fits in. Is he really working for the Centre, for FEE, for the Conservative leadership? Would he be better under the umbrella of KJ's private cabinet or as a separate estate, or indeed located at the IEA where he would enjoy their library facilities? At all events, he will be with us only another year.

5. What we lack here is a decent library, in the sense of a research library, with all the material in one room, run by a research-officer cum librarian of Ken Smith calibre. This would best be attached to the CPS.

6. As you may know, Norman Strauss is working towards the establishment of a special unit working direct to MT, helped by John Hoskyns and perhaps Terry Price and others. He will need a few rooms and a conference room. We might do well to work under one roof with him and share facilities. We could take a medium-sized town house. I should be glad to get out of this slum, which lacks facilities.