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March 8th, 1977.

Rt. Hon. Sir Keith Joseph, MP,
Centre for Policy Studies,
8 Wilfred Street,
London, SW1.

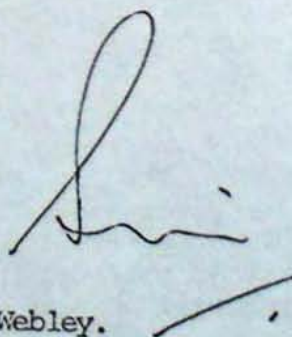
Dear Keith,

I have been thinking a bit about the Centre's present functions and some of the tensions which appear to exist within the organisation and decided to put my thoughts on paper to you.

I have purposely not filled in names to positions as I thought these should be discussed.

If you would like copies distributed to anyone else please let me know.

Yours sincerely,



Simon Webley.

PRIVATE AND CONFIDENTIAL

A NOTE ON THE PURPOSE AND STRUCTURE OF THE CENTRE FOR POLICY STUDIES

FOLLOWING THE POSSIBLE DEPARTURE OF MARTIN WASSELL,

1. The possible departure of Martin Wassell provides an opportunity to reassess the purpose, direction and structure of the Centre,
2. When conceived by KJ and AS the Centre was to concentrate on developing medium term policy options and assessing existing policies. The underlying philosophy was summed up in the phrase "Social Market Principles". It soon became apparent that (to have any hope of having radical policies accepted the climate of opinion had to be changed first)
3. It followed that in the first year a major emphasis was placed on trying to change the climate of opinion by means of speeches, lectures and writing by KJ. At the same time a publishing programme was instituted to assist this process and to show donors we were in business. Topics varied considerably but few were directly on policy issues. A few 'spin off' activities also developed eg: the employment figures exercise and FEE but on the whole the Centre became a resource centre for the propagation of the truths of the market and sound money policies. I think it can claim to have a reputation for this and its integrity and thoroughness are accepted among those who matter.
4. The Centre is also known as KJ's private "think tank" and the media among others refer to it as such.
5. In its published work the Centre has not found a natural position in the spectrum. It sets out to be between the IEA and Aims. Apart from the RADAP or POP series and the intervention studies its titles hardly reflect the name and original purpose of the Centre though they have had some impact on thinking.
6. The problem of the last two years was caused by (the unexpected arrival of MP and KJ in the leadership of the Party) The Centre had to then become "one step removed from policy".
7. I now wonder if we should not redirect our efforts back to policy. This might be done in two ways while at the same time tidy up the structure to give KJ more direct support.
8. The first way is for the Centre to take (say) four major policy areas and gather a number of competent but diverse people to form study and monitoring groups for each area. Their aim would be to have ready well thought out and practical proposals and a number of ready made

advisors who had been exposed to the major issues.

Each group would have a Chairman and a convenor and the part time help of a secretary.

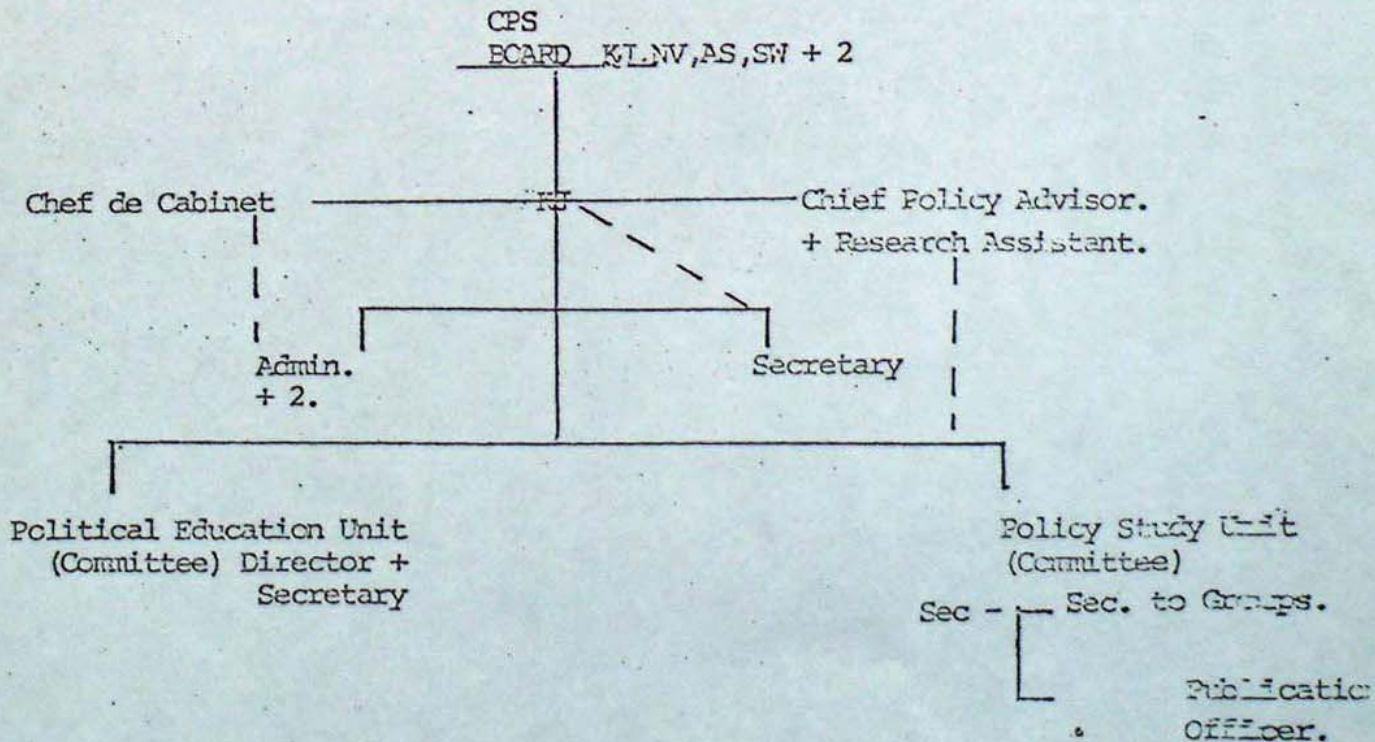
The groups would be encouraged to produce policy broadsheets from time to time on a relevant aspect of their subject which could be published.

The second is to enlarge the political and policy education programme for high flyers among students, middle managers and younger MPs using the resources of the Centre and outside help.

At the same time KJ's personal office (Cabinet) should be streamlined and made even more effective.

9. My tentative proposals for structure and tasks would be:

- (a) KJ assumes the role of Executive Chairman and his Cabinet to consist of a 'Chef de Cabinet', with an administrative assistant and secretary, KJ's secretary and a Chief Policy Advisor and assistant.
- (b) A policy Study Unit with a secretary, publications consultant (part time) and a secretary/org. of the Groups.
- (c) A Political Education Unit with Director and assistant Secretary.



SW/MJ
7/3/77.