

Centre for Policy Studies

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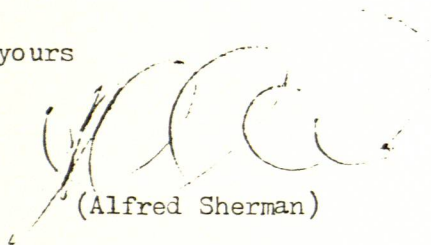
Dear Ian,

I enclose my proposals for change; two copies.

It might be as well, were I to see you for a quarter of an hour, both to respond to any queries or comments you might have, and to show you a few additional documents. There are also ~~one~~ one or two supplements to the proposals I do not care ~~to~~ to put in writing. I am keeping my diary clear Monday and Tuesday for that purpose, and shall be working at home ready to keep any appointment.

With thanks for your ready patience and helpfulness.

yours

A handwritten signature in dark ink, appearing to be 'A. Sherman', written over a circular stamp or mark.

(Alfred Sherman)

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To secure fuller understanding of the methods available to improve the standard of living, the quality of life and the freedom of choice of the British people, with particular attention to social market policies.

Directors: Hugh Thomas (*Chairman*) · Nigel Vinson, MVO (*Hon Treasurer*) · Sir Nicholas Cayzer, Bt
Gerald Frost (*Secretary*) · Alfred Sherman (*Director of Studies*) · Sir Frank Taylor, DSc(Hon) FIOB · David Young

Founders: Rt Hon Mrs Margaret Thatcher MP · Rt Hon Sir Keith Joseph Bt MP

26 MARCH 1983

A NEW STRUCTURE FOR THE CENTRE FOR POLICY STUDIES

Since its foundation eight years ago, the Centre for Policy Studies has come to be taken seriously by friends, opponents and enemies alike. The CPS has played a part in shifting the centre ground of political debate away from Socialist ideology.

It is now necessary to put the Centre on a secure financial and administrative footing, if it is to maintain and expand its usefulness and influence.

I therefore propose that, at the earliest opportunity, the Board of the Centre be reconstituted with a very much stronger emphasis on fund-raising, and to give the Director of Studies, aided by the study-groups and research staff, a free hand in the formulation and presentation of policy.

As I see it, from the vantage point of eight years since I helped establish the Centre, the Director of Studies should become responsible for the Centre's entire output - study groups, fora, research and publications. The Chairman should present the Centre's public persona, and the Board concentrate on raising funds; together they should also act as "long-stop" reassurance of proper and efficient use of resources.

As in any organisation worth its salt, administration must be the "the handmaiden of policy".

For Chairman, I propose Professor R.V. Jones, who has been associated with the Centre for the past three years, working on forward political-strategy, defence and education. As war-time scientific advisor to Winston Churchill (in his capacity as Minister of Defence), best-selling author of "Most Secret War", academic scientist deeply involved in defence and civilian consultations, and a convinced Tory, he carries the moral authority and personal disinterestedness which could serve the Centre in good stead.

For the Board , I propose :

Ian Weston-Smith, retiring Chairman of Morgan Crucible and Chairman-designate of British United Industrialists, who has expressed his readiness to help try to raise funds for our research projects and, if asked, to join the Board.

Dr. Richard Haas, lawyer and businessman, who has already donated to the Centre, and would be prepared to join the Board, and even act as Treasurer if asked.

The Hon. Rollo Clifford, director and co-founder of the successful and rapidly-growing firm Management and Systems Training Ltd , who is already helping us to plan our future fund-raising, and has offered to oversee our management efficiency audit.

Simon Webley would remain, his services have been invaluable.

The Secretary to the Centre would work to both the Chairman and to the Director of Studies, in his capacity as Chief Executive.

The proposed new structure would need to be introduced at the earliest opportunity, it could well be phased, but not delayed until after the next General Election, for several reasons:

First, it is desirable that the Centre begin to make a more effective contribution to the campaign and to policy-planning for the post-election period. In order to do this the reorganisation should begin now.

Secondly, uncertainty regarding the election date, which could be anything from three to fourteen months away, makes it a very inconvenient point upon which to hinge the reorganisation.

Thirdly, during and after the election campaigns and subsequent reshuffles, it is difficult to find time for what is, after all, a secondary matter.

Lastly, If fresh people are to be lined up for the Board, it will be difficult to ask them to kick their heels for an indefinite period.

I propose, therefore, that the phased transition begin right away. When the proposed changes are in operation, a strong growth in the work of the Centre can confidently be expected. The opportunities are considerable and they should not be missed.

Alfred Sherman