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Centre for Policy Studies

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11 May 1983

Ian Gow Esq, MP
Parliamentary Private Secretary
10 Downing Street
London SW1

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Dear Mr Gow

Yesterday I sent you a copy of a Memo from Mr Alfred Sherman. I was under the impression that I was supposed to send this to you. It now seems that it was a draft version which I should not have sent.

If it becomes obvious, through your future conversations with Mr Sherman, that this was indeed a mistake on my part, I would appreciate it if you would disregard it.

Yours sincerely

J.P. Burrows.

JANE BURROWS

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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.

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

MEMO

TO Ian Gow

DATE 10 May 1983

FROM Alfred Sherman

The Future of the Centre For Policy Studies

Announcement of the election date has brought to an end, for the time being, our rather hesitant efforts to reform the Centre for Policy Studies, in order to remove, or at least mitigate, those features which made it impossible for me to continue functioning there, and which cast doubts on the future of the Centre itself.

All I can do at this stage is give you a record of our recent transactions, in order that it may subsequently be of use to you and whoever else may take up these issues after the election.

I note that when "in desperation" I brought the matter to a head in our talk laying my resignation on the table in February, one of my complaints was that, as in 1979, all relevant decisions were put off until imminence of elections ruled out a systematic action, so emergency measures were taken without consulting me. Subsequent consultations were promised but, once again, postponed sine die. In the meantime, several potentially fruitful working years were frittered away, and my health suffered from the stress, since I live these things.

You and I (Ian Gow and Alfred Sherman) agreed that in an organisation like this, some clear division of role and function between chairman and director is necessary, and that in both cases powers and responsibilities should relate as far as possible. We agreed that this had not been the case, so far, and that I felt my personal honour was on the line. We also (Ian Gow and Alfred Sherman) agreed that the system whereby fund-raising has been deliberately kept down, with all

new fund-raising regarded eo ipso as poaching on Party preserves, is not the view of the Party as expressed by the present Chairman, Cecil Parkinson, and confirmed by Alistair MacAlpine.

We (Ian Gow and Alfred Sherman) agreed that this understanding be spread to the executive level, objections identified and over-ruled and that obstacles to fund-raising by us be removed once and for all - always provided we did not raise funds directly at the Party's expense, as defined in my letter to you which you verbally agreed. We agreed (IG and AS) that present levels were quite inadequate, even with the prospect of additional funds earmarked specially for in-depth research into problems thrown up by the groups' work. We agreed that my proposed sum of £300,000 p.a. did not represent an increase, in real terms, on that original £90,000 fixed by Sir Keith Joseph in early summer 1974, and that in addition some capital reserves would be desirable. All this, depends, of course, on our ability to raise funds at this level and continue to raise them. This, in turn, would fall increasingly on Hon. Rollo Clifford, and the new Board. I would require systematic work and some fair wind.

I have never discussed these matters directly with the Prime Minister. She knows something of the work we have done at the Centre, but nothing of the work we might have done had I been free from harrassment and trammel and been allowed resoures along the lines originally provided, she is not aware of my misgivings. That is water under the bridge. I understand that you informed her, some time after our talk in February, that all was not well, and that she gave instructions embodying the need to ensure the Centre's survival and my contribution to it.

Let her be spared the details, one way or the other. But matters are complicated by messages reaching me from other directions inside Number Ten that the CPS in general and my services in particular are dispensible, and even likely to be dispensed with, once the elections are over, since change during election time, on whoever's initiative, might be a

source of embarrassment.

I have no way of knowing. It suggests that my self-denying ordinance, never to discuss Centre affairs with the Leader may be bringing diminishing returns. Is there room for future discussion - after personal matters have been ironed out, of course, and as an incentive to moving them out.

At all events, I shall not send for the time being the additional copies of this letter to their eventual destinations as listed. After the election, there may be changes in dramatis personae. I rather leave it as a picket into the ground.

Wishing you well in your campaign,

I remain,

CC Margaret Thatcher

Hugh Thomas

Nicholas Cayzer