



## Conservative Central Office

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From  
THE DEPUTY CHAIRMAN OF THE PARTY  
The Hon. Peter Morrison, MP

TO: The Prime Minister

PERSONAL

FROM: Peter Morrison

I attach a short note prepared by my Personal Assistant giving his ideas about how Central Office might be improved. They are an immediate reaction rather than fully thought through proposals but I thought it was only fair to leave them with you as they might give a basis for further discussion at a later date.

Tuesday June 23rd

# Conservative and Unionist Central Office

32 Smith Square Westminster SW1P 3HH Telephone 01-222 9000

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Memorandum from: .. Duncan Guy .....

To: .. Peter Morrison .....

22nd June 1987

## PERSONAL

### The odd thought about the Party.

Looking firstly at Central Office and setting personalities, as far as one can, aside I have taken as my immediate baseline halving the staff and "doubling the salaries".

Working from the top down you need:

- Chairman and private office with one PA and two secretaries
- Deputy Chairman with one PA and secretary

There is absolutely no need for any of the current Vice Chairmen posts bar a Vice Chairman for women, although if the Deputy Chairman was female I would say that even that post was an unnecessary tier of bureaucracy.

As to the Departments I would recommend that the Research Department stay as it currently is with individual desk officers etc and to a large extent remain a compartment on its own. There should, however, be greater integration, or willingness, on behalf of the desk officer to involve himself in the research/factual accuracy on advertising, leaflets, posters etc.

The Press Department, Communication and Presentation roles need to be much more closely aligned. The current situation of three separate lines of command, in my view, hampers the Party no end in trying to promote itself. Press Office, which if truth be told, is manned by hardworking and willing but redundant ex-hacks is not geared towards a get up and go policy. One doesn't want to be unfair on anyone but when you compare the way you have been handled at Central Office to the way Tim Blythe and Chris Webb looked after you at DTI there is a huge gap in priorities.

I would have thought the time has come to amalgamate the Organisation and Campaigning Departments also taking in a large part of Special Services. Throughout our time at Central Office there have been battles - I accept that personalities didn't help - about who should be doing what. Leaflets strikes me as a prime example and has not only led to a great deal of financial waste but also man hours too. Given the professionalism of the Labour Party's Campaign our own productions were amateur to the extreme. We have got the talent and the willingness already here and it is a crying shame that they have not been able to, or perhaps allowed to, come up with the goods.

Obviously some Special Services would remain, such as the Direct Mail operation, Opinion Research and the computer section although again, if as should be the case computers are going to become a fundamental part of constituency life and indeed of campaigning generally, I would also consider transferring this under the umbrella of some super Campaigning/Organisation Department.

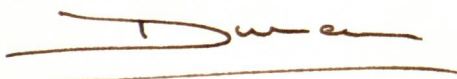
In office terms generally I am sure you would agree that given its current management the sooner we are shot of the Association of Conservative Clubs the better. They don't seem to add anything to the general theme and if truth be told have simply appeared as an added hassle on the horizon. I also cannot see any justification for having the Greater London Area sited within the central building. In its way it gives them a presumptive position which can cut across lines of communication with other Areas.

I have tossed around the idea of what to do with Area Offices and COAs and believe that they are still a necessary part of the organisation. The Party does need "its own man on the ground" and I don't think that that task can be performed either by a pre-eminent Agent in each of the areas or by an itinerant COA who performs his task in a separate constituency office. I don't know whether it is wide spread but constituencies do seem to view Central Office with a great deal of suspicion and although I am very keen, and indeed feel it is vital, that there is greater cooperation and understanding between the centre and constituencies, I don't think that we would achieve it with either of the above two alternatives. However, Area Offices are a drain on resources and if there is any way in which we can integrate them closer to their constituencies yet keep the lines of communication open it must be found.

Turning to other extraneous bodies the Conservatives Abroad and the International office should be sited in the headquarters building and, to be honest, I cannot see why they are two separate departments. Reading has many critics but certainly, in my dealings during the Election, it has proved extremely competent and very worthwhile. It needs its confidence built up and Central Office's confidence in it improved but this should be something which is readily achievable.

Personnel and office management has not been our greatest forte albeit the turnover of staff and the state of the building have obviously been major faults in the system. We do need, despite your own personal view of personnel managers, a professional but that task would be made far simpler if we were to pay staff competitive salaries and were to work from a building which had greater affinity with the '80s rather than the '50s. I know that we are not a profit making organisation but the smooth running efficient machine which the outside world assumes we are is a thing of the past.

I may have been more than a little unfair and perhaps taken too critical a standpoint but these are just a few ideas for you to either agree with or disagree with as you wish. There is a lot of good about Central Office and its potential is untold. Sweeping changes are needed but there is a hell of a good base from which to work from. Given the context of this note you might not think so!

A handwritten signature in dark ink, appearing to read "Dwan", is written above a horizontal line.