



10 DOWNING STREET

Prime Minister

[Handwritten mark]

Tim Bell and Gordon Reece
Have put their thoughts
on de chairmanship on
paper.

Interesting - only they don't
have any names.

Am they have told me^{is}
is you should go for
someone senior, not junior:

Steven.

29/10.

From TB and GR.

29/10.

CENTRAL OFFICE

The purpose of Central Office is to provide the Leader of the Party with the machinery for winning a General Election and to a lesser degree local and by-elections.

It is not the bureaucracy of the voluntary party even though that organisation has its headquarters in the same building, nor is it any sort of extension of the parliamentary party either back bench or government. It is an extension of the Leader of the Party's private office.

The first priority of a Chairman is that he or she should be very close to and loyal to the Prime Minister. It should never be a stepping stone, like a junior ministry. It is too important to be used as a "try-out" appointment. If the Chairman has no administrative or executive experience, it may be a mistake for him to try yet another reconstruction of an organisation which really needs leadership not just new reporting procedures.

The dangers which I hope we can avoid in the new Chairman is that he must not create any new disaster areas in place of the old ones. Playing at reorganisation can be a very dangerous game when the ability of the party to win the next Election is at stake and the future of the country with it. If the new man is not to lead us at the General Election, he should have very clear instructions on what is expected of him.

The ideal Party Chairman should combine three essential skills; team leadership, management, political flair. He should lead a team that contains organising, communications, fund raising and research skills. He should be reasonably low profile but have sufficient weight and stature so that he is listened to. He should have an understanding of, and relate to, the world outside politics if we are to continue winning more and more support from ordinary folk. He should be capable of delegation to the directors he puts in charge of organisation, communication, fund raising and research.

It may be a very good idea to support the new Chairman with a Board of management on which David Young could well sit, together with the Party's deputy Chairman and the key directors of departments.