

CPS

Conservative Research Department

32 Smith Square Westminster SW1P 3HH Telephone 01-222 9511

Director: PETER CROPPER

Lord Beloff
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22 Lewes Crescent
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Private & Confidential

19th October 1983

Dear Max,

I am grateful for communications from all four outside members of the Advisory Board. May I make three points.

1. It would seem that it was probably Alfred Sherman who briefed the Evening Standard.
2. I accept Hugh Thomas's statement that circumstances made it impossible for him to tell me about the reconstruction of the CPS more than two days ahead, and that you yourself told me as soon as you knew yourself. Nonetheless I have to reiterate that I think it odd that the Director of the party's Research Department was not brought into the discussions preceding the event. This is further evidence of the breakdown of communication from No 10 through the former Party Chairman to myself as Director.
3. I remain deeply disturbed about the implications of this for the Research Department. There are two sorts of policy work:
 - i) Work initiated by independent bodies, in the course of which public affairs are looked at from a particular viewpoint and recommendations are made to the Government for alterations in policy. I would call this political lobbying.
 - ii) Work undertaken at the request of government, involving the review of an existing situation,

/...

or the consideration of new proposals, undertaken from the viewpoint of that Government. This is what I take the Policy Unit to be doing.

I have never believed that the Conservative Research Department should undertake political lobbying. It is no part of our job to write unsolicited to the Prime Minister telling her that she has got it all wrong.


However in former times the Department certainly used to be consulted by Prime Ministers and others on a whole variety of matters touching policy. It was this involvement that made the Department the interesting place it was, and served to compensate for the drudgery of writing up the Campaign Guide.

I had understood that the Prime Minister had decided to concentrate this sort of work in the Policy Unit, as successor to the CPRS, partly on security grounds. We were bound, although with regret, to accept that. However I now read that the Centre for Policy Studies is to become "a centre for research at the disposal of the Prime Minister and other Ministers". Why, I ask, should the Party's own research department not be the first port of call, outside Downing Street, for such enquiries?

I feel bound to say that this reveals a most unsatisfactory situation. It is becoming increasingly difficult to obtain and hold good people for the CRD as its declining status becomes more and more widely discerned. We will soon be in a vicious downward spiral.

Having said all this, I have the highest regard for the Centre's work as an independent political lobby, and wish it well.

Copies of this letter go to all members of the Advisory Board. Stephen Sherbourne has asked me to put him in the picture. I shall send him copies of this and of my original letter, treating the intervening correspondence as personal.


Peter Cropper



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and Political Science
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International
Centre for Economics and
Related Disciplines

25/10/83

From Sir Alfred Sherman

To Peter Cropper.

Dear Peter,

your letter saddened me as much as anything during the past few unhappy months. Had you asked me, I should have explained why I disagreed with the "miserable piece" in the standard, not only the malicious nonsense about CBE/CRU ~~competition~~ originated by Chris Patten, never true in the past, present or future, always designed to point the finger at me, but also this "social market economy" nonsense which I had always opposed, and the assumption that I shall definitely not return.

However, instead, you accepted how Thomas's unfounded assumption as an unquestioned fact. Not for the first time, I seem to be tried in absentia and found guilty. I have no intention of circulating in a milieu where I am a second-class citizen. By and large, my relationship with the CRU has been one of helping it, without asking much in return. In light of your letter, I do not see any scope for a continued relation-

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I can manage without
the CND, just as it can
manage without me. What I
value ~~as~~ ~~not~~ ~~is~~ ~~not~~ ~~is~~ ~~not~~ ~~is~~
was the personal relationships.

Once these are poisoned, the
what is there left?

Yours regretfully

Al Gore

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28 Oct 83

Dear Alfred,

You have just beaten me to it:
I was planning to write to you this
weekend saying broadly:

"Having now recovered my 'cool'
following the grotesqueries of
Blackpool, may we please try
to revive the lunch plan.
What ever may be the complexities
of our mutual lives with it

Center for Policy Studies, it is
sensible to maintain our friendly,
personal relations."

If you would like to meet at the LSE then
I will be happy to come along. Alternatively
how about the Paradiso e Inferno opposite
the Savoy? It seems to me there is
something to be said for not meeting at the
Club just at present - except passingly.

Yours Peter.


tel. 242 3388

Centre for Policy Studies

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From: The Director of Studies (on sabbatical September 1, 1983 - August 31, 1984),
10 Gerald Road, London SW1. Telephone: 01 730 2838.
Cables: SHERMANIA, LONDONSW1

23/10/83

 Peter
your letter put things
most aptly.

The novelty of eating at the
works canteen, euphemistically
called the senior common room, has
passed. (God knows what they feed
to the students.)

So I gladly accept
your invitation to the
Paradiso & Inferno.


Albus