

Private & Confidential**National Executive Committee
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1. Introduction by Rt Hon Peter Hain MP

The consultation paper *Refounding Labour: a party for the new generation* outlined in challenging terms the choices facing Labour. It was frank about the weaknesses exposed by our recent performance and about the profound changes in society to which we, and other parties, had been slow to react.

It is a measure of the commitment and seriousness of our members and affiliates that they rose to the challenge and engaged with the issues set out in this stark fashion rather than taking refuge in denial or the repetition of old slogans.

As a party we still have enormous determination to change Britain for the better and the strength of mind to recognise that we need to change our own ways of doing things if we are to be equal to the task. Members want to take more responsibility and to have a greater say in the Party. They want to reach out to their local communities to learn from their experience, to win their support for Labour and to work with them on the wide range of issues where civil society cannot wait for the next General Election but must make its needs and views known to politicians of all parties. When they do that, they want Party structures that assist rather than impede the work. When they learn from that engagement, they want the Party at every level to listen seriously to their views.

Members are proud to be members of a democratic party in a democratic country. They know that elected representatives must listen to and engage with the wider public and not with party members alone. They know too that in an era of 24 hour rolling news, the Party cannot afford endless public arguments over policy. They believe, however, that we will have better policies, more closely reflecting the views of those they meet in their everyday lives and when campaigning for the Party, if we reform our policy process and Conference to make more room for genuine debate and exchange of honestly held opinions. While all agreed that the National Policy Forum can be improved to make it more responsive to the membership and the wider community, there was strong support for its more deliberative, year-round policy-making process.

They are insistent that their elected representatives at all levels must make it easier rather than harder for them to do their work in their own communities. Many were deeply hurt by both the expenses scandal and divisions at the top - and they bore the brunt of public anger and disillusionment as they knocked on doors. They want to see clearer lines of accountability to the membership and the wider public from everyone from the Leader downwards. They want to see clear commitments from every candidate and elected representative to probity, service to the public and taking leading roles in Party campaigning. They want to be proud to say they are Labour and they want no doubt about what Labour offers.

It is clear from the consultation that members and affiliates know and value the whole-hearted commitment of those who join or affiliate. They know, however, that our core has shrunk and that this has made us less able to do our work and represent wider society. Members and affiliates will always play a special role in our party. But members want to reach out to wider support, increasing our capacity to engage in two-way communication with as many of our supporters as possible and providing additional opportunities for those willing to commit as registered supporters. We need too, to reach out to a whole range of organisations from local community groups to national organisations whose interests and values overlap with ours without demanding as close a relationship as that we have with our affiliates. They love the Labour family but they know we also need the help of a wider range of friends.

It was clear from all the submissions that everyone wanted us to refound our party on a stronger, healthier basis so that, together with millions of supporters, we can build the future the British people need and deserve. There will be arguments and honest differences of opinion over how best to achieve that but this consultation demonstrates our common desire to make ourselves fitter than ever to serve.

2. Consultation submission statistics

We have received a fantastic response from individual members, local parties, affiliated organisations and elected representatives to the Refounding Labour consultation:

- 3,255 individual submissions
- 20,354 hits on Refounding Labour websites
- 66 Regional events across the country led by our National and Region Offices
- 184 party submissions
- 36 submissions from groups or affiliates

This report summarises the substantive areas covered by all the submissions and outlines initial recommendations, and feedback will be given by post or email all CLPs and those who submitted to the consultation.

In preparing the final report for Annual Conference we would look to include many of the specific ideas raised by the submissions as examples of best practice and include quotes from respondents.

3. The review of Labour in Scotland

The SEC have agreed the terms of reference for the Scottish review, commissioned by Ed Miliband and Iain Gray for a political and organisational root and branch review of the Scottish Labour Party.

The aim of the Review is to develop a set of recommendations to provide a new organisational and political framework for a strengthened, more effective, modern Scottish Labour Party, better able to earn the trust of, and deliver for the people of Scotland. The Review Co-Chairs, Jim Murphy MP and Sarah Boyack MSP, will present a report to Labour Leader Ed Miliband, Labour's Leader in the Scottish Parliament, and Shadow Scottish Secretary Ann McKeichin. There shall be liaison between the Refounding Labour consultation and the review of Labour in Scotland, with the submissions and recommendations from Refounding Labour being shared.

The NEC and SEC will have ultimate responsibility for taking decisions within their remits and implementing changes that follow from the Review and the NEC's recommendations as regards Refounding Labour should be taken into account by the Scottish Review and the SEC.

4. Changes in Wales

Welsh Labour faces radical change to party structures with the 25% reduction in the number of its MPs and the decoupling of Parliamentary and Assembly constituencies. The NEC will work with the Welsh Executive Committee to ensure that the Welsh party takes this as an opportunity to create effective and flexible methods of local organisation while minimising disruption to its successful campaigning work.

A. Building a more open & welcoming Party

1. Clause 1

There was widespread support for the Party expanding our 'mission statement' or Clause 1, the clause in our rules that outlines our purpose as a political party. The current definition highlights our primary electoral objective, but is silent on our desire to be a force for change in our local communities. As we seek to open our Party and its work to supporters, there is a desire to set out the rights of our members.

A new Clause 1 should set out our desire to build a party fit for the future; a genuine movement where the connection between the party and the public is strong. Our aim to change the way the party works so it is more open and welcoming to members and supporters alike. Locally Labour needs to be seen as a catalyst for change, rooted in the communities we seek to serve and taking action to improve the lives of local people. We want to invest in our members and for them to have a greater voice in the party and therefore any new Clause 1 should include an overview of our commitment to members and an overview of the rights they hold within our party.

Recommendation:

- Agree to draft a new Clause 1

2. Enabling Structures and recognition that no one size fits all

Submissions were clear that a local structure for organisation is needed but we need to remove layers of bureaucracy that act as barriers to involvement, simplify the rules, provide options for re-organisation and create local parties that are open and welcoming of members, supporters, and the community.

A vast majority of submissions recognised that although no one size fits all, and CLPs should be encouraged to innovate, and develop local structures that suit their geography and circumstances, they wanted change.

It is clear members and local parties want to develop local structures that allow for greater involvement of the wider membership, especially new and young members, supporters and the local community. Structures that allow for an increased focus upon policy-debate, campaigning and community action, and less focus on business and reports.

Submission also wanted CLPs to have a responsibility to ensure healthy branches as the base for our organisation, where branch activity is refocused toward local community action rather than business - so that at every level Labour locally is reaching out into the community.

Pending changes to the Constituency Boundaries provide CLPs with an ideal opportunity to review party structures at a local level. CLPs should be encouraged to consider what option of organisation is most appropriate for them in the period between now and re-organisation on new boundaries.

Recommendations:

- There should be no default structure set out in the Labour Party Rule Book - instead there should be options for organisation set out which are appropriate to different circumstances and from which a CLP can choose and rules should be drafted accordingly.
- The Party should provide advice for CLPs on the types of structural models adopted across the country and the types of activities and events that have proved successful in the appendix of the rules.

- Any proposed structural models should allow for greater membership and affiliated organisation participation; allow for joint working between CLPs and across geographic boundaries; and accommodate the differences between urban and rural constituencies.
- Branches and CLPs should prioritise outreach into local communities through campaigning and policy discussion. They should organise into teams for action for campaigning, fundraising, social events etc. and the party should look to draft rules and guidance that allows this change of emphasis to be explicit in our rule book.

3. A new cross-constituency co-ordination forum

There was widespread support for Local Government Committees and County Parties to be replaced with a smaller functional body comprising of officers and/ or CLP and trade union representatives, election agent(s), leader and deputy leader of the Labour group. These new bodies would represent the CLPs in holding the Labour Group to account as well as other elected representatives e.g. Elected Police Commissioners. And where there is no Labour Group provide a strategic forum for cross constituency campaigning and building of a local government base.

The co-ordination forums should concentrate on local election campaign co-ordination, candidate recruitment and candidate selection. And membership of these new bodies should be balanced in terms of gender, BAME and youth representation.

This would allow the Labour group to take the lead on local policy development with full consultation with local members, affiliates and supporters. Any change should allow for the continuation of existing effective forums, such as Lambeth, Birmingham and Sheffield, and of course, within the broad campaign strategy, CLPs would continue to be responsible for the effective delivery of campaigns by their branches and members.

Recommendation:

- Agree to draft rules to replace LGCs and County Parties with a new co-ordination forum allowing local adaptation and choice over the structure and membership of any forum.

4. Party meetings that focus upon widening involvement

The submissions were clear that meetings should be more focussed on the key purposes of local parties. Members should be actively involved in selecting policy areas for policy debates in meetings.

There should be opportunity for political debate with community and external speakers from, for example, local community groups, the local voluntary sector, trade unions and business. Plans for campaigning and particularly campaigning on local issues should be central, alongside discussion of how to develop community engagement and organisation by building stronger relationships with members, trade unions, supporters, and community groups. Local Party innovation and best practice should be disseminated as it is recognised that significant local change can occur without formal rule changes.

Recommendations:

- Agree to draft rules that make this change of emphasis explicit within our rules.
- Agree to draft rules so that Party AGMs should be held in the Autumn not February so parties are free for elections and community activity, with no meetings in March and April and first week of May. CLPs without elections need to be given flexibility, however they should be encouraged to help those with elections.

5. Effective working at a local level with Trade Unions

Whilst some local Labour Parties and Trade Union branches work well together in other places there is room for improvement and an opportunity to improve. Many submissions talked about the need for local parties to work more closely with local trade union members.

Recommendations:

- Agree to draft rules so there is a requirement for local Labour Parties and Trade Unions to hold joint meetings each year to plan joint campaigns and working and to give Trade Union members access to Labour elected representatives
- The Party should continue to support Unions in their worker get worker campaign activity and look for opportunities to extend this and look for other ways to organise together around elections.

6. Officers and roles that match CLP needs

It is clear from the submissions that local parties are unaware that they have the flexibility to create local teams of officers to meet their needs.

The current rules state that Constituency Labour Parties should have a core set of Executive officers (Chair, Secretary, Treasurer, Vice Chair, Vice Chair Membership, Women's Officer, Ethnic Minorities Officer, and Youth Officer) and then be allowed the flexibility to add Functional officers. While some Executive officer positions are required by statute it may be that greater flexibility could be given to CLPs about how many and which other officers should form the core.

The party should also develop technology that allows officers to network together, share information and best practice.

Recommendations:

- Review the core set of officers and update in model guidelines for CLPs which Executive officer posts are deemed mandatory, so that CLPs have greater flexibility and awareness of that flexibility.
- Amend the rules to make it clear that the distinction between Executive and Functional officers is one of role rather than esteem.
- Continue to give parties the flexibility within the rules to create the teams of officers that match their needs and activities, and choose how they are elected; for example, they can choose to open up officer elections to the wider membership.
- The Party should update the model job descriptions for officers to provide each post with a clear series of asks and activities to choose from.
- The model job descriptions should make it clear that regard for equality issues should be inherent in every officer role.
- Suggest officer posts that local parties should consider adding to their teams for example:
 - Member mentor
 - Local community officer
 - Street organisers
 - LGBTI
- Make it clear that to parties that an Agent does not have to be an EC member but should be appointed as the best person to do the job.

7. A development plan for every CLP

There should be a rule requirement for each CLP to submit a development plan (in a format approved by the NEC) for the calendar year ahead, approved by its GC or All Member Meeting, to its Scottish, Welsh or regional office by 30 November each year (extension can of course be granted).

The development plans should not be over-complicated but might include targets for membership and registered supporters, targets for voter i/d contacts, plans for leafleting and newsletters, plans for the involvement and recruitment to the party of trade union members and joint campaigning with local trade unions, an outline budget and fund-raising target, and an outline calendar of key campaigns and events. They should also include a review of branch organisation, women's organisation and Young Labour organisation and steps the CLP would take to help overcome shortcomings and build on success.

There has been a lot of feedback from the submissions on the failure of some local parties to provide a warm welcome and encouragement to new members and in order to meet this need, the creation and maintenance of a network of new member mentors responsible for keeping in touch with new members on a one-to-one basis should feature prominently in all development plans.

The primary focus should be on developing the activity and organisational capacity of CLPs.

Recommendation:

- Look to draft rules to give effect to CLP development plan on this basis.
- Rewards for improving CLPs, meeting targets, and local innovation should be given through incentives schemes, national recognition, at Annual Conference for example, and by inviting key members to take a lead role in spreading best practice more widely.

8. New strategic functions for Regional Boards

Our Regional Boards are made up of experienced Party members whose talent, experience and time should be used as productively as possible. Some submissions are clear that we need to do more to harness this resource. Regional Boards can be better used to help us organise and support members to be as involved in the Party as they would like to be, to engage with party members and support them and to help maximise the resources that go into campaigning where we need it most. We can do more to facilitate our Regional Board members taking more responsibility for the health of our Regional Constituency Labour Parties and having strategic oversight of the CLP Development Plans, as outlined above, being able to intervene as necessary, take appropriate action and offer support in instances where a CLP does not submit a Development Plan.

Within each region, different CLPs have different challenges and opportunities whether they are safe Labour seats, marginal seats or seats Labour has never held. Key to us achieving success is ensuring that each region is working in a way which is appropriate to their circumstances and harnesses the enthusiasm and energy of all our members and supporters.

Regional Board Working Groups

Regional Board Working Groups which would work with Regional Staff, stakeholders, CLPs, MPs, Councillors, Trade Unions, Socialist Societies and members to add value to the work of the Regional Labour Parties should be established. Each Region is different and we need to provide a framework that gives the greatest flexibility to ensure these groups are as useful and productive as possible. Different stages of the electoral cycle will also govern the areas which are the greatest priority at any given time.

There should also be the capacity to co-opt members onto a specific working group in response to different circumstances and to make use of wider talent and experience at different levels of the Party. Different ideas and suggestions are given for the Working Groups - such as Member Recruitment and Retention; Fund-raising; Women; Young members; Campaigning; Training and Candidates; policy engagement; Trade union engagement. This list is not exhaustive and different regions and challenges will require different focus or actions.

Recommendation:

- The Party should develop a Region Strategy as a framework to support each Regional Team of stakeholders, CLPs and affiliates, with each region agreeing a set of annual events for local members, affiliates and supporters to get involved in the work of the Party.
- Each region should have one dedicated staff member responsible for membership development. Their role would be to run events for new members and to ensure new members are able to get involved, to facilitate local and regional networks for women, BAME members, young members, LGBTI members, disabled members etc, and to pilot ways of organising locally that might involve more members.

9. Labour International (LI)

LI have requested to be given CLP status with the same rights at our Northern Ireland CLP.

Recommendation:

- Agree to this request and draft rules accordingly.

10. Northern Ireland

The growth of Party membership in Northern Ireland is very welcome and we note a few submissions have been received, including a submission from our NI CLP, that have requested the Party agree to stand candidates for election in Northern Ireland.

Recommendation:

- Agree to enter into further discussions with our NI CLP, and our sisters parties the SDLP and Irish Labour Party.

B. Connecting with communities

1. Registered Supporters Scheme

There is widespread support for involving supporters more formally and consistently in the Party, but not at the expense of the rights of members. CLPs should therefore have the right to recruit registered supporters.

Around the country there are many excellent examples of individual MPs mobilising support from people in their local community who back Labour but are not members of the Party. These supporter networks can be mobilised to back local campaigns and add to local party efforts at election time; be invited to local events and be consulted on local and national matters by email. We can also look to the networks developed by the Obama campaign for the last presidential race where people who often had no history of direct involvement with the political process were inspired to get involved to change America.

Labour can learn from these examples of best practice and develop a network of registered supporters who can take part in our party, improve our organisation on the ground, build our links into communities and, most importantly, help deliver successful election results.

There are three routes through which people could become registered supporters by providing their contact details and making a positive decision by signing up through:

- Local recruitment by CLPs, affiliates and elected representatives
- Online registration through national, regional and local party sites
- Recruitment by a “registered recruiter” who would be a member of registered consultee organisations recruiting fellow members of that organisation (see registered consultees point B3)

National campaign technology to facilitate registered supporters schemes in every CLP

The registered supporters’ scheme would be based on individuals making a positive decision to sign up as supporters by completing a paper or on-line form.

It would not displace or hinder less formal ways of relating to a wider group of supporters but would provide a distinctive way in which strong supporters who were not prepared to join the party could make a commitment to support us.

The best community organisation and supporters groups are locally led and locally organised but the Party should provide tools that enable local elected representatives and campaigners build, manage and communicate with their local registered supporters and offer them the opportunity to sign up as registered supporters; as well as share best practice and ideas across CLPs on what makes a successful registered supporters scheme.

This technology must enable local parties to recruit supporters, track their involvement, communicate with them and encourage their participation.

It is important that individual campaigners and elected representatives feel that they own their supporters lists and that the national or regional parties will not use them for national email distribution or fundraising.

As the system develops powerful organising tools should be added to allow event organisation, local donation tracking, communication management and the sharing of information between local parties, regions and the national party, and target through selections from list of supporters for mailing through integration with Contact Creator and Print Creator. This inevitably would lead to local parties having a sophisticated tool to help manage their member and registered supporter volunteers to maximise their value to campaigns.

Many local parties will already have lists of non-member supporters and we should make transferring this information to a new registered supporter scheme as easy as possible.

It is also important that local campaigns are able to add supporters details manually and not rely on their supporters going online to join their campaigns, e.g. details collected at a street stall must be able to be uploaded to the registered supporters scheme.

As part of bench-marking for CLPs and elected representatives, CLPs might have obligations to the party to hold at least one policy consultation event a year open to Registered Supporters or MPs might have an obligation to host at least one event a year for them.

Registered Supporters' Rights

In order to safeguard the membership offer, there should be no formal rights for Registered Supporters in CLPs or Branches - but CLPs, Branches and elected representatives should be encouraged to involve them in social and fund-raising events, campaigns and policy consultations, so, along with party members, there is a mechanism for their voice, and the voice of party members, to be heard by the party leadership. The NEC would also reserve the right to refuse or withdraw registered supporter status from any individual whose aims or activities were deemed inconsistent with those of the Party.

Through consultation with Party stakeholders, further consideration should be given to the proposal that registered supporters should be able to vote in the Leadership Elections in the affiliated organisations section of the Electoral College.

In order to avoid any arguments over individuals' rights, the rules should state that a supporter shall become a registered supporter of the national Labour Party only when his or her details are recorded on Contact Creator.

Registered Supporters should also have the same right as members to apply for Annual Conference visitors' tickets. In addition we should reconsider the need for members to have a year's membership before being allowed to come to Annual Conference.

Registered Supporters should be encouraged to join the Labour Party at the lower joining fee (see section C3 Membership subscriptions).

Recommendation:

- Rules should be drafted to give effect to the Registered Supporters Scheme on this basis, subject to further consideration of the proposal to allow them to vote in Leadership elections.

2. Increasing involvement of levy paying members of affiliated Trade Unions and members of our socialist societies

Together with registered supporters, trade union members represent the wider society that needs to be heard in our party alongside our individual membership.

Members of affiliated Trade Unions who are not individual party members should enjoy the same deal as registered supporters including (in addition to their existing right to vote in Leadership elections) the right to apply for Conference Visitors' tickets on the same basis as members and the expectation of regular contact and invitations to events from their local Labour Party.

Subject to consultation with trade union colleagues and dealing satisfactorily with issues around data protection legislation, we would want to work towards developing a process whereby our CLPs were able to invite Trade Union levy payers in their area to policy, campaigning and social events, and

where our nationally affiliated Trade Unions were able to invite Labour party members to their events.

We should investigate using new technology for effective liaison between the party and trade union levy payers, where the contact is facilitated without any data transfer. We should consult the unions on the possibility of Trade Unions allowing access to their membership lists for local parties to assist them in involving union members in local party events and work. In tandem we should consult the unions on giving them access to their members in CLP where these can be identified.

We would want to extend reciprocal agreements to all affiliated organisations as we recognise our socialist societies combine expertise in many relevant sectors with reach into the relevant communities of interest, building alliances with others who share our values but are not Party members.

Recommendations:

- Legal advice should be sought on the data protection safeguards that would need to be built into this system.
- Affiliated Trade Unions should be consulted on these proposals on the basis that they are intended to strengthen the Party's links with the unions.

3. Registered Consultees

Throughout the submission there is support for involving external voluntary organisations within the Party's work, especially as regards campaigning and policy-making.

The Party should therefore create the status of 'Registered Consultee' within our rules - so that organisations can acquire new opportunities to be heard by the party without any requirement to show public voting support.

Although, the NEC would reserve the right to refuse or withdraw Registered Consultee status from any organisation whose aims or activities were deemed inconsistent with those of the Party, Registered Consultees should have the right to be consulted on party policies relevant to the organisation's purposes, to apply to give evidence to a relevant Policy Commission, to apply for Conference Visitor tickets and to request an opportunity for a representative to address Conference during a relevant debate (subject to CAC approval).

These core rights should be distinguished from additional opportunities the party might decide to make available. For example, the Party might invite them to send representatives to meet relevant shadow frontbench ministers, or be invited to attend events, such as Scottish/Welsh/ Regional Conferences, opportunities to offer speakers to CLPs and be invited to attend local policy events.

The requirements for Registered Consultees should be very light and simple through a quick online registration process.

Recommendation:

- Agree rules should be drafted to make provision for Registered Consultee organisations on this basis.

4. Embedding Community Organising methods in the way we work

Throughout the submissions it is clear the party and its stakeholders believe there is much to be learned from the approach to Community Organising in the US and from organisations in the UK such

as London Citizens and Trade Unions. Central to our mission to engage with, represent and campaign in our local communities is work to:

- build relationships in local communities
- work with local people and groups to campaign for change on the behalf of local people

Community Organising is central to the role of our elected representatives and local campaigners but also crucial to our electoral chances.

Many of our elected representatives, candidates and local campaigners are already fantastic Community Organisers.

Others would welcome support, training and direction in this area in the form of best practice from their peers and from organisations with expertise. It is also important that we embed minimum standards across the Labour Party so that in every constituency we are engaged with and campaigning for our local communities.

Recommendations:

- Peer led training and advice in Community Organising techniques for Labour elected representatives and candidates. Our best Community Organisers sharing their experiences with those who want advice, training and support.
- The Party to provide a series of standard models and guidelines for developing relationship networks, identifying talent and key people and organising community campaigns.
- Minimum standards for all local parties and elected representatives to ensure community engagement through campaign contracts and ideas such as:
 - Annual survey/ consultation exercise with local residents and community groups
 - Annual campaign(s) following on from survey results
- Seek advice from affiliated Trade Unions about their experience of community organising and involve them in developing models of best practice; look at how local parties can work closely with local and regional Trade Unions in community campaigning.

5. Working with Community Organising partners

As well as peer-led training, there is much we can learn from other organisations who engage in Community Organising and community campaigning such as our affiliated Trade Unions and the Co-operative movement.

Recommendations:

- Increase our work with our affiliated Trade unions and the Co-operative movement to share expertise and develop training partnerships to enhance Community Organising in the Labour Party.
- Continue to work with Movement for Change as a partner organisation in delivering Community Organising training through the Party's Training Academy.
- Improve and continue to deliver the Community Organising Training Academy Module across the country by working with community organising partners and experts in this field.
- Improve and continue to work with individual parties and elected representatives on a bespoke basis to help them get community campaigns established.

6. Elected representatives - Candidate Contracts

Labour's elected representatives and candidates must be hard-working, in constant contact with their communities and active as leaders of their local parties, while meeting high standards of conduct in all aspects of their work.

Part of the role of any candidate and Labour elected representative is to campaign and engage with local communities throughout the year.

Many of our elected representatives excel at this work but it is also important that local parties make clear their expectations of anyone who is privileged to take on the role of Labour Party elected representative.

Our elected representatives hold a vast array of posts in wide ranging circumstances so making a one size fits all model inappropriate.

Recommendations:

- Agree to draft rule changes that require all our candidates and elected representatives to sign a Candidate Contract.
- A Candidate Contract should consist of some agreed mandatory elements, including the 2% elected rep. levy on total salary, but be locally determined and relevant to type of seat and the post the candidate or elected representative holds.
- They should include specific and measurable targets for campaign and community engagement activity all year round.
- They should be taken into account as part of the re-selection process.
- The Party should produce models for local parties to adapt.

C. Increasing member participation and involvement

Every member's contribution needs to be recognised and valued, whether it is just a non-active financial contribution or an active contribution - all our members are our greatest resource.

Member recruitment and involvement should be local priorities for CLPs, regions and the national party.

1. Training and development

An extensive number of submissions highlighted the need for the Party to continue to invest in the talents and skills of its members.

In addition to expanding and developing the training currently offered through the Labour Party Training Academy and webinar programme, submissions have highlighted key people who could be trained to help deliver the training to their peers and local parties, and have identified party roles with key responsibilities for which specific training should be made available, maybe compulsory in some instances.

The Future Candidate Programme (FCP) which aims to train a new generation of community and party activists to be Labour candidates and campaigners of the future, has stakeholder support and should become an annual fixture. It is a vital programme to ensure we support and encourage community campaigners from different backgrounds and from under-represented groups, such as working-class women.

The Labour Party must reflect the communities we seek to serve and the Trade Unions have a key role to play in identifying and encouraging their members to come forward as Labour Party candidates and therefore their role in the FCP should be formalised.

The training should be expanded so we work creatively to utilise the talents of our members and partner organisations to extend the reach of training.

Recommendations:

- Agree to draft rules changes to make training for agents and treasurers compulsory.
- New and inexperienced local organisers should be able to access training similar to the Labour Party Trainee Organiser scheme through the national Labour Party Local Organiser Programme.
- Future Candidates- those who are part of the Future Candidate Programme and selected candidates should be allocated a mentor and fixed training from the Labour Party.
- The role of Trade Unions within the Future Candidates' Programme should be formalised to ensure their members are gaining places on the Programme.
- Trade Unions should also work with the Labour Party to deliver their own similar FCP supported by and recognised by the Labour Party.
- A training programme for New Members delivered by webinar should be rolled out as an extension of the party's web based training offer.
- Training and regular communications should be made available for CLP officers, especially CLP Chairs and Secretaries, annually post AGMs, where proper support and advice should be provided, along with a mentor system. The scope of this training should cover team building so officers are best placed to build local teams.
- There should be training provided for newly elected councillors each year after elections.
- There should be opportunities for members and councillors to take part in post election feedback and analysis sessions.
- The Party should develop a clear action plan for the dissemination of best practice amongst all stakeholders.

- A volunteer force of member and affiliate trainers should be recruited to deliver training to their own local parties or peers within the Party:
 - A designated Training Officer in each CLP
 - Leading councillors- Labour Groups
 - BAME/ Women/ Young members- members/ officers/ CLPs in their area
 - CLP officers- to deliver to their fellow officers
 - Movement for Change- local parties embarking on community organising work. In particular support for marginal and moribund Labour seats
- This volunteer force should receive Train the Trainers' training as well as the training modules and resources from the Party to help.
- Recognising the achievements of our members, their innovations and commitment to our Party is vital and more work needs to be done to promote the existence of Merit Awards, Long Service Awards and Honorary membership.

2. A better communication infrastructure for Party members

Although widely used by 56,768 users it is clear members find Membersnet difficult to navigate and expect more from a party intranet system. The majority of these users use Membersnet as a portal to services such as print creator, information on training, events, legal and compliance issues and a myriad of other services.

In the process of making so much information available, the homepage has become cluttered and the layout has become difficult to navigate due to competing and equally important elements.

There is overwhelming support from party members for a better infrastructure that allows them to form informal groups with each other and communicate with each other - NEC/NPF to members; officer to officer; new member to new member; young member to young member; and so on - as well as gain easy, simple access to local party and national contacts, party resources, sign up to events, discuss policy, share their skills and best practice. In addition, we need to build a communication system that allows staff to deal promptly and effectively with member email communications.

Going forward Membersnet should become a streamlined centre for the administration of members' relationship with the party and many areas currently hosted within it should get their own identity and be open to supporters as well as members, with a universal login across all platforms.

For example instead of training being a part of Membersnet it could be housed in a dedicated area. A similar approach could be taken to legal issues, councillors, policy and the registered supporters scheme. Membersnet would then provide a simple link to these areas and should also provide an integrated search tool.

In addition Membersnet should include a place for the views of members on current issues and policy topics to be fed to the party leadership, through innovative ideas like the Mumsnet electronic board that shows trends, as well as be a home for regular surveys of members by the party to help gather new ideas and regular feedback. This would also allow issues of concern to be raised.

Recommendations:

- Urgent work is required to overhaul, improve, re-launch and publicise Membersnet as a key tool for communication between members and a launch pad for new forms of organisation.
- The Party at all levels needs to carry out a review of how it can identify and bring together members with similar interests, roles and experiences.
- Alongside use of new media, the Party also has to look seriously at how it avoids e-exclusion of members without access to email and the internet.

3. Membership subscriptions

A number of the submissions, whilst they understand the need for a stable financial base, have commented on the cost of joining the party. We have therefore taken a critical look at our membership income and made a suggestion for an alternative fee structure which we believe achieves the dual objectives of a lower join rate, and lower rates for young members, the unwaged, retired and those from working class backgrounds, but crucially maintains our necessary income level.

Key points to note:

- Since the General Election we have recruited over 68,000 new members - 56.9% of joiners have joined at the standard rate or above.
- More members choose to pay the standard rate and above than the reduced rate, with 13.38% of our members choosing to pay above the standard rate according to their income.
- Members who pay the least are actually the most likely to leave the Party after just one year - with those paying the most being the most likely to stay. Retaining members especially in the first years of membership is crucially important for the Labour Party. However any assumption that higher membership fees lead to more members leaving is incorrect.

Type	Annual fee	Numbers leaving after 1 years membership
Reduced Rate	£20.50	26.7%
Standard Rate	£41	21.3%
Standard Rate plus	Above £41	5.8%

We have therefore focused on potential changes to the membership fees that allow for greater flexibility in what members pay based on their income and a lower introductory rate.

Suggested new fee structure for further discussion and consultation

- There should be further consultation, notably with the Party Treasurer and NEC members, on the following suggested structure:
- Reduce the youth joining age from 15 to 14 years old.
- Maintain the free honorary membership rate for 50 years membership.
- Be clear we expect members to pay by the following income band. Paying membership by income band would allow the Party to fulfil the objective of lowering the join rate and would demonstrate fairness in the payment principle where members who can afford to pay more. In year two of your membership you would switch to rate according to your income.
 - Youth rate 14-19: £1
 - Youth rate 20-26: £12 (£1 a month)
 - Reduced rate for unwaged/retired: £15
 - Trade Union levy-payers rate: £24 (£2 a month)
 - Annual income under £20,000: £24 (£2 a month)
 - £20,000 - 25,000: £36 (£3 a month)
 - £25,000 - 30,000: £48 (£4 a month)
 - £30,000 - 35,000: £60 (£5 a month)
 - £35,000 - 45,000: £72 (£6 a month)
 - £40,000 - 45,000: £84 (£7 a month)
 - £45,000 - 55,000: £108 (£9 a month)
 - £55,000 - 65,000: £144 (£12 a month)
 - £65,000 and above: £156 (£13 a month)
- Introduce a low join rate of £15 for all members and registered supporters.
- Maintain the inflationary increases in line with the current rule.

- Allow young members who qualify for the £1 a year youth rate (i.e. those aged 14-19) move to the £12 youth reduced rate at the age of 20 and at the age of 27 move to their relevant income rate.
- To encourage members from all backgrounds and particularly workplaces, affiliated Trade Unionists are given a lower annual rate.
- All members will be encouraged to join and pay according to their income - so that those who want to and can afford to pay more are allowed to do so. This will be a challenge and work needs to be done on how best this can be achieved.
- Encourage members to spread their payments by monthly direct debit (more affordable and therefore more attractive proposition) and make this the focus of our membership recruitment and retention campaigns.

4. Local party finances

The different and inequitable levels of finances held by our CLPs has been highlighted by some submissions - some CLPs find themselves burdened with increasing levels of debt due to party insurance payments and Euro levy, unable to pay for delegates to conference, whereas other CLPs and Branches have thousands of pounds in the bank, and significant assets in terms of property. Currently around £1 million is budgeted to be paid to CLPs from the overall membership subscription fund this year, and the principle of passing money back to CLPs from membership subscriptions should be maintained. However, the amount each CLP receives varies according to the number of members within each CLP - so those CLPs with higher membership get more money paid to them each year than those CLPs with the least membership. Given the regional and demography profile of joiners this means, for example, London CLPs get significantly more in membership fees than other CLPs due to their larger memberships. We know that only 15% of members are recruited through local activity - so therefore the amount of money a CLP receives is not based on their recruitment, retention or campaign activity but based on where their CLP is geographically and their seat demography. CLPs are also required each year to pay the national party £685 to cover the Euro election levy and party insurance costs. For some CLPs this is difficult and submissions have come forward that ask the Euro levy to be based on membership levels, and not a flat fee. Submissions have asked us to look at the uneven distribution of wealth amongst our CLPs and make recommendations for action. This is a complex issue, and whilst we agree with the principle, further work needs to be done before any final recommendations are made.

A suggested NEC democracy fund

Some submission have argued for the creation of a fund to support those parties who want to be active in terms of campaigning, fund-raising, and innovation, and want to be represented at Annual Conference, but do not have the funds to do so, and need additional support to get their democratic or campaign activity underway. We agree this has merits and would ask for time to give this further consideration.

A suggested NEC local organisers fund

The case for local organisers covering as many seats as possible is well made - and a number of submissions want the Party to invest significantly in local organisers. At the last general election organisers played a vitally important role in helping Labour win far more seats than many experts predicted. Despite our national vote share being under 30% we won 258 seats and many of those tightly fought victories were won on the back on having organisers in place within the seats. Following the last election we analysed the results across the marginal seats to ascertain how different groups of seats had performed. Alongside some demographic and regional patterns we were able to see that those seats that had organisers in place performed better than those that didn't. We have calculated that on average, marginal seats with organisers at the last election had a swing against us of 2.73% less than those marginal seats without an organiser. Had these seats with organisers performed like the seats without organisers then we would have lost 21 more seats and left the Party in a far weaker position today. Every year income from our elected rep. levies and from

party membership could be set aside for a national Organisers fund. The fund would be used to part fund local organisers - where Labour groups/CLPs and the Party work together to ensure Organiser coverage for as much as the UK as possible. Again we agree this has merits and would ask for time to give this further consideration.

Recommendation:

- Further consultation with the Party Treasurer and NEC CLP representatives needs to take place so further work can be done over the summer months to set out options for agreement by the NEC in September.

D. Party Leader, Leadership election, elected representatives and candidates

1. Party Leader: rights and responsibilities

The Refounding Labour consultation has exposed the fact that the position of the Leader has never been clearly stated in the party's rules. Clause VII.1.A simply says that there shall be a Leader and Deputy Leader and that they shall be ex-officio Leader and Deputy Leader, and then refers to the election process.

We need a clear statement in the Constitutional Rules of the role, rights and duties of the Party's democratically elected Leader. It has been suggested that a new clause in the Constitutional Rules would pull together existing rules provisions. But it could also include provisions that:

- The Leader shall have the right to attend any party meeting (or to appoint representatives to attend on his or her behalf) in order to promote understanding and co-operation between all sections of the party.
- The Leader shall, in conjunction with the NEC uphold and enforce the constitution, rules and standing orders of the party and ensure the maintenance and development of an effective political Labour Party in parliament and in the country.
- The Leader shall report to Annual Conference on the work and state of the party and its aspirations for the country and make regular reports to the NEC, National Policy Forum and other party bodies between annual conferences.
- The Leader shall in conjunction with the NEC have overall responsibility for all elections and shall appoint a Campaign Co-ordinator and a Campaign Committee to ensure that all Labour Party election campaigns report to the Leader and receive the support and assistance they need.

It has also been argued that there should be consistency in the process for selecting members of the Labour front bench. Currently, when the party is in government the Cabinet is appointed by the Prime Minister; in opposition, the Shadow Cabinet is elected by members of the PLP in the Commons.

These differing procedures are not contained in the party's constitutional rules but are set out in the Standing Orders of the PLP. Submissions to Refounding Labour said that the time had come to constitutionalise the system for selecting the front bench by creating a new rule stating that all front bench appointments shall be made by the Leader whether the party is in government or opposition.

The PLP has now voted and agreed to this proposal, and it is intended to insert in the rule book a new provision that:

"When the Party is in Government, the Cabinet shall be appointed by the Leader in his/her capacity as Prime Minister. When the Party is in opposition, the Shadow Cabinet shall be appointed by the Party Leader as shall the Chief Whip. Other frontbench positions in Government or Opposition shall be appointed by the Leader."

Apart from acting as Leader during any vacancy, the role of the Deputy Leader should arguably be left flexible in the rules. Different Deputies will bring different strengths to the role and the Leader must have the power to decide how best to use the Deputy's talents within the team. The new clause should provide that -

- The Leader shall consult the Deputy on a regular basis and the Deputy shall provide the Leader with advice and support in achieving the goals of the Party and deputise as requested.

Recommendation:

- Agree to draft a new clause in the rules setting out the rights and duties of the Leader and Deputy Leader.

2. Gender balance within the Leadership Team

Many submissions have called for measures to cement the principle of gender balance within the Party's leadership team. This would demonstrate our commitment to achieve equality at every level of the Party and can only be ensured by changing the election rules to require a Deputy of the opposite gender to the Leader.

It has been suggested that this could be guaranteed by insisting that whenever a leadership election took place, each leadership candidate would run on a joint ticket with their favoured deputy.

- Each candidate for Leader should be required, during the PLP nomination period, to declare a Deputy Leader running mate of the opposite gender
- The nominations would be for the Leadership candidate but would be made in the knowledge of the candidate's running mate.
- The Electoral College ballot would be between Leadership candidates only, but the Deputy Leader running mate would be declared on the ballot paper.
- In the event that the Leader resigned or became otherwise unavailable, the Deputy would be deemed to resign as from the completion of the ballot for the new Leader and Deputy Leader.
- In the event of a Deputy resigning or becoming otherwise unavailable while the Leader continues in office it would make sense for the Leader to have the right to name a replacement when a vacancy occurs subject to ratification at the next Annual Conference. This would reflect the new format of the original election and the Leader's new right to appoint the Shadow Cabinet and save the huge costs and political disruption of a contest while providing for Annual Conference to have the final say.
- Should there be a challenge to the Leader and a contested election the Leader would need to declare a running mate for this new election. In practice (unless the challenge was from the Deputy or supported by him/her) the Leader would be likely to nominate the existing Deputy in any case but they should have the choice.
- Any change to the system should clearly emphasise that in the event of a leadership vacancy, the Deputy will as at present become Acting Leader pending completion of the election for a new Leader and Deputy.

Recommendation:

- Support the principle of gender balance within the leadership team but before recommending this to Conference, consult further on how the principle could be given practical effect.

3. Leadership election Electoral College

The consultation has raised a number of questions and proposals with regard to the process for electing the Leader of the party.

a. Multiple voting

Clear expressions of concern have been made about the ability of party members to cast multiple votes; particularly in respect of MPs and MEPs who already have the ability to nominate candidates in addition to having their own section in the electoral college. It has been proposed that MPs and MEPs should be restricted to just one vote in their own section and not permitted to cast any ballots in any other sections. Given that MPs can easily be identified from party records, this ought to be practically easy to achieve.

Other multiple votes exist within the affiliate section and some submissions voiced support for the universal application of "one member one vote" in this section. This could be achieved through the use a single independent scrutineer for all OMOV affiliate ballots. This would allow for a rule prohibiting anyone from voting more than once in this section, in addition a warning against multiple voting which could be included on the ballot paper that states any member found to have voted more

than once shall be subject to disciplinary action but that no such infraction shall invalidate the result of the ballot.

b. Other issues

There has been a high degree of consensus on the need to deal with multiple voting but other suggestions for change require further consultation over the summer.

Recommendations:

Subject to the outcome of further consultation on the overall shape of the system

- Agree to draft a rule that states MPs and MEPs may vote only in the MPs' and MEPs' section of the electoral college in the Leadership election.
- Consult with our affiliates on the proposal to allow affiliate members one vote in the affiliates section.
- Consult with our affiliates on the proposal to allow registered supporters to vote in the affiliated organisations section of the Electoral College for Leadership elections.

4. Labour MPs: rights and responsibilities

If there is an argument for more clearly defining the rights and responsibilities of the Party Leader, it also extends to the elected representatives who comprise his team in Parliament.

It is therefore proposed to include in Labour's constitutional rules, for the first time in the party's history, clear statements about the role, rights and duties of Labour MPs.

This could reference the fact that all the party's elected representatives in Parliament are expected to adhere to the responsibilities detailed in the PLP Code of Conduct as well as in the House of Commons Code of Conduct.

Alongside that, the rules would also detail the rights of elected representatives including:

- There shall be a meeting of the Parliamentary Labour Party (PLP) each week when the House is in session, which shall receive regular reports and briefings from the Cabinet when in Government and Shadow Cabinet in opposition.
- Immediately after the Party has secured a majority at a General Election a meeting of the PLP shall be held to discuss priorities for the Queen's Speech.
- In the case of a hung parliament the NEC and PLP should be consulted on any positions taken by the Party Leadership.
- There shall be a Parliamentary Committee elected by the PLP, in accordance with PLP Standing Orders, when the Party is in Government and Opposition.
- There shall also be a Chair of the PLP, elected by the PLP in accordance with PLP Standing Orders.
- The Parliamentary Committee shall be the executive of the PLP, chaired by the PLP Chair, and will meet each week when the House is in session.
- The Parliamentary Committee shall be part of the joint meeting to decide which items from the party programme shall be included in the manifesto, which shall be discussed by the NEC prior to every general election.
- The Chair of the PLP shall have the right to attend meetings of the Shadow Cabinet.
- In addition, the General Secretary of the Party, the Chair of the LGA Labour Group, and Leader of the EPLP shall have the right to attend meetings of the political Shadow Cabinet.
- All Labour MPs must be a member of a trade union. In addition the need to be a member of a trade union should be added to all application forms to stand for election at every level.

Recommendation:

- Agree to draft a new clause in the rules setting out the rights and duties of Labour MPs.

5. Labour Councillors: rights and responsibilities

Labour councillors are the backbone of our organisation, our thermometer for public opinion, and a crucial part of our policy development, as they see the effect of policy implementation on the ground in our communities. They are, in the words of the LGA, 'central to Labour delivering its political agenda and the protectors of Labour values when there is a Conservative Government'.

a. Better representation and support for Councillors across the Party

The status and support, therefore, given to our Labour councillors needs to be increased throughout the party.

There should also be a body or group which co-ordinates policy and electoral strategy for local elections each year. This should be led jointly by the leader of the LGA Labour Group and a senior politician as directed by the Leader of the Labour Party and responsible to the NEC of the Labour Party. Its membership should comprise other senior politicians, councillors and relevant party staff. This will largely put into practice the decision of the NEC, following the dissolution of the Joint Local Government Committee, to form a group which meets to consider campaign strategy and reports to the Org Sub/Full NEC as required.

In addition the Leader's Campaign Committee shall include a senior Local Government representative and a senior Local Government representative shall have the right to attend political shadow cabinet.

There are a number of submissions that argue for a greater voice for councillors at Annual Conference and in voting through the Electoral College. We should therefore give consideration to the ALC being given affiliation rights.

Recommendation:

- Agree to draft recommendations and if necessary rule changes that strengthen the influence of Local government as outlined.
- Work with the LGA and local councillors to agree a package of support for local councillors to be delivered by the party.
- Discuss with the LGA and local councillors the possibility of the ALC having affiliation rights.

b. Better services for councillors, replacing ALC subscriptions with the extension of the current 2% elected rep. levy paid by MPs, MEPs, MSPs and AMs to councillors

MPs, MEPs, MSPs and AMs already pay 2% of their total basic salaries to the Party. These requirements should be maintained and the levy extended to cover total income flowing directly from office (to include payments for additional responsibilities and roles in government).

Paid councillors (excluding unpaid Parish/Town/Community councillors) should be required to pay a similar 2% levy on total income from council and joint body sources. This would replace ALC subscriptions.

For this councillors would receive an increased level of service in return by way of legal services, campaign development through leaflet templates/designs, a new website and enhanced online facilities, political support and training through regional and head offices and the potential to receive financial support for an organiser from the national organisation fund, in addition to the current four full-time local government support staff - a Local Government Officer, a Local Government Constitutional Officer, External Relations Manager in the Leaders Office, and the Local Government Lawyer.

Recommendation:

- Agree to draft rule change to replace the ALC with a Party levy in line with other Labour elected representatives and extend the current levies on MPs, MEPs, MSPs and AMs to include

total income flowing directly from office. This should include salaried positions in the House of Lords.

c. Minimum local Group levy to help fund local organisers

We recognise that a large number of Labour groups, throughout the country, operate a Group levy of around 5% which helps towards their electoral performance by building a local financial war chest - using the money, for instance, to buy printing machines and fund regular newsletters. We agree with the LGA that all Labour Groups should levy councillors, and invest in a local organiser, and for this reason we would recommend a minimum Group levy whilst maintaining the principle that the rate is locally determined.

The Party would then support this by: offering financial support to pay for an organiser to groups who have made a big effort in raising their own funds; managing the payroll services for all local organisers; providing a mentor for the local organiser if they are new; providing training for the local organiser; asking the trade unions to head hunt amongst their members for suitable organisers.

6. Local Government & other selection procedures

There is a need to re-examine the party's local government selection procedures. Local Party submissions and the LGA are clear early candidate selection should be encouraged in order to allow for more dedicated campaigning in the run up to local elections. A long drawn out selection process, or a late one, can damage chances in local elections and be potentially disruptive. As a minimum, candidates for winnable seats should be selected six months before polling day in order that they can establish themselves locally. In elections which are 'all outs' or out 'in halves' the recommended time should be one year. It is sometimes suggested that the party through its own re-selection procedures does not have enough flexibility for those candidates or councillors who lose narrow election contests, and thus have to spend a relatively long amount of time being re-interviewed and going back through the same procedures, losing any 'incumbency' factor they may have had. The procedures could be changed to consider this, balloting members and allowing for quick re-selection in those key wards - however this potentially would run against existing procedures which seek to get more women into marginal wards which attempts to increase representation on Labour groups. And we must maintain our commitment to increasing the number of women councillors through the use of positive action.

To alleviate the pressure on regional offices, which are in some cases forced to run selections or appeals, the regional board should be able to convene a regional selection panel which can run selections for parties which are unable to do so properly for whatever reason. There are cases already where local selections are run entirely with external selection panels - and this is simply an extension of this practice.

The party also needs to be realistic about the difficulties of recruiting and retaining councillors, and as we seek to encourage new members, trade unionists and community activists to be candidates for local government, we therefore need to consider amending the rule that states you need twelve months membership to be an eligible candidate.

In addition, the party should promote and develop a mechanism whereby parties or groups, who want the flexibility to innovate, can apply for NEC approval to adapt or pilot new local procedures.

Parliamentary selections

The pilot parliamentary selections procedures being used for the twenty-six early selections is itself subject to review following the completion of the selections. This is to allow the NEC to reflect upon the pilot process and make recommendations for a final procedure for further parliamentary selections. This review should not only consider issues from the practical application of the pilot process, but should also consider points made by submissions when drawing up any new process.

Recommendation:

- More work is required on how the party's selection procedures can be simplified and made more open to a wider range of potential candidates and address the barriers to recruitment of potential councillors.

E. Equality

1. A Party for Women

a. Local Party organisation that delivers for women

Many submissions talked about the need for the Party needs to change the way it organises to make sure that all women members get to play their part and put their particular skills into practice. We must ensure that the Party's commitment to equality is put into practice in a strong, effective and well-resourced women's organisation. New members should be welcomed, CLP meetings should be accessible and member's skills and interests assessed and utilised.

Local Parties should be offered training on equality and diversity practices, and there were widespread call for the national Party to disseminate examples of best practise around the country. The benefits of joint working between women stakeholders at a national level are vital. CLPs should be encouraged to replicate this at a local level and develop active women's forums but we also need to accept that women should be able to organise outside of traditional party structures and so calls for online platforms that would enable women from different constituencies to make contact should be accepted.

Recommendations:

- Encourage local parties to develop a 'buddying system' so that new women members are contacted by another woman member when they first join.
- Every CLP should be asked to audit how, where and when they hold meetings and local parties encouraged to try different formats to encourage more women members to get involved.
- Mechanisms should be set up to ask members what transferable skills they have and what areas of campaigning / community involvement they would like to be involved in, and members encouraged to develop their skills in areas outside leafleting/election organisation.
- Best practice should be shared more effectively at Annual Conference - local parties should be asked to submit examples of their excellent work in submissions for awards (for example, a local Party that has overhauled its meeting practices and has more members involved as a result, or a local Party that has launched a successful new community project).
- An equality and diversity training module should be developed and run through the Training Academy, and all CLP officers should be encouraged to attend. We should consider whether participation in such training should be made compulsory for either the CLP Chair or the CLP Secretary.
- Regional Boards should select a women's officer, whose role would be to work with the National Women's Officer and CLP Women's Officers in the region to drive forward women's activity locally.
- CLPs should be encouraged to develop an active Women's Forum, with support from the regional women's officer/regional board working group. The constitutional position of Women's Forums in the Party should remain.

b. National organisation to support local activity

There was overwhelming support for the reinstatement of an Annual National Women's Conference to bring women together outside of their local party structures. Many submissions talked about the need to link this conference with the work of the National Policy Forum and Annual Conference, and many women members wanted to ensure that any women's conference wouldn't happen in isolation from established channels where decisions are taken.

It was also clear from a range of submissions that when women members, or other members from under-represented groups, experience discrimination or harassment, or feel they need to report an issue, often they unaware of the existing channels to highlight problems. We should utilise the trade union experience of NEC members to develop an open and transparent complaints procedure that is widely advertised to members so they know how to seek redress when the need arises.

Recommendations:

- We should ensure that the 'Women's Summit' is renamed as the 'Annual National Women's Conference' and make it a fixed annual event. This Conference would set the direction of travel for the women's organisation in the party, and there should be clear ways that the women's conference is linked to Annual Conference, for example having a speaker from the Women's Conference formally report back to Annual Conference.
- An NEC working group should be set up, chaired by a woman member of the NEC, to look at ways to better promote our exiting processes and review these processes.
- Discuss with the General Secretary the creation of an Assistant General Secretary with sole responsibility for Women.

c. Ensuring equal representation

Throughout the submissions, it is clear that our commitment to equal representation at every level of our party is applauded. The majority of submissions credit our commitment to using All Women Shortlists (AWS) with the changing face of our party. However there was concern raised with the uneven application of AWSs, and calls for a clear and transparent allocation process were voiced across the submissions. It was also clear that women members wanted to see that principle of equal representation applied across the board - from local branches, to labour groups, Local Government Cabinets, and the Leadership team. We should make sure that as new elected bodies or positions come into being, for example City Mayors and Police Commissioners, we apply these rules and principles in the same way we did with selections for the Scottish Parliament and the Welsh Assembly.

Recommendations:

- The NEC should restate clearly the Party's commitment to AWS to achieve gender parity in the PLP. We should seek to have gender balance across the PLP, and also across every region. Sometimes this will involve making tough decisions about making significant number of shortlist AWS - we must be bold about our commitment to equality and gender balance.
- Each AWS should be decided upon objectively through a transparent decision-making process.

d. Selection processes

Many submissions recognised that the earlier review of selection procedures has produced a new system to be used as a trial in the early selection seats.

There was a clear feeling that selection contests can be costly, and time pressures, necessity to be away from home and travel, the issue of childcare and the potential need to take time off from work can be prohibitive when combined.

This can mean that members from non-traditional or particularly low income backgrounds do not put themselves forward. As the review into the selection process continues, the financial burden for prospective candidates should be considered.

A number of submissions also raised the format of selection hustings and questioned the way in which different questions could be asked to candidates, meaning that some candidates could be singled out favourably or unfavourably. It is considered good practice to ask all candidates the same standard questions at job interviews, and this should be the case at selection meetings.

Concern about the impact of the boundary review on the proportion of women MPs was consistent across submissions. There was concern that the progress we have made in terms of gender parity could take a setback unless action was taken. However the submissions also recognised how complex achieving this goal would be, with the reduction of 50 parliamentary seats. Many suggestions were put forward, from applying all women shortlists to all by-election selections up to the next general election to considering gender rather than territorial claim when sitting MPs contest a new merged seat. The huge divergence of opinion on this subject, evident from the submissions but also taking into account strength of feeling on this subject across the women stakeholders, means that consideration should be given to this issue.

Recommendations:

- Ensure that the finalised selection process takes into account financial burdens, pre and post selection, and work to use the NEC Democracy Fund (subject to agreement) and other methods of incentivised rewards to encourage and support members, especially those from non-traditional backgrounds in going forward for selection.
- Change the guidelines to require the same questions at selection hustings to be asked to all candidates.
- The NEC should re-affirm its commitment to AWS for the PLP.

e. Policy development

The majority of submissions regarding gender equality reference the need for a distinct voice for women members in the development of our policy. In response to this, we should make sure that as the new policy process is developed, there should be a clear route through which women's voices are heard, and, as outlined in the Equality Act, we should subject our policies to effective impact equality assessments so that we can measure the impact they would have on women and under-represented groups.

Recommendations:

- The NEC should develop a way to ensure that not only are women's voices and ideas effectively fed into the policy making process, but that policies are examined through impact equality assessments. This could happen through assigning this responsibility to a woman representative on each policy commission.

2. A Party for young members**a. Representation within the Party**

A number of submissions referenced the crucial role that young members play at every level of our Party, and there was a strong feeling that investment should take place in our youth structures to ensure that our Party is always able to rely on an active and motivated youth membership. Many submissions asked for greater clarity as to the role and remit of Young Labour, and there was a clear sense that it should be given rights and responsibilities that other sections and affiliates enjoy.

We agree with the Young Labour National Committee that the position of Vice Chair Youth, previously held by Dawn Butler MP, should be reinstated to ensure that the voice of young members is heard at every level, including within the Parliamentary Labour Party.

Recommendations:

- Young Labour should be given the same affiliate rights as other sections of the party, including the right to send delegates to Annual Conference and submit contemporary resolutions, as well as nominate and vote in any leadership election.
- Regional Young Labour Groups should also have the rights of affiliates at a regional level, meaning that groups would be able to send delegates to regional conference and receive other benefits of affiliate rights.
- The position of Vice Chair Youth should be reinstated and Young Labour National Committee should be involved in the selection of a member of parliament to the role.

b. Young Labour membership and subscriptions

The youth rate was the subject of a number of submissions, with many members insisting that membership fees should be kept as low as possible to ensure that finance is not a barrier to being a member of the Party. We agree that there is a problem for young members when a significant jump in membership fees is expected, for example from the 1p joining rate to the standard rate of £41. It was also felt that the membership joining age should be lowered to the lowest legal age to allow more young people to join our Party.

We agree with the Young Labour National Committee suggestion that the recruitment work of Young Labour groups should be rewarded and incentivised.

Recommendations:

- (See membership subscription section) To avoid the steep jump in fees and to allow the £1 rate to be subsidised for the youngest members for a longer period of time, two payment bands should be introduced for young members:
For those aged 14 - 19: £1 per year
For those aged 20 - 26: £1 per month (£12 per year)
- A system to reward successful recruitment by Young Labour Groups should be developed. This could include incentives such as an annual competition to see how much each region can increase their membership and rewards if a group successfully recruits a certain number of new members.

c. Young Labour Groups

The need for active and engaging Young Labour groups in every region was a clear theme running through a number of submissions. Regional Offices should be aware of their responsibilities to help young members develop activity within the region and we agree that each region should have a clearly designated staff member responsible for youth activity.

It is recognised that Regional Boards are the foremost bodies in each region, and the Young Labour National Committee submission recommended better ways to link regional Young Labour activity and the work of Young Labour nationally with the work of the Regional Board.

The need for clarity of responsibilities for Young Labour post holders, and the need to reward best practice with regards to Young Labour groups was also raised.

Recommendations:

- Every regional office should organise an event for young members at their Regional Conference and offer a subsidised youth rate in order to increase participation of young members.
- Regions should also host at least one additional event for young members every year.
- Each regional office should have a staff member who is responsible for young members' activity.
- As well as conducting an OMOV ballot to elect regional reps to sit on the Young Labour National Committee, an election for the Youth Rep on the Regional Board should take place at the same time. The two positions should be gender balanced - one reserved for women and one open, and conducted through a ballot of all young members in the region.
- Job descriptions for the Regional Board Youth rep, and other Young Labour national positions should be drafted with the help of the Young Labour National Committee.
- There should be a way to recognise and reward good practice by Young Labour groups. This could include rewards such as best practise awards, free passes to Annual Conference or the chance to design some campaign materials.

d. Youth Conference

The desire for an annual youth conference was clear from a large number of submissions from a range of stakeholders. This event should be not just about elections but also give young members the chance to come together and debate policy, agree policy motions and Young Labour campaigns. We agree that the Young Labour National Committee should play a key role in the planning and the execution of the event. It is accepted that the Chair of Young Labour and the NEC Youth Rep should chair Youth Conference, with the help of other members of the committee.

The complicated delegate system currently used for Youth Conference should be changed to ensure uniformity across regions, and we must ensure that youth events don't exclude young members who aren't active in their local parties by making them accessible to all. Better attempts should be made before and during Youth Conference to make it clear to members what the eligibility criteria for

elections is, as well as making sure all delegates understand the nomination and voting processes, particularly in light of different sections in the electoral collage.

The cost of attending Youth Conference was also raised, and the Young Labour National Committee want to see CLPs helping young members from their area helping to cover attendance, travel and accommodation costs - this is potentially another area for the NEC Democracy Fund to prioritise.

Liberation campaigns to increase the representation and engagement of women, LGBTI, BAME and disabled members should be a vital part of Youth Conference, and as such they should be given time on the agenda.

Following on from the experience of delegates attending the last Youth Conference, it is clear better communication is needed to clarify the voting rights of all delegates.

Recommendations:

- An annual youth conference should be held with capacity for as many young members as possible, the programme of which should be developed in conjunction with the Young Labour National Committee. The conference should be chaired by the Chair of Young Labour and the NEC Youth Rep.
- To replace the complicated system of CLP and Young Labour group delegates, so all young members be entitled to attend as 'Young Labour delegates', where delegate entitlements are worked out on a regional basis in proportion to the number of young members. In a situation where there are more candidates than delegate places, an election should be held to determine who represents the region on the delegation. Regional delegations should be gender balanced.
- A real effort should be made to give sufficient notice of youth conference, to help young members keep travel costs as low as possible. We should also be as clear as possible in communications with young members, explaining their role at conference, what their delegate status refers to in terms of which elections they can participate in, and what they can expect from youth conference.
- Young Labour liberation officers should work to develop activity at Youth Conference, in conjunction with the National Youth Officer, and guidelines to self-definition should be read out at the start of each caucus to ensure that all delegates understand their opportunities to participate.

e. Labour Party Annual Conference

A number of submissions talked about the need for a greater presence for young members at Annual Conference. The need to keep costs down to encourage young members to attend was also raised.

Recommendations:

- There should be a discounted youth rate for young delegates and visitor passes to conference.
- The Youth Officer should work with the Young Labour National Committee to help maximise Young Labour's presence at conference.

f. Young Labour National Committee

We accept the Young Labour National Committee suggestion that elections to the committee should be simpler, and that the requirement for candidates for Young Labour Chair to be a member of the committee should be abolished, with candidates instead requiring nominations from fellow members. The need for effective scrutiny of elections was also raised.

Attempts should be made to encourage participation in elections from younger members and new members, and we agree with the Young Labour National Committee that an effective way to do this would be to create new positions on the committee - for 2 ordinary reps, an under-19 rep and an international rep. Because these positions would be self-nominating at youth conference, this will encourage members to get involved who hadn't been familiar with the nomination process for other positions on the committee. In recognition of this enlargement of the committee, and the important

need to engage young workers and trade unionists, an extra place will be given to the trade unions on the Young Labour National Committee.

It has also been suggested that the Chair of Co-op Youth should sit on the Young Labour National Committee, and that representatives from other youth wings of affiliates who aren't currently represented on the committee should be able to apply to the committee to gain representation. In line with this, the Young Labour Liberation Officers should where possible invited to attend executive meetings of relevant liberation groups in the wider party, e.g the Young Labour BAME Officer is currently invited to BAME Labour executive meetings.

Recommendations:

- The rules governing youth elections should be changed to include 2 ordinary reps, a under 19s rep, an international officer and an extra representative for the trade unions.
- The NEC youth representative should automatically become the Chair of the Young Labour National Committee as they are elected by all youth stakeholders.
- The same rules should also be changed to remove the need for candidates for Chair of Young Labour to be a member of the Young Labour National Committee. Instead, candidates should present nominations from 50 members in order to be eligible to stand.
- The Chair of Co-op Youth should be added to the list of representatives on the Young Labour National Committee, and the committee should have the right to approve applications for representation from other affiliates as and when they arise.
- Ensure that all counts of elections to the Young Labour National Committee are open to a representative from each candidate.

g. Policy development

Submissions from both the Young Labour National Committee and other stakeholders and young members called for Young Labour to be given the resources and support to develop policy debates for young members.

NPF youth reps should be utilised more effectively, and be elected only by young members, and more effort should be made to explain to young members how our policy making structures work. We agree that we should better empower NPF Youth Reps to feedback from NPF meetings more effectively.

Recommendations:

- The Young Labour National Committee should develop a process that allows young members to debate and set policy and decide upon campaigns to run.
- NPF Youth Rep candidates should, similarly to the process used when electing Young Labour Regional Representatives, be self-nominating and elected only by young members.
- The Youth Office should work with the NPF Youth Reps to discuss how they can best consult and feedback to young members about their work on the NPF.

h. Communication

It was clear from submissions across the board that we need to develop proper systems that allow young members and Young Labour post holders to communicate with each other effectively.

Using the range of new media platforms available to us, the Party should develop new ways to enable young members to communicate in order to encourage participation from members who may not be active in their local parties.

The website should be re-launched and contain appropriate mechanisms to contact members of the committee.

Welcome packs explaining party structures and signposting routes to activity have also been mentioned in a number of submissions.

Recommendations:

- The party should invest in a comprehensive online platform for young members. This could act as a hub for activity where young members could go to find out information, communicate with each other and find resources. This should facilitate communication between young members at all levels from CLP Youth Officers to Young Labour Groups to Young Labour nationally.
- Every young member should get a comprehensive 'welcome pack' when they join with information about the various ways they can get involved and an explanation of key terms and other jargon to make our party more accessible. This must then be followed up with regular communication of events they can go to and campaigns they can get involved in.
- Youth Officers should facilitate a buddy system whereby new young members receive a phone call from another young member in the local party when they first join.

i. Trade Unions

The link between Young Labour and the youth structures of our affiliate trade unions should be strengthened. There were a number of submissions about Young Labour encouraging its members to join trade unions, and the party should help the Young Labour National Committee to do this.

Recommendations:

- The National Youth Officer should work with the Trade Union reps on the Young Labour National Committee to look into ways that young members could be encouraged to join a trade union.

j. Training and development of young members

A number of submissions referenced the need to invest in the training and development of our young members, to ensure that our membership is fully equipped to fight future elections. We agree that we need to do more to encourage young members to take up training opportunities, and should work with the Young Labour National Committee to develop this fully.

We agree that a mentoring scheme should be developed for young members, particularly for young members from under-represented groups.

Recommendations:

- A young members section of the training academy programme should be developed, which could include training on issues such as campaigning in the community, campaigning on policy and how to be a youth officer.
- Develop a mentoring scheme to help young members get involved both within the party and in public life.

k. Youth Officers

We agree with the number of submissions which talked about the crucial role that CLP Youth Officers play in local parties. We should assist youth officers by helping to develop fuller job descriptions and through training and events for youth officers. Youth Reps on regional boards should play a role in this by hosting meetings for youth officers in their region.

We also agree that youth officers should be able to communicate with young members in their areas, and barriers to this should be removed. In order to truly represent young members in every CLP, Youth Officers should also be young members themselves and therefore under between the ages of 14-26 and should only be elected by young members in their CLP.

Recommendations:

- A job description should be developed by Young Labour National Committee for all Youth Officers in order that they understand their role
- Youth Officers should be young between the ages of 14-26.
- The Youth Rep on the Regional Board should convene a meeting of all Youth Officers in their region at least twice a year.

3. A Party for ethnic minority members

a. CLPs and local organisation

A number of submission regarding the structures that we currently have in place for BAME members talked about the need for better defined roles for CLP Ethnic Minority Officers, as well as increased training for members holding these posts.

In BAME Labour's submission, the issue of inclusivity of CLPs with regards to BAME members was raised. BAME Labour sees a need to ask CLPs to develop a race equality strategy for their constituency, as well as to make the existing complaints procedure more accessible to members.

As with women members and young members, a clear message to come out of the Refounding Labour consultation process is that access to membership information, and an inability to communicate with members outside of the established local party structures makes it very difficult for individual members to meet and organise independently of established meetings and activities. It is also difficult for role holders to share best practise and learn from the work of other officers in the same position. To counter this a number of submissions have suggested an improved online platform to enable member communication. This has also been submitted through the women's and young members' consultation.

Recommendations:

- Define the purpose and role of the Ethnic Minority Officer, working with BAME Labour to develop a thorough job description and guide to help role holders
- Greater training and support should be available for Ethnic Minority Officers. The Party should develop a training plan for these role holders in conjunction with BAME Labour.
- The Party should develop an online platform using new technologies to enable member communication.
- CLPs should be asked to develop a race equality strategy based on assessment of the nature, size and make up of the constituency. The Ethnic Minority Officer should lead on this work.
- The existing complaints procedure should be reviewed and highlighted to members. The process should be transparent, accountable and open to scrutiny, with clear sanctions for incidents of discrimination.

b. Ethnic Minority Forums

We agree with the great number of submissions which highlighted the overlap and resultant confusion between the role and scope of Ethnic Minority Forums and BAME Labour Branches, and believe this should be rectified.

BAME Labour, along with LGBT Labour and the Labour Party Disabled Members Group also suggested that their representation on the NEC Equalities Committee should be formalised. However, it is noted that this is unnecessary as the NEC Equalities Committee is a consensual non-voting body.

Recommendations:

- The Party should work with BAME Labour to develop a transition to one level of local organisation rather than two (with regard to BAME Local Branches and Ethnic Minority Forums). A working group should examine the most effective way to do this.

c. Policy development

As Labour Party policy is developed it should be examined through an equality impact assessment. This suggestion also came through the women's consultation, and if agreed a women representative will be given this responsibility.

d. Renewing our Party and increasing our membership

We agree that we should recruit more BAME members to the Party and accept the point made in the BAME Labour submission that BAME members are an asset not only in terms of the contribution that they make to local parties, but electorally the links they provide to a range of different communities is invaluable.

We should therefore support efforts to increase our BAME membership and work with BAME Labour to achieve this goal.

It has also been suggested that the Party needs to mainstream its race equality activity at all levels, and develop a race equality strategy as is standard in the public and private sector. We agree we should examine how best we develop this.

Recommendations:

- The Party should work with BAME Labour to develop a major recruitment drive to increase the number of BAME members in the Party. This should be resourced with materials and support for events.
- In partnership with BAME Labour, the Party should develop a race equality strategy to ensure mainstreaming of race equality at all levels.

e. Representation within the Party

BAME Labour's submission highlighted the need to achieve greater BAME representation in Parliament, and cited positive action in shortlists as well as training and development of members as ways to achieve this.

Their recommendation includes the introduction of majority BAME short lists for parliamentary constituencies that have over 30% BAME population, as well as establishing a target of 30% of all candidates being selected in winnable seats to be BAME.

We agree that more needs to be done to encourage BAME members to put themselves forward for selection, at every level of the Party, but not solely in seats with high ethnic minority populations. The Party has a duty to encourage talented BAME candidates for all seats irrespective of seat demographics and geography.

Recommendations:

- Develop a training and mentoring programme targeted at BAME members, which would equip them with the necessary skills to seek selection and work with BAME Labour to identify seats they could target for selection.
- Work to ensure that our proportion of BAME MPs and other elected representatives continues to rise, through the NEC adopting positive action in terms of its processes.
- Following the new trial selection process, the Party should consult with BAME Labour to look at how effective the new process was at getting more BAME candidates selected.

4. A Party for members with disabilities

a. Making our party accessible for disabled members

Across all of the consultation events, the issue of double discrimination was raised, particularly with regard to disability. Submissions highlighted a lack of understanding in local parties about accessibility, and quite often a lack of tolerance for access needs that members may have. A lack of clarity regarding the responsibilities that local parties have to make their activities accessible needs to be rectified so that we can build a party that

Recommendations:

- Work with the Labour Party Disabled Members Group to develop a programme of work which would to increase disability awareness across the party.

- Update the accessibility guide and reissue to local parties.
- Best Practice should be identified and local parties should be made aware of their responsibility to ensure that their meetings and practices are accessible to all members
- The Equalities Committee of the NEC should examine how we can better help disabled members to stand for selection.
- Agree a seat on the National Policy Forum be given to Labour Party Disabled Members Group.
- The proposal for a seat on the NEC to be reserved for the Labour Party Disabled Members Group, once its paid up membership and affiliation to the Labour Party exceeds 1000 members be considered along with the other proposals regarding NEC membership (see Section F3e)

5. A Party for LGBTI members

a. Representation within the Party

LGBT Labour's submission sought to formalise and extend its representation on Party bodies, including the NEC, NPF and the NEC Equalities Committee, to bring it into line with other affiliates including BAME Labour.

Recommendations:

- The proposal for a seat on the NEC to be reserved for LGBTI Labour, once its paid up membership and affiliation to the Labour Party exceeds 1000 members be considered along with the other proposals regarding NEC membership (see Section F3e)
- Agree a seat on the National Policy Forum be given to LGBTI Labour.

b. Selections and representation

It also became clear from submissions that the Party should do more to ensure that LGBTI candidates get selected. LGBT Labour's submission highlighted the issue of LGBT representation not just in terms of the UK Parliament, but also in the Scottish Parliament and the Welsh Assembly. Discrimination against LGBTI candidates, and developing a selection process that prevents this from happening should also be considered.

Recommendations:

- As per job interviews, the same questions should be asked to all candidates to prevent particular candidates from being discriminated against.
- The Party should advertise the work of LGBTI Labour, particularly advertising the Chris Smith List which exists to provide financial support to LGBTI candidates.
- The Party should devote time to develop a strategy to get more LBT women elected to Parliament.
- The Party in Scotland and Wales should work with LGBTI Labour to develop specialist programmes to support openly LGBTI people to stand for the Scottish Parliament and the Welsh Assembly.
- The Party should make sure that its complaints procedure is open and accessible, so that people know how to report a problem if one does occur.

F: A strengthened policy-making process

Being a member of our Party brings with it the right to have a voice in policy making - it is a system of which we can be rightly proud. We need to protect this principle and ensure that our processes continue to meet the challenges of the modern world. Members have echoed the message of the Refounding Labour document that *"the fundamental aim of our policy making process should be to support the Party in developing a policy programme which appeals to, and connects with, the electorate."*

1. Involving our members in policy-making

Submissions have been clear that members value their voice in the policy making process and wish our processes to be improved to enhance this say. The sense is that sometimes the current processes do not always do justice to the dedication and effort of the members who involve themselves in meetings, who submitting their ideas and who take part in policy discussions across the country.

Throughout the last cycle of Partnership into Power there was feedback that those members who do get involved in the process usually enjoy doing so. But others are unsure about the process - whether that is due to a lack of clarity about how to get involved or scepticism about the value of doing so.

Discussions during this consultation have focussed on the need to make a reformed policy making system more accessible and responsive to Party members. Many have noted that there is a lack of understanding about how to best engage with the current Partnership into Power process, whilst others have argued that large, detailed policy documents are considered inaccessible if these are the only method of engaging.

Members have expressed views that the policy making process could be opened up by harnessing technology to allow for a more inclusive and interactive discussion both in terms of discussion of documents produced for consideration but also in terms of dealing with current issues which arise outwith the current cycle of long-term policy development. There is acceptance that we must be prepared to bite the bullet on "digital exclusion" and stop pretending that a transparent policy-making process can be conducted effectively on paper. At the same time, those without internet access will need to be supported by a party friend or CLP officer in order to participate fully.

For those people who do take the time to get involved in the policy making process, issues of transparency and feedback have been a theme in many of the submissions from members. Feedback from national to local level and back again is essential to avoid the "black hole" into which many party members feel that their submissions sink without trace. Suggestions for reform have focussed on the best way to provide a manageable process of feedback to provide greater clarity and information on what happens to the ideas which are submitted to our policy making institutions. There have been discussions on the role of National Policy Forum Representatives and Policy Commission members in strengthening our processes in this area.

Recommendations:

- There should be a duty on all Party units to engage and consult with both their members and their wider communities through regular policy discussions.
- Further consideration should be given to the best way to engage local party members and constituencies in policy discussions. This should include the issue of information on and support for getting involved with, Partnership into Power and the development of support for holding local policy forums at constituency level.
- Feedback is essential if Party members are to feel that their submissions are valued and properly considered. While recognising limited resources, further consideration should be given to how best the Party can improve feedback in response to policy submissions to provide members. This should include the consideration of technological solutions as a way to share

information. NPF delegates should also play a bigger role in providing feedback to members in their regions.

2. Reaching out to the public

The voices of our members are vital to us – our policy making processes need to hear their views. But equally, we also need to listen to voices beyond our Party. We need ideas which are based on real conversations with the public because ultimately our policies must command the support of the British people whom we hope to represent.

Contributors have discussed the need to build processes which enable us as a Party to reach out to the public, to ensure that we develop policy which is rooted in an understanding of our communities.

Submissions reflected the fact that every week, in constituencies up and down the country, Labour members talk to people on the doorstep or over the phone. Some constituencies also regularly survey voter opinion on key issues. It is through such contact that we reflect the concerns of the public. Members want us to strengthen our policy making processes to ensure that ongoing dialogue with the public is encouraged and rewarded.

We have also heard views that the Party must do more to reach out to charities, community groups, businesses and civil society. There is huge policy expertise both within our membership and the wider public and submissions have reflected a desire for us to open up our policy making process to hear these voices. There was support for the idea of a summer weekend 'festival' where members, affiliate members, supporters and organisations, such as the Fabian Society, Compass, Progress, along with community organisations, could invite thousands to take part in political debate.

Recommendations:

- Local parties should have a duty to consult local communities and to work to build networks of NGOs, businesses and community groups.
- Further consideration should be given to developing a system whereby local parties are rewarded for maximising engagement and building broad community support for policy initiatives. This could involve giving more weight and consideration to those ideas which have garnered the most public support.
- Further consideration should be given to the summer festival of debate.

3. Stronger policy-making institutions

Our current policy making process relies on a number of institutions. The JPC steers the process, providing strategic oversight; the NPF discusses and agrees the policy documents and, through the NPF representatives, oversees engagement with the wider Party; and the policy commissions, of which there are currently six, are responsible for considering the policy submissions which come in from Party stakeholders and the public, before drafting policy documents which go forward to the NPF. More recently, Policy Commissions have been given an important role in taking forward contemporary issues from one Annual Conference to the next. Finally Annual Conference is the sovereign policy making body where documents are agreed – it also has responsibility for dealing with contemporary issues.

The smooth running of our institutions is vital to a healthy policy making process. The consultation has revealed both a desire for the various bodies to be more open, transparent and responsive to members in order to facilitate engagement, but also that there is room for reform to improve how the various bodies work and interact with one another.

a. The National Policy Forum

The Partnership into Power process was designed to provide the Party with a more deliberative and consensual way of making policy. We remain committed to this model of policy making but must recognise that there is a degree of cynicism within the Party about how this has operated in recent years.

The National Policy Forum plays a vital role in our policy discussions, being the main vehicle for policy debate and discussion. In the past, such as with the 2004 Warwick agreement, it has succeeded in producing a policy programme around which all members can unite. However, the Refounding Labour consultation has shown us that members want to be more involved in discussions on policy which take place in an NPF which is more responsive, credible and transparent.

The success of Partnership into Power is dependent on effective and sustained engagement with all those who have a part to play in it. Discussions have focussed on the importance of this principle applying at all levels, from local parties engaging in the annual work programmes of the policy commissions, through to ministerial, and shadow ministerial, engagement with the NPF, its policy commissions and the Joint Policy Committee.

Past reforms of PiP have considered how best to engage members with the work of the NPF. This has included ensuring that the policy commissions produced work plans and documents in a format which encourages engagement and interaction. It is clear however that there is more work to be done in this area. Members have expressed views that the voluminous policy documents of the past are not the most appropriate way to encourage debate at local Party level. Many felt that policy documents should be shorter, more open-ended, with choices, options and scope to express priorities, thereby allowing real debate at the NPF and Conference.

The structure of the current cycle - whereby policy is developed via a rolling three year programme - has been an issue of debate; as has the way in which CLPs and members engage with the document produced. For instance, following the last round of Partnership into Power there was a clear view expressed by NPF representatives that the new amendments process introduced for the final stage of the PiP process was in need of reform as it posed a significant challenge for both NPF representatives and staff, resulting as it did in thousands of amendments to very lengthy documents. It is necessary to reform this system to ensure that it is made more manageable but also so that members can engage more easily and meaningfully.

Greater clarity is required in the process. A reformed PiP process should be accompanied by clear structures and information, with clarity about how Party members can engage with the policy making bodies and what they can expect when they do so. NPF delegates need to be empowered to communicate with each other, and with party members and other stakeholders in their regions. Policy submissions, as well as agendas and minutes of NPF, JPC and Policy Commission meetings, need to be made more accessible

The issue of rights and responsibilities has arisen on numerous occasions throughout the consultation. At all levels of the policy making process there is a desire for greater clarity on what is required from all our stakeholders who want to have a say on policy as well as what they can expect in return from those who represent them. NPF representatives themselves have reflected on the need to have clearly set out guidelines in terms of their roles and responsibilities. For instance, some have expressed a view that NPF representatives should play a greater role in dealing with the submissions which come from Party members. By the same token, like other elected representatives of the party, NPF representatives should sign up to a code of rights and responsibilities.

Ensuring the NPF is accessible to and representative of all sections of the Party is vital if it is to be reinvigorated as a forum for discussion and decision. Submissions have therefore stressed the need to consider the make-up of the NPF as part of any reformed body.

Policy commissions have a vital role as the bodies responsible for drafting policy documents as well as being where members' and affiliates' submissions are considered initially. Policy Commissions also

play an important role in carrying forward contemporary issues from one Conference to the next, and in scrutinising the implementation of policy in government. Generally policy commissions work well as a forum for debate and consideration but there is a sense that their workings are opaque and distant from the wider membership. More needs to be done to improve understanding of their role, their engagement with the membership and in terms of reporting on their work. They should meet regularly, and should hear evidence from external organisations as well as party members and affiliated organisations. They should also report back on a regular basis to those who have made submissions to them and to the wider NPF and party membership.

Recommendations:

- The current three-year cycle of policy documents which culminates in a final large 'Warwick-style' meeting of the NPF needs to be revisited. The format of the policy documents should be examined to ensure that they are the most appropriate vehicle for engaging members in policy discussions.
- There should be a clear code of rights and responsibilities for NPF representatives.
- Greater level of engagement from ministers and shadow ministers with our policy making processes at all levels, including local policy forums, the National Policy Forum, policy commissions and the Joint Policy Committee.
- Improved use of technology to enhance engagement with policy making processes. This should include solutions which enable NPF representatives to communicate with one another more effectively.
- The Party should work to ensure that affiliated socialist societies' expertise is harnessed in a strengthened policy making process. Policy Commissions should draw on the expertise of relevant affiliated socialist societies, through meetings and submissions; and Socialist Societies should be able to attend meetings of the National Policy Forum.
- All NPF members, whether or not they are on particular Policy Commissions or the JPC, should be kept in touch with topics under consideration and outcomes where appropriate via regular communications.

b. The Joint Policy Committee

The Joint Policy Committee is responsible for strategic oversight of the Partnership into Power process. Conversations during the Refounding Labour consultation have recognised that the oversight role is an important one, but there have been views expressed that there needs to be greater clarity in how the JPC carries out this duty and a fresh look at how the Committee can be used to strengthen the policy making process.

Concern has been expressed that it is difficult for Policy Commissions with defined remits to tackle cross-cutting issues and ensure joined up policy proposals. It has been suggested that the JPC would be the obvious body to take an overview and ensure that cross-cutting issues are addressed by the NPF and the wider party.

Submissions to the consultation have expressed a desire for CLPs and others to be provided with clearer guidance in terms of policy areas on which to focus their discussions. One option worthy of further consideration is that of a stronger role for the JPC in this area, setting clear policy priorities for debate within the NPF, the policy commissions, at Party Conference and in the wider Party. A reform along these lines would give the JPC a clearer and stronger role as the link between all parts of the Party, leading the policy discussion, setting guidelines and taking an enhanced role in recommending areas for discussion.

c. Annual Conference

Annual Conference is the supreme decision making body in the party. It is also the most important party gathering in the political calendar and provides a significant opportunity to project Labour's message directly to the wider public.

Submissions to the consultation have shown a strong desire for the conference to retain its position at the apex of our internal democracy. However, the consultation has also revealed a widespread sense that the present conference arrangements and structures could be improved.

As the sovereign policy making body, Conference is responsible for agreeing the policy documents drawn up by the National Policy Forum. Debates are based around these documents and the Annual Reports drawn up by the six policy commissions. Some submissions have discussed the need to improve Conference's role in debating and voting on policy where at present Conference votes only on policy documents in their entirety and occasionally minority positions decided upon at the National Policy Forum. One way of giving Conference a more meaningful role in deciding policy would be to frame policy documents with more options and scope to express priorities, thereby allowing real choices to be made at Conference, not just on minority positions decided by the NPF

The role of Conference in our policy making process needs to be enhanced so that delegates feel that they can genuinely influence policy by attending. As part of this process, further consideration should be given to how the current contemporary issues process could be improved. There are differing views about how contemporary resolutions should be dealt with at Conference, including whether Annual Conference can be given a stronger role in setting the priorities for debate, both through the NPF and the wider Party. It has also been suggested that there is scope for enhancing the role of Policy Commissions in driving forward the review of contemporary issues and reporting back on their work to the NPF and to the next Conference.

Feedback to the consultation has reflected criticisms outlined in the Refounding Labour consultation paper, which noted that conference *"has been undermined by the smaller number of constituency parties sending delegates, the increasing concentration of union votes, and a command and control culture which was sometimes seen at odds with dissent and diversity"*.

In response, a variety of proposals have been made for changes to the form and nature of conference.

One specific point which recurred in a number of submissions is that the cost of attending conference may be an important factor in deterring CLPs from sending representatives. To counter this and help reverse the decline of constituency representation, it has been suggested that a fund should be established to help CLPs send delegates to conference (see above).

Voting at Annual Conference

The weighting of votes at conference was another issue to emerge from submissions.

While many submissions have argued for change of one sort or another, some have argued in favour of the status quo. Once again, the wide spectrum of views means that further reflection is needed before any clear proposal can be put to the party.

Recommendation:

- Carry out further consultation and report back to Organisation Committee and the NEC in September.

d. Conference Arrangements Committee

The Conference Arrangements Committee has the primary function of organising the party conference agenda. The composition of the CAC has been under review for some time and in 2007 the NEC resolved that the matter should be brought back for consideration as part of the review of Partnership in Power; and therefore should be considered as part of the Refounding Labour consultation.

Currently, the CAC is composed of seven members, two of whom must be nominated and elected solely by CLPs. and five members nominated by affiliated organisations and CLPs and elected by a

card vote of the whole of conference. The five general places have in practice been filled by trade union representatives.

A number of submissions to the Refounding Labour consultation have argued that the current make up of the CAC does not properly reflect the balance of stakeholders within the party, that it would be fairer and more consistent to sectionalise the voting between CLP and affiliates, and a variety of proposals have been received which would alter the committee's composition.

Some have argued that the composition of the CAC ought to be based on the same principle as that which underpins the priorities ballot, in which CLPs and affiliates have an equal share of representation with three CAC places reserved for affiliates and three places reserved for CLPs. Others have recommended that the CAC would have a better balance if it included one or two additional CLP representatives. Alternatively it has been suggested that the socialist societies, which are not currently represented on the committee, should be provided with at least one place. It has also been proposed that the NPF should have a representative on the CAC.

It is clear from the variety of proposals that have been received that there are different and at times competing views on the best composition of the CAC. It will therefore be necessary to give this matter further consideration before a clear proposal can be put to conference.

Recommendation:

- Carry out further consultation and report back to Organisation Committee and the NEC in September.

e. The National Executive Committee

NEC: representation for Scotland and Wales

There has long been discussion of the need, in the light of devolution, for Scotland and Wales to have guaranteed representation on the NEC.

One credible proposal recognises that the Scottish and Welsh leaders, elected via their own electoral colleges have a credible mandate to speak for the Scottish and Welsh parties. However, given the heavy workload of the two leaders, especially when in Government, there would need to be provision for the appointment of voting representatives to attend meetings on their behalf. These representatives should command the confidence of both the relevant leader and party. A member of the SEC/WEC should therefore be nominated by the Scottish/Welsh Leader and ratified by the SEC/WEC. The Scottish and Welsh leaders should in addition be entitled to attend ex-officio with speaking rights when they are able to do so.

NEC: removal of the ban on members of the TUC General Council

Several submissions recommended the removal of the historic ban on members of the TUC General Council joining the NEC.

NEC: representation for LGBT Labour and the Labour Party Disabled Members Group

Consideration be given to adding to the NEC representatives from LGBT Labour and the Labour Party Disabled Members Group when their membership reach a certain size.

Recommendation:

- Agree to consult further with stakeholders on these proposals.

END