CWU

The communications union

# REDESIGN

## Securing our Future

CONSULTATION LAUNCH | MARCH 2018

# INTRODUCTION

## Welcome to the Redesign National Briefing

**Today is a very good opportunity for all of us to reflect on the positive changes that have been introduced in the last couple of years, review the challenges facing the CWU and the whole union movement and share thinking, ideas and views on what type of union we need to be to face the future.**

Throughout Redesign we have been clear that major change must happen at CWU Headquarters. This is fundamental to securing the very future of our organisation and at the Briefing we will take you through the work we are doing to streamline CWU Headquarters.

A key element of the briefing is of course to launch the next phase of Redesign which is a consultation on Conferences, Branches, Regions and National Structures. This booklet includes each of the consultation papers and a specific set of questions on each paper designed to provide a focal point for responses.

The papers will be positioned at the Briefing and we will explain the process going forward, the timeline for responses and the approach we want Branches to take to ensure maximum participation.

As we have said on many occasions – Redesign is not just about achieving financial stability – as crucial as that is. Therefore, we will also discuss the overall aims and objectives of the project and how this is being presented in a motion to Annual Conference.

From this you will see that Redesign offers the best chance we will ever have to deliver progressive change and ensure CWU is fit for purpose in a rapidly changing world of work.

For trade unionists and workers everywhere, there is no more important debate than securing the future of your union and the wider movement. There is work to do and today's briefing is the next step in the process.

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**Acknowledgements** – thank you to all the Officers, Staff and NEC members who have contributed to producing this consultation document

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# Section 1: CONFERENCES

# GENERAL AND INDUSTRIAL CONFERENCES

**Consider moving to Biennial Conferences**

**General** – should be about setting long term strategy, policy and objectives and not the sort of policy that needs frequent change. A Biennial General Conference could last for three days with time on one of those days specifically allocated to accommodate equality issues (assuming that we may change the way in which we pursue the Equality agenda and which is dealt with later in this paper).

Throughout the UK and Europe there are a variety of approaches adopted by other Unions which seem to work for them and, of course, the CWU needs to have arrangements that suit the needs of the CWU (its members and activists).

Some Unions in Scandinavia, for example, hold a 'general' conference every four years where they bring everyone together but this is supplemented in other years by Regional and Sectoral gatherings where more specific issues are discussed.

In the UK there are many variations and different approaches. Unite hold various conferences for national policy, Irish policy, Scottish policy, rules, industrial sectors, equality structures, young members and retired members. Broadly speaking these are held every two years although some are every three years. Prospect, Accord and the Musicians Union hold national conferences on a biennial basis but supplement them in various ways with Reps meetings at various times and have arrangements in place to allow the calling of Special Conferences.

Provision already exists in the Rule Book for an Annual Political Meeting (Rule 12.23) and this could be utilised (with some refinement) for decision-making on political matters outside of General Conference and as a networking opportunity for our activists.

**National Forums/Briefings** could be utilised to bring people together between Conference or if an urgent or unforeseen issue arises - more detail on these are referred to later in the paper. We should not play down the importance of the role that Conference plays in giving our activists the opportunity to network and catch up with one another. Going in the direction of Biennial conferences should not diminish these opportunities – which is why this paper is intended to illustrate and create debate about how we 'Redesign' and is not solely dedicated to cost savings.

**Biennial Conference** could be used as a better 'showcase' for CWU and bringing people together with a common identity. More engagement with reps and members should be a significant driver.

**Big themes for General Conference** – The World of Work, Housing/Economy, CWU in the World (International), CWU Finance/Internal matters. Perhaps a series of strategy papers leading up to the conference to encourage discussion and engagement? Possibly start the conference with a question and answer session. Should these be strategic debates led by the NEC?

Could a **Rules Revision Session** of Biennial General Conference be ceased completely as the Rule Book now includes specific reference to Special Rules Revision Conference? – Consider, at the very least, the ability for Branches/NEC to submit Rule amendments to a Rules Revision Session of General Conference being restricted to an "exceptional/emergency" nature. The whole point of a quadrennial Rules Revision Conference is to give the Union stability and so perhaps it follows that Rule amendments outside of that timeframe should be of an 'emergency' or 'special' nature.

**Industrial** – should these also become the place where more strategic (i.e. setting CWU agenda) decisions are taken. Similar to the principles mentioned above for the role and purpose of General Conference but with Industrial issues setting the agenda?

**Biennial Conferences** could be supplemented with decision-making forums to ensure that Industrial decisions are contemporary (taken at the right time) and taken by the right people (self determination). What is clear, in this rapidly changing world in which we live, is that we need to be more agile in our decision-making processes whilst at the same time making sure that we retain (and even expand) the inclusion of our activists.

**Biennial Industrial Conferences** could run for two days as it is envisaged that decision-making forums would be used more for all of the reasons stated above.

Consider whether both General and Industrial Conferences have to run consecutively.

## EQUALITY CONFERENCES

Our commitment to pursuing the Equality agenda is as strong as ever and we need to carefully consider changes that will continue to support our overall aims – especially more involvement of reps and members. Looking at our equality structures is a complimentary piece of work to this paper but does not and should not prevent us from discussing change to the existing policy making machinery that currently exists.

Consider replacing each of the annual Equality conferences with an annual overarching Equality networking event – similar in style to previous Proportionality forums where many reps can meet together.

It could also be possible to build in a section for each Equality strand to ensure that no one section feels overlooked and to also include the ability for Branches to "instruct" each Advisory Committee in terms of making policy for the Advisory Committees to pursue.

In terms of General/Industrial Conferences – Branches should have the ability of submitting motions directly to these Conferences on Equality issues which would be discussed by the 'whole' union and would be dealt with during the time set aside as mentioned previously in this paper.

## RETIRED MEMBERS CONFERENCE

Consider moving to a Biennial basis.

Provision could be made at the "Annual Political Event" to discuss political matters that impact on our Retired Members. (Indeed, the political landscape is probably the single biggest influence on the lives of our Retired members.)

Consider a networking event in the years that General Conference doesn't fall. Again, we need to maintain opportunities for people to meet up, socialise and exchange ideas.

## YOUNG WORKERS CONFERENCE

Consider moving to a Biennial basis but we should consider the quite distinct needs of this group of members.

Strong focus needs to be given to the networking and development needs of young workers. Building on the Young Workers Education Event and possibly introducing an additional networking event in the years that Conference doesn't fall.

## DELEGATIONS

Need to be examined but need principled decisions about frequency and format first. However, one thing that we should not lose sight of, is the need for delegations to be diverse and this should continue to be a major objective.

## SUBMISSION OF MOTIONS TO GENERAL INDUSTRIAL CONFERENCES

The time is surely right to consider which 'bodies' can submit motions to Conferences. The driver should be more engagement with members in Branches and with Reps and therefore perhaps only Branches and Executives should be able to submit motions. To some extent the conclusions to this 'question' may be driven by other conversations on structures but it is something that needs to be reviewed.

## ARRANGEMENTS FOR CONFERENCES

The opportunity is now there for us to look at a process for having a debate on more than one motion at a time or, alternatively, making very large composites that encompass motions with the same theme and going in the same direction (similar to Labour Party/TUC processes). In the past comments have been made about how conferences sometimes jump about from one subject to another and then back again.

## PROTOCOLS FOR DECISION-MAKING FORUMS

Would need to be drawn up but, as above, depends on principled decisions first. However, basic principles would have to include :-

- The ability to arrange in a short time period and not being hindered by unnecessary procedure/process would play a large part in the success of these Forums.
- NEC/Industrial Executives could lead (as it is likely that these forums would be issue-driven) with ability for Branch amendment/input.
- Attendance requirement could vary depending on the subject matter.

# Section 1A: CONFERENCES CONSULTATION QUESTIONS

**Please see below the consultation questions for this section. Please note that these are reproduced in the booklet for reference purposes only and Branches will receive an electronic copy of the consultation for completion with full guidance provided.**

| | |
|---|---|
| 1 | *Do you agree that we should move from an annual to biennial General Conference? Please explain your reasons?*<br><br>*Do you believe conference should be about setting long term strategic goals and policies? If so what changes would you like to see?*<br><br>*Is a motion-based conference the best way of developing policy? Please explain your answers.* |
| 2 | *To what extent can urgent issues which require contemporary decisions be dealt with adequately by policy forums and briefings? How can we ensure that decision making is done in a relevant, democratic and timely fashion?* |
| 3 | *Should all existing equality conferences be replaced with a single conference and how do we ensure polices on equality issues are debated by the whole union? Please give reasons for your answer.* |
| 4 | *Should we review the way in which motions are tabled for debate within the conference agenda pad? Please give reasons for your answer.*<br>*(Please refer to the paragraph headed "Arrangements for Conference" in the document)* |
| 5 | *Which bodies of the union should be able to submit motions to conferences?* |
| 6 | *Are there any changes you feel we should make to General conferences in relation to the format, length and timings?* |
| 7 | *How can we best ensure that the role of cross constituency conferences in terms of sustaining a consistent one union approach to issues is maintained?* |
| 8 | *If, for instance we were to move to a biennial conference, how can we best retain the opportunities for representatives to network/socialise and get involved in conferences beyond the formal functions of these events?* |

# Section 2: BRANCHES

# BRANCHES

**Branches and their front line reps are the single most important part of our organisational structure in terms of our democracy, our organisation and our ability to mobilise. So it is of the utmost importance that we get this part of the structure right and that we provide appropriate support to help Branches succeed and thrive. This review will map out our current structure and aims to identify the factors that combine to make a successful Branch.**

A CWU Branch is of course not just a unit of organisation. It is also the equivalent of a small business in terms of financial turnover and the significant roles and responsibilities of the principle officers. Therefore setting agreed standards and the provision of appropriate support and resources are also major factors for consideration.

All our Branches operate under the same rules and policies. However, it is clear that there is a lack of consistency in how they operate on the ground. Sometimes these inconsistencies are down to differences in size, resources, employer, geography or custom and practice, which is to be expected to some extent. However, sometimes this may be down to a lack of training and support or a lack of understanding about what precisely is expected.

Also of great importance is the need for our Branch structure to reflect the new world of work that is increasingly subject to increased automation, "flexicurity" and hyper-casualisation, all of which characterise the precarious nature of the workplace of today and will certainly become more prevalent in the next decade. In many ways we, as a union, are structurally designed not for this new world of work but for the world of work of 20 years ago. The problem with this is that industrial structures and industrial relations practice are not static, and our ability to be agile enough to deal with change is sometimes hampered to some degree by the very structures that we are reviewing. The challenge is to come up with a clear deal for all Branches that says - this is what you will be provided with in terms of resources, support, information and guidance and this is what the CWU expects from you in terms of minimum standards. And what we come up with has to provide consistency balanced with flexibility to allow Branches the appropriate autonomy to suit their size, shape and membership.

## RULES

Branches are constituted under Rule 6 of the CWU Rule Book. Further detail on current roles and responsibilities are set out in the Model Branch Constitution and the CWU Compendium, which are available on the CWU Website. Many improvements in consistency and effectiveness have been achieved through the revised Branch Constitution in recent years. However we do not have in any single place a true role description for the key roles within Branches. Nor do we have a manual or handbook that recognises the many and varied responsibilities of the vital role of Branch Secretary, a number of whom feel that on election you are thrown in at the deep end and left to sink or swim.

## SUPPORT

Despite the fact that some Branch Secretaries indicated that they felt that they were on their own when they first took office, for others Regional Secretaries have been an invaluable resource for newly elected Branch Officers. Regional Secretaries are well placed to provide guidance and practical support, have local knowledge and are close at hand to help. Training is currently provided via two short modules on the CWU Branch Secretary Training. This training received mixed reviews from Branches, with many saying that it did not teach them anything they did not already know and others saying that they have not had time to attend the training despite it being mandatory. Those who had attended the course did find it useful to network with other Branch Secretaries and this peer support was seen as the most useful thing about the training by some. One Branch Secretary took the view that Branch Secretaries are the only group of reps who rarely if ever get together to share good practice, discuss challenges and provide mutual support.

## OUR BRANCHES IN NUMBERS

There are **133** CWU Branches in total as of 12 September 2017.

The **largest Branch is South East No 5.** And the **smallest is the CWU Officers Branch**.

In **42 (32%)** of all Branches over **45%** of non-retired members are over 50 years old and in 19 of those Branches over half the non-retired membership are over 50 years old.

Non-retired members who are over 50 years old represent **41%** of our total membership.

Non-retired members who are over 60 years old represent **9.71%** of our total non-retired members.

The number of Branch Secretaries over 50 years old is 91 which represents **68%** of the total.

Of those, the number over 60 years old is 32 which represents **24%** of the total.

This contrasts with our younger members who represent **9.25%** of the total non-retired membership.

The TUC reported recently that young workers (age 18 to 24) account for **5%** of trade union members and **14%** of the workforce.

In the CWU younger members (18 to 30) account for less than **5%** of members in 15 (11%) of our Branches. The total proportion of young members is **9.25%**.

There are only 4 Branches with more than **30%** young members.

And in fact there are only **36 (27%)** Branches with over **10%** young members.

The number of young members in Branches in the CWU ranges from a high of **49.25%** to a low of **0%**.

Our **133** young reps represent **3.4%** of all CWU reps recorded in the database.

The proportion of women members is **19.56%** in total. The TUC identified that over **50%** of trade union members are now women and the proportion of women in the workforce is around **45%**.

There are **17 (12.7%)** Branches with less than **10%** women members.

There are **9** Branches with over **50%** women members.

The proportion of women members in Branches ranges from **72.8%** (Bootle IPSL) to **0%** and is generally higher in Branches with majority Telecoms & Financial Services membership. And also generally higher in Branches which have membership in customer service and call centre environments.

There are now **11 (8.2%)** women Branch Secretaries, which is down from 2015 when there were **12**.

Out of a total number of **3,844 reps** in the CWU recorded in the database, **511 (13.2%)** are women.

BAME Membership in the CWU remains under-reported in the membership database at **7.86%**. We believe that this figure is up to **50%** under reported and could actually be as high as **14%**. There are major differences between urban and rural areas and also geographically there are larger concentrations of BAME members in certain parts of the country which correspond with general population trends.

The number of BAME Reps as recorded in the CWU database is **265 (6.8%)** and the number of BAME Branch Secretaries as recorded in the membership database is **11 (8.2%)**. BAME membership within Branches ranges from **40%** to **0%**.

## MERGERS AND BRANCH ADMINISTRATION

It is the duty of the NEC is to ensure that Branches are functioning correctly and effectively for our members. If a Branch is not functioning effectively, the NEC can step in and take steps to improve the situation and this might include training and facilitation, mediation, merger, de-merger or putting the Branch into administration from HQ.

This project has never been about forced mergers, however, throughout this process the issue of Branch merger has come up in conversation with Branches in a number of ways. In some Branches there was no interest in merger at all. There were other Branches that were actively or tentatively interested in mergers. Branches also in some cases reflected on how successful or in some cases unsuccessful mergers had been for them.

Mergers tended to be done for sound reasons but some of these potential mergers tend also to be driven by declining membership and decline in number of branch activists - these are essentially defensive mergers. There were also Branches who were the product of relatively recent mergers who spoke of the challenges of mergers and the energy and time that mergers take up. There were frequent references to the fact that mergers don't always work as well as they might.

The CWU currently has only one "cross constituency" merged Branch. Despite the fact that this was viewed by some as controversial at the time of merger, the Branch is now operating very effectively and by all measures is serving the needs of all its members very satisfactorily. This tells us that cross constituency mergers can work and that this is something that should be encouraged when Branches are of a mind to do so. While it is not felt that we presently need to re-visit the rules on Branch mergers, a reduction in the overall number of Branches, a move away from smaller less sustainable Branches and more encouragement and structured support for mergers should be provided in the future.

## BRANCHES AND THEIR MEMBERS

For most Branches membership allocation is based on postcodes, business units, workplaces, employers and history or a combination of some or all of these. Largely this works well and allocation of members to Branches makes good industrial, organisational and logical sense. However, within some Branches there are groups of members who for perhaps historical or legacy reasons are in a Branch that is outside the general geography of the Branch or who are a very small minority group within their Branch.

One such group is Royal Mail Engineers who in some cases are in their own small Branches, others are in a larger Postal Constituency Branch and in other cases are in Telecoms and Financial Services Branches. Another group would be POL members who are often scattered across multiple Branches where they are usually a small minority of members. The question has to be asked about whether these Branch allocations make sense and are they the most effective way of representing and organising these workers.

For instance one majority Telecoms Branch has the Royal Mail Engineers from a large Royal Mail Group workplace in their Branch even though that workplace is organised and represented through a large well-organised Postal Branch for all other Royal Mail Group employees. One Telecoms Branch Secretary who works for BT questioned how effectively they could really support Royal Mail Engineers and gave the example of the Four Pillars Campaign where the branch had neither the knowledge nor the background to be able to effectively ensure that these members were informed and prepared. Small specialist Branches may be the answer but if they are too small then it has to be questioned whether they are viable as stand-alone Branches and if they may be better served as a section within a larger majority Postal Branch that organises within the same workplace. This review will recommend the options that we have for allocating members to Branches appropriately and it is clear that this is something the Industrial constituencies will need to take a lead on.

## ROLES AND RESPONSIBILITIES

There are considerable differences between Branches as to how roles are carried out. These differences are based on constituency and size of the Branch. Within the T&FS constituency the Branch Secretary is a lead IR role and is recognised as such under the relevant IR agreements, whilst in Postal constituency Branches the role is not recognised as an IR role under the IR framework. This does not mean that Postal Branch Secretaries do not get involved in IR as it is very clear that in many cases they do, both officially and unofficially. The role is also different based on the size of a Branch, as in smaller Branches there may be less Officers to deal with workload. A larger Branch may have many more representatives, workplaces, member enquiries and administrative functions to deal with which again changes the job.

The role of Branch Secretary, however, for the purposes of this Review relates to the statutory responsibilities under rule and policy for the smooth running, administrative functions, organisation and development of the Branch. In that respect we will be dealing with the issues that are common to all Branches regardless of constituency.

It is clear that if this review is going to identify good practice for Branches then it must also set out precisely what is expected and provide guidance and training to support that.

It makes good sense to also set out what is expected of each key role in the Branch and that will include:

- **Branch Secretary**
- **Branch Chair**
- **Branch Treasurer**
- **Vice Chair**
- **Assistant Branch Secretary**

Plus a summary of other roles alluded to in the rule book and in the Model Branch Constitution.

Part of this review will be aiming to agree what should be in these role descriptions.

## MEETINGS

There were a wide variety of views from Branches on the usefulness of the many and varied meetings that we attend in the course of our work within the CWU. Branches were asked about which meetings they found useful and which less useful.

Branches cited various meetings as useful. These included Divisional Committee meetings in some Divisions. Although this was not the case in one other Division where these meetings were seen as less than useful and there was a feeling that the agenda had been the same for years.

In general meetings which were relating to industrial relations issues were seen as most relevant and useful because they related to getting things done.

The less useful meetings referred to by Branches included nearly all levels of meetings including Branch, Regional, and National meetings. Industrial relations based meetings were seen as the most useful meetings by most Branches from both constituencies. The surprising thing was that there were fewer questions raised about why we have so many meetings that are not always useful or satisfactory or helpful.

Sometimes it was felt by Branches that National Briefings and Branch Forums were called and scheduled without thought to the venue, timing and clashes with other events. Some Branches expressed frustration of travelling to meetings which could be less than useful and at great expense to the Branch.

It was also felt by several Branches that Briefings were not always essential unless there was important new business to deal with. Many Branches are keen to see better use of available technology to give virtual access to some meetings. Using centrally located venues with good transport links was important and many Branches complained about the use of Wimbledon for meetings as it is not close to the majority of London mainline stations and adds a further two hours travel to an already long return journey.

The social side of actually meeting other reps was seen as useful in terms of networking and learning from each other.

## FINANCE

The Branch Rebate system is set out under rule and we have current conference policy to review. It provides Branches with the financial resources to fund their activities within given policies and parameters set by the NEC and Conference. It is based on a 29 per cent proportion of the total subscription income for each Branch. In general most medium and large Branches indicate that they manage with the rebate they get. Some struggle to spend it all and some spend every last penny, but there was no sense that Branches saw a need to increase the rebate.

However, the story was quite different for two different types of Branch. Firstly, Branches that are based hundreds of miles or many hours travel from the locations where conferences, briefings, Regional Meetings, training courses and events take place find themselves immediately financially disadvantaged, as their travel costs and the time spent getting to and from events places additional financial burdens on their budgets.

The second group of Branches for whom the rebate is not sufficient are small Branches. The problem for them is that they are expected to attend the same number of events each year as a large Branch and this disproportionately impacts on their budget due to the high cost of both travel and release. The fact that small Branches are also often (but not always) geographically remote Branches may also compound the problem.

The Rebate does not take any account of location or geography of Branches, and this was something that many Branches felt should be addressed. The point has been made often before, but is worth repeating. A large Branch in London such as Mount Pleasant can conduct activities much more cheaply and efficiently because the vast majority of their members are in one location, whereas a smaller Branch in a geographically remote place where travel from one site to another can involve lengthy journeys by land, sea or air will incur greater costs for the same activities.

There is also a great variation in how and what Branches spend their funds on, although travel and subsistence tend to be the "big ticket" item for most. Some Branches rent or own their own property and have significant costs associated with this. Some rely completely on the employer for all their office facilities such as telephone, internet, and internet connection. Some Branches have staff employed by the CWU working directly for the Branch.

Each Branch seems to make their own arrangements for mobile phones, photocopiers, internet and IT hardware and software. There is no way of measuring whether the deals that individual Branches make with various suppliers represent good value for money and whether it is the most appropriate option for the Branch.

There is also some evidence that some Branches have on occasion entered into less than favourable long term contracts for photocopiers, which have resulted in the cost of the wrong sort of equipment at the wrong price being borne by the Branch for several years. It does seem that significant savings could be made if the Union centrally used its purchasing power for some of these facilities as a contract for hundreds of smart phones would surely be an attractive contract for providers. Certainly some Branches felt that this sort of practical support from HQ would be helpful.

The issue of the withheld rebate came up with a number of Branches. Some Branches were extremely frustrated that there were so many resources locked away in this large fund. They also questioned what are these Branches doing if they are not spending such a large proportion of their rebate? Other Branches have applied to use an amount of their withheld rebate to support organising activities and have found it useful to have that resource to call upon.

Finally, despite there being a requirement under rule for Branches to submit a Financial Plan each year, in reality very few Branches do this and consideration will have to be given to improve this situation.

## BRANCH PREMISES

The union owns a number of premises purchased over time as Branch Offices and we also lease a number of offices. There has been no real over-arching strategy regarding Branch premises and in some Regions we have an abundance of premises and in others a scarcity. Branches who own premises are very happy with the independence it gives them and their ability to deliver training and hold meetings in locations other than the workplace.

Whilst it is certainly desirable and necessary to have some premises that Branches can access to avoid over reliance on the employer and Branches consider this independence as very important, it is necessary perhaps to question the way that these properties have been acquired in isolation and without a strategic approach to this significant use of CWU resources. Branches have to take on maintenance, security and the liabilities that come from running a workplace and public building, these are significant costs and onerous responsibilities.

Surprisingly, there seems to have been very little thought given to encouraging shared spaces for different Branches although this is working well in leased premises in Northern Ireland for the three Branches involved. There also has to be a discussion about whether it is more desirable to lease serviced offices rather than taking on the many and significant obligations and liabilities that owning buildings (and workplaces) may place on Branches.

## BRANCH STAFF

A number of staff have been taken on by various Branches over time and undertake various (mainly administrative) roles. To be clear, only CWU Headquarters are authorised to employ staff. The finance department and CWU HR have recently reviewed this practice and taken steps to ensure that the union is meeting its full obligations to these staff.

## RECRUITMENT AND ORGANISING

There have been some positive developments in terms of our ability to recruit members over the past few years. More Branches now seem to be much more prepared to do the routine and systematic mapping and "in fill" recruitment that was certainly not the norm say 5 years ago.

There is less enthusiasm for recruiting outside the core, although there is recognition that the workers in DHL, Hermes, etc. face serious exploitative employment practices and need unions. For some Branches, this was a resource issue and if they had more resources they would do more. Many Branches indicated that they felt that other unions had already organised those workers and that the CWU had missed the boat. This perception is not particularly accurate as apart from a couple of high profile campaigns from the GMB and UNITE there is not a huge amount of evidence that these workers are being unionised in large numbers and at multiple sites. In fact some of the successful work has been by some of the new, very small and non-traditional trade unions such as the Independent Workers Union of Great Britain (IWUGB).

Some Branches were of the view that the union and their Branch would neither grow nor decline in the next 3 years and that things would stay roughly the same. Some Branches were more optimistic about the prospects for growth in membership, and they tended to be Branches very actively involved in recruitment and organising work. However, a significant number were more pessimistic and cited the changes in employment practices, automation and the closure of workplaces as contributing to a likely decline in membership for their Branch and the union.

There are still seemingly numerous issues with Branches accessing and being able to update the membership database. A large number of Branches specifically cited the need for them to be able to update the workplace of members as they felt they were in a far better position to do this in a timely and efficient way than Headquarters because of their local knowledge.

Some Branches questioned the value of having paid organisers as they felt that the responsibility for organising should lie with Branches themselves. To be clear they were not being critical of individuals and they appreciated that organisers have provided some good support to Branches. Some Branches felt though that the most useful support needed was with representing members in non-core areas which could prove very time consuming.

**Some Examples of Good Practice**

- Case work system

One Branch had developed their own online case management system which aimed to provide better consistency and efficiency in dealing with casework by moving away from a paper based system. The system records all the data, documents and progress of each case so that in theory anyone in the Branch can respond to member queries, or take over the case if needs be.

Another Branch have created a short, bespoke training module and guide to give reps a complete guide to dealing with a personal case from start to finish. This again has been done to improve consistency, to equip reps with the information they need, ensure that data and documents are retained and stored properly and to ensure cases are dealt with effectively.

- Multiple equality, BAME, Women's, Youth Officers

There are now several Branches who have multiple Young Workers, BAME and Women's Officers and do not limit the numbers to just one per Branch. The rationale for this is that if people want to get involved, then we should help them. There is nothing in the model Branch rules to stop Branches doing this, so maybe it is more a case of promoting this as a way of getting more activists involved.

- Mainstreaming Equality Roles

Some Branches felt that it was quite a burden having to find people willing to take on Branch equality roles that are required under rule. For them it was frustrating and they also felt that some of these roles were a bit tokenistic.

One Branch said that they had no women reps and were actively working to get more women members involved (with the help of a woman rep from a neighbouring Branch) and the same Branch also said that they did not struggle for BAME reps in mainstream roles but could not get anyone to actually take on the BAME Officer role. There is perhaps an image problem with some of these roles as there was definitely a perception among a few Branches that the role was unclear and they were not sure what they actually did.

However, one Branch in particular had a very different approach and actively encouraged reps that start off in equality roles to become IR reps. This Branch actively encourage people to start off in equality roles such as BAME, Womens' and Youth Officers. They see it as a way of seeing if people enjoy the role and have an aptitude for union work and to give people a chance to try things out without having to take on full IR responsibilities. The Branch cites a number of current IR reps who have now come through this route. This Branch clearly actively encourages progression for reps and does not allow reps to be pigeon holed into one role. This is good practice that really should be adopted to encourage under represented groups to get involved, stay involved and go on to progress into mainstream and leadership roles.

- Mentoring and training new reps

Branches spoke enthusiastically about mentoring and supporting new reps. Many provide training both informally within the Branch but also make sure new reps get the access to the training they need either regionally or nationally through the Education department. Branches also spoke of the value in making sure that new reps get taken to Conference and other union events and to have someone there who helps them understand how it all works.

Some Branches encourage new reps to "shadow" a more experienced representative so that they can learn by observing. One Branch described how their Lead ULR takes a strong lead in respect of actively supporting, training and developing new reps. She (the Lead ULR) is invaluable in helping new reps get the hang of things and she supports them if they are struggling. It was heartening that so many Branches considered nurturing and supporting new reps as a very important part of the role of Branch Secretary.

- Succession planning

Many Branches that were visited as part of the Redesign process are actively working on succession planning strategies and really are considering the medium and long term future of their Branch organisation. There were many examples of Branches training and developing named younger individuals for key roles in the Branch. This is good news for the CWU, because the age profile of our reps is a major concern and many of the Branch Secretaries are themselves approaching retirement age. However, not all Branches were actively involved in succession planning and this is something which really should now be included in training and development and in any role description that we agree.

- Tech and social media

One Branch has developed an app with all the agreements and information for reps in one place. Another Branch use Whatsapp extensively as the most effective way of communicating quickly with every representative. It is clear that there is real innovation going on in Branches as regards good practice in social media and particularly use of Facebook groups and pages and Twitter to communicate with Branches. There are also some very experienced reps that have developed great knowledge and experience of using social media effectively. Sessions on social media are often now included on courses or Branch workshops delivered by both the Education and the Communications department. However, it will now be important to ensure that all Branches are embracing these new ways of engaging their members and activists.

- Workplace visits

Some Branches have a systematic approach to visiting every workplace and in particular making sure that the Branch leadership are visible and accessible to members. They visit a certain number of workplaces each month to support the rep, talk with members and most importantly to be visible to the employer.

- Political campaigning

Many Branches are involved in high levels of political campaigning in their locality and this was especially true during the General Election. Branches were active in many practical ways including canvassing, street stalls, phone banks, and attending rallies, meetings and hustings. Some Branches indicated that it had been easier to get involved due to the positive Labour manifesto and the leadership of the Labour Party. Many more activists have joined or re-joined the Labour Party. There were though suggestions that we should offer more political education and training to support our political work.

- Communications and Marketing

Branches are using new forms of marketing to assist with recruitment. One Branch has taken out advertisements on buses in the Branch area aimed at call centre workers. They were not sure how successful it had been but did this to make it much easier for potential members to find them.

## WHAT ARE THE MEASURES OF SUCCESS FOR BRANCHES?

Below we set out some of the ways that we can evaluate how effective our Branches are. These measures are a mixture of qualitative and quantitative data. How we encourage adoption of these measures and how we monitor how well we are doing will be key in delivering consistent good practice across the CWU.

1. Membership increase and decline and membership trends with explanations for any major changes – do they regularly update and analyse membership data, do they map workplaces and groups of members, do they regularly carry out comparisons with employer data?

2. Participation in Union structures and activities e.g. Conference, Region, IR, Equality structures, and union education and training. Does the Branch submit motions to conferences? Do the Branch nominate for key elected positions above Branch. Do Branch candidates stand for election for Regional and National positions, delegations etc. What is their voter turnout in elections and ballots?

3. Recruitment. Do they systematically recruit non-members and plan for recruitment activity in core and non-core workplaces as a regular and ongoing part of their work?

4. Participation in Political and campaigning activity. How many CLPs and Trade Councils are they affiliated to? How many active Labour and Momentum activists do they have? What other local and community campaigning activity do they undertake?

5. Proportionality – are the Branch reps proportionate to their membership in terms of women, BAME, youth etc. Are delegations representative? Are meetings and events inclusive?

6. Activism – number of reps and activists in the Branch and lack of vacancies for positions, regular workplace visits and activity, workplace campaigns. Attendance at meetings and events.

7. Succession planning. Do they actively recruit, train and support new reps? Is there evidence that new reps are retained and progressed through the structure? Do they encourage new activists to get involved in wider union activities?

8. Planning – Do they actively plan their activities and objectives on an annual basis? Do they regularly review and evaluate their plans?

9. Financial Management – do they have a clear and detailed budget that they work to? Do they produce a financial plan? Do they have transparent and clear policies for finances? Do they spend their rebate?

10. Industrial achievements – membership density. Industrial activity in terms of meetings, workplace visits, influence and activity. Number of successfully resolved disputes.

11. Case work – do they have a system for ensuring consistent approaches to managing case work?

12. Do they have adequate administrative systems, hardware, software and connectivity to ensure the smooth running of the Branch, do they follow good practice in terms of management of their data?

13. Do they use a variety of methods of communication to get their message out and to keep members informed? Do they use social media, have a magazine, use video, blogs, group emails, newsletters, posters etc? Do they have noticeboards in all workplaces? Do they use radio or other advertising to get the CWU message across? Do they produce their own leaflets etc.?

14. Do all the key Branch positions have the right skills and training to do their job effectively? Does the Branch have an annual training plan and budget?

# DISCUSSION POINTS AND OPTIONS TO CONSIDER

## THE CONSULTATION PROCESS

**This is a consultation document. The options contained in it are not necessarily the policy of the NEC. Rather, it is designed to encourage questions and to prompt a wide discussion and consultation across our Branches about our Regional structures. We want to encourage the widest and fullest debate on these issues and we also seek to encourage Branches to come forward with their own ideas and suggestions for positive change.**

1. **Clarity on Roles and Responsibilities**
   Should we draft clearer Branch Role descriptions for Branch Chair, Branch Secretary and Branch Treasurer as an appendix to the Model Branch Rules? This is something that could be drafted by a small working group comprising representation from HQ, the NEC and Branches and be subject to consultation to ensure it is fit for purpose. To be clear this role description would not cover any industrial work in either T&FS or the Postal Constituency.

   Some other unions have a more detailed role description for a number of their key Branch roles and may be a useful model to consider when formulating our own.

2. **Revisit Mandatory Branch Secretary Training**
   If we are to agree a new role description for key Branch roles, it would also be necessary to ensure that we provide appropriate training to support Branch Secretaries, Chairs and Treasurers in carrying out their roles and responsibilities. It would therefore make sense for the CWU to carry out a review of materials and design new courses or update existing courses so that they are fit for purpose.

**3. Allocation of members to Branches Review**

This work has already commenced with the passage of NEC Document 144/2017, which concerns an exercise by the T&FSE to identify anomalies and reallocate members to Branches accordingly within a given time frame. It is therefore recommended that a similar exercise be undertaken by the PEC - again within a specified timeframe and subject to NEC approval.

**4. Support from HQ for Mergers**

While it is not felt that we presently need to re-visit the rules on Branch Mergers, a reduction in the number of Branches to 100 by 2020 should be a medium term aim for the CWU and there are a number of smaller Branches that may benefit from merger, both within and across constituencies and these mergers should be encouraged and supported. Certainly where a smaller Branch is not viable due to lack of reps, resources and release, consideration should be given to giving robust encouragement to merge with a neighbouring larger Branch.

It would also be the intention to produce new NEC guidance, which would encourage mergers for the right reasons and outline the various options for merger and that this be accompanied by a more robust and systematic form of direct HQ guidance and support for Branches at all stages of a merger to help avoid some of the pitfalls that can occur.

Consideration should be given to providing new forms of support for mergers, which help Branches to complete a checklist of the things that they need to consider before applying to the NEC to merge. This would assist them with anticipating and troubleshooting any problems which may come up if these things have not been addressed in advance. Secondly there should be support, advice, and information through a named allocated contact at HQ or the Regional Secretary once the merger has been given the go ahead by the NEC.

**5. Pooled Resources and services**

Should consideration now be given to HQ taking on centrally the contracting or purchase of Branch mobile phones, Broadband, photocopiers and IT hardware and software to get best possible deals and to realise economies of scale? If this were to be adopted the suggestion would be that we gradually move to this centralised system in a phased way allowing an orderly handover from existing contracts that Branches may have. This new system would result in the union being able to use our significant buying power more effectively to get the very best deals and would be aimed at reducing costs to the Branch and making significant economies of scale overall.

**6. Premises Review**

The CWU should consider whether it is desirable for Branch funds to be used in the future to purchase any new properties for Branches. The union also needs to map out where we have properties and to consider where strategically might be the best locations for CWU offices to be based in the future, as there is considerable duplication in some Regions and gaps in others.

It is therefore suggested that the NEC and Trustees should carry out a complete review of our Branch and Regional premises. It should look at:

- Where and what we have currently
- Access and location
- Suitability of buildings and facilities
- Duplication of facilities in some Regions
- Lack of facilities in some Regions
- Where Branches could share resources and facilities
- What we require as a minimum
- How we maintain, develop and support these venues in terms of legal obligations to members, activists and employees.
- How we ensure that purchasing and leasing of any property in the future should be part of a more strategic approach to our assets and resources.
- Whether we need to consider any changes to existing premises and facilities and how we can work with Branches to achieve this.

**7. Case work system**

All Branches deal with casework to some degree. It can take up a large amount of time and if cases are not dealt with properly at the outset can impact on outcomes and our ability to pursue matters via an ET at a later date. Many Branches work from various different locations and paper filing systems tend to be accessible only in one office. At least one Branch has created their own case management system which is basically an online database. Consideration should be given to developing an online system that is user friendly, simple to use, and can track cases, store key data, correspondence and information and be easily accessed and updated by named and authorised Branch Officers. This would be a useful tool for Branches and Reps and would encourage better and more efficient record keeping, better responsiveness to members and a way of recording activity and outcomes. This would also assist with the implementation of the stringent new data protection measures required as a result of the forthcoming General Data Protection Regulation (GDPR) changes.

**8. Meetings**

Meetings are of course vital to the union in terms of networking, organising and democracy. However, we do need to consider the actual cost of the meetings we call to the union as a whole. We also need to really look at the timings and locations of the meetings and whether they could be conducted via live streaming on social media effectively for those who for reasons of cost, time, travel or other responsibilities are unable to attend. This year we piloted the live streaming on Facebook of one meeting, so perhaps we now need to ensure that we make these facilities available for all meetings and that we encourage much greater use of conference calls and video conferences where it is feasible, appropriate and affordable. Meetings should be "output driven" and it should be clear why people are there, what actions are expected as a result of the meetings and who is responsible for enacting them. Should consideration be given to the NEC producing a good practice guide to making meetings productive and efficient which should apply to all our meetings whether at National, Branch or Regional level?

**9. Biannual Branch Health Check**

It is far better for the NEC to ensure that Branches have the support they need and are managing themselves well than to deal with these things when they may have become NDC cases or Branches may have ceased functioning appropriately.

It is preferable for us to be able to provide extra support and development before things get to a very formal point of no return in terms of working practices and working relationships. Therefore should consideration be given to introducing a biannual health check for Branches under the auspices of the GS and conducted by the Regional Secretary and working to the 14 measures of success outlined earlier in the document?

**10. Rebate System to be Replaced with new Branch Funding Formula**

The current rebate system has worked reasonably well for many Branches since its introduction in 2004. However there remain significant issues regarding its capacity to support all Branches equitably. It appears that a number of Branches clearly do not need the full rebate to carry out their functions, whilst others are unable to manage on what they get.

The following is a suggestion for a new Branch Funding model to take us forward that would aim to put resources where they are genuinely needed and to some degree to link funding to achievements and activity. There also has to be a new approach to the issue of the withheld rebate to ensure that Branches are rewarded for using resources well to pursue CWU's objectives. Consideration should be given to commencing the discussion on how this might work and the following list of suggestions sets out possible solutions to generate that debate:

- Can we introduce a new system that provides a "basic level" of funding that all Branches receive based on a percentage of membership subscription income and assuming that we are looking at a lower cost, what should the percentage be?

- Should Branches then bid annually for a limited additional amount based on a fully costed development plan which may be based on geographical, organising, workplace or campaigning priorities and will be linked to specified targets to achieve?

- Should we introduce a "Small Branch Supplement" which would comprise a lump sum that tops up the basic level of funding for Branches with say less than 500 members and provide say up to £3,000 specifically for travel and subsistence costs based on receipt and agreement of a fully costed bid only?

- Should we now consider setting a new cap for what can be held back in the withheld Branch rebate of no more than say 10% of what the total Branch spend was in the previous year and consider requests on a case by case basis to retain more than this? Should the NEC wish to enact such a rule change, it would also be necessary to look at what we do with the existing withheld rebate which represents a considerable untapped resource.

- How can we improve the financial reporting of Branches and should we now consider measures to ensure that all Branches are actively engaged in producing a proper Financial Plan each year?

- Would it be helpful to select a range of different Branches to pilot new funding arrangements for a limited period before a new scheme is introduced across the whole union?

**11. Support for new activists**

Although we provide training for new reps, and are now offering a growing mentoring service, we currently do not have a welcome pack or handbook for them. We now have much improved data on who our reps are and issue Frontline magazine to all activists. However, it can still be confusing to know where to go for information. Therefore consideration should be given to providing a welcome pack and letter from the General Secretary for all new reps on their election, which provides details of the resources and training available to assist them and where to find out more coupled with information about our values and strategic aims as a union and a strong message of support for them as activists.

**12. Proportionality**

There is strong anecdotal evidence to show that Branches are now much more conscious of proportionality and are actively giving thought to how to get women and BAME members more involved. However, results are mixed and we are not yet seeing the improvements that we set out to achieve in 2013. Progress is slower than hoped for in terms of women and BAME members taking on Branch, IR and Regional leadership roles. That is why proportionality should be a key measure used during the Branch Health Check. Perhaps, consideration should also be given to linking Branch funding to improved performance in terms of proportionality? Furthermore, we should continue to monitor proportionality across the union, including precisely how and to what extent Branches are engaging with our Equality structures and conferences and consider further rule changes and policies should the rate of progress not improve.

**13. Organising and Recruitment**

It is important that we stress the vital importance of Branches to any recruitment and organising strategies and that we provide support and resources accordingly. Some Branches will have their own strategies for organising and recruitment, however, it should be stressed that the NEC are currently working on the development of a new "one union" approach to organising and recruitment and this work will no doubt impact directly on how we engage with Branches going forward.

**14. Branch Handbook Online**

Should there be a single place where a new (or not so new) Branch Secretary can obtain answers to frequently asked questions and can find the resources to make their job straightforward? Consideration should be given to creating a Branch Secretaries Online Handbook with a complete guide to the various aspects of the role and with downloadable resources to help streamline common tasks. This would ensure that all Branches are working consistently and to the same standards. This could be hosted either on a closed area of CWU Left Click or on the website.

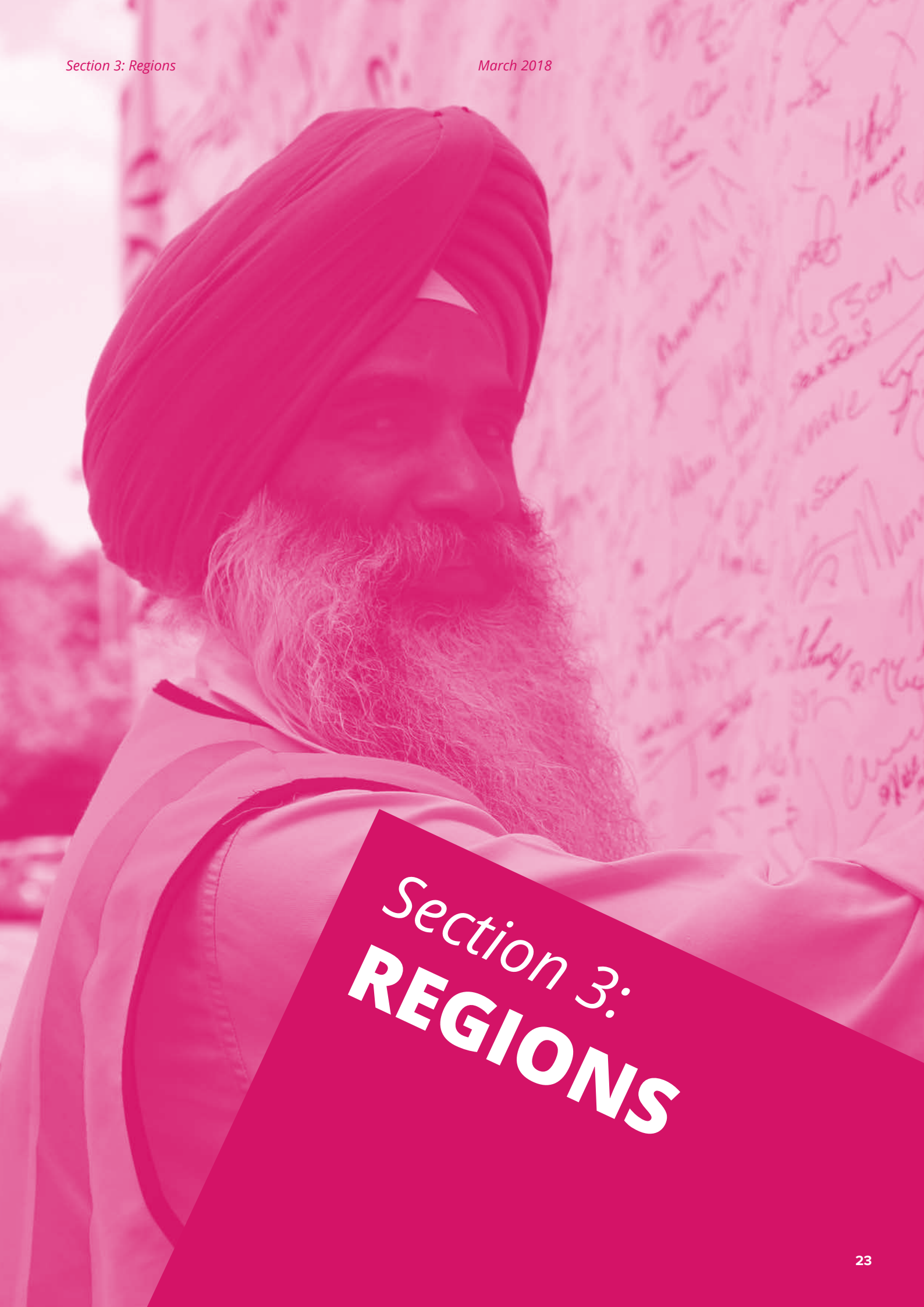
**15. Branch Secretary Network**

Branch Secretaries do find it useful to network and to share good practice. The suggestion has been made in the Regional Redesign paper about the possibility of a Branch Secretaries Network being facilitated regionally by the Regional Secretary to provide a forum for Branch Secretaries to give each other mutual support.

# *Section 2A:* BRANCHES CONSULTATION QUESTIONS

**Please see below the consultation questions for this section. Please note that these are reproduced in the booklet for reference purposes only and Branches will receive an electronic copy of the consultation for completion with full guidance provided.**

| | |
|---|---|
| 1 | *Considering the Branch structure as a whole and not just your own Branch, is our current Branch structure fit for purpose in terms of the ability of all Branches to adequately organise and represent our members now and in the future? Please give reasons for your answer. (Please refer to Options 1, 2, 3 and 4)* |
| 2 | *In line with existing conference policy, please make suggestions for alternative mechanisms for the funding of Branches to replace the current rebate system. These suggestions should aim to address the needs of all Branches both large and small in a more equitable way. (Please refer to Option 10)* |
| 3 | *Do you agree with the 14 measures of success for an effective Branch set out on pages 16 and 17 of the Branch Section of the document? Please outline any further changes you would make to this list and please give reasons for your answers. (Please refer to Option 9)* |
| 4 | *Should we encourage Branches to lease rather than purchase premises? Should we encourage Branches and Regions to better share and pool resources such as premises and office facilities? (Please refer to Option 6)* |
| 5 | *Would there be savings and benefits for Branches in moving to a more centralised purchasing system for some resources and services that we currently purchase, lease and contract. For which services might this be appropriate? If this arrangement was available would your Branch sign up to it? (Please refer to Option 5)* |
| 6 | *Would a single online system for storing all data relating to case work be beneficial to Branches in terms of consistency and the legal obligations that we have to comply with data protection legislation? (Please refer to Option 7)* |



# Section 3: REGIONS

# REGIONS

**The CWU has had a Regional structure under rule since its formation. Much good and useful work is done in the Regions and the work of the Regional Secretaries is directly overseen by the General Secretary's department.**

The Regional Secretaries and the Regional Committees represent the CWU in the Regions and represent the views of their Region at a National level (to some extent) via Conference. Our Regional Secretaries have no recognised Industrial Relations role and a limited role in terms of organising. However, there has not really ever been a conversation or consensus across the whole union about what it is we require from the Regions and this has certainly led to a lack of consistency in how Regions currently operate.

It is important that we state up front that nothing in this document should be seen as a criticism of any individuals but rather a review of the structures and how they operate.

## ROLES AND RESPONSIBILITIES

The NEC agreed a Roles and Responsibilities Document for Regional Secretaries in 2011.

This document is extremely broad, rather over ambitious and all-encompassing. To some extent it reads more like a wish list than a serious attempt at a workable job description for a single individual. This lack of a clear job description combined with a lack of clarity on lines of supervision, accountability and reporting further add to the inconsistencies in approaches from one Region to the next.

## EMPLOYMENT STATUS OF REGIONAL SECRETARIES

Of course Regional Secretaries are not employees of the union and are instead upon election, seconded from their employer (currently BT or Royal Mail) for their term of office. The union reimburses the employers for those salary costs. However, it is unclear how we would deal with a member being elected to this role who did not work for an employer who was amenable to this arrangement or who was or became unemployed during their term in office. The role of Regional Secretary is currently subject to election every two years. It is important that we treat all incumbents equally and that they have and are seen to have parity of status and support regardless of who their employer is.

## STRENGTHS AND WEAKNESSES

Below we have tried to summarise what we believe are the key strengths and weaknesses of our current structure.

| Strengths | Weaknesses |
|---|---|
| • A strong local Political and campaigning role<br>• Raising the union's profile in the Region<br>• Representing the CWU on National/Regional bodies and with devolved administrations<br>• Help us function as a whole merged union<br>• Democratic role in decision-making via conference<br>• Giving the Regions and Nations a voice<br>• Supporting local Branches<br>• Involving and encouraging reps from non IR roles<br>• Working with HQ departments such as the Education and Training and Equality Departments<br>• It generates a large amount of union activity<br>• Supporting organising campaigns and activities in non-core businesses | • Ill-defined and inconsistent roles and responsibilities<br>• No clear link with CWU Industrial strategy or structure<br>• Inconsistent approaches which vary between regions<br>• Too many meetings<br>• Too many sub-committees<br>• No direct reporting link with the ruling bodies of the CWU (NEC), FOS, PFMC and no upward reporting from Branches<br>• Lack of system to assess or measure impact and output of the structure<br>• Not directly involved in organising and recruitment<br>• Lack of authority when working with Branches<br>• Branches are not compelled to take part in Regional activities<br>• Lacks resources in terms of support staff and physical resources<br>• Some Branches do not value or participate in Regional Structures |

## OUR REGIONAL STRUCTURE IN NUMBERS

This structure is huge.

- We have **ten Regions** under rule.
- We have **ten elected Regional Secretaries** who stand for election every two years.
- The Structure involves potentially **3,800 different reps** in different union activities and meetings each year.
- Members are involved in at least **320 different Regional meetings** each year. Most will take a full day off to attend a meeting.
- Working on the basis of a conservative average of **6 hours per meeting** including travel time with an average attendance at these meetings of 12 that represents some **23,040 hours of union activity**.
- Or to put it another way **576 x 40 hour weeks** or **11 full time equivalent staff**.
- Working on a conservative estimate of **£40 average travel and subsistence per rep per meeting** this structure costs Branches somewhere in the region of **£153,000 each year**. Any Branch release costs would be additional to this.
- The total monies paid to Regional funds by Branches amounts to **£168,000** or **1.5% of total rebate paid** to Branches from the General Fund.
- The total spent across the whole union on the Regional Activities in 2016 is estimated therefore to be:

| | |
|---|---|
| **Regional Funds** | **£168,000** |
| **Release for Regional Secretaries** | **£346,000** |
| **Regional Secretaries T&FS** | **£100,000** (Estimate) |
| **Estimated T&FS Branches** | **£153,000** |
| **Branch Release costs** | **£275,000** |

(estimated total cost of reps attending meetings. Some of which will be paid for by the CWU)

**Total (estimated) £1,042,000**

## RULES

The CWU Regional Structure is set out under rule 7 of the CWU Rulebook. This rule sets out in some detail the structure and process by which the 10 Geographical Regions should be constituted and covers, elections, role in union democracy, sub-committees and finances. Interestingly the rules do not set out the purpose of a Regional Committee. Each Region works to a constitution based on the model Regional Constitution. Each Region has 6 sub-committees. These are:

- Regional Women's Committee
- Retired Members Regional Committee
- Young Member's Regional Committee
- Regional Political Committee
- Regional Equality Officers Committee
- Regional Learning Committee

Additionally:

- The Regional Health and Safety Forum, which is not a Sub-Committee under rule.*

Some but not all Regional Sub-committees have a purpose stipulated under rule. The model constitutions for all Regional Committees and Sub-Committees which are listed under rule are set out in the CWU Compendium.

*Please note that the Regional Health and Safety Forum are not constituted under rule, but were set up by the NEC following conference policy. Unlike all other Regional Sub-Committees Regional Health and Safety Forums are entitled under rule to send motions to General Conference.

## A STATISTICAL MAP OF OUR REGIONS

We have gathered a large amount of data relating to our Regional Structures. The information is all based on the data provided via the membership department dated 9 October 2017. With this we are attempting to illustrate what our Regional structure looks like, and explain as far as it is possible how it relates to Branch, Industrial and Political structures. Our Regions are based on either industrial, political, and National boundaries that may either exist or have existed historically. They do not match exactly with existing political regions, employer regions or with TUC Regions and one of our Regions actually covers Wales and parts of England. Nor do they match exactly with other trade unions' regional structures.

## REGIONS BY MEMBERSHIP

This chart sets out the total number of members in each Region and the average size of Branch in that Region. The overall average Branch size in the CWU is 1,453. This chart sets out the number of Branches in each Region in total and by constituency.

| | All | Post | T&FS | Combined |
|---|---|---|---|---|
| Eastern | 12 | 8 | 4 | |
| Midlands | 14 | 7 | 7 | |
| North East | 17 | 11 | 6 | |
| Northern Ireland | 4 | 3 | 1 | |
| North West | 19 | 9 | 9 | 1 |
| Scotland | 11 | 7 | 4 | |
| South East | 7 | 4 | 3 | |
| South West | 14 | 11 | 3 | |
| Welsh | 8 | 5 | 3 | |
| London | 23 | 16 | 7 | |
| Null | 4 | | | |
| Total | 133 | 81 | 36 | 1 |

The following table sets out the total membership by Region and the average size of Branches in Regions.

| | Members | Av Branch |
|---|---|---|
| Eastern | 18,306 | 1,526 |
| Midlands | 24,901 | 1,779 |
| North East | 25,194 | 1,482 |
| Northern Ireland | 4,882 | 1,221 |
| North West | 24,937 | 1,312 |
| Scotland | 15,899 | 1,445 |
| South East | 15,505 | 2,215 |
| South West | 21,035 | 1,169 |
| Wales | 11,379 | 1,422 |
| London | 30,928 | 1,345 |
| Null | 309 | 77 |
| Total | 19,3275 | 1,453 |

A number of Branches are geographically located in more than one Region (and Nation) and have members in two Regions. Four Branches in the Wales and the Marches Region have members in both England and Wales but are allocated to the Wales and the Marches Region.

Examples of Relevant Comparable Regional Structures in England, Scotland and Wales

The TUC have 6 English Regions that comprise of:

- Yorkshire and Humberside
- Northern
- North West
- Midlands
- Southern and Eastern (includes London)
- South West

Plus:

- Wales TUC
- Northern Ireland (is a Region of ICTU)
- STUC

The Labour Party has eleven Regions, which comprise: Scotland, Wales, North, Yorkshire and Humberside, North West, West Midlands, East Midlands, Eastern, South East, London and South West.

Unite have ten Regions which comprise: Scotland, Wales, Ireland, London and Eastern, South East, South West, East Midlands, West Midlands, North West, Northern, Yorkshire and Humberside.

RMT have seven Regions as follows: Scotland, North East, North West, Midlands, South West and South Wales, South East and Anglia, Wessex.

## HOW INDUSTRIAL STRUCTURES LINK WITH INDUSTRIAL STRUCTURES

Within Royal Mail the CWU is organised into 9 industrial Divisions which comprise London, North East, Anglia, South West/South Wales, North West/North Wales, Midlands, Scotland and Northern Ireland, South East and South Central. Divisional Reps are entitled to attend Regional Committees. Regional Secretaries are entitled to attend Divisional Committees. There is no formal link between the Regions and the other Regional IR structures in POL and Parcelforce.

Within the Telecoms and Financial Services Constituency BT Group IR structures are matched to Lines of Business and agreements with employers. The T&FS Regional Organising Structures (ROCs) follow our own Regional Structure but do not have any formal link with the Regional structure per se. CWU Regional Secretaries do not generally attend ROC Meetings.

## REGIONAL FINANCE AND RESOURCES

In 2016 the total rebate paid to branches was £8,201,438.

Branches contribute 1% of their rebate to the Regional fund and 0.25% of the rebate each to the Regional Learning and Women's Committee. Each Regional Political Fund is based on 20% of the total CWU Political Fund rebate available to Branches.

For 2016 the Regional Rebates were:

| **Branch Rebate to Regions** | **£168,553** |
|---|---|
| Regional Secretaries | £82,034 |
| Regional Women | £20,508 |
| Regional Learning | £20,508 |
| Regional Political | £45,503 |

Regional Funds are retained whether or not they are used in the year. Hence, if a sub-committee does not utilise the funds for what they are intended, they can and do accumulate sometimes over several years. This contrasts quite markedly with how we treat Branches in terms of the withheld rebate.

With the exception of Northern Ireland, London and the North East, the CWU does not have dedicated Regional premises. HQ provides funding for these Regions based on requests from the Region. Regional Secretaries are housed in the premises of either their own parent Branch or a large Branch in the Region in property that is owned or leased by Branches. There is no longer any automatic payment to these Branches for hosting the Regional Secretary and the Regional Secretary is reliant on the Branch for their workplace and in some cases meeting rooms.

## BRANCH ATTITUDES TOWARDS THE REGIONAL STRUCTURE

During the programme of Branch and Regional visits a number of comments regarding the Regional structures were made:

In general, Branches were supportive of the individuals carrying out the role of Regional Secretary and were at pains not to be critical of the incumbents. However, many were less than enthusiastic about the structure, with some not seeing it as a priority and others keeping their involvement to a minimum. There is certainly a difference in attitude depending on the Region and this demonstrates the lack of consistency in how Regions operate and how active the various Regional structures are. Where there is a high level of pro-active work happening there is generally a more positive attitude towards the Region.

## REGIONAL GOOD PRACTICE

### 1. Regional Conferences

The North West and the Midlands have in the last couple of years moved to holding more inclusive Regional Conferences. The Eastern Region have also held Regional Conferences on Equality issues. In the case of the North West these have been combined with Regional AGMs and bring together all the Regional Sub-committees. These events have been extremely well attended. The format involves workshops which look at key union strategies with high profile CWU speakers and Political figures. The feedback from participants has been extremely positive and encouraging.

### 2. Bidding for Resources

In the South West, the Regional Sub-Committees bid for financial resources each year based on the work they wish to carry out. This enables the Sub-Committees to organise events, campaigns, training or to purchase marketing materials. This means that payment of Regional funds is effectively linked to some sort of measurable output, which is extremely positive. Examples of how this is used include a number of Committees bidding jointly for resources to hold a Regional event on a key theme such as mental health or a Political School.

### 3. Supporting new and existing Branch Secretaries

All Regional Secretaries provide support and informal mentoring to Branch Secretaries and see this as part of their role. In the North East the Regional Secretary holds a monthly conference call with Postal Branch Secretaries, which is seen as a very useful form of networking and peer support. New Branch Secretaries value the support provided by Regional Secretaries and of course Regional Secretaries are often the first port of call when there are difficulties within Branches.

### 4. Political activities

Regional Secretaries are vital in terms of organising Political activity and campaigns in their Region. This includes representing the union through the Labour Party and TULO, liaising and lobbying with local politicians and representatives, organising events, co-ordinating and targeting political activities and resources, working with CWU supported candidates and encouraging CWU representatives to become Labour candidates. This is extremely valuable and productive work and clearly paid dividends in terms of the recent General Election and the CWU's high levels of activity around the country supporting Jeremy Corbyn's Labour.

**5. Community and Charitable Activities**
Whether working for the CWUHA cause in the North West or working with the Grenfell disaster survivors in London, our Regions can play a full role in a number of important community organised activities. This highlights the positive role that can be played by trade unions beyond the workplace and in society and is important in portraying the CWU in a positive light with members, potential members, the community and activists and employers.

**6. Regional Events**
The Regions get involved and have a high profile at a number of key labour movement events around the country including regular annual events such as Tolpuddle and the Durham Miners Gala but also in one-off events such as the Grunwick event held in 2016 by the London Region. These are great profile raisers for the CWU and help us engage with the community and the wider Labour Movement.

## OPTIONS FOR CHANGE

Investment in the Regional structure does not leave much change from £1 million a year. Making sure that this delivers value for money and the results and outputs that we require has to be a priority. It will also be an opportunity to ensure that this part of the union is developed so that it supports the "three pillars" approach of the industrial and central services parts of the union. The options set out a potential new deal for the Regions – with political campaigning, supporting Branches and non-core organising work at its centre – albeit with a clear caveat that the strategy for organising and recruitment is subject to wider discussions across the CWU. There must be greater clarity on accountability, and roles and responsibilities. For instance the NEC may wish to consider how to provide the Regions with greater direction and with a more workable decision-making process. Consideration may also be given to a more streamlined committee structure to provide a smaller more focused sub-committee structure, which has clear outputs and priorities and with better targeting of existing resources to underpin this work.

### THE CONSULTATION PROCESS

**This is a consultation document. The options contained in it are not necessarily the policy of the NEC. Rather, it is designed to encourage questions and to prompt a wide discussion and consultation across our Branches about our Regional structures. We want to encourage the widest and fullest debate on these issues and we also seek to encourage Branches to come forward with their own ideas and suggestions for positive change.**

**Specific Issues for discussion:**

1. Perhaps the first question to consider is whether we should have a Regional Structure at all? Although there were criticisms of the structure, the solution seems to be more a reform of current structures and a clearer direction for these structures rather than a cessation of this activity. However, the option to remove the Regional Structures should be included in this document and consulted on as part of this review.

2. Consideration should be given to the number of CWU Regions being reduced. Taking account of the importance of the Regions in terms of their work with devolved governments in Wales, Northern Ireland and Scotland it may not be possible to change the status of those Regions. However we should have the discussion about how we structure the Regions and whether there is scope for change. It is not possible to just divide the Regions into equal parts based on membership, geography and number of Branches. However, there is scope for merging Regions. The suggestion might be to reduce the total number of Regions from 10 to 8 (with some redrawing of borders as appropriate).

3. The lack of consistency in roles and responsibilities and the way this varies from region to region means that the union does not reap the full benefits of our investment in the region and these roles. In truth they are not currently staff or representatives and the union needs to make a decision on what we want from this structure. The aim would be that a clear job description be drawn up with the following three core responsibilities:

- Political and campaigning role
- Supporting Branches
- Organising Strategy for workers in insecure work and the gig economy who are outside our current structures

**4.** We have to a degree not addressed the employment status of Regional Secretaries for some years. However, if we are looking for individuals with a certain specific skillset to carry out a specified role, directed by us, to be accountable and for which there is a specified salary, this should now be considered. If we were to compare what we expect of Regional Secretaries and what we expect of say Organisers for instance, it is apparent that we treat them quite differently in terms of employment status, job security and a defined role. There should be further consultation about the employment status of Regional Secretaries including the options of:

- Appointment or elected
- Longer terms of office
- Better checks and balances in terms of accountability and lines of reporting
- Parity of terms and conditions and remuneration across all Regional Secretaries regardless of who they work for.
- Appropriate line management, resources and support for the role

It is recognised that any major change would of course be subject to a rule change.

**5.** To create better two-way communications and accountability it is suggested that all Regions submit an annual report to the NEC according to an agreed template detailing activity and outputs.

**6.** It is in all our interests to make sure that all Branches are working to agreed minimum standards and aiming for agreed good practice. Therefore we should consider whether Regional Secretaries should be responsible for conducting a bi-annual health check of Branches to ensure that they are functioning to the required standards and to support them in reaching those standards. Draft Branch standards have been included in the NEC discussion document for Branches which sets out the 14 suggested measures of success for a CWU Branch.

**7.** Much time, energy and resource has been put into getting Regional Young Workers Structures off the ground with somewhat patchy results – which range from exceptional in some Regions to non-existent in others. There is a real difficulty in sustaining this work as people move in and out of the structure as they cease being categorised as "Young". It is clear that the best support for our younger activists lies within the Branch where they can be encouraged and supported in working on core union IR and organising activities. What is being put forward is that rather than having a statutory Regional Young Workers Committee that the Region instead hold a number of events each year aimed at involving, supporting and developing young and new CWU activists and that young workers are also strongly encouraged to be involved in Branch and Regional Organising, Campaigns and Political work.

**8.** Similarly, we would question whether the current formal Regional structure for health and safety is less necessary now than when it was originally instituted at a time when Safety Reps were still a relatively new phenomenon. As Health and Safety issues are now largely being channelled through the Branches and industrial constituencies of the union through interaction with employers, it somewhat negates the need for a separate Regional Structure. There are some common Health and Safety issues which affect all our members and there is a need for Health and Safety Reps to network and to keep their knowledge updated. However, this could be dealt with for instance by each Region organising two health and safety networking seminars each year with the aim of keeping our reps up to date with general health and safety issues.

**9.** At present we have Equality Committees and Women's Committees in the Regions, which have a mixed record on activity and achievement, with some being excellent and proactive and others proving a struggle to establish. The two committees potentially duplicate effort and resources, often with many of the same people attending both. Consideration should be given to amalgamating the two committees to form a single Regional Equality Committee which could encompass all equality roles and issues including Branch BAME, Women's and Equality Officers. If this model were to be adopted this Committee would be able to submit one of the Region's three props to conference.

**10.** It is suggested that the Regional Committee shall meet three times a year and that the fourth meeting shall be a Regional AGM and Conference based on the "North West" model which has been developed successfully over the last two years.

**11.** A possible way of having a more focussed and streamlined sub-committee structure for the Regions is set out below:

- **Political and Campaigns** – For Branch Secretaries, Political Officers and Young Workers Officers – with the aim to link our Political and Campaigning work and to involve a wider range of reps in this work.

- **Retired** – For Branch Retired Members Officers.

- **Equality** - Working closely with the National Equality Department this committee will be for all Branch Equality, Women and BAME Officers with the aim of organising and leading on equality issues and proportionality in the Region.

- **Learning, Education and Training** – Working closely with the Education and Training Department this committee will be for Branch Secretaries and Lead ULRS with the aim of planning and organising learning, training and education for members and reps in the Region.

**12.** Currently under rule Regions can submit a limited number of motions to our policy-making conferences to help raise issues that have collective importance for members and Branches in a specific Region or Nation. However, it is also correct that Branches and the NEC should continue to be the main vehicle for policy and rule changes in the union. At present only one Regional sub-committee has the right to submit motions to General Conference in their own name and that is the Regional Health and Safety Forum. This is something of an anomaly. It is clear that Health and Safety issues are raised at Conference perfectly adequately via Branches and no other Regional sub-committee has this facility. Therefore it is suggested that in future the Regional Committee can submit three motions to CWU General, Rules Revision, Retired, Young Workers and Equality Conferences but that in line with our commitment to proportionality the Regional Equality Committee will be able to submit one of the Region's three motions.

**13.** In line with the pattern of meetings that has been suggested for the Regional Committee, consideration may be given to each Regional Sub-Committee meeting three times a year and one of those events will be an open event or seminar.

**14.** To support the role of Branch Secretary, it is suggested that each Region develops and supports an informal network for Branch Secretaries to meet either physically or through video/conference call on a bi-monthly basis to help share information, good practice, for training and development and for mutual support.

**15.** In order to ensure that activities are resourced appropriately it is suggested that the NEC review current Regional funds and consider the creation of a new mechanism for funding the Region and examine how the Region can allocate this funding according to activities and events, which are in line with clearly agreed CWU policies and Regional priorities.

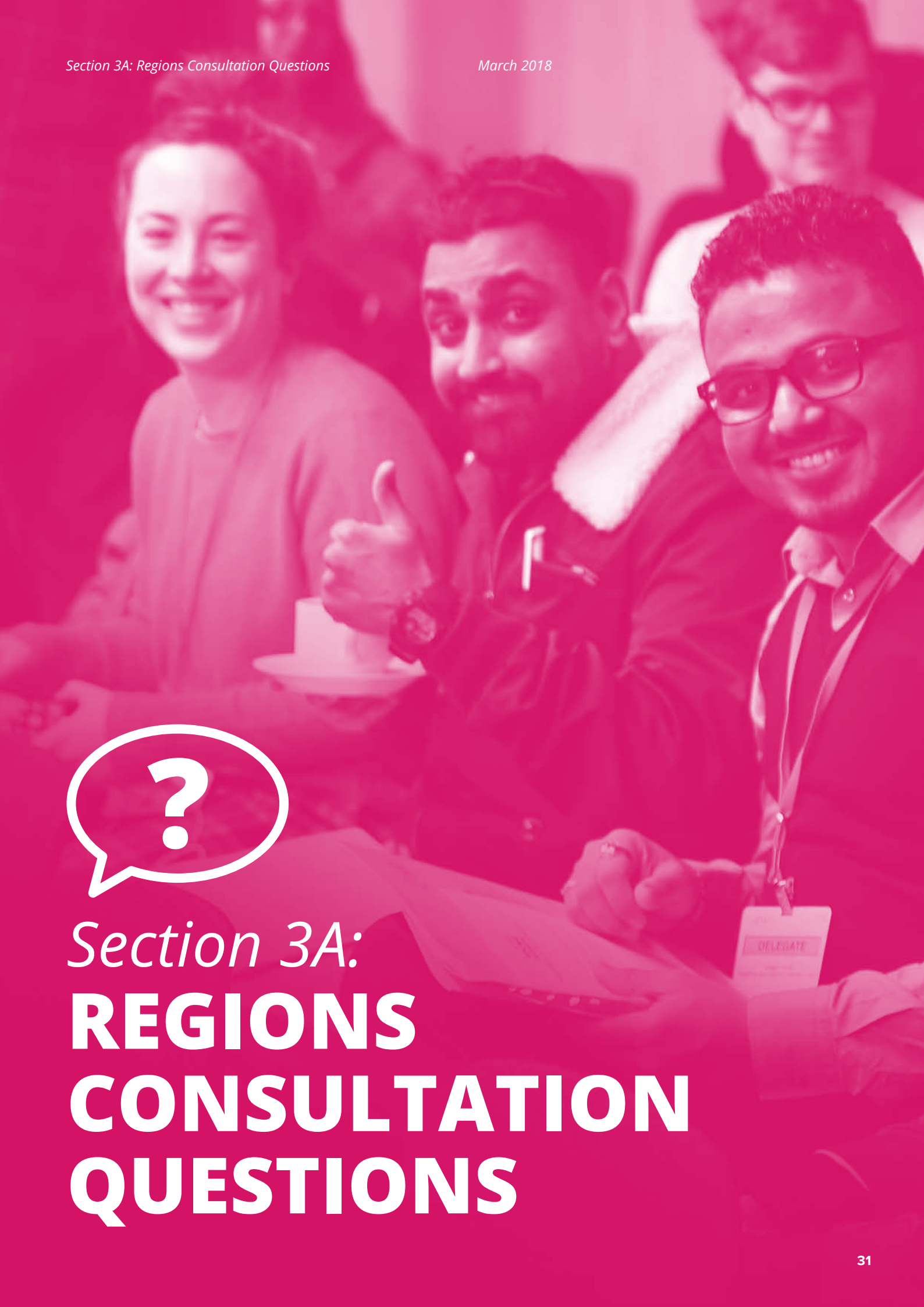
**16.** In order to link resources with high levels of activity it is suggested that we might consider a system whereby Sub-Committees draw up a fully costed development plan for the year and bid for Regional funding based on the plan.

**17.** That we give further consideration to where Regional Secretaries are located and housed in terms of appropriate and cost effective office facilities.

**18.** Consideration should be given to introducing a new funding system whereby unless there are exceptional circumstances any Regional Funds that have not been used over a twelve month period may revert to the General Fund.

**19.** Consensus is not used in any other part of the CWU for decision-making. Some Regions have expressed frustration that the system can impede rather than encourage good democratic decision-making. Under the current system one Branch can potentially derail work or policies that have majority support across the Region. It is therefore suggested that the NEC review the current consensus model of Regional decision-making and consider the implications of changing to an "ordinary majority" or proportional voting system.

**20.** To support the principle Regional Officers it is suggested that a mandatory training and development day is provided each year for Regional Secretaries, Assistant Secretaries and Regional Chairs.



# *Section 3A:* REGIONS CONSULTATION QUESTIONS

**Please see below the consultation questions for this section. Please note that these are reproduced in the booklet for reference purposes only and Branches will receive an electronic copy of the consultation for completion with full guidance provided.**

**1**

*Do you support the need for a Regional Structure and if not why not?*

*Is the current Regional structure fit for purpose?*

*Are there any changes you would make in terms of numbers of Regions, allocation of Branches to Regions and the overall role and purpose of Regions?*
*(Please refer to Option 1, 2 and 3)*

**2**

*What do you believe should be the role and focus of the Regional Secretary?*
*(Please refer to Option 3)*

**3**

*With regard to the role and status of the Regional Secretary, should it be appointed or elected and should the term of office change from the current two year term? Please give an explanation for your answer. (Please refer to Option 4)*

**4**

*How do you think our Regions could be more effective and more strongly linked and accountable to the NEC and conference policy?*
*(Please refer to Option 5)*

**5**

*The document sets out plans to reduce the number of Regional Sub-Committees. In your view do these plans provide adequate and appropriate structures for the Regions? Are there any changes you would make to this? Please suggest any changes below.*
*(Please refer to Options 7, 8, 9, 10, 11 and 13)*

**6**

*How should we fund and resource the Regional structures? Please provide an explanation for your response.*
*(Please refer to Option 15, 16, 17 and 18)*

**7**

*Is there any benefit to the union that the principle of decisions by consensus continues in the Regions? Please explain your response.*
*(Please refer to Option 19)*

**8**

*Please outline your view on how many meetings and what sort of meetings in the Regions would generate the most tangible and beneficial outcomes for the union and its members?*
*(Please refer to paragraphs 10 and 13)*

**9**

*Should the Regional Secretary be responsible for carrying out a regular health check on Branches to ensure consistency and adherence to rules and policies?*
*(Please refer to Option 6)*

# Section 4: NATIONAL STRUCTURES

# THE NEC, THE INDUSTRIAL EXECUTIVES AND OUR NATIONAL SUPPORTING STRUCTURES

**The NEC have recognised the concept of Redesign moving us towards a more inclusive, consistent and joined up approach as "one union" with a common identity and sense of purpose, whilst maintaining our industrial autonomy.**

Under the auspices of Redesign we are examining whether our National structures are still fit for purpose for a redesigned union in a new world of work, with less resources but with new opportunities and whether they are constituted to best serve the more joined up and "three pillar" approach that we are now developing.

In this consultation we will be looking at the following:

- Clearer defined roles and responsibilities
- How representative our structures are
- Participation in structures and elections and any barriers to this
- Proportionality in these structures
- Resources and funding
- The role and function of advisory committees

## THE NEC

The National Executive Council (NEC) and NEC Sub-Committees are the bodies that effectively steer and monitor the direction and policy of the whole union in between conferences. NEC members have significant responsibilities, which are set out briefly in rule but in reality and in practice cover the following:

- Applying and implementing the rules and policies of the CWU in line with our obligations to members and in line with conference decisions
- Ensuring good governance in line with the law
- Overseeing the effective financial management and organisation of the CWU
- Contributing to and implementing strategies to advance the aims and objectives of the CWU
- Being accountable and answerable to the members of the CWU and to the Trade Union Certification Officer
- Representing the interests of our members on National, International and political bodies

Officers are currently elected every 5 years, Executive members and Advisory Committee members are elected every 2 years.

## ELECTION OF NEC MEMBERS

Currently in accordance with rule 8 of the CWU Rule Book, we elect 19 NEC members on the basis of them being elected by and from their respective constituencies (Postal & Telecoms & Financial Services). Eleven members are elected by the Postal Constituency and eight members are elected by the Telecoms & Financial Services Constituency. By rule the elected members of the NEC are automatically members of their respective Industrial executives.

Therefore subject to the above members can in effect choose to stand for the NEC or can choose to stand for their Industrial Executive positions alone. This means that it is not possible to stand just for the NEC and all NEC members are in effect elected only by members of their own constituency and not by the whole union.
The President and Vice-President are automatically also members of the NEC with full voting rights and are the elected Chairs of the two respective constituency executives. The roles rotate annually between the constituencies.

The elected Vice-Chairs of each constituency are also automatically members of the NEC with full voting rights.

The system of rotating the presidential role between the constituencies has worked well since merger, ensuring that no single constituency dominates this role.

## INDUSTRIAL EXECUTIVES

The Telecoms and Financial Services Committee comprises of 16 members and the Postal Executive comprises of 17 members inclusive of Chair and Vice-Chair.

The Industrial Executives have a very different role from the NEC and this is set out under rule 8.4 – 6 which could be broadly summarised as:

- Implementing and monitoring industrial policy as set by industrial conferences and decision-making policy forums
- Leading, consulting and representing the union on industrial relations bodies, pension fund Trustee boards and in negotiations with employers

- Overseeing the relevant Industrial strategies and campaigns for their constituency
- Authorising industrial action

The CWU was founded on the principle that our Industrial Executives have autonomy on their respective industrial matters.

This principle is underpinned by the rationale that the Executive members who make decisions on the pay, pensions, job security etc., of members in a specific company/industry, should either work for or have a direct link to that company/industry. This is a principle that we believe must remain.

On this basis the NEC has agreed that the process for consulting on our Industrial Executives will require an approach tailored to the specific needs of each industrial constituency. Therefore a separate consultation on this will be issued the week after Annual Conference 2018 and will close on Tuesday 29th May 2018.

## NEC AND SUB-COMMITTEES

The NEC has the following Sub-Committees:

- The Emergency Committee which deals with matters of an urgent and time limited nature between statutory NEC meetings (EC)
- The Finance, Organising and Strategy Committee (FOS)
- The Political Fund Management Committee (PFMC)
- The Health and Safety Committee (H&SC)
- The National Disciplinary Committee (NDC)
- The Independent Review Body (IRB)
- Branches elect four Trustees from the NEC who have significant fiduciary responsibilities in relation to the CWU finances, assets and systems

These committees are authorised to deal with and advise the NEC on specialist issues and the NDC and IRB are authorised to rule on disciplinary matters. There is a review of the roles and responsibilities of the NDC and the IRB at present.

## ADVISORY COMMITTEES

The five Advisory Committees and the Young Workers Committee have been set up now for some years to advise the NEC on issues relating to interests of the groups of members they are elected to represent and to oversee the various specialist and equality conferences.

Members of the four Equality Advisory Committees are elected biennially by Branches in their respective industrial constituencies in line with Rule 8.11.5.

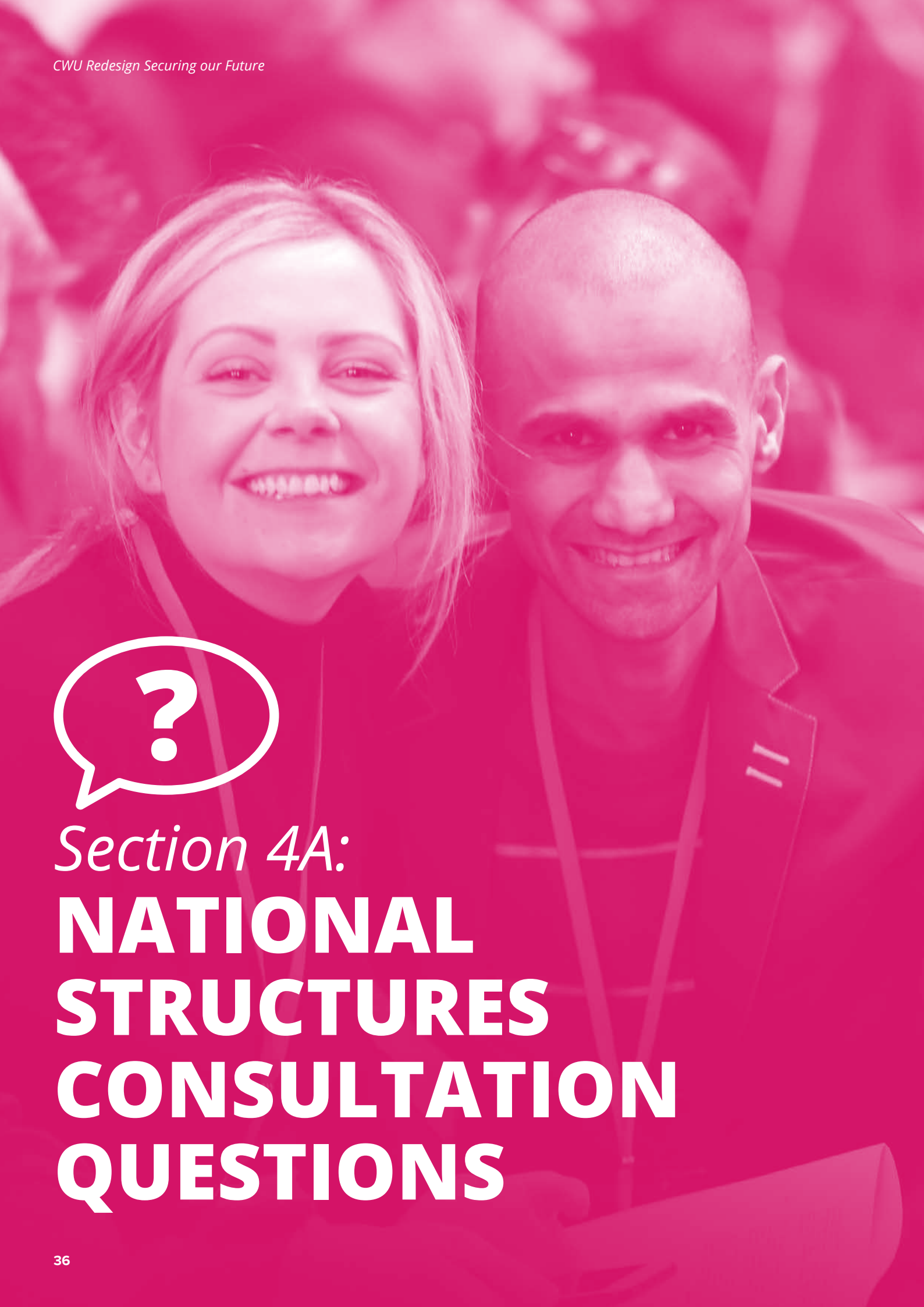
The elections for the Retired Members Advisory Committee are conducted on the basis of representation from England, Scotland, Wales and Northern Ireland respectively, as laid out in Rule 8.12.

The biennial elections for the Young Workers Committee are conducted on the basis of Regional and Industrial representation as laid out in Rule 8.13.

In recent years we introduced measures to give a more formal link between these Committees and the NEC. The Chairs now sit on the NEC as observers and the Committees can submit documents to the NEC via the relevant Officer.

- Women's Advisory Committee
- Race Advisory Committee
- Disability Advisory Committee
- LGBT Advisory Committee
- Retired Members Advisory Committee
- Young Workers Committee

Good work has been done by all the committees over time, but in reality the terms of reference for what we expect of these committees has never been clearly laid out by the CWU. Considerable union resources are put into these committees and their activities and perhaps it is now the right time to define their roles and responsibilities more clearly and set out clear objectives for their work. We should also consider how their work can better support the broader political, industrial, organising and campaigning aims of the union.



# *Section 4A:* NATIONAL STRUCTURES CONSULTATION QUESTIONS

**Please see below the consultation questions for this section. Please note that these are reproduced in the booklet for reference purposes only and Branches will receive an electronic copy of the consultation for completion with full guidance provided.**

| | |
|---|---|
| 1 | *Do you believe there are any barriers to people standing for National Positions in the CWU? (By National Positions we mean "Officers to the NEC", "Executive members of the NEC" and "Members of Advisory Committees") E.g. Structural, location, work/life balance?*<br><br>*Please explain your response and if you do believe barriers exist, what practical solutions might there be to overcome these?* |
| 2 | *In line with the union policy on proportionality, do you believe the current structure of the NEC is reflective of our membership?*<br>*If your answer is 'No', please explain what changes you think could be made to improve this.* |
| 3 | *Thinking specifically about Young Workers – what can be done to encourage greater participation at National level?* |
| 4 | *Thinking specifically about Equality Strands – what can be done to encourage greater participation at National level?* |
| 5 | *Based on Questions 2, 3 and 4 do you have a view on the size and composition of the NEC and its sub-committees? Please explain your answer.* |
| 6 | *How can we ensure we are adequately represented at National level in those areas of the UK that have devolved Government, Political and Trade Union Structures?* |
| 7 | *How can we encourage more membership participation in the national electoral process?* |
| 8 | *What is the ideal term of office for Officers, the NEC and Advisory Committees?*<br>*Please explain your answer.* |

| | |
|---|---|
| 9 | *Should the CWU now review the roles of the Advisory Committees (including composition, structure and objectives)? Please explain your answer.* |
| 10 | *How can we ensure the work of the Advisory Committees is reflective of the Political, Industrial, Organising and Campaigning aims of the CWU? Please explain your answer.* |
| 11 | *How do we ensure that communications and interactions between Branches/Regions and the NEC are optimised? Please explain your answer.* |
| 12 | *What do you believe are the strengths and weaknesses of the current NEC structure? Please explain your answer.* |

# GUIDANCE FOR COMPLETING THE CONSULTATION

**The NEC are seeking the widest possible consultation and Branches should seek the views of their Branch at a Branch meeting involving all our representatives so that all voices are heard and each Branch arrives at an agreed position.**

All responses will be considered by the NEC and will inform recommendations to the Special Conference later this year.

**Completing the Questionnaire**

The consultation document for completion will be available electronically via an LTB or via the following link; **www.surveymonkey.co.uk/r/G62LN97**

Branches can only submit one response to the consultation and this should be signed or verified by one of the principal Branch Officers.

Please answer all questions as fully as possible – the dialogue boxes will expand to allow you to provide detailed responses.

For clarity and ease of analysis please do not provide a handwritten response – all responses should be typed. Please note there is space at the end of each section for any general comments or to raise any relevant issues not covered by the questions.

**Closing Date**

All responses to be submitted either by post addressed to Redesign Consultation, General Secretary's Department at CWU HQ or via email to **re-design@cwu.org** - please note that all completed questionnaires must be received by close of business on **11 May 2018**.

If you have any concerns about completing the questionnaire please email **re-design@cwu.org**

EDS
ECKETT
NIVERS

The communications union

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