Strengthening our local parties
CLP Reorganisation Guidance
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Our local Parties are the lifeblood of the Scottish Labour Party and we want them to be active, vibrant and engaging bodies that have a real connection to their communities. The Recommendations of the Review of Labour in Scotland set out to strengthen the local structure of the Party, simplify structures and processes, provide more flexibility, and create local Parties that are open and welcoming to members, supporters, affiliated organisations and the community.

It was clear in the Review findings that many members feel our current structures - which include branches, Constituency Labour Parties (CLPs), Local Government Committees (LGCs) and Scottish Parliament Forums (SPFs), amongst others - are perceived as too complex and bureaucratic.

The complexity of local Party structures was further increased by the move away from the coterminosity between Scottish and UK constituency boundaries. A great number of submissions highlighted the challenges this has brought to organising effectively for Scottish Parliament elections.

In response to these challenges, the Review recommended Constituency Labour Parties be reorganised on the basis of Scottish Parliament boundaries, rather than UK constituency as they currently are. This guidance document is designed to help facilitate this transition.

This process will not be straightforward and requires the fullest consideration and engagement by local parties. It should not simply be viewed as a reorganisation along boundaries, it is an opportunity to reorganise the way we operate and function as a party.

This pack provides all the information required to ensure a robust and considered preparation for reorganisation, that the inaugural meetings of your new CLP are run
effectively and that the net assets (or liabilities) of the current CLPs are divided correctly between the new CLPs.

With an inherent built-in flexibility, it will look at potential methods of organisation for the new CLPs and the ways in which the new structures engage with Local Government and Westminster boundaries.

Colin Smyth

Scottish General Secretary
It is important that this reorganisation is not just an administrative process of changing boundaries. It is also an opportunity to achieve the aspiration that underpinned the Review of Labour in Scotland, to make our local parties campaign, community-based organisations.

Even although the CLP reorganisation is around Scottish Parliament boundaries, and this will be the base constitutional unit, there is a need to look at more radical solutions in terms of our structures and how they can meet the modern challenges of political activity and campaigns.

There is an over-riding responsibility and opportunity to ensure the new structures are sustainable, maximise the involvement of more members, and stimulate our organisation on the ground.
2.1. Timetable

The 1 January 2013 is proposed as the start date for the new CLPs because it is the start of the financial year for the Labour Party.

Current CLPs would cease to exist on 31 December 2012, new CLPs replacing them from 1 January 2013 – with interim officers appointed by the newly allocated members at inaugural meetings in December 2012.

The procedures for the inaugural meeting of the newly constituted CLP will be administered by the current CLP Secretary (or another Executive Committee officer if the Secretary does not live in the new constituency) of the largest component CLP entering into the new constituency. Where this is impractical another Procedural Secretary may be appointed, with the approval of the Scottish Labour Party Head Office.

| Date                  | Event                                                                                                                                                                                                 |}
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<tr>
<td>August - September 2012</td>
<td>Current CLPs call all-member meetings of ‘new CLPs’ to consult on type of structures (the current CLP with the largest territorial interest in the new CLP will be responsible for calling the meeting). Organisers to attend meetings. Scottish Labour Party Head Office will produce membership lists for the new constituencies and provide them to CLP Procedural Secretaries, as required.</td>
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<td>September 2012</td>
<td>Proposed new structures begin to be submitted to SEC. (Boundary commission for Scotland likely to publish reviewed UK Parliamentary boundaries in September 2012 - it is important that any branches have regard for the Westminster boundaries as far as possible, even although the new CLPs will be based on Scottish Parliament seats). Scottish Labour Party Head Office to write to all affiliated organisations inviting them to affiliate to new CLPs and renew Constituency Agreements.</td>
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<tr>
<td>Date</td>
<td>Event Description</td>
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<tr>
<td>31 October 2012</td>
<td>Final new structures proposals must be with SEC.</td>
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<td>December 2012</td>
<td>Inaugural AGMs of new CLPs to appoint interim officers.</td>
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<td>Existing CLPs to cease to exist on 31 December.</td>
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<td>January 2013</td>
<td>New CLPs should replace them on 1 January.</td>
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<td>March 2013</td>
<td>New CLPs to agree Development Plans for submission to SEC.</td>
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<tr>
<td>May 2013</td>
<td>Inaugural AGMs of new branches (if and where agreed by CLP).</td>
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<tr>
<td>June 2013</td>
<td>AGM (proper) of new CLPs.</td>
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<td>AGM of Local Government Campaign Forums.</td>
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2.2. CLP Structures and Methods of Organisation

It is often claimed the Labour Party is dominated by a cycle of meetings. Certainly for most activists, becoming ‘active’ in the party usually means attending a regular round of monthly meetings, branch meetings, General Committees, Executive Committees, Local Government Committees and many others.

Meetings can play an important role in debating key issues and agreeing the direction of organisation locally. However, they can also become a matter of routine, ceasing to serve the function they are intended to have and taking up a considerable amount of time and effort of key stakeholders. They can often cease to provide a forum for political debate, becoming a management meeting and not really discussing politics at all.

For these reasons, many constituencies have already reviewed the way they operate. For some, they moved from monthly to quarterly GC meetings, and in other months organised policy forums and social events that were open to all-members, not just delegates. For other CLPs, they abolished delegate GCs and replaced them with CLP-wide all-member meetings. This model relies on the Executive Committee (EC) taking charge of the constituency party’s routine business to a greater extent.

Agreed principles of the reorganisation

This reorganisation seeks to standardise these successful methods of organisation and new CLPs should, as a starting point, consider the following recommendations of the Review of Labour in Scotland:

- the new Scottish CLPs should be organised as all-member meetings, with an elected Executive to deal with routine Party business.

- the current branch boundaries should not be an automatic default position in the new CLPs. Local parties should consider the option of a single branch covering the new Scottish Parliament constituency, but have the option of creating more than one branch where local factors, such as geography, require this. Any new branch structure should have regard for the new UK Parliament constituency boundaries and should CLPs propose more than one branch, it must be shown that any new branch is required and sustainable.
Model CLP Standing Orders are enclosed in Appendix 1 of this document; however the sections below consider some of the key principles of the reorganisation. This should be read in conjunction with the Labour Party Rule Book, Chapter 7 – Rules for CLPs.

**CLP Aims and Values**

The Constituency Party remains the focal point for the local Labour Party in terms of the successful return of Labour candidates to Parliament and local government bodies, and providing the opportunity for members to engage fully in the full range of Party activity available to them, including political campaigning, policy development and promoting links with the wider community.

The CLP will be responsible for formulating and implementing Constituency Development Plans to promote local campaigning throughout the year.

**Individual Membership**

Labour Party members living within the Scottish Parliament constituency and in compliance with conditions of membership are eligible members of this CLP.

**CLP Meetings**

Future meetings of CLPs will be open to all-members eligible to participate. All members satisfying their conditions of membership will be eligible to vote on any matter and to put themselves forward as office bearers.

Notification of CLP meetings should be given in writing, which may include e-mails if prior consent has been given.

The regularity of CLP meetings is flexible and should be decided as part of the discussions laid out in the section below. Section 2.4 on Joint Working between CLPs also looks at innovative ways of cross-party local coordination.
Annual General Meetings (AGM)

Given the regularity of elections in Scotland, the AGM of the new CLP shall be held after May each year.

Under the new structure of CLPs, all eligible members are able to attend and vote on the election of officers. This means there is no requirement for Branches to nominate delegates to the CLP, and therefore no requirement for a General Committee (GC) of delegates.

Executive Committee

In the absence of a GC, the Executive Committee (EC) of the CLP has a greater role in the management of the CLP.

The core executive officers, plus two auditors, will be elected at the AGM of the CLP and will consist of: chair, vice-chair/membership, secretary, and treasurer. At least two of these officers shall be women.

The AGM may also elect coordinators to lead on specific areas – such as: Campaign coordinator, Women’s coordinator, Diversity coordinator, (including disability and BAME), Trade union liaison coordinator, Youth and student coordinator, Membership and
recruitment coordinator, Fundraising coordinator, Political education coordinator, Information technology coordinator.

The EC will also consist of members representing the wider Party membership (non-officers), and up to 5 representatives from affiliated organisations elected by the respective appointed delegates from the organisation to the CLP.

Where a constituency plan agreement has been entered into by the CLP and an organisation affiliated to the Party, this organisation shall appoint a member to the EC.

- Voting rights of Executive Committee

Members of the Executive Committee elected as above shall have full voting rights.

MPs, MSPs and Party organisers can attend EC meetings with no voting rights.

Campaign Committee

The CLP should establish a Campaign Committee and elect a Campaign Coordinator who shall: co-ordinate constituency-wide campaigns, liaise with Scottish Labour Party Head Office, and oversee the development and implementation of the Constituency Development Plan.

Branches

This reorganisation does not seek the abolition of branches where they play a crucial role in the functioning of a local Party and a direct connection with the communities we represent.

What the reorganisation does seek is an appraisal of the effectiveness of some branches as campaigning units, a few of which are poorly attended and solely focussed on procedure rather than political campaigning.

With branches no longer required to send delegates to either CLPs or Local Government Committees, the reorganisation is an opportunity to look at better ways of organising at a
local level and making sure the branches which continue to exist after reorganisation, focus more on campaigning throughout the political cycle.

Final decisions on whether branches are retained will rest with the new CLPs and will be taken in consultation with local members between the inaugural meetings of the CLP in December 2012 and the inaugural meetings of branches after May 2013.

Any discussions around the make-up of branches during the local consultation stage in 2013 should use the electoral local authority ward as the primary building block where possible, while consideration can be given to cross-constituency branches for meeting purposes.

**Affiliated Organisations/Fees**

Trade unions, branches of trade unions, branches of socialist societies and other organisations may affiliate to the Party at constituency level at 6p per annum per member registered in the constituency, with a minimum payment of £6 per branch.

All affiliation fees for the new CLPs in year 2013 shall be paid no later than 31 December 2012. Furthermore, all individual affiliations from trade unions etc need to be registered with Scottish Labour Party Head Office. Only those affiliates registered with Head Office and submitted before 31 December 2012, will be eligible to participate in the trigger-ballot of sitting MPs in 2013.

Scottish Labour Party Head Office will contact affiliated organisations directly in September 2012 inviting them to affiliate to new CLPs. Each affiliated organisation is entitled to nominate representatives. It is from this group of representatives that 5 members will be elected onto the affiliate section of the Executive Committee at the AGM.

**Constituency TU Agreements**

All current trade union Constituency Agreements will cease from 31 December and will either need to be transferred to a new CLP or re-negotiated.

**Party Conference Delegates**
New CLPs will be entitled to send delegates to Scottish and National Conference on the same basis as present.
How can your new CLP benefit from this reorganisation?

During August and September, all-member meetings of the new CLPs should be called to discuss some of these issues and try to agree a new structure that will meet the challenges of the modern day Labour Party.

The following is a step-by-step guide to help you think about your local party structures.

Break into smaller Groups within your new CLP all-member meeting and discuss the following questions – **This should take around an hour.**

One person from each Group should then feedback to the Group, and either the Scottish Labour Party Organiser or a volunteer will compile a Report on the discussions/decisions made at the all member meeting to be **submitted to the Scottish General Secretary by 31 October 2012.**
A quick guide to running your new CLP consultation meeting

Timing

- If possible you should allow at least an hour with 30 minutes for group discussions followed by 30 minutes for a plenary session.

Venue

- Make the location easy and accessible – local community-based venue such as a sports and social club, a community centre, church or school hall etc. The atmosphere should be informal and relaxed with tea, coffee and biscuits available and round table discussions – no ‘top’ table or set staging.
- Agree a facilitator for the meeting – normally the principle CLP chair or Labour Party member of staff
- The facilitator will need to welcome everyone to the event, give a brief overview of the purpose of the event and how it will work and then identify Table Hosts and note-takers.
- Ensure a register of every participant has been taken – which includes their name, email address and phone number.
- Ensure they collect in all discussion notes and a final submission to the Scottish General Secretary is made before November 2012.

Appoint a host for each table

- The Table Host should report back to the wider plenary on behalf of the group or should appoint a participant to take on this role.
- Copies of this document should be available for each table.
- Each table should have one note-taker who should note the key discussion points, complete the response sheets and ensure they are handed to the event facilitator.

Don’t forget to provide pens, response sheets and extra paper for note-takers.

Group report-back plenary session.

- At the end of the table discussions each group should give a brief five minute report back on their ideas, with the key ideas discussed by the wider plenary meeting.
- At the end of each table discussion and at the end of the plenary the facilitator should ask: “Does anyone have any further thoughts, ideas, or comments not covered today on how to reshape the local Party for the future?”

Agree who will make your final submission to the Scottish General Secretary

- All submissions need to be made by 1 November

Agree post event follow-up action

- A copy of the final submission should be sent to every participant following the event.
1. How does your CLP operate at the moment?

Have a think about the positive and negative aspects of your current CLP?

- How many members do you have in your current CLP?
- How many of those members attend CLP and branch meetings?
- How often does your CLP and branch meet?
- What constitutes a CLP meeting? Is there Parliamentary reports; political debate?
- Does your CLP have policy forums?
- Are any non-members, local community leader, invited to your CLP or branch meetings?
- Do you have a General Committee (or General Management Committee) and what function do they perform?
- How many new members have joined recently and what has their experience been?
- What methods of communication are used to notify members of meetings? E mails; facebook; twitter?
- Does your CLP or branch campaign often as a team?

Your notes

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2. How should your new CLP operate?

Taking into consideration all the positive and negative aspects of your current CLP and branch, how would you like to see the new CLP organised to ensure they are sustainable, maximise the involvement of more members, and stimulate our organisation on the ground?

- How often should our all-member CLP meet? Once a month, bi-monthly, or quarterly?
- How can our local party structures change to be more open, accessible and outward-looking?
- How do we create a structure that prioritises local campaigning and community organising over meetings?
- How do we build our local campaigning capacity?
- Which executive officers, over and above the core, should we elect at the inaugural CLP meetings? Who should have voting rights?
- How should the new CLPs interact with trade unions/affiliated organisations?
- Could the CLP function effectively as a single branch?

Your notes
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3. In what innovative ways could your CLP work better with other neighbouring CLPs?

Under the new rules, CLPs have the freedom to coordinate activities across constituency boundaries to maximise the impact of local campaigning, fundraising and policy development.

- Does your CLP currently work with neighbouring CLPs in this way?
- Should your CLP hold joint policy forums, campaigning events?
- How many CLP representatives would you like to see on the new Local Campaign Forums, which will replace Local Government Committees?
- Could you hold joint meetings with neighbouring CLPs?

Your notes

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2.3. Financial Consequences

A significant amount of background work will be required to deal with setting up bank accounts, transfer of funds, any possible property transfers, and updating the membership system around new CLPs and branches. When dealing with these financial consequences, a number of key issues will need to be adhered to.

New CLP officers and financial responsibilities under PPERA

The executive officers of CLPs which are being disbanded will be responsible for approving final accounts etc. All existing CLPs will need to produce accounts to 31 December 2012. An amended Financial Scheme will need to be submitted to the Electoral Commission in December 2012 setting out the new accounting units, together with the names of the interim registered treasurer and deputy treasurer.

The new CLPs will come into effect on 1 January 2013, at which point each accounting unit will have a legal duty to keep accounts, identify and report donations and loans etc. Successor CLPs will be designated to hold disbanded CLP financial records for 6 years.

An interim secretary, registered treasurer and Chair/deputy registered treasurer will be elected at the inaugural meetings of new CLPs in December 2012. These positions are required to be filled legally under electoral law from the inception of the new accounting units on 1 January and will cover the period between 1 January 2013 and the AGMs of the new CLPs in the second half of 2013. The full slate of new officers should be elected at full AGMs held in the second half of the year.

General Principles

All disbanded CLPs will divide their net assets or liabilities according to retained/transferred members in percentage terms.
This information will be provided by the Labour Party and reflect the membership at 31 December 2012. Some transfers will be equipment, such as computers/risographs, which can't be divided, so cash adjustments may need to be made. Values used will be year-end figures at 31 December 2012 contained in the annual accounts which every CLP must produce in any event as part of the normal annual accounting process. It will be particularly important for the 2012 annual accounts to include a balance sheet showing all assets held by the CLP on 31 December. A standard balance sheet will be provided.

All valuations should be made at consolidated CLP level, not by individual branch. This makes it vital that year-end audited accounts are submitted by all branches to the CLP.

The CLP share of membership subs will be paid to CLPs when received, so renewals after 1 January 2013 will follow the reorganised boundaries.

The NEC will agree the final division of assets and liabilities and has the power to adjudicate in disputes that may arise. Where the guidelines do not meet particular circumstances the NEC may have regard to other factors. NEC decisions shall be final and binding.

**Land/Property**

Land and property should be treated like all other assets, valued at 31 December 2012 and the net value divided by membership, except that the CLP in which the property is located on 1 January 2013 will be recognised by the Party as the owner. Therefore a minor transfer of a part ward from one CLP to another could have a major impact if the area transferred contains property.

CLPs with an interest in property must give details to the Scottish Labour Head Office of all agreements regarding the apportionment of property values following the reorganisation.

All property transactions e.g. lettings, sales, transfers of titles, leases, licences and mortgages, arising from the CLP reorganisation need prior approval of the NEC.

Apportionment of the value of property to neighbouring constituencies is based on the movement of party members.
Property assets are owned by the whole constituency. Even if a branch on 31 December 2012 holds the title to property, the Labour Party Financial Scheme recognises the assets of branches as the assets of the CLP of which they are a constituent part.

Property related debts (e.g. mortgages, bank or brewery loans raised to purchase or refurbish premises) are likewise the responsibility of the whole CLP.

Property includes fixtures and fittings, but not furniture or office equipment.

The CLP in which the property is located on 1 January 2013 will be recognised by the Party as the owner and thereafter will:

- be responsible for the day to day management of the property;
- benefit solely from all rents and income derived from the property;
- be responsible for all maintenance, outgoings, bills and expenses relating to the property, including the repayment of any debts incurred prior to the reorganisation relating to the property e.g. mortgages secured on the property or loans borrowed to refurbish the property.

Although the CLP in which the property is located on 1 January 2013 will be recognised thereafter as the owner, all CLPs with a share in the value of the property following reorganisation in accordance with the apportioning of membership will retain the right to approve any future proposed changes of trustee or sale of the property.

CLPs should seek to reach agreed settlements regarding the apportionment of property values, but if that is not possible, the NEC will arbitrate and its decision will be final and binding.

The CLP(s) that will on 1 January 2013 have an interest in a property need to agree a net value of the property as at 31 December 2012, which will be the value of the property less any debts owing in relation to the property (e.g. mortgages and loans to redevelop and refurbish).

The net value will be apportioned between those CLPs with an interest in the property on 1 January 2013. This can be done by transfer of cash, but it is more likely that the interests
that each CLP has in the property following the reorganisation, will be legally documented in percentage terms according to retained/transferred membership.

Where a CLP is disbanded and its property passes to the NEC in accordance with the trust by which the title is held, the NEC will pass resolutions to transfer such properties to the CLP in which they stand following reorganisation, with the beneficial interest held in percentage terms according to transferred membership of the disbanded CLP.

**Property rental agreements**

Where a property is rented by a CLP and following reorganisation is in a different CLP, if the successor CLP wishes to occupy that property and take over the lease/licence it must first obtain prior approval of the NEC. Such a transaction could leave a CLP prone to problems and pitfalls e.g. the successor CLP being responsible for the remaining lease obligations including dilapidation payments when the lease comes to an end, for damage that has been incurred by the previous CLP. Therefore professional advice, which can be provided by the Labour Party Property Team, is essential.

The reorganisation may affect MP, MEP, MSP and AM office rental arrangements when the CLP from which they are renting is reorganised. The new CLP landlord should contact the Labour Party Property Team to arrange an update of the rental agreement.

**Office equipment**

Office equipment should be divided between the successor Constituency Labour Parties based on the allocation of membership numbers and the year-end value of the equipment. Where it makes sense for the office equipment to be allocated to particular constituencies then there may need to be a cash allocation between constituencies. Ideally, any such cash allocations should be made out of any cash balances being transferred – but if the amounts involved are significant it may be necessary for payments to be made over a period not exceeding one year.

**Cash balances, trade creditors and overdrafts**

Any cash balances, after taking account of any uncleared cheques and settling all outstanding trade creditors should be divided between successor Constituency Labour
Parties, based on the allocation of membership numbers. Where the overall balance is
overdrawn and it cannot be split between the successor Constituency Labour Parties (e.g. if
the bank insists that a single CLP should take over the overdraft) then the balance should be
taken over by the successor CLP with the largest allocation of members, with the other
successor CLPs being required to pay their share of the balance to that CLP within 6 months
of the transfer.

**Staff contracts**

Ideally a mutual decision should be reached as to which of the successor Constituency
Labour Parties any employees’ contracts should be transferred. There are detailed legal
requirements regarding the transfer of employment contracts between employees which
need to be observed. In particular, the individuals concerned and their union representatives
should be consulted in advance, and the employee will need to be offered the same or
better terms and conditions. If any assistance is required please do not hesitate to contact
the Labour Party.
2.4. Joint Working between CLPs

As well as organising better within their own structures, many CLPs are now thinking about how they can better combine their work with neighbouring constituencies.

Constituency Labour Parties should be more than just machines for fighting elections. They also exist to provide opportunities for members to help develop the aims and polices of the party and to take part in campaigns in the local community. Bringing members together and coordinating their activities is a substantial organisational task, one of which is helped where colleagues share a common sense of purpose and respond to clear local leadership.

The Review of Labour in Scotland and the Refounding Labour recommendations placed more emphasis on outreach into communities.

In rural and remote areas, different challenges are presented. Members have to travel long distances to attend meetings and campaigning can often be difficult. That is why we are encouraging parties to consider innovative approaches towards structures which will meet the aspirations and circumstances as dictated locally.

Although the constituency party should remain the core unit of the party at a local level for accounting purposes and sending delegates to conferences, local parties are encouraged to look at increasing joint working between constituency parties.

We need to increase opportunity for members to engage in policy debate and political discussion, whilst at the same time accommodating the differences between urban and rural constituencies.

Party activity should not be limited to geographical boundaries of local CLPs, and a number of CLPs across Scotland have already embraced change.
Example 1 - Aberdeen

Over 4 years ago the three CLPs chose to reorganise because there was a shared view amongst members that their meetings were agenda driven and attendances to three separate meetings was poor.

All three CLPs help form part of the Aberdeen City local authority area and activists were often discussing the same issues, at the same time, only a few miles apart.

The three CLPs, now meet together once a month on an all member basis. Meetings are structured around policy discussions and include opportunities for members to ask questions of the Council Group Leader, MP and MSPs. They have also invited outside speakers to address members on specific campaign issues to help keep meetings lively and topical.

The GC’s have been retained by each CLP and still meet separately to deal with the day-to-day CLP business such as selections, nominations and delegates to conference. This is usually prior to the all member meeting.

The three CLPs have been developing stronger links with another neighbouring CLP, West Aberdeen and Kincardine which forms part of the Aberdeen South and North Kincardine seat in the Scottish Parliament.

Example 2 – Win Edinburgh

Edinburgh Labour organises CLP-sponsored fundraisers that members from across the city are invited to. In addition, elected representatives contribute regularly to a central campaign fund, which helps to retain an Edinburgh Labour campaign office and to fund the operation of a city wide phonebank.

The ‘Win Edinburgh’ group, made up of MPs, MSPs, councillors and key activists, meet every month to discuss campaigns and political strategies for moving forward.

We share best practice, organise city wide leaflets, set up a city wide eNews bulletin for all members, organise/facilitate Edinburgh policy conferences, ideally on a quarterly basis, and we co-ordinate the operation of the city wide phonebank.

There is a city wide Edinburgh Labour facebook page, which all elected politicians and members can get involved on, and a local member updates this frequently, alongside an Edinburgh Labour twitter page, to promote the Labour party’s campaigning activities every week. There is also an Edinburgh Labour website.

The famous ‘Super Saturdays’ were started in Edinburgh for the local government election, and involved a regular Saturday action day in different wards, where all available members and elected representatives visited around 6 different wards for a few hours, before moving on to the next one.
2.5. Constituency Development Plans

Good planning is essential for all organisations. Planning helps you clarify what you want to achieve, understand where you are and identify the best way to reach your goals. Good planning also helps you to build a team with a sense of direction and purpose, and to be well organised. The Review of Labour in Scotland recommended CLP Development Plans becoming standard practice and that those Development Plans should not be over-complicated, but include targets for membership, registered supporters, Voter ID contacts, printed material delivery and campaigning with Trade Unions.

Development plans should also include a budget and a plan to raise funds, as well as a calendar of CLP events and reviews of your branch organisation, women’s organisation and youth organisation. A good development plan sets out objectives to overcome shortcomings and build on success.

The steps set out below show some techniques that many local parties have found useful when development planning. However, the important thing at the beginning of the process in early 2013 is to ask you members some basic questions about your core goals for the coming year and how you might work to achieve them.
Step 1 – Assess where you are and where you want to be over the next year

In order to assess the current situation of your new CLP, it is useful to undertake a **SWOT** analysis. **SWOT** stands for strengths, weaknesses, opportunities and threats. By taking some time with others in your new CLP, possibly within a campaign team, to make a note of these, often a clear strategic direction can emerge. Strengths might be things like a strong incumbent Labour representative or a large number of activists. Weaknesses could be a lack of funds or active members. Being in opposition in the council could be regarded as an opportunity in a campaigning sense, as could the potential to engage with community groups or younger people. Threats might include a campaign your opponents are running. Strengths and weaknesses are internal to the organisation, opportunities and threats are external.

**Step 2 – Set your aims and objectives**

The **SWOT** analysis gives you a clear insight into where you are but also where you need to go.

You should:
- look at your strengths and see how you can build on them;
- look at your weaknesses and see how you can address them;
- look at your opportunities and see how you capitalise on them;
- look at your threats and see how you can mitigate against them.

Once you have undertaken this exercise you should have a clearer idea about where you want to head. So for example, you might have identified that:

1. You have a small but active local party who have some great ideas about going forward (strength).
2. But the number of activists is small (weakness) so recruitment and more work to get members involved is needed.
3. There are lots of opportunities to grow your membership (a University in the constituency, or lots of newly identified Labour supporters).
4. Your opponents hold the seat and they are getting a lot of publicity through the local paper etc. This is a threat but you can mitigate against it by ensuring that you move quickly to ensure there is a lot of direct contact from the Labour Party in the local community.
Step 3 – Create a CLP Development Plan

The next stage is to put together your plan to help you achieve those goals.

So, say your CLP has identified building your membership by 50 per cent over the next year as a goal, you need to include a step-by-step plan for how you will achieve this.

For example, if you have recently identified a substantial number of new Labour ‘promises’ through your regular voter ID work, you could:

• ask your local Labour MP or MSP to write to them to invite them to join the Party;
• follow this up a week or two later with a phone call to ask them if they’ve received your letter and to invite them to join again;
• arrange monthly street stalls in a busy location which is strong for Labour and get people to sign up;
• set a quarterly target for new sign ups through all your activity - e.g. 5 during doorstep sessions, 5 from phone canvassing, 5 from street stalls and 20 from printed materials targeted at Labour supporters, making a quarterly total of 35 new members.

Alternatively, if your CLP wants to substantially increase its community campaigning and engagement work, you could include something like this in your development plan:

• conduct an annual residents’ survey in your area through your direct mail or newsletters;
• from the responses, identify some key issues of concern to local residents;
• launch a campaign on one (or more) of these issues;
• invite residents to get involved, particularly those who have raised the issue with you - they can help by gathering petition signatures, attending a campaign event, or going door to door with your team to drum up support;
• meet relevant local community groups to secure their support for your campaign;
• have a print schedule to update residents on the progress and outcomes of your campaign.

Your development plan should not be overly-complicated but it should include clear steps for how you will achieve your goals over the next year, or whatever the timeframe is for your plan.

To download a model Development Plan, visit: members.labour.org.uk/refoundinglabourandyou
There is a growing need to consider the relationship between local parties and local government as part of this reorganisation and to build on a strong performance in local elections across Scotland. All elected representatives have to be champions for their electors and the Labour Party. How we organise locally, across CLP boundaries, must be guided by these objectives.

There are many examples in Scotland where Local Government Committees (LGCs) work well. However, there are also challenges in this way of working. Firstly, the relationship between LGCs and CLPs is often difficult, particularly when there are elections to fight and money needs to be raised for the campaign. LGCs can also become overly focused on the different sectional interests of the CLPs which are represented, rather than taking a strategic view of the needs of the party as a whole. In recent Reviews, both in Scotland and nationally, it has been suggested that LGCs had become cumbersome and difficult to manage, owing to large memberships, a duplication of functions with branches and CLPs, and unclear remits because of these crossovers.

Local government has itself also faced changes, with the introduction of proportional representation and multi-member wards. These changes have led to local parties needing to rethink the way they organise and connect with party members and voters to reflect these new developments.

The Review also recognised the requirement to campaign much more effectively on the Regional List vote, and with increased numbers of MSPs elected through this system, we need to campaign strategically and effectively across Scottish parliamentary constituencies and together as ‘Team Labour’. The way we will do this is through Local Campaign Forums (LCFs).
What will change in the reorganisation?

Membership and Executive Committee

It is recommended that LCFs should have the following membership as a minimum:

- Leader and deputy leader of the Labour Group or other group officer as determined by the Labour Group (where such Labour Group exists)
- Local and Scottish organisers
- CLP campaign co-ordinators
- representatives from the relevant CLPs
- Trade union representation and, where appropriate, other organisations affiliated to CLPs within that area
- where a Co-operative Party council exists for the area concerned and they sponsor candidates in local elections they shall be entitled to appoint a member to the LCF
- additionally, any sitting MP, MSP and/or PPC.

The membership of the LCF should be representative of the communities in which it will work.

While there was previously a strict basis of representation of CLP delegates to the LGC, the new Local Campaign Forums have the built-in flexibility to allow local CLPs to determine representation on the forum. As a starting point, it is advised that this should be one male and at least one female per CLP, in addition to the Campaign coordinator.

We recommend that LCFs with a large number of CLPs have fewer representatives from each CLP and the number of CLP representatives needs to be balanced between CLPs and agreed by Scottish Labour Head Office. There must be gender balance in the CLP representatives.

LCF officers and an Executive Committee are to be elected at the first meeting of the LCF and at the annual meeting thereafter. The officers will be:

- a chair, to chair LCF meetings
- a vice-chair, for when the chair is absent
- a secretary, to perform the administration of the LCF, such as communicating meeting information to members
- at least one of these officers must be a woman.

At a minimum, the LCF Executive Committee will consist of these officers and the leader and deputy leader of the Labour Group. At the annual meeting the LCF may appoint up to 3 additional members to the Executive Committee if it deems it necessary.

Objectives

The aim of this body, with its smaller membership and clearer focus, will be to deliver more effective local campaigns – avoiding long, ineffective meetings – by concentrating on developing a clear strategy for coming elections and driving activity forward.
The main responsibilities of LCFs will concentrate on:

- local election strategy and co-ordination of CLPs for the purpose of securing the return of Labour councillors;
- better candidate recruitment and development all year-round;
- administering candidate selections;
- working with the Labour Group to promote opportunities for wider member involvement in local policy development.

This will give it a better focus, allowing the Labour Group to take a lead on local policy development, in consultation with the wider party membership, with the LCF working to facilitate this wider consultation.

It is also clear that we must redouble efforts to diversify our local candidate base, and consistently seek the very best and most able members to stand in local government elections. By giving this body the impetus to seek out and recruit candidates all year round, this will give the local party a stronger base of candidates to choose from.

**Meetings**

The AGM of the new Forums should follow the CLP AGMs after May each year.

The LCF shall meet whenever necessary to deliver the best organisation and campaigns to secure the best possible representation for Labour in the authority. As a minimum, the LCF shall have at least one meeting a year for each of: the creation of a campaign strategy, the creation of a recruitment strategy, the creation of a selection strategy and to convene a selection panel.

**Finance**

The administrative expenses of this LCF shall be met from contributions from the CLPs concerned in agreed proportions.

**Candidates**

When required, the LCF shall select and convene an interview panel for the selection of prospective candidates. This shall include at least one member of the LCF, while respective CLPs and Labour groups may nominate a member to sit on this panel.

**Relations with the Labour Group**

For the purpose of maintaining contact between the group and the local Party, representatives of
the LCF and CLPs (‘group observers’) may attend group meetings with the right to speak on all matters coming before the group but not to propose or second motions or amendments or to vote. The number of group observers shall be locally determined but shall not exceed one third of the membership of the group up to a maximum of six observers.
Since the review of UK Parliamentary boundaries in 2004, the boundaries of the UK Parliamentary constituencies have differed from those of Scottish Parliamentary constituencies. To address these differing boundaries, Scottish Parliament Forums were introduced in order to retain the direct link between Party members and constituency MSPs. With CLPs being reorganised along Scottish Parliament boundaries, there is a similar requirement to retain a link between MPs and members.

The suggested way to achieve this link is through the establishment of Westminster Forums within the Local Campaign Forums, although it may be that other models would suit your local area and these should be discussed with the Scottish Labour Party. The creation of Local Campaign Forums (LCFs), with representatives from CLPs, elected representatives and affiliated organisations, means we now have an established cross-constituency group able to convene meetings of new Westminster Forums and direct campaigning.

Each Westminster Forum would be principally attached to the CLP with greatest territorial interest (the most constituent members), primarily for donation accounting purposes and because CLPs are the main constitutional body of the party at a local level.
What will change in the reorganisation?

Westminster Forums (WF) will exist to coordinate campaigning across UK Parliamentary boundaries and given the cross-constituency similarity to LCFs, where possible, Westminster Forums should be coordinated and administered by members of the LCF who live within the UK constituency, including the Member of Parliament or candidate.

Membership and Coordination

All members living within the UK Parliamentary constituency are able to attend all-member Forum meetings. The coordination of the WF will be in the hands of the MP (or candidate where one is selected), appointed election agent, and members of the LCF living within the UK parliamentary constituency. This will form the Westminster Forum coordinating committee.

No formal office bearers are required, though an annual informal election of a Secretary, responsible for notifying members, and Chair, responsible for the conduct of meetings, is advisable.

Objectives

The Westminster Forum will be responsible for coordinating campaigns in the run-up to Westminster elections and provide an opportunity for Members of Parliament to meet with members within their constituency and to provide reports on their activities.

Meetings

The WF shall meet at the discretion of the members of the LCF, though no more than 4 times a year.

Finance

The administrative expenses of the WF shall be met from the CLP contributions to the LCF. In UK Parliamentary elections, the WF will provide a forum for the coordination of financing the campaign. While it is the responsibility of constituent CLPs to fund the campaign, the amount payable by each CLP on a proportionate basis should be agreed within the WF and overseen by the LCF.

The principle constituent CLP with the greatest territorial interest in the UK Parliamentary constituency will, under normal circumstances, declare and retain any donations specifically for the purposes of Westminster campaigns.

MP trigger-ballots and candidate selection

Selection processes will be administered by the principle constituent CLP with the greatest territorial interest, and conducted in accordance with the NEC procedures for the selection of Parliamentary Candidates following the Boundary Review commenced 2011. In some areas, due to the boundaries, it may be that a model other than Westminster Forums is the preferred way to organise locally. Alternative models will require the agreement of the Scottish Labour Party.
Model Standing Orders for Party Units

1. These model procedural rules are designed to provide a framework for well-ordered Party meetings. Party units will want to adopt local standing orders to reflect their specific method of operation; however, local arrangements must not conflict with the provisions of these model rules which have the full authority of the NEC and form part of the rule book.

2. Throughout these rules alternative ‘A’ is for Party units which have a delegate structure (e.g. CLPs, Local Campaign Forums); alternative ‘B’ is for meetings of individual members (e.g. CLPs, branches, women’s forums, Young Labour).

A. Annual General Meetings
   i. The Annual General Meeting of [this body] shall be held each year in the month of [ ].
   ii. A formal notice of the annual meeting shall be sent by the secretary to all Party units and organisations entitled to be represented at least 28 days prior to the meeting. A notice detailing the business of the annual meeting shall be sent to all duly appointed delegates or eligible members at least seven days prior to the meeting.

B. Ordinary meetings
   i. Ordinary meetings shall be held on the following regular basis [ ]. There shall be no meetings to transact ordinary business during the period of a national election campaign.
   ii. Formal notice of all meetings shall be sent out by the secretary to all those entitled to attend at least seven days prior to the meeting. Such notice shall as far as possible include an indication of the business to be transacted at the meeting.
   iii. A record of attendance at meetings shall be kept and those attending may be required to show a credential and/or proof of membership card to gain entry to the meeting room.

C. Meeting times
   i. Meetings shall commence at [ ]. Business meetings shall not be held if a quorum is not present within 30 minutes of the appointed time; always provided that in special circumstances members present may agree to transact pressing business subject to the ratification of the proceedings by the next quorate meeting. Meetings shall close two hours from the notified starting time, except that a particular meeting may be temporarily extended for a specified period with the support of two-thirds of the members present.

D. Quorum
   i. The quorum for business meetings of [this body] shall be 25 per cent of those members entitled to vote in attendance (or a fixed number to be agreed with the regional office of the Party).
   ii. The proceedings and resolutions of any quorate meeting shall not be held to be invalid simply through the accidental failure to give notice of the meeting to, or the non-receipt of such notice by, any person entitled to attend.

E. Entitlement to attend
   i. [Alt A:] All delegates must be current endorsed individual members of the Party residing and registered as electors or, exceptionally if they are not eligible to be registered to vote, residing only within the area covered by this Party unit. Delegates whose details have been duly notified by their organisations to the secretary of this Party unit shall be entitled to attend meetings and to vote. Only those duly appointed delegates who have been elected to it may attend and vote at meetings of the Executive Committee.

   [Alt B:] All members must be fully paid up individual members of the Party residing and registered as electors or, exceptionally if they are not eligible to be registered to vote, residing only within the area covered by this Party unit. Only those members who have been notified to the secretary as having been endorsed by the CLP shall be entitled to attend meetings and to vote.
Other members, including provisional members, may attend but shall not vote. Only those members who have been elected to it may attend and vote at meetings of the Executive Committee.

[Both:] When an annual or special meeting is not held for any reason or is abandoned without completing the business on the agenda, such meeting must be reconvened as soon as practicable in order for any necessary outstanding business to be transacted. Only those eligible to participate in the meeting as first convened, whether or not held, shall be entitled to participate in any further reconvened meeting.

F. Chair

i. The elected chair of this body shall preside at all meetings, except where otherwise provided for in the rules of the Party unit.

ii. In the absence of the chair the vice-chair shall preside and in the absence of both the secretary or other officer shall call on those present to elect a member to take the chair of the meeting. Should the office holder arrive once a member has been elected to preside in her or his place then she or he may claim, if they wish, the right to preside at the meeting once the current item of business has been disposed of.

iii. At the annual meeting the chair shall preside until a successor is elected, except where the chair is not a duly appointed delegate to the meeting; in which case the election of chair shall be taken as the first item on the agenda. The new chair shall take over the conduct of the meeting forthwith and proceed to the election of other officers and further business.

G. Party business

i. The prime function of Party meetings is to provide delegates and members with the opportunity to participate in Party activities through social contact, political debate and policy discussion; and to establish objectives for the Party in the area for campaigning, the development of Party organisation and the promotion of links with sympathetic individuals and bodies within the wider community.

ii. Plans for campaigning on local issues, the development of community engagement and the strengthening of both links and communication with individual members, affiliates, supporters and community groups should be central to all business.

iii. The agenda of all Party meetings shall be drawn up to give due priority to the Party business highlighted above, the endorsement and introduction of new members and/ or delegates, the discussion of resolutions, Party policy items and other matters of interest to Party members and the receipt of reports from public representatives.

iv. Nominations for delegates and representatives to other bodies should be sought as widely from among Party members as possible. Wherever practicable, any vacancies to be filled shall be advertised to all members as they arise and any Party member who has indicated willingness to accept nomination shall be considered for any post, unless otherwise stated in the rules.

v. Party business shall in general have precedence at all business meetings of this body. As far as possible the officers and/ or Executive Committees should deal with routine items of correspondence, finance and reports from other Party bodies or functional officers, provided that the general meeting shall have the opportunity to question, amend and/ or ratify any recommendations put to them.

H. Notice of motion

i. [Alt A:] Original motions for the general meeting of this body shall be accepted only from Party units and organisations entitled to appoint delegates to it and must be received by the secretary in writing not less than 14 days prior to the meeting for which they are intended.

[Alt B:] Original motions for the general meeting of this body shall be accepted only from members entitled to attend and participate in the meeting and must be received by the secretary in writing not less than 14 days prior to the meeting for which they are intended.

[Both:] Motions for discussion shall be made available to those entitled to attend with the notice and agenda of the relevant meeting, except for emergency motions which must be sent in writing to the secretary as soon as the nature of the emergency allows before the commencement of the meeting. Emergency business may be accepted by the majority of the meeting on the recommendation of the chair who shall interpret the term 'emergency' in a bona fide manner.

I. Discussion of motion

i. No motion shall be discussed at a meeting until it has been moved and seconded. Where a motion has been submitted by a Party unit or organisation it must be moved by a delegate from that Party unit or organisation.

[Both:] Motion shall be addressed to the chair and shall only speak once on any motion except by permission of the chair, providing that the mover of a motion or an amendment may
reply to the discussion without introducing new matter for debate; such reply shall close the discussion. No speaker shall be allowed more than five minutes, unless agreed by the meeting to be ‘further heard’ for a specified period.

iii. Amendments to any motion may be moved and seconded from the floor of the meeting but shall be handed to the secretary in writing. Amendments shall be taken in order with one amendment being disposed of before another is moved. If an amendment is carried, the amended resolution becomes a motion to which further amendments may be moved.

J. Procedural motions

i. A motion of ‘next business’ shall not be taken until the mover and seconder of a motion have been heard. Any motion of next business, ‘that the vote be taken’, ‘to adjourn’, ‘of no-confidence in the chair’ shall be moved, seconded and put to the vote without discussion; after such a vote the chair need not accept a further procedural motion for a period of 20 minutes.

K. Motion to rescind resolution

i. No motion to rescind a resolution of this body shall be valid within three months from the date on which the resolution was carried. Notice of rescinding motion must be given in writing and made available to those entitled to attend the relevant meeting in line with rule H above.

L. Voting on motions

i. Voting shall be by show of hands except where the constitution of the Party provides for a ballot vote or where this body decides otherwise. In the event of there being an equality of votes on any matter decided by a show of hands, the chair may give a casting vote provided that s/he has not used an ordinary vote. If the chair does not wish to give a casting vote, the motion is not carried.

M. Ballot votes

i. The election of officers and/or representatives of this body shall be by secret paper eliminating ballot either in rounds or by preferential vote. The election of Executive Committee members or large delegations may be by secret paper ballot using a multiple vote where members may not cast more votes than the number of positions to be filled. Any quotas for women laid down in the Party constitution which apply to this body shall be incorporated in the arrangements for the secret ballot.

ii. Ballot votes shall be held at meetings to select candidates and where otherwise provided for in the Party constitution; and where requested by any member supported by at least two others.

iii. In the event of a tie on a secret paper ballot the chair shall not have a casting vote. Where appropriate, the ballot shall be retaken and in the event of a continual tie lots may be drawn. In a preferential ballot the tie shall be broken by establishing which candidate had the highest number of first preference votes or took the earliest lead on transfers.

N. Chair’s ruling

i. Any breach of or question to the rules or standing orders may be raised by a member rising to a point of order. The chair’s ruling on any point arising from the rules or standing orders is final unless challenged by not less than four members; such a challenge shall be put to the meeting without discussion and shall only be carried with the support of two-thirds of the members present.

O. Miscellaneous

i. Party meetings and events shall be conducted in a friendly and orderly manner and organised in such a way as to maximise participation from members. No member shall be precluded from attendance because they cannot gain access to the meeting place for any reason. Harassment or intimidation of any member is unacceptable as is any form of discrimination on the basis of gender, age, sexual orientation and gender identity, disability or race. Smoking is not permitted at any Party meeting.

ii. Any member acting in an unruly or disruptive manner, in contravention of the standing orders, may be removed from the meeting by action of the chair. The chair shall put such a motion to the meeting, which to be carried shall require the support of two-thirds of those present and voting. Any member who has been removed from two meetings during a 12-month period shall, with the approval of the appropriate RD(GS), be ineligible to attend meetings of this body for the next 12 months.

iii. This Party unit accepts the principle of minimum quotas for women at all levels of representation within the Party and shall take steps to ensure that 50 per cent of any delegation shall be women and, where only one delegate is appointed, a woman shall hold the position at least every other year.

iv. The general provisions of the constitution and rules of the Party shall apply to this body. No changes shall be made to the rules and standing orders of this organisation except at an annual or special meeting called for this purpose and carried with the support of two-thirds of the members present. No alteration shall be effective until it has received the approval of the appropriate officer of the NEC of the Party.
Dear Colleague

Consultation Meeting of new ______________ Constituency Labour Party

Following the Recommendation of the Review of Labour in Scotland to reorganise CLPs along Scottish Parliamentary boundaries, all members living within _____________ Scottish Parliament constituency are invited to attend a meeting in (venue) at _____ pm on (date).

This meeting will be to discuss how we organise as a new CLP, what structures we will have, and how we can reinvigorate our local Party to make it more open and welcoming. It is for this reason I am particularly keen that as many non-active members as possible come along.

One of the main aims of this reorganisation is to transfer the day-to-day business of the CLP to the Executive Committee, freeing up the all-member meetings of the CLP to focus on political debate, policy development and active campaigning.

The agenda for the meeting is outlined below.

1. Welcome and introduction
2. Discussion of structures
3. Timetable for reorganisation
4. AOB
5. Date of next meeting

This is your opportunity to shape the future of our Party locally.

I look forward to seeing you at the meeting.

Yours sincerely

Procedural Secretary.
Letter to Affiliated Organisations

To - Organisations Affiliated to the Scottish Labour Party

Dear Colleague

Inaugural meeting of ___________ Constituency Labour Party

Following the Recommendation of the Review of Labour in Scotland to reorganise CLPs along Scottish Parliamentary boundaries, the inaugural meeting of _________________ Constituency Labour Party will take place in (venue) at _____ pm on (date).

Under Labour Party rules branches of affiliated Trade Unions and Socialist Societies are entitled to affiliate to this CLP and appoint up to 5 representatives to vote at the AGM to elect 5 members of the Executive Committee of the CLP.

I would be grateful if you could confirm if your Trade Union wishes to affiliate to this CLP and if so, would be grateful if you could return the appropriate affiliation fee and notify me of the names and addresses of your delegates.

As part of the reorganisation you are also required to notify Scottish Labour Party Head Office of your affiliation and delegates by 31 December 2012 in order for your branch to be eligible to make a supporting nomination in the trigger ballot for MPs in 2013.

I look forward to hearing from you.

Yours sincerely

Procedural Secretary.
Dear Colleague

Inaugural Meeting of ________________ Constituency Labour Party

Following the Recommendation of the Review of Labour in Scotland to reorganise CLPs along Scottish Parliamentary boundaries, the inaugural meeting of ________________ Constituency Labour Party will take place in (venue) at _____ pm on (date).

The agenda for the meeting is outlined below.

1. Apologies and Welcome
2. Adoption of CLP Standing Orders and objectives.
3. Election of core officers of the Executive Committee.
   (At least two of whom shall be women)
   a) Chair
   b) Vice-chair/Membership
   c) Secretary
   d) Treasurer
4. Election of Coordinators, which should include Campaign Coordinator, Diversity Coordinator, Trade Union Liaison, and Fundraising Coordinator, among others as required.
5. Additional appointments to Executive Committee (Affiliated organisations etc)
7. Election of Auditors (2).
8. Election of representatives on Local Campaign Forum (normally one man and one woman)
9. AOCB
10. Date of next meeting

As this is the first meeting of our new CLP it is important that as many members as possible attend the first meeting. Any member is eligible to put themselves forward for any position on the Executive.

I look forward to see you at the meeting.

Yours sincerely

Procedural Secretary.