

Page number	Recommendation number	Recommendation	Analysis and subsequent NEC decision
1. Structural and staffing			
118	1.4	The recent practice of NEC members being able to attend and vote on all subcommittees should cease and the RDC should have a small fixed membership of NEC members designated at the beginning of each new NEC term of office i.e. two years.	Whilst the NEC itself may wish to consider the appropriate size of its sub-committees, the success of our complaints and disciplinary processes depend on Party staff being able to pull from a large pool of individual NEC members. If there are fewer available, it risks causing backlogs in decision-making to accrue, which could cause legal, financial and reputational risks for the Party.
118	1.5	The RDC should have two standing Complaints and Discipline Panels of fixed membership of three members. These panels should consider cases against Party members following investigation by Directorate staff, who should recommend action – or no action – for Panel endorsement. In particularly complex cases the Panel membership could be extended to five, and should be so extended in any complex case in which the respondent is at risk of expulsion from the Party.	This risks embedding the factionalism that the Forde Report itself criticised in its report. It is hard to see how this would help serve the interests of complainants, respondents and/or the Party.
118	1.7	Support may be sought from regional or national staff on a temporary secondment but no other HQ staff, NEC members, politicians, or political staff (including LOTO staff) should have any decision making role or be able to intervene in the process of investigating and adjudicating on a complaint.	This is considered not feasible. It is currently the foundation of the Party's structures that the NEC makes decisions (where it is authorised to do so pursuant to those rules). However, we do have safeguards in place, such as the Protocol governing the appropriate interaction with the leadership of the Labour Party in the Labour Party's disciplinary and complaints processes. This was implemented as part of the Party's response to the EHRC report - the Action Plan - and makes clear that the political leadership of the Party shall not be involved in deciding the outcome of any complaints initiated under the Party's processes.
Page number	Recommendation number	Recommendation	Analysis and subsequent NEC decision
4. Systems			
126	4.3	compassion training, starting with senior staff at HQ and LOTO;	We have gone through a training needs analysis for staff which led to the development of the Operation Change Training Plan. As part of that, and as communicated to the NEC, we had to prioritise what training needs to focus on and this specific training was not included as a result of this needs analysis. Treating staff, members and others with respect remains a core value of the Labour Party. The party is currently running Dignity, Respect and Valuing Others training for all staff.
126	3.5	the expectation for HQ and regional staff to regard their role as akin to the civil service and as an electoral machine;	The recommendation that HQ/regional staff should regard their roles in the Party as akin to civil service roles and remain neutral have been considered by the General Secretary's Office and the Leaders' Office and given the political judgements required at all levels of the Party, are rejected. Staff are expected to take a steer from the leadership of the organisation in all their dealings and as such cannot also remain neutral and objective. They are expected to act politically and develop their political skills in a professional environment. The expectation that all staff should be politically impartial is an unrealistic one in the view of the Leader and General Secretary and would undermine the Party's ability to recruit, retain and develop the best political operators (skills that are needed both to win a general election and if the Labour Party were to win power).

134	2a	There should be a clear expectation of political neutrality with regards to HQ roles.	The recommendation that HQ/regional staff should regard their roles in the Party as akin to civil service roles and remain neutral have been considered by the General Secretary's Office and the Leaders' Office and given the political judgements required at all levels of the Party, are rejected. Staff are expected to take a steer from the leadership of the organisation in all their dealings and as such cannot also remain neutral. They are expected to act politically and develop their political skills in a professional environment. The expectation that all staff should be politically impartial is an unrealistic one in the view of the Leader and General Secretary and would undermine the Party's ability to recruit, retain and develop the best political operators (skills that are needed both to win a general election and if the Labour Party were to win power).
Page number	Recommendation number	Recommendation	Analysis and subsequent NEC decision
1. Scope of revised social media policy			
128	1.4	If algorithms are to be adopted to carry out pre-membership social media searches, they need to be professionally advised upon following wide consultation in relation to the search terms.	This is not currently done by the Party and so is not relevant. This also appears to conflate prospective employees with prospective members.
Staff Recruitment & Management			
Page number	Recommendation number	Recommendation	Analysis and subsequent NEC decision
3. Staff Development			
132	1.4	Consideration should be given to whether shortlisting exercises should be "blind" as to candidates' names and any other demographic details, where appropriate (in particular for entry level positions).	We fully recognise that bias and discrimination exist but believe that it is best to tackle it head on through active measures and management rather than trying to preclude relevant information. We have run an extensive programme of unconscious bias training and we train members of recruitment panels. We have been successful in running multiple recruitment programmes for large numbers of Trainee Organisers and managed to achieve the diverse outcome we were striving for. We will build on this success and do not propose to adopt this practice at this time. We have improved the diversity profile of the workforce, whilst substantially increasing its size, by increasing the proportion of colleagues who are BAME and by increasing the proportion of women in leadership roles.
133	3.8	The results of the regular one to one supervision meetings between line managers and their direct reports, which we recommend should be summarised and recorded in writing.	This recommendation will not be progressed. What is vital in a successful and effective relationship between a line manager and a team member is that there is regular, open, two way communication. It is best that most of this contact is verbal and sometimes informal. Objectives are written down and they are reviewed and updated. We do not believe it is necessary for managers to make a written record of meetings with members of their team unless there is a significant and difficult issue which needs to be resolved.
LOTO and HQ Relationship			
Page number	Recommendation number	Recommendation	Analysis and subsequent NEC decision
Future relations between LOTO and HQ/regional staff			
134	4	The practice of designating senior LOTO staff as directors of the Party, within the senior management structure, should cease.	The organisation design we introduced on the back of Organise to Win is based on ensuring that the Party has integrated teams, some of which will be led by people based in the Leader's Office.
Page number	Recommendation number	Recommendation	Analysis and subsequent NEC decision
Detailed recommendations on future relations between LOTO and HQ/regional staff			

134	1 (core)	The clearer demarcation of roles that we recommend should be written into the Rule Book and/or recorded as a decision of Conference which sets out clearly the differing roles that LOTO and HQ should play (therefore avoiding the duplication of roles and posts between LOTO and HQ, respectively, about which we have heard evidence).	The Rule Book is the Party's governing contract with members and, accordingly, great care must be exercised when considering making amendments to it, as well as what is appropriate to be included in the Rule Book in the first place. To follow through on this action risks disrupting the operational strategy that an organisation usually delegates to its strategic and executive leadership - for example, the Leader, the NEC, the General Secretary, senior staff. Further, as the Rule Book may only be amended annually at Annual Conference, we do not want to risk hard-coding something into the Rule Book that then can't be changed until the following Annual Conference.
-----	----------	--	--