



Bargaining & Negotiating Committee

Item 5 BN5-5a/191019

SECTION A: BARGAINING STRATEGY

Context: The Committee has been discussing bargaining matters in order to assist development of a NEU Bargaining Strategy.

Consideration: The Committee considered the attached document in an earlier form at its last meeting.

Action: To receive the proposed Bargaining Strategy updated in line with comments made at the last meeting.

A bargaining strategy for the NEU

This paper sets out an NEU bargaining strategy for England & Wales. The NEC has, in endorsing the Vision Statement and “Building from the Base” paper, affirmed that the NEU should undertake and support bargaining at all levels in order to secure better terms and conditions, build the NEU by developing member activity and capacity for self-organisation, and increase our influence at the workplace and more widely. This strategy is intended to help deliver that intention.

This strategy focuses on attitudes and processes which will help us pursue change through bargaining, rather than on specific policy aspirations. It applies to all establishments employing teachers and support staff across England & Wales.

THE BARGAINING LANDSCAPE

There have been significant changes in the bargaining landscape in recent years. Historically, the NEU’s predecessors could focus on bargaining with a limited number of employers (especially in the state schools sector), within a framework of closely regulated terms and conditions giving little scope for variation at workplace level.

Today, the landscape is as follows:

- There are now 177 local authorities (LAs) in England & Wales, whose 14,000 schools (down from 23,000 in 2010) have considerable delegated control over matters of pay conditions and employment.
- There are over 650 multi-academy trusts (MATs) in England, operating over 8000 academies and free schools, and almost 1500 free-standing academies and free schools, not subject to the national pay and conditions framework.
- There are (as there were previously) almost 2000 independent schools in England and Wales, and a post-16 sector of c300 further education and sixth form colleges.
- Bargaining can happen in every one of these establishments.

The challenges and fragmentation of bargaining are greatest in the academies sector:

- Over 100 MATs have 10 or more schools, while over 300 have 5 or more schools, but two thirds of academies are in MATs with less than 10 schools.
- Over 200 MATs operate in more than one LA area and more than one NEU district area, while over 100 operate across NEU regional boundaries.

Despite this, local authorities remain a significant player in the employer role:

- LAs still employ almost half of school teachers and also employ - and via the Local Government Association (LGA) negotiate nationally for – school support staff.
- Many academies still simply follow procedures & policies adopted by the local LA.

This strategy aims to encourage restoration of national and multi-employer bargaining, as well as serving members' needs within this fragmented landscape by supporting effective working at regional level, district and branch level and workplace level. It aims also to address the circumstances of specific sectors, including faith schools, post-16 institutions and independent schools, and those of Wales as well.

STRATEGIC AIMS

The NEU NEC and its Bargaining & Negotiations Strategy Committee have endorsed a range of principles on bargaining, including in various discussions at the B&N Committee and in the NEC's discussion on "Building from the Base".

PROPOSAL: The NEC agrees to adopt the following strategic aims for the NEU bargaining strategy, based on these earlier discussions.

The key strategic aims should be:

- *Securing bargaining arrangements*
 - *maintaining and extending national machinery and national arrangements*
 - *securing or confirming recognition, and establishing the right to bargain and working bargaining arrangements in every employment unit*
- *Tackling fragmentation*
 - *reducing the number of bargaining units and extending multi-employer negotiations*
 - *reducing the scope for and use of local flexibility within existing arrangements*
- *Making bargaining meaningful & relevant for members*
 - *ensuring our bargaining priorities are appropriate*
 - *identifying and pursuing clear national bargaining priorities on pay and conditions, employment and equalities, and wider matters*
 - *ensuring scope for identifying and pursuing local priorities*
 - *ensuring member-determined outcomes in all cases*
- *Supporting our negotiators at all levels*
 - *empowering lay negotiators to negotiate with their employer / at their workplace*
 - *equipping them to achieve successful outcomes through appropriate support*
 - *ensuring that they have a broader awareness of the purposes of bargaining*

It should also secure an increase in the NEU's activist base, an increase in membership and an increase in influence more widely.

This strategy paper groups and addresses matters below under the above headings.

Operational oversight of the strategy's implementation will be undertaken by the Lead Officer, Bargaining Strategy & Implementation (LO Bargaining) and at regional/Wales level by the Senior Regional Officers (SROs) for Bargaining. Strategic oversight will rest with the NEC's Bargaining & Negotiations Strategy Committee, advised by the AGS Employment & Bargaining in consultation with the above.

Coordination and delivery will be handled on a similar project basis to that adopted for the Union's priority campaigns. At national level, the LO Bargaining will convene and chair a core delivery group including all Bargaining SROs, plus other union staff as and when necessary. The views and experiences of the Union's district and branch officers and workplace reps will be sought and passed on via their ongoing contact with SROs, in order to ensure that all bargaining activity reflects those views and experiences. Regional arrangements will also be established to monitor and coordinate delivery.

One of the key concepts in this strategy is that of the "lead representative" in bargaining arrangements. That term is used in this paper to refer to someone who leads the NEU's work on behalf of members in a particular employment unit, whether that is a local authority, MAT, college or other workplace. That person may be an NEU branch secretary or other local lay officer, an NEU staff member, or an NEU representative for that employer or workplace.

The erosion of collective bargaining arrangements at national and local level over the past 30 years has happened alongside a decline in trade union influence and power and an increasingly hostile environment for unions and union representatives. Even before this, however, a culture of workplace bargaining was absent from many of the sectors within which the NEU operates. This strategy is intended to seek to change all this.

SECURING BARGAINING ARRANGEMENTS

Maintaining and extending national machinery

The NEU NEC has established a position in favour of national collective bargaining, both for teachers and for support staff. The TUC is pursuing proposals for restoration of sector-wide collective bargaining and this also forms part of the Labour Party's plans for a future Ministry of Labour. The NEU nationally will continue actively to support this, proposing the school & academy sector as an early priority for inclusion.

In the meantime, the NEU will continue to oppose further fragmentation of existing pay and conditions arrangements for school teachers in England and in Wales, seeking their

restoration to academies on a mandatory and statutory basis and seeking the reversal of inappropriate flexibilities. In Wales, we will also continue to press the Welsh Government to adopt collective bargaining arrangements in place of the recently established pay review body.

The NEU will seek to ensure that the national bargaining machinery on which we are represented (eg the FE, 6FC and Soulbury machinery), and other machinery covering NEU members such as the NJC for Local Government Services for support staff, continue as viable machinery. We will increase our efforts to secure full implementation of all national agreements in all relevant workplaces and to support local lay officers and workplace representatives to represent members effectively in relation to terms and conditions.

Securing recognition and the right to bargain – the LA maintained sector

This sector is the home of the bulk of the NEU's membership and the bedrock of our influence. It is therefore the priority area for this and other strategies.

The NEU has recognition for collective bargaining for teachers in all LAs, although some LAs are increasingly reluctant to participate or to issue directions to schools. The NEU must seek to ensure that functioning bargaining arrangements exist in all LAs, with NEU branch officers playing a crucial role as lead negotiators with their LAs.

The NEU must also seek to establish functioning bargaining arrangements in all individual workplaces as well. The aspiration should be a trained workplace rep engaging with management, on issues of concern to members identified in discussion with those members, supported by the local NEU branch structure and by the further framework of support from the national union. The steps to be taken towards this through work with and by local lay officers, members and reps are set out later in this strategy. Our work with leadership members will also seek to promote the value of workplace bargaining among that group.

Securing recognition and the right to bargain – the academies sector

The NEU will continue to seek formal renewed recognition for teachers with academy employers, rather than relying simply on transfer of pre-existing recognition under TUPE, using the TUC model recognition agreement as the basis for new arrangements. Successes in securing recognition must be sustained through ongoing participation in functioning bargaining arrangements, as outlined above, both at employer level and in every workplace, with appropriate lead representatives in place supported by the local branch and district structure and by the national union.

Securing recognition and the right to bargain - the faith schools sector

The national faith education bodies exert a significant influence over diocesan bodies and individual MATs and governing bodies, in particular through the provision of model employment contracts and employment procedures. The NEU will continue to pursue effective relationships in the faith schools sector and, wherever possible, both the maintenance of union recognition and the establishment of functioning bargaining machinery at national, diocesan and MAT level, as well as in every workplace as above.

Securing recognition and the right to bargain - the post-16 sector

The NEU is the majority union in the sixth form colleges sector, recognised in all colleges and has a high rep density. The specific aims for this sector should be to maintain the national machinery and the national structure applied by almost all colleges; secure the proper application of that structure in all colleges, and secure local bargaining activity within functioning bargaining arrangements in every college which delivers further for members. Support to lead representatives in those colleges should be provided both from district level and the national union as outlined above.

The NEU is a minority union in the FE sector, where the national bargaining machinery has been considerably undermined in recent years and where the NEU is not recognised in all colleges. The specific aims for this sector should be to work alongside other unions to re-establish union influence nationally and locally, including through a national structure applied in all colleges; secure recognition for the NEU in colleges where the NEU has a significant membership seeking this; and confirm and maintain a distinct identity for the NEU within the sector, with a bargaining agenda which covers professional and pedagogical matters as well as pay, conditions and employment and which supports proactive as well as reactive activity at college level. Again, support to lead representatives in those colleges should be provided both from district level and the national union as outlined above.

Securing recognition and the right to bargain - the independent schools sector

The NEU is the largest union by far, with pockets of high membership and rep density and a growing number of recognition agreements with some significant employers eg GDST. The aim should be to establish functioning bargaining arrangements in all schools where recognition has been achieved, with support to the lead representative from district level and the national union as outlined above, and continue to pursue recognition in schools where the NEU has a significant membership seeking this. This in turn should help both to increase membership and rep density and to maintain the NEU's leading position in the sector.

PROPOSAL: The NEC agrees to endorse the above aims.

Criteria for decisions on priority and responsibility

This strategy must set out both how we engage with employers and how we decide - in relation to the publicly funded schools and academies sector in particular - which employers are a priority for engagement (in particular where staff and resources are needed to help build structures).

A national oversight is necessary to ensure consistency of approach, for example in relation to MATs which operate beyond regional or branch boundaries. The strategy should include agreed criteria which will assist operational decisions on deployment of staff and resources. Those decisions will need to reflect national and regional priorities and so will need to be taken in partnership with regions and thereafter with branches and districts.

PROPOSAL: The NEC agrees that the criteria set out below should be used to aid operational decisions on involvement with employers.

The criteria should include:

- Employer size based on number of workplaces or on employee numbers;
- Number/density of NEU membership;
- Number/density of NEU reps / trained reps;
- Degree of challenge or opportunity eg level of organisation by NEU or competitor unions, geographical dispersion, employer relations, political significance

Consideration should also be given to testing the effectiveness of work with mid-sized MATs of 5 to 10 schools, as well as the largest MATs which act as “system leaders”.

TACKLING FRAGMENTATION

The Union will pursue its aim of tackling fragmentation by seeking to bring employers together into single table negotiation where possible, with national sectoral bargaining supplemented by local bargaining as the ultimate aim.

Extending multi-employer negotiations

Most LAs continue to engage with the NEU on employment matters locally, and in some areas LAs discuss matters collectively on a regional or sub regional basis.

LAs’ bargaining arrangements for their own maintained schools could in practice be extended by agreement to involve local MATs and free-standing academies. Many of those MATs which continue to apply policies determined by the LA might be willing to support this, although others will be committed to taking their own decisions. LA based

arrangements are not the only possibility for multi-employer structures. In some areas where the LA has not been willing to extend the scope of its own arrangements, the NEU has already sought to bring free standing academies and/or small MATs together in a separate multi-employer structure.

PROPOSAL: The NEC agrees that the NEU should pursue multi-employer structures at a local level, on a pilot basis and both with and without LA involvement, in a chosen number of areas.

At national level, the LGA has established a MAT grouping which brings together HR leads from many of the largest MATs to discuss common concerns. NEU and Unison have talked to LGA about the potential for using this forum for collective discussion with these MATs, including on developing a regular vehicle for discussion of issues with larger MATs collectively, both at national and regional level.

PROPOSAL: The NEC agrees that the NEU should pursue further discussion with LGA on this area.

Reducing the scope and use of existing flexibility

The NEU's bargaining priorities and bargaining support materials will seek to ensure uniform outcomes, not simply on matters such as the application of a uniform national pay increase but on the adoption of common pay policy provisions and other procedural provisions across employers. Meanwhile, at national level, the NEU will continue to pursue the removal of flexibility from pay structures and the achievement of nationally agreed and applicable policies on other matters.

MAKING BARGAINING MEANINGFUL & RELEVANT FOR MEMBERS

Establishing clear national bargaining priorities

The NEU should establish clarity on national priorities which should form part of all local bargaining agendas and be accompanied by necessary support to negotiators.

PROPOSAL: The NEC agrees that the NEU should annually publish a statement of national bargaining priorities to form part of bargaining agendas.

A statement of national bargaining priorities should draw on NEU Conference policy and other established policy and other issues which should form part of the bargaining agenda. Some items will be recurrent, such as implementation of annual pay increases, while some will be different from year to year. Some will relate to priority campaigns, in order to ensure that campaign aims are being pursued where appropriate through local or national bargaining as well as through other activity.

Issues identified as lower priority issues would be items of “next business” when the highest priority issues have been raised and addressed. Others could be identified as being potential priorities for specific workplaces, with guidance and support available on those issues when they are so identified.

A statement of this kind would allow the NEU to identify and publicise red lines and minimum requirements in some areas, and examples of best practice in others. It would also help promote bargaining for equality, both by identifying selected issues as national priorities and by helping ensure that local bargaining focuses on issues which are actually those most important to the majority of members.

PROPOSAL: The NEC agrees that the B&N Strategy Committee should discuss a draft set of national bargaining priorities before the end of the Autumn Term.

National priorities to be pursued in all workplaces will include, among others, securing implementation of the annual pay increase, securing pay progression and pursuing collective review of workload. Other priorities could include, for example, promotion of flexible working or seeking an end to PRP at MAT level.

These priorities should be publicised and reflected in national communications and national training. They should also be publicised and communicated by districts and branches as part of their local activity.

Efforts will also need to be made to raise awareness and interest among members on these issues, following the example of the Autumn 2019 activity to encourage members by email and text message to find out whether or not they are being paid the correct pay point and pay increase, and then using the intelligence gained in order to allow local lay officers to contact them to involve them in further union activity on those and other issues.

Ensuring scope for identifying and pursuing local priorities Ensuring member-determined outcomes in all cases

Making bargaining meaningful for members requires that bargaining activity involves a proactive pursuit of our own agenda, not simply reaction to the management agenda. It also requires that members are allowed the space to identify the issues that concern them in their workplace – as not all local concerns will have been identified as national priorities or even as potential local priorities. It also will mean, on occasion, giving the necessary encouragement to overcome often understandable reluctance to engage in such discussions.

Making bargaining meaningful also requires that members are consulted, informed and involved at all stages of the bargaining process. All of these aims are linked, and their achievement will depend significantly on the work of the NEU’s lead representative for that employer, whether that person is a local lay district or branch officer, an NEU staff member or an NEU representative for that workplace or employer.

PROPOSAL: The NEC agrees to endorse the publication of a “role description for lead representatives” which sets out expectations on the work which they will do in pursuit of these aims.

The NEU role description for lead reps (Appendix A) establishes the central importance of them engaging closely with the members for whom they bargain, in order to identify and represent their concerns. This must be supported through channels of communication and involvement with members on an ongoing basis, not just when meetings are imminent and not just about issues placed on the agenda by the employer. Lead reps must ensure that local issues are identified and added to the bargaining agenda, not just national priorities. They must maintain an awareness of what is going on in bargaining with other employers, identifying issues for bargaining and opportunities to level up with other employers. These key tasks will be reflected and supported in the training and other support which lead reps themselves receive from the NEU.

This process will help to build democratic, participatory structures at the workplace. The elementary cycle of *“school meetings – reps meeting – mandate to lead rep(s) – bargaining meeting with employer – report back to reps – feedback to & from members – response to employer”* must become routine. This will maximise opportunities for engagement at each level on every occasion and continually building capacity.

The NEU’s Bargaining SROs will coordinate the key task of working with districts and branches in their regions on support for lead representatives at all levels, monitoring the extent to which the NEU’s national priorities are being pursued and members’ local priorities are being identified and taken up in bargaining activity. This data will itself be nationally monitored as one of the key strategic indicators for the success or otherwise of the NEU bargaining strategy.

SUPPORTING NEGOTIATORS AT ALL LEVELS

Empowering lay negotiators to negotiate

The NEU’s declared intention is to support members and workplace reps to be able to negotiate for themselves. Where possible, we will seek to ensure that members are represented in bargaining with their employers by trained representatives working for that employer, elected by and from their fellow members, and maintaining close contact with members and reps across all workplaces. Progress towards this goal will, of course, vary according to the circumstances that exist in terms of workplace and local organisation and employer attitude.

Where union staff and lay local officers are involved as lead representatives for members in employment units such as MATs, one of their key responsibilities is to support the achievement of this outcome. Representation of members by an NEU local

lay officer, even with a local connection to those members and functional consultation arrangements in place, is still only next best to the effective representation of members by trained representatives elected by and from those members themselves.

Local lay officers and paid officials undertaking a bargaining role on behalf of members must therefore work to develop structures for consulting and involving members and recruiting and developing workplace reps, and not just simply attend meetings with the employer.

Our national and local training and organising work will also aim to provide the support, training and empowerment to get members and reps to the point where they are confident to represent themselves. Training on bargaining activity should be developed that addresses the particular needs and concerns of workplace representatives and equips them for the new bargaining landscape which we are seeking to create. Networking representatives and facilitating the development of coordinated organisation within and across workplaces is a key aspiration of this strategy. Branches and districts can play a key role in this by bringing reps together, mentoring and guiding them and providing the forum for the development of local strategies.

Finally, the support and protection of NEU lay representatives, and in particular workplace reps, must be a crucial concern when implementing this strategy. Where any representative is subjected to detrimental treatment as a result of assuming or undertaking their role, this must be seen as requiring a collective response.

Ensuring support in the most appropriate form

The NEU's Bargaining Support Unit team at headquarters has been established to provide support to bargainers at all levels through materials, briefings and information. It is intended to focus on the following areas:

- providing bargaining advice and support on employment issues via advice documents, checklists and model policies;
- providing advice and support on other non-employment bargaining issues;
- providing other information relevant to bargaining including on the right to bargain and the securing of recognition for bargaining purposes;
- gathering, analysing and circulating information on bargaining activity in individual employer units;
- providing other support to staff colleagues.

The materials produced by the BSU will be publicised to NEU staff, local lay officers, workplace reps and members, including via the Union's rep training programme and rep communications. The NEU will seek feedback on whether it is achieving the aims that it should both be understandable and be used. Regular surveys will also be conducted to establish what further advice reps and members are looking for.

The importance of holding information on bargaining outcomes and sharing it in order to support bargaining elsewhere was demonstrated by the 2018 East Sussex dispute over the implementation of the 2018 pay award.

The role description for lead representatives identifies the provision of information to the Union as a key obligation. The BSU will be responsible at national level for the analysis, circulation and promotion of information gathered while the Bargaining SROs will seek to ensure that the information is provided and will use it in their discussions with lead reps in their areas.

Trade union recognition provides the NEU with a right to information for collective bargaining purposes. This should always be the principal right asserted when making requests for information, even when supplemented by a formal Freedom of Information request (the principal right in unrecognised workplaces such as free schools).

The NEU should also consider the scope for establishing a database of information for bargainers relating to individual employers and workplaces, bringing together relevant information sets held on the Union's membership system and published by Government and other data obtained as above or in other way (eg via workplace stress surveys), to provide bargainers with access to information and help them secure leverage. Its establishment as a valid and worthwhile resource would also be heavily reliant on the contribution of information by districts and branches and by workplace reps.

PROPOSAL: The NEC agrees that steps should be taken towards creating an NEU “bargaining database” containing key information on bargaining arrangements, pay & conditions and other data for individual employers.

Training will be an important part of our support offer to bargainers at all levels, whether local lay officers or workplace reps. Bargaining will therefore be embedded into the training programme for local lay officers and for workplace reps. At regional level, the Bargaining SROs will be centrally involved in both the development of materials and the organisation and delivery of this training in collaboration with districts and branches. Lead representatives for MATs will be expected to be centrally involved in training for reps in those MATs. All of this is intended to play a leading role in achieving this cultural shift in the union.

PROPOSAL: The NEC agrees that discussion should take place both on training provision on bargaining and on an NEU “bargainers’ pack” of supporting materials which can be used both on training courses and in the workplace.

Ensuring that they have a broader perspective on bargaining

The intention is to ensure that negotiators at all levels, whether NEU staff, district and branch officers or workplace representatives, have a broad outlook on bargaining which sees anything of concern to members as being a legitimate subject for bargaining, no matter what a recognition agreement may identify as “matters within the scope of

collective bargaining". This philosophy will require everyone involved to seek consistently to identify issues as potential subjects for bargaining and promote the wider benefits and outcomes of collective bargaining activity - recruiting members, turning members into activists, seeking to work in a team, and building sustainability.

Employment & Bargaining Department September 2019

APPENDIX A

A ROLE DESCRIPTION FOR LEAD REPRESENTATIVES

The expectation on NEU paid officials and lay local officers alike should be that we engage with the members as well as with the employer.

The following is intended to apply to NEU lead representatives for employer units ranging from individual local authorities and their families of schools to multi-academy trusts (MATs), other chains or federations of schools, colleges etc.

For employer units with functioning bargaining arrangements in which the lead rep represents members:

- communicate regularly with members (at least termly) via an employer-specific newsletter containing national and local items;
- encourage interest in bargaining matters and other union activity, and encourage workplace discussion including on local concerns and bargaining priorities;
- contact workplace reps (and where appropriate local officers) before all negotiating meetings, giving them the opportunity to give their views on matters for discussion and bring other issues to the lead rep's attention;
- contact workplace reps (and where appropriate local officers) after all negotiating meetings, in order to communicate information and outcomes;
- consult members in the most appropriate way on matters requiring decision and matters for formal agreement;
- monitor and respond to members and reps who respond or show other interest, in order to develop their activity;
- build networking among reps, including by promoting email discussion among reps and holding actual meetings of reps (at least once a year);
- mentor and encourage reps to become involved in bargaining at their workplaces, with the aim of developing them into an effective group which can take on responsibility for that employer unit and provide the lead rep from within that group.

For other employer units (eg smaller MATs without functioning arrangements):

- communicate regularly with members via a generic newsletter; and
- monitor and respond to member and rep interest in order to develop activity among members and reps.

APPENDIX B

KEY STRATEGIC INDICATORS

Information on bargaining units

Number of employer units with signed recognition agreements
Number of employer units with operational bargaining arrangements
Number of individual workplaces with operational bargaining arrangements

Number of MATs categorised by number of schools, number of teachers, NEU members, member density, number of reps, rep density
Geographical spread
Trends in these numbers

Information on bargainers

Number / density of workplace reps
Number of trained reps
Number of reps (trained / untrained) known to involved in bargaining

Information on employment practices

Number of employers known to be using recommended pay scales
Number of employers known to have paid the pay increase sought
Information on rates of pay progression
Information on other CofS eg sick pay, maternity

Facility time practice - payment into local pots, other/own arrangements

Number of bargaining successes reported by reps

Evaluation of advice provided

Number of downloads of advice documents
Feedback on contents and use of contents

APPENDIX C

TIMELINE FOR 2019-20: EMPLOYMENT & BARGAINING DEPARTMENT

Development & agreement of bargaining strategy

Autumn

SMT & NEC sign off in September
Discuss at SRO meeting 27 Sept and at DBSB 10-11 Oct
Begin roll out of bargaining strategy implementation as below

Establishing lead negotiator (LN) arrangements

Autumn

Complete mapping of existing MAT involvement
Review LN arrangements to establish LN for all identified employer units
Finalise & implement standard RD for LNs

Spring

Support LNs to participate in functioning JCNC for all employer units, taking forward national bargaining priorities eg seeking removal of PRP, and linking with reps & members to promote organising and identify local bargaining priorities

Summer

Continue this work & review progress

Development of bargaining advice & support materials inc bargainers pack

Autumn

Complete updating & publication of existing NEU bargaining support materials
Discuss training provision with Training team
Develop further materials with SROs & LNs on eg PRP for practical bargaining purposes

Spring

Begin discussions on developing a bargainers' pack
Begin discussions on developing a bargaining information database

Summer

Continue this work & review progress

Development of statement of national bargaining priorities

Autumn

Draft "national bargaining priorities" statement for consideration by NEC

Spring

Begin promotion of national bargaining priorities statement eg seeking removal of PRP

Summer

Continue this work & review progress

National & regional MAT projects

Autumn

Continue to work with Organising on existing national projects (UL, Oasis) and on developing criteria for regional projects; host further MAT rep events nationally

Spring

Review existing projects and reach decision on further projects (national & local); host further MAT rep events nationally; start work on developing Chain Links 2020 event

Summer

Chain Links 2020