



NORTH WEST REGIONAL STRATEGY & WORK PROGRAMME 2025/26

Objective 1

Recruitment, Organising and Retention

Manager Responsible: Vicky Knight

WORKSTREAMS:

Recruitment and Retention

Activist Identification and Development

Activist and Member learning

Strategic Organising

Branch Development

WORKSTREAM STRATEGY SHEET

OBJECTIVE:	1
WORKSTREAM:	Recruitment and Retention
MANAGER RESPONSIBLE:	Vicky Knight
LAY LEADER:	Joanne Moorcroft
WORKSTREAM LEAD:	Vicky Knight

What will be achieved in the year?

1. Nationally agreed recruitment and retention targets to deliver growth.
2. Nationally agreed targets to achieve sustainable activist growth and development to be met regionally.
3. Four annual intensive Activity Fortnights across Service Groups
4. Recruitment and retention activity supported by strategic regional initiatives delivering dynamic organising resources.
5. Implement recommendations from National and Regional Recruitment and Retention best practice.
6. Continue to develop good practice guidance to support branches across the region.
7. Improve data to better identify, understand, and retain potential leavers.
8. Continue to raise awareness to the role of unions and pathways to membership.
9. Effective implementation of base organising strategies.

MEASURES OF SUCCESS:

1. Meeting or exceeding recruitment and retention targets.
2. Meeting or exceeding national activist growth targets.
3. Analysing new joiner demographics against marketing materials
4. Branches are informed on pressing issues and organising tasks & resources.
5. A refreshed membership awareness campaign.

WORKSTREAM STRATEGY SHEET

OBJECTIVE:	1
WORKSTREAM:	Activist Identification and Development
MANAGER RESPONSIBLE:	Vicky Knight
LAY LEADER:	Joanne Moorcroft
WORKSTREAM LEAD:	Vicky Knight

What will be achieved in the year?

1. Embed the principles of Organising to Win across the workstream, including embedding base organising across branches, rolling out Organising to Win best practice guides, training and delivering “One UNISON” priorities
2. Workplace communications that promote the core benefits of membership while encouraging collective action and participation.
3. Increased member participation, identifying new and engaged activists and pathways to learning.
4. Meet or exceed Targets for ULR recruitment and training, engaging new activists on a learning agenda.
5. An urgent increase in activist identification and development. Increasing active member numbers, widening participation, diversity and engagement.
6. A renewed focus on activist support and development including the development of bespoke learning and development opportunities.

MEASURES OF SUCCESS:

1. Improved achievement of O2W targets.
2. A renewed set of marketing, awareness and engagement materials for key demographics.
3. An increase in active member / new activist numbers and those accessing the activist and member learning offer.
4. Improvements in the overall diversity of our reps base.
5. Bespoke Learning and development offer to meet the needs of the region.

WORKSTREAM STRATEGY SHEET

OBJECTIVE:	1
WORKSTREAM:	Activist and Member Learning
MANAGER RESPONSIBLE:	Vicky Knight
LAY LEADER:	Joanne Moorcroft
WORKSTREAM LEAD:	Vicky Knight/Bob Kelly

What will be achieved in the year?

1. Root and branch review of regional activist and member learning, ensuring continued transformation of learning and organising.
2. Continue to develop a full programme of core and organising L&D opportunities for 2025.
3. Prioritise delivery of Organising to Win training across branches, Service Groups and SOGs
4. Develop and deliver a dynamic and engaging short course & member learning offer.
5. Provide 'participation pathways' that will support members to become 'active members' and progress to formal activism and leadership.
6. Offer targeted leadership pathways.
7. Continue to track and monitor activist numbers.
8. Support full participation of reps and members in mandatory Equalities and Race Equality branch and activist development and training.
9. Continue to deliver and monitor the regional Organising Academy pathways and engagement.
10. Support roll-out of the Unison college/member learning programme.
11. Continue to ensure the provision of a central point for expressions of interest in activism.
12. Continue support for a new digitised 'trained and active' platform.
13. Continue development of accredited learning for members at every opportunity in partnership with TUC education centres.

MEASURES OF SUCCESS:

1. Increased activist learner numbers
2. Increased member learning numbers
3. Delivery of Organising to Win training
4. Increased use of the NW website for application and information purposes
5. An increased online learning offer.
6. Effective Learner tracking in place.
7. Increased use of accredited learning and development.

WORKSTREAM STRATEGY SHEET

OBJECTIVE:	1
WORKSTREAM:	Strategic Organising
MANAGER RESPONSIBLE:	Vicky Knight
LAY LEADER:	Joanne Moorcroft
WORKSTREAM LEAD:	Vicky Knight

What will be achieved in the year?

1. Continue to build on strategic organising momentum across; The *Pay Fair for Patient Care* (PFfPC) campaign, a key regional and national priority. Build on regional success and continue roll-out across the region.
2. The social care organising strategy, prioritising recruitment, retention and or activist ID and development and delivering regional best practice in line with the national O2W priorities.
3. Continue to grow the MATs project in line with national targets and build a network of activists across the sector, developing SSSNB organising activity.
4. Continue to build Industrial organising campaigns within social care focusing on issues such as pay and conditions in support of our insourcing strategy.
5. Continue to build on the success of our annual organising convention, *Skills for Strength and regional Organising Awards*.
6. Continue to deliver 2 branch secretary summit strategic organising and education events.
7. Build targeted base organising capacity within target branches via the branch support team and develop a regional base organising strategy
8. Continue to hold monthly 'Welcome to UNISON' events as part of the Social Care Activist Pathway.
9. Continue to participate fully with the migrant workers' organising campaign, with a view to developing our migrant worker structures and support for the Migrant Workers Charter targeted at health and social care commissioners and providers.
10. Continue to develop BSOF organising work and teams to deliver projects on targeted priority work.

MEASURES OF SUCCESS:

1. Ongoing growth and success of the S4S organising convention.
2. Delivery of effective and informative branch secretary summit events
3. Continue to deliver strong and targeted O2W outcomes for members.
4. Continued investment of resources to deliver on the migrant worker project and embedding the charter in health and social care sectors.
5. Improved bargaining in MATs sector and positive engagement on the SSSNB organising projects.
6. Continue to deliver The PffPC regional projects effectively.
7. Continue to develop industrial campaigns that deliver for members.

WORKSTREAM STRATEGY SHEET

OBJECTIVE:	1
WORKSTREAM:	Branch development
MANAGER RESPONSIBLE:	Vicky Knight
LAY LEADER:	Joanne Moorcroft
WORKSTREAM LEAD:	

What will be achieved in the year?

1. Continue to support targeted branch development activity and initiatives in the year ahead.
2. Continue to monitor organising Framework action plans and any intensive recruitment activity, sharing good practice region wide.
3. Continue with ROC reporting system of targeted branch monthly recruitment, retention and organising activity and report actions and progress quarterly.
4. Support branches with development of materials to assist with recruitment, retention and organising at a regional level.
5. Develop content and messaging that promotes the core benefits of membership while encouraging collective action and participation.
6. Encourage all branches to fully participate and deliver on regional and national targets and priorities.

MEASURES OF SUCCESS:

1. Intensive R&R activity delivering increased membership.
2. Investment in recruitment resource, materials and messaging delivering sustained growth in target areas.
3. Submission of quarterly R&R reports from branches
4. Branches meeting Recruitment and new activist development targets.

Objective 2

Bargaining and Job Security:

Representing, Negotiating, Bargaining & Promoting Equality

Manager Responsible: Jenny Martin

WORKSTREAMS:

Representation & Legal Advice – NW Case Unit

Review and develop NW Equalities Strategy

Negotiation and Advice for Migrant Workers

Developing & overseeing the NW Bargaining Strategy

NW Good Employment Charter

Devolution

Local and Regional Disputes

WORKSTREAM STRATEGY SHEET

OBJECTIVE:	2
WORKSTREAM:	Representation & Legal Advice – Case Unit
MANAGER RESPONSIBLE:	Jenny Martin
LAY LEADER:	Glen Williams
WORKSTREAM LEAD:	Jenny Martin

What will be achieved in the year?

1. Continue to work with Thompsons to secure high quality legal advice and successful litigation opportunities, reviewing case outcomes and identifying matters of strategic and educational importance.
2. Continue to develop case unit support and training opportunities available for Regional Organisers and branches.
3. Deliver Case Unit Briefing sessions to new stewards to provide further information and support regarding representation in the workplace.
4. Analyse case patterns and trends to inform organising opportunities and improve branch case management practices.
5. Utilise responses to Case requests for legal support to re-enforce bargaining solutions.
6. Deliver online Race Protocol briefings for branch officers and stewards.

MEASURE OF SUCCESS:

1. Maintain regular communication with Thompsons about merit assessments, hold at least 2 network meetings with all solicitors to evaluate case outcomes and discuss key employment law updates.
2. Organise 2 Thompsons briefing sessions on key employment matters for Organisers and branch officers to protect members from discrimination at work.
3. Hold monthly case surgeries for Regional Organisers and attend Branch Development days as invited.
4. Work with Caseweb to generate detailed case reports.
5. At least 4 online briefing sessions held in 2024, all new stewards invited.
6. At least two BERT bulletins per year.

WORKSTREAM STRATEGY SHEET

OBJECTIVE:	2
WORKSTREAM:	NW Equalities Strategy
MANAGER RESPONSIBLE:	Jenny Martin
LAY LEADER:	Glen Williams
WORKSTREAM LEAD:	Dion Baugh

What will be achieved in the year?

1. Continue to develop a regional Equalities Campaign Forum which brings together all Self-Organised Groups.
2. Co-ordinate the submission of the Regional Equalities bids to the Equalities Campaign Fund.
3. Deliver relevant case statistics and analyse to each Self-Organised Group on an annual basis to identify patterns, trends and areas of focus for anti-discrimination and equality campaigns.
4. Self-organised and equality groups will be supported to identify strategic organising campaigns to encourage participation and activism.
5. Work with LAOS to develop and deliver appropriate regional equalities training programme.
6. Map and contact branch equality officers to offer appropriate support as necessary.
7. Deliver training on the Race Protocol and the NWBMC role in the process.

MEASURE OF SUCCESS:

1. Deliver a regional equalities campaign which involves all Self Organised Groups.
2. Successful bids are submitted to the Equalities Campaign Fund to further the organising and campaigning work of the Self Organised Groups.
3. Discrimination stats are monitored and fed back to the SOGs to inform future organising and campaigning activity.
4. Attendance and participation at mandatory branch and regional equalities courses.
5. Deliver at least two online race protocol briefings for branches.

WORKSTREAM STRATEGY SHEET

OBJECTIVE:	2
WORKSTREAM:	Developing and overseeing the North West bargaining strategy
MANAGER RESPONSIBLE:	Jenny Martin
LAY LEADER:	Glen Williams
WORKSTREAM LEAD:	Vic Walsh

What will be achieved in the year?

1. Map private sector employers across the North West with 20 or more UNISON members.
2. Map and co-ordinate the delivery and negotiation of pay claims in the private sector across the North West.
3. Identify target private sector employers for negotiating and bargaining initiatives such as pay claims, policy development and agreements on local issues.
4. Identify targets for insourcing campaigns. Mapping and monitoring tendering processes and contract expiry dates.
5. Oversee and monitor all North West bargaining projects.
6. Oversee delivery of successful recognition campaigns.
7. Co-ordinate with organising teams to secure and record bargaining documentation eg TUPE records and to identify successful bargaining outcomes.
8. Ensure delivery of the NW Bargaining Strategy in conjunction with representatives from each Service Group.

MEASURE OF SUCCESS:

1. Improved knowledge and co-ordination of private sector employers with more than 20 UNISON members.
2. Improved knowledge and co-ordination of UNISON pay claims across the private sector.
3. At least one private sector employer targeted for an appropriately identified bargaining initiative.
4. Ensure effective co-ordination and resourcing of all North West bargaining initiatives.
5. Achieving recognition with at least one target employer.
6. Brief Service Groups and / or co-ordinate meetings with Leads and Chairs as appropriate.

WORKSTREAM STRATEGY SHEET

OBJECTIVE:	2
WORKSTREAM:	Negotiation and Advice for Migrant Workers
MANAGER RESPONSIBLE:	Jenny Martin
LAY LEADER:	Glen Williams
WORKSTREAM LEAD:	Paddy Clasby

What will be achieved in the year?

1. Implement the regional strategy to ensure high quality negotiation, bargaining and representation processes which specifically meet the needs of migrant workers.
2. Co-ordinate the identification and development of collective cases which challenge the inequalities and injustices faced by migrant workers.
3. Deliver a branch briefing to highlight the injustices faced by migrant workers and the actions that UNISON can take to challenge these issues.
4. Work closely with the JCWI to triage and respond to migrant worker case enquiries.

MEASURE OF SUCCESS:

1. Processes in place within the NW Region to recognise and action issues affecting migrant workers.
2. Delivery of successful case outcomes for migrant workers.
3. Deliver branch briefing sessions as required.

WORKSTREAM STRATEGY SHEET

OBJECTIVE:	2
WORKSTREAM:	Good Employment Charter
MANAGER RESPONSIBLE:	Jenny Martin
LAY LEADER:	Glen Williams
WORKSTREAM LEAD:	Jenny Martin

What will be achieved in the year?

1. Continue to advocate and negotiate for the highest employment standards across the NW.
2. Develop a structure to ensure consistency of Employment Charters across the NW.
3. Monitor developments in employment legislation and minimum standards, and the Employment Rights Bill, to ensure Employment Charters continue to develop and reflect the highest standards.
4. Continue to lead TU involvement in the accreditation process, ensuring all accredited employers continue to comply with the Charter.
5. Co-ordinate activity across the North West Region via North West TUC Public Services Committee.

MEASURE OF SUCCESS:

1. UNISON to be leading the development of Good Employment Charters across the North West.

WORKSTREAM STRATEGY SHEET

OBJECTIVE:	2
WORKSTREAM:	Devolution
MANAGER RESPONSIBLE:	Jenny Martin
LAY LEADER:	Glen Williams
WORKSTREAM LEAD:	Jenny Martin

What will be achieved in the year?

1. Monitor developments across NW Local Authorities, and within the Government's Devolution White Paper.
2. Ensure that devolution and Combined Authority developments focus on best practice and lessons learned in other areas – keeping Trade Union consultation and negotiation machinery at the heart of the process.
3. Ensure TU leadership and involvement in the development of Employment Charters.
4. Liaise with the NW TUC to ensure TU co-ordination across devolved areas.

MEASURE OF SUCCESS:

1. Ensuring consistent UNISON engagement and involvement in the devolution agenda across the NW.
2. Ensure UNISON representation and participation within devolved negotiating and bargaining machinery.

WORKSTREAM STRATEGY SHEET

OBJECTIVE:	2
WORKSTREAM:	Local and Regional Disputes
MANAGER RESPONSIBLE:	Jenny Martin
LAY LEADER:	Glen Williams
WORKSTREAM LEAD:	Paddy Cleary

What will be achieved in the year?

1. Develop and share good practice and expertise in winning disputes.
2. Develop a consistent process for supporting ROs and branches with industrial, political & community mapping & research to inform successful dispute campaign strategies.
3. Work with branches to ensure accurate data is maintained to be ballot ready.
4. Develop processes to ensure legally compliant disputes and consistent ballot turnouts.
5. Review and evaluate disputes with a view to achieving best practice.

MEASURE OF SUCCESS:

1. UNISON NW to be seen as a powerful force for delivering successful, compliant disputes with realistic exit strategies.
2. All ballots to achieve 50%+ ballot turnouts.
3. All disputes to be delivered without successful challenge of data.
4. Successful disputes to be well communicated and celebrated across the organisation and beyond.

Objective 3

Political, Campaigning and Influence

Manager Responsible: Lynne Morris

WORKSTREAMS:

Regional Communications

Regional Campaigns

Labour Link

International

Climate and Environment

NORTH WEST REGIONAL STRATEGY & WORK PROGRAMME 2025/26

WORKSTREAM HEADINGS

OBJECTIVE:	3
WORKSTREAM:	Regional Communications
MANAGER RESPONSIBLE:	Lynne Morris
LAY LEADER:	Rena Wood/Fiona Wild
WORKSTREAM LEAD:	Sam Doherty

What will be achieved in the year?

1. Continue to deliver lay-led activist newsletters to publicise activity across the region.
2. Deliver Branch Communications strategy.
3. Work with branch communications officers and general branch communications to enhance both content and practice.
4. Secure press coverage for all regional disputes.
5. Increase contribution to media from SOGs, Service Groups and other member groups such as Young Members and Labour Link.
6. We will continue to monitor and maintain the Active Members Hub.
7. Improve our digital strategy and output.

MEASURE OF SUCCESS:

1. Publish 3-4 issues of InTouch magazine with over 50% of articles being produced by lay activists.
2. Roll-out branch communications guide to inform branch practice on all aspects of print and digital communications.
3. All strike action in the region to feature in at least one local, regional, or national newspaper.
4. Deliver a Branch Communication Officers forum in person and one online.
5. Publicise all campaigns on social media with links to sign-up to get involved where appropriate.
6. Formally develop a Social Media strategy for the Region that can be adapted for Branches to use.
7. All bodies of the Regional Council to have a standing item on communications on their agenda.
8. All materials on the Active Members Hub are up to date and relevant.

WORKSTREAM STRATEGY SHEET

OBJECTIVE:	3
WORKSTREAM:	Regional Campaigns
MANAGER RESPONSIBLE:	Lynne Morris
LAY LEADER:	Rena Wood/Fiona Wild
WORKSTREAM LEAD:	Sam Doherty

What will be achieved in the year?

1. Increased number of members involved in regional events.
2. Promote major campaigns across the Region, encouraging turnout in ballots and member engagement in campaigns.
3. Use digital organising techniques to engage hard-to-reach members.
4. Promote, build and support regional campaigns.
5. Campaign for adequately funded Public Services and promote insourcing.
6. Deliver the regional strategy to combat hate crime and the far right.

MEASURE OF SUCCESS:

1. Use targeted emails to promote regional priority events and produce reports to measure engagement.
2. Work with service group leads on bespoke email campaigns to encourage members to update details ahead of any ballots, Produce reports to measure success.
3. Continue to campaign for adequately funded Public Services.
4. Publicise the services that have been successfully insourced.
5. Embed the Region's Anti Far Right strategy with Branches
6. Increased activity and participation in challenging hate crime and far right activity.

WORKSTREAM STRATEGY SHEET

OBJECTIVE:	3
WORKSTREAM:	Labour Link
MANAGER RESPONSIBLE:	Lynne Morris
LAY LEADER:	Rena Wood/Fiona Wild
WORKSTREAM LEAD:	Dale Ollier

What will be achieved in the year?

Work with Labour Link Committee to:

1. Deliver Labour Link Strategy.
2. Promote and deliver the Labour Link at a local level.
3. Prepare for Lancs County election 2025.
4. Influence political programme in devolved areas.
5. Use Political support and influence for Regional Campaigns and industrial disputes.
6. Train branches to operate effectively given the election of a Labour Government.
7. Continue to work with Labour Link to build support for the National Care Service amongst serving MPs and prospective parliamentary candidates.

MEASURE OF SUCCESS:

1. Increased participation of Labour Link at a local level.
2. Increase the membership in Labour Link.
3. UNISON priorities demonstrated in manifestos / campaigns in devolved areas.
4. Work with TULO and the Regional Labour Party Office to deliver a successful outcome in the Lancashire Elections.
5. UNISON manifesto asks will be included in Labour's final Lancashire manifesto.
6. Political intervention in disputes is both timely and meaningful.
7. Political training courses and briefings for branches are delivered.

WORKSTREAM STRATEGY SHEET

OBJECTIVE:	3
WORKSTREAM:	International
MANAGER RESPONSIBLE:	TBC
LAY LEADER:	Rena Wood/Fiona Wild
WORKSTREAM LEAD:	David McKnight

What will be achieved in the year?

1. Continue to develop our International work in branches.
2. Continue the joint International work with Northern, Northern Ireland and Scotland regions.
3. Deliver International Committee's programme of solidarity work.
4. Engage in the relevant campaigning events and protests.
5. Forge alliances and support our partner unions representing other public service workers.
6. Develop relationships with partner unions around the world to combat the rise of far right governments and movements in Europe and beyond.

MEASURE OF SUCCESS:

1. Increase in number of branches with Branch International Relations Officers (BIROs).
2. Attend the Joint Regional International Relations Seminar with Northern, Northern Ireland and Scotland regions.
3. Work programme implemented and objectives actioned.
4. UNISON NW attends activities and protest to show solidarity with Trade Union activist under threat around the work.
5. More links are established with our partner unions around the world.

WORKSTREAM STRATEGY SHEET

OBJECTIVE:	3
WORKSTREAM:	North West Environment and Climate Committee
MANAGER RESPONSIBLE:	Lynne Morris
LAY LEADER:	Rena Wood/Fiona Wild
WORKSTREAM LEAD:	Jason Hunter

What will be achieved in the year?

1. Delivering the campaigns and activity of the North West Environment and Climate Committee to promote a just transition to net zero.
2. Continue to deliver and grow North West Environment and Climate Forum
3. Promote UNISON's Green Week.
4. Incorporating Green issues into bargaining.
5. To hold employers to account on carrying out Environmental Impact Assessments.
6. Promote Carbon Literacy Training for Activists in the North West.

MEASURE OF SUCCESS:

1. Increasing number of trained and active Green or Environmental Representatives.
2. Attendance at and engagement with North West Environment and Climate Committee.
3. Delivering training for Environmental Reps.
4. Evidence of Branches reviewing their rules and ensuring an Environmental Rep is included in every branch.
5. To be added as a standing item to every Service Group agenda.

Objective 4

**Internal UNISON Systems
Building an Efficient, Effective and Innovative Union**

Manager Responsible: Dan Smith

WORKSTREAMS:

WARMS / Merlin User Group

Finance

Organising Frameworks, Actions Plans and Recruitment & Retention Reports

GDPR and Data Protection Training

National Ballot Readiness

WORKSTREAM STRATEGY SHEET

OBJECTIVE:	4
WORKSTREAM:	WARMS / Merlin User Group
MANAGER RESPONSIBLE:	Dan Smith
LAY LEADER:	Hassan Ortega & Linda Boyer
WORKSTREAM LEAD:	Dan Smith

What will be achieved in the year?

1. Two annual Warms User Group (WUG) meetings to be held to support effective branch data management systems, communications and ballot readiness.
2. Continue to develop and circulate good practice guides and communications.
3. Work with national office to ensure WARMS/Merlin use is consistent and compliant with national policy.

MEASURE OF SUCCESS:

1. Increased participation in WUG meetings.
2. Reduction in queries/challenges to ballot data.

WORKSTREAM STRATEGY SHEET

OBJECTIVE:	4
WORKSTREAM:	Finance
MANAGER RESPONSIBLE:	Dan Smith
LAY LEADER:	Hassan Ortega & Linda Boyer
WORKSTREAM LEAD:	Dan Smith

What will be achieved in the year?

1. Two regional Finance Summits to be held annually.
2. Ensure efficient and effective financial governance across the region.
3. Support branches in OLBA use for effective branch planning and organising.
4. Organise OLBA training opportunities for NW branches.
5. Ensure completion and support for Annual Financial Returns.
6. Ensure the region is operating in line with national policy and that information and updates are circulated as necessary.
7. Support the branch financial requirements within the Organising Framework.
8. Ensure that Honoraria is monitored, processed and administered within the rules and policies of the union, in line with ROC and good governance frameworks.
9. Ensure effective use of DOCAS/DD and SLAs.

MEASURE OF SUCCESS:

1. Increased participation/attendance in Finance Summits.
2. A reduction in regional/national interventions in finance matters.
3. A reduction in the number of AFR appeals and subsequent penalties applied to branches in the region.
4. A reduction in the number of honoraria appeals.
5. Effective implementation of Service Level Agreements and a reduction in member losses within the 12 week GDPR window.

WORKSTREAM STRATEGY SHEET

OBJECTIVE:	4
WORKSTREAM:	Organising Frameworks, Actions Plans and Recruitment & Retention Reports
MANAGER RESPONSIBLE:	Dan Smith
LAY LEADER:	Hassan Ortega & Linda Boyer
WORKSTREAM LEAD:	Dan Smith

What will be achieved in the year?

1. All branches to complete Organising Frameworks before 31st December. This should include a detailed Action Plan outlining planned organising and campaigning activity for the next 12 months.
2. Organising and Recruitment to be a standing item on Branch Committee agendas to encourage wider participation and ownership across the branch and to review progress and activity.
3. Regular, reflective discussions to be held between branches and Regional Organisers to review activity / outputs and to prioritise organising activity. These should coincide with the quarterly Recruitment & Retention Reports which are submitted to ROC.
4. Ensure the quarterly reporting of Recruitment & Retention activity to ROC with relevant follow-up, support and intervention with branches where branches do not engage in activity.
5. Monitor branch engagement and participation in regional and national lay democracy and activity to ensure branches are discharging their duties effectively and efficiently with relevant follow-up, support and intervention with branches where branches are not functioning effectively.

MEASURE OF SUCCESS:

1. All Organising Frameworks completed on the system by year-end and to include annual Action Plan.
2. All branches to complete quarterly Recruitment & Retention reports to ROC.
3. Increased organising activity and improvement in recruitment and retention outputs and participation in regional and national lay democracy and activity.

WORKSTREAM STRATEGY SHEET

OBJECTIVE:	4
WORKSTREAM:	GDPR and Data Protection Training
MANAGER RESPONSIBLE:	Dan Smith
LAY LEADER:	Hassan Ortega & Linda Boyer
WORKSTREAM LEAD:	Dan Smith

What will be achieved in the year?

1. Circulate guidance and good practice in relation to data management.
2. Ensure training is provided and completed by anyone using membership / data systems.
3. Develop a system to monitor and track data protection training.
4. Ensure effective reporting of GDPR breaches.

MEASURE OF SUCCESS:

1. Greater awareness of GDPR issues and increased training completion.
2. Reduction in reported breaches under GDPR.
3. Increased participation in activist GDPR training.

WORKSTREAM STRATEGY SHEET

OBJECTIVE:	4
WORKSTREAM:	National Ballot Readiness
MANAGER RESPONSIBLE:	Dan Smith
LAY LEADER:	Hassan Ortega & Linda Boyer
WORKSTREAM LEAD:	Dan Smith

What will be achieved in the year?

1. Continue to ensure that information, guidance and support is provided to branches on data management, data cleansing and effective use of data systems.
2. Ensure that employer, workplace and job title information is correct with a particular focus on schools data.
3. Review and evaluate disputes with a view to achieving best practice.
4. Continue to work with national office to embed best practice around ballot-readiness.
5. Utilise 'Movement' as a powerful organising tool.
6. Work with Service Groups and HQ to successfully implement strategies for national disputes.

MEASURES OF SUCCESS:

1. Improved membership data.
2. Develop best practice guidance and efficient data cleansing systems.
3. Ensure a clear and effective ballot process.

**REPORT BACK TO REGIONAL COUNCIL/COMMITTEE
NORTH WEST REGIONAL WORK PLAN PROGRESS REPORT**

OBJECTIVE 1: Recruitment, Organising and Retention

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OBJECTIVE 2: Representing, Negotiating, Bargaining & Promoting Equality

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OBJECTIVE 3: Political, Campaigning and Influence

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OBJECTIVE 4: Building an Efficient, Effective and Innovative Union

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