

# **BUILDING ON SUCCESS**

Strengthening the Welsh Conservative Party

Summer 2020

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# OVERVIEW AND REMIT

Lord McInnes of Kilwinning CBE was asked to undertake an internal review into the structures of the Welsh Conservative Party. The purpose of the review is to build on the success of the 2019 General Election by ensuring the Party's organisation and structures are based around maximising electoral success.

Politically, the Welsh Conservative Party is in a stronger position than it has been for a generation. The General Election in December 2019 resulted in the Party winning 14 seats, the most since 1983.

Moving forward, the Party has a historic opportunity to achieve electoral success in the Senedd elections next year. The Party's structures require to be focused on maximising that success.

The last time the structures of the Welsh Conservative Party were reviewed together was following the 1997 General Election defeat, clearly a time that the Party was at an extreme weak point.

This review is being carried out now whilst we are at a politically strong point, and at a point when the Welsh Conservative Party should be looking forward with optimism.

## Remit

- **To review the structures, functions and operational activity at all levels of the Welsh Conservative Party, including the voluntary and professional bodies and their work with elected representatives at local government, the Senedd and Westminster.**
- **To recommend any changes that would strengthen the Party as a modern, effective, political campaigning entity in Wales.**

# INTRODUCTION

It has been a great pleasure conducting this review for and on behalf of the Welsh Conservative Party. I am extremely grateful to all of those who have given up their time to share their thoughts with me, either virtually or in writing.

To me the purpose of the review is simple. To ensure that the Welsh Conservative Party can be the very best in campaigning and policy development in Wales and has the structures and support to achieve this.

We can achieve this by three means: by ensuring a clarity around campaigning and political decision-making, a motivated and included voluntary party, and a team approach to everything the Welsh Conservatives do.

This is not a time to rest on the laurels of success from the General Election, but rather to continue to build on that success and increase our support in Wales even further.

**Lord McInnes of Kilwinning, CBE**

# SUMMARY OF RECOMMENDATIONS

The report should be read in full for a comprehensive appreciation of the review's findings, conclusions and recommendations. The full set of recommendations comprise an integrated strategy which, implemented as a complete package, will build upon the success of the General Election. These recommendations should be implemented as soon as possible to ensure the greatest possible success in the 2021 elections.

- 1. The relationship between the Welsh Conservative Party and the UK Conservative Party should be one of interdependence.**
- 2. There needs to be a clarity of leadership, which requires a refocusing of the work of the Welsh Board and the creation of a new Political Strategy Group.**
- 3. A reorganisation of constituency associations in a new area structure.**
- 4. The removal of the current Area Executives with Area Chairmen working with the individual association chairmen.**
- 5. A One Team Wales approach.**
- 6. Reconstitute the position of Director of the Welsh Conservative Party alongside three area campaign managers.**
- 7. New infrastructure support for all staff.**
- 8. A Party for all.**
- 9. A more inclusive policy formation process.**
- 10. One Welsh Conservative Candidates List.**
- 11. A focused Welsh approach to campaigning.**
- 12. A renewed focus on local government and support for Conservative councillors.**
- 13. Appointment of a Treasurer and fundraising plan for the Welsh Conservative Party.**

# THE APPROACH

The review considered all aspects of the Party's operations. It sought views on a confidential basis from as wide a spread of people in the Party as possible.

Over 300 submissions were made, comprising of over 200 written submissions and nearly 100 individual virtual interviews.

Senior politicians and officers were able to provide detailed evidence.

Throughout the review a strictly objective and open-minded approach was taken to deliberations.

All contributions received were treated confidentially, and the information and suggestions they contained were considered thoroughly and provided the firm basis of evidence needed to inform recommendations.

# PARTY STRUCTURE

There was unanimity in the evidence received that the Welsh Conservative Party should remain an integral part of the United Kingdom Conservative Party. Much of the success of the 2019 General Election was based on a clarity of message across the United Kingdom, as well as professional support from the national UK Party. The benefits of the relationship within the UK Party provide a firm foundation for the Welsh Conservatives as well as a campaigning benefit in accessing the world-class campaigning professionalism of the UK Conservative Party.

Notwithstanding the continuing relationship with the UK Conservative Party, the Welsh Conservative Party must continue to build on its own national brand in Wales and a recognition of the Party's support and of engagement with the Senedd. In so doing, the Party is required to have a structure that allows full engagement with Welsh politics that reflects that the Welsh Conservatives are a national party within Wales and not a regional component of the UK Conservative Party.

The functions required of the Welsh Conservative Party such as engagement with other political parties, working to a national political grid, bespoke Welsh media engagement as well as the distinct importance of the Welsh language require a structure that reflects this national dimension.

While recognising that the Welsh Conservatives should be an integral part of the national UK Conservative Party (while at the same time performing the functions of a national political party in Wales), the relationship between the UK Conservative Party and the Welsh Conservative Party must be one of interdependence. This means that the UK Conservative Party should be fully engaged in providing all available resources and help to the Welsh Conservative Party,

whilst the Welsh Conservative Party operates in the distinct political environment that is Wales. All campaigning and political activity should be based on this principle, avoiding a distant top-down approach from CCHQ or a poorly resourced, completely localised approach to electioneering. Importantly, this interdependent approach must apply to all Westminster, Senedd and local government elections.

## Recommendations

- **The Welsh Conservative Party should remain an integral part of the UK Conservative Party.**
- **The Welsh Conservative Party needs to fulfil the functions of a national political party within Wales.**
- **The relationship between the Welsh Conservative Party and the UK Conservative Party should be one of interdependence.**

# A CLARITY OF LEADERSHIP

## **AN ORGANISATIONAL CLARITY**

In the evidence received there was a recurring theme of a lack of clarity as to where decision making on political and operational matters lay. Many associations and members were unclear as to the remit or purpose of the Welsh Board and the responsibility of individual members. It was not clear as to what political and strategic decisions the Welsh Board was expected to make, and where senior parliamentarians and professional staff fitted in to that decision-making process. This has led to a feeling of disenfranchisement amongst many party members, candidates and professional staff. This is not a reflection on individual office holders or staff, who have performed their very best, but there is clearly a lacuna in the transparency and responsibility of the decision-making process.

The Welsh Board should be responsible for the management and structures of the Welsh Conservative Party. The Welsh Board is the opportunity for senior volunteers to come together and strengthen the Party's structure and grassroots. The remit of the Board should be to work closely with the associations that are the lifeblood of our organisation and to support them in their activities. Currently the Welsh Board is comprised of the Chairman, two elected Deputies (as per the constitution), five Area Chairmen, the Secretary of State for Wales, the Leader in the Senedd and the Chairman of the Local Government Committee.

The current membership configuration has helped cause the confusion and moved the purpose of the Board away from party organisation and towards a political function - this should not be the function of the Welsh Party Board. The overwhelming evidence from members was that their expectation was that senior politicians and professional staff should have responsibility for political strategy

and campaigning and the Welsh Board should focus on strengthening associations, the voluntary party and talent spotting, working alongside local associations.

At the same time much of the professional staff's work is taken up dealing with the internal issues that occur in any voluntary organisation. The Welsh Board should have a pro-active policy to trouble-shoot and provide support to associations before issues escalate. The UK Party should provide support from the Voluntary Party Manager team to help this process.

## **A NEW BOARD STRUCTURE**

The Welsh Board should consist of:

- The Chairman and two Deputies will continue to be elected by the voluntary party electoral college.
- Three Area Chairmen (one North, one Mid & West Wales, one South Wales). This reduction in the number of Area Chairmen is to ensure a more streamlined approach and reflect the new professional structure.
- A Welsh Party Treasurer to be co-opted by the Welsh Party Board on the recommendation of the Welsh Party Chairman (see fundraising section).
- The Director of the Party in Wales in a non-voting capacity (see Professional Structure).

It is a matter for the Welsh Party organisation if they wish senior parliamentarians to remain on the Welsh Board given its new and singular focus on organisation. The constitution currently requires the membership of the Secretary of State for Wales and the Leader of the Group in the Senedd and therefore this change would require constitutional change.



# A CLARITY OF LEADERSHIP

The increased use of virtual meetings this year should be embraced fully by the Welsh Board. The current logistical and geographical challenges of weekday meetings have resulted in these meetings being too infrequent to be responsive. Virtual meetings should happen on a more regular basis.

## Recommendations

- **A new Board structure**
- **The Welsh Board should be responsible for the management and structures of the Welsh Conservative Party.**
- **Regular virtual meetings of the Board.**

## A POLITICAL CLARITY

At present the opaque nature of political campaigning and strategic decision-making is caused by a reliance on informal processes and conversations between senior parliamentarians, the Welsh Board, professional staff in CCHQ Cardiff and CCHQ London. This undermines the opportunity for an all-encompassing and sustainable political plan. The Welsh Conservatives, along with the UK Conservative Party, need to be working toward a five-year campaign plan, rather than a disjointed and ad hoc approach to each electoral challenge. There should be a Political Strategy Group which includes senior politicians, the very best in professional campaigners and other key stakeholders as the group judges necessary. This Political Strategy Group should be a dynamic focused group, providing political leadership and direction to the Welsh Conservatives as well as contributing to a 'team Wales' approach to each electoral event. Membership beyond that stated below should be flexible to ensure the very best support is available to inform strategic direction. There was substantial support in all the evidence for continued

strong relationships and campaigning best practice between leading politicians and the UK Party.

The Political Strategy Group would be made up of the Secretary of State for Wales, the Leader of the Group in the Senedd, the Chairman, the Director of the Party, the Chairman of the Welsh Conservative Councillors Association and would be Chaired by the Leader of the Group in the Senedd. Other members to be co-opted from the professional party and elected members. The Group should also include the Director of Campaigning at CCHQ and it should actively seek the support of consultants who supported the General Election campaign.

## Recommendations

- **The creation of a Political Strategy Group to be responsible for political campaigning and strategy, which will:**
  - **Draw up a five-year political plan.**
  - **Manage the political grid on a weekly, monthly and long-term basis.**
  - **Agree budgeting priorities.**
  - **Commission and receive political opinion research and develop resulting policy.**
  - **Evaluate progress and ensure political opportunities are fully maximised and acted upon.**

# A VOLUNTARY PARTY ORGANISED TO WIN

## AREA AND ASSOCIATION STRUCTURE

The association structure in Wales is currently formed around Westminster constituency boundaries. This basis of operational units provided clarity when the Senedd and Westminster constituencies were co-terminus. The forthcoming Westminster Boundary Review provides an opportunity for the party to organise around the most practical organisational units.

A number of members and associations have suggested that it would be more practical to organise on a larger basis than constituencies, to ensure a critical mass of volunteers and also to avoid unnecessary disruption because of boundary changes.

Given that local government boundaries are less likely to change as much as parliamentary boundaries are, they should form the basis of association boundaries. Associations should be made up of local authority areas or groups of local authority areas.

Clearly, what works practically is the most important criteria and a one-size-fits-all approach is not always profitable. To that end, where an association did seek to operate on a different geographical basis they would need to justify that for approval by the Welsh Board.

Currently, each area has an Area Executive working with the Area Chairman. To ensure that associations are at the heart of decision making the current Area Executives should be removed and the Area Chairman should work with the individual association chairmen.

Again, to ensure a clarity and streamlining of responsibility, the area structure should reflect the professional structure of the Party with three areas - North Wales, Mid & West Wales and South Wales.

## Recommendations

- **Following the Westminster Boundary Review associations should be formed on the boundaries of Local Authorities or groups of Local Authorities. Any deviation from this would need to have the approval of the Welsh Board.**
- **Removal of the current Area Executives allowing Area Chairmen to work with the individual association chairmen.**
- **There should be three Areas to reflect the professional structure. The chairmanship of each Area should be elected from association chairman within that area.**

# ONE TEAM WALES

## ONE TEAM WALES

One of the most encouraging elements from the evidence received was an understanding and desire for the success of the General Election in December 2019 to be built upon for the Senedd elections in 2021 and the local government elections in 2022.

At present the lack of a Political Strategic Group leads to a 'silo-isation' of political campaigning when the electorate clearly want to see the party working as one to improve the lives of the people of Wales.

The party needs to take a number of steps to ensure that the One Team approach from the Political Strategy Group permeates throughout the elected and voluntary Party.

An obstacle to the Party ensuring a joined-up approach to campaigning and communication has been a lack of joint employment between the Party and parliamentary employees.

There is an opportunity, especially in the area of political research and communications, to ensure hybrid employment to aid the direction of the Welsh Conservative Party.

## Recommendations

- **All parliamentarians should have an annual Away Day.**
- **The party should arrange an annual away day for all Conservative Group Leaders, the Leader of the Group in the Senedd and Secretary of State for Wales to discuss policy issues.**
- **Press and Research staff - the Party and parliamentarians need to establish joint employment of staff.**
- **The Secretary of State should have an open invitation to all Senedd Group meetings.**
- **The Leader of the Group in the Senedd should continue to be invited to Political Cabinet in London.**
- **The Welsh Party Director should be invited to all Group meetings in the Senedd and Westminster.**

# BUILDING ON ELECTORAL SUCCESS

## PROFESSIONAL STRUCTURE AND INFRASTRUCTURE

In the evidence submitted there has consistently been, from all sectors of the party in Wales, a desire to reconstitute the role of the Director of the Welsh Conservative Party. This reflects the functions expected of the Welsh Conservative Party and to ensure there is a role which everyone understands in its functions and responsibilities. Whilst there is currently a senior professional in Wales, this role is not understood in the way the position of Director was. The Director will be the professional member of staff responsible for the campaigns, operations and functions of the Welsh Conservative Party.

At present there are two Area Campaign Managers covering all of Wales. One covering North and Mid & West Wales and the other South Wales. Whilst there was agreement that one Area Campaign Manager is sufficient for South Wales, it was viewed throughout submissions that one Party professional covering all of North Wales and Mid & West Wales is unsustainable - especially after the success of the General Election in North Wales and the opportunities for the party in West Wales.

One member of staff cannot be expected to manage campaigning activity from Wrexham to South Pembrokeshire. Mid and West Wales has a specific political identity and has a predominantly rural profile. It should therefore enjoy the support of a dedicated professional Area Campaign Manager. The significant increase in elected representation at the General Election, and that aspired to in the Senedd elections next year, requires the investment by the Party in another senior professional.

As stated in the Welsh Board recommendations, too much of the Area Campaign Managers' time, which should

be primarily focused on campaigning, is spent dealing with organisational issues and disputes. These organisational issues should be the responsibility of the Welsh Board, alongside the support of one of the Voluntary Party Managers of the UK Party.

## Recommendations

- **Re-constitute the position of Director of the Welsh Conservative Party who will be the senior professional in Wales and will also be a member of the senior CCHQ Campaign Team.**
- **Three Area Campaign Managers – North, Mid & West and South.**

## OFFICE ACCOMMODATION

The current CCHQ office in Cardiff is not sufficient to fulfil the requirements of fighting a national election in 2021 and to continue the momentum from the successful General Election.

A new property needs to be identified. CCHQ Cardiff requires a functioning, professional and settled location which could accommodate the changing circumstances of the electoral cycle.

The success and concentration of electoral support in North Wales requires there to be a self-sufficiency in campaign operations under the leadership of the North Wales Area Campaign Manager. To aid this there needs to be a campaign hub in North Wales to support all elected members and candidates.

There should not be an assumption that Area Campaign Managers have to use Welsh CCHQ facilities for day-to-day activities. Each Area Campaign Manager should have the ability to access sufficient IT and printing equipment within their area.

# BUILDING ON ELECTORAL SUCCESS

## Recommendations

- **New CCHQ Cardiff accommodation**
- **A Campaign Hub in North Wales which will allow Area Campaign Managers to be able to be self-sufficient in their day to day activities.**

## A PARTY FOR ALL

The success of the Welsh Party at the General Election in 2019 was based around people, who had never voted Conservative before or felt able to identify with the Conservatives, putting their trust in the party. To continue to be a successful political Party, the Welsh Conservatives must build upon that outreach.

That success will be built upon by ensuring the Welsh Conservative Party is as representative of Welsh society as possible. As well as ensuring that associations are rigorously talent spotting, there needs to be a national strategy to encourage underrepresented groups, such as BAME and women, to become more involved in the Party. This should be a specific body of work for a sub-committee of the Political Strategy Group.

## Recommendations

- **There should be a sub-committee of the Political Strategy Group focused on engagement with diversity groups.**
- **That the national UK Conservative Party Friends Groups need to be fully integrated in the Welsh Conservative diversity strategy.**
- **The success in electing three female MPs in 2019 demonstrated the significant progress of organisations such as Women to Win in Wales and needs to be built upon.**

- **Welsh Conservative elected politicians must continue the successful outreach work they have been carrying out with minority groups.**

## POLICY

Many members feel that there should be more opportunity to engage with policy development and at the moment too much responsibility lies with individual politicians in having to reach out to stakeholders.

The new party structure must be designed to allow a streamlined process of policy formation, engaging the whole of the Party and informed by local experience – not top down. The process must be formalised and adhered to rigorously.

Policy formation must involve an ongoing process of consultation, development, challenge and review inside and outside of the Party. Elected representatives should engage in dialogue with respected think tanks, as well as experts inside and outside the party.

## Recommendations

- **Welsh devolved policy should continue to be determined in Wales.**
- **Monthly policy reviews to be held on key policy briefs led by a specific Member of the Senedd or Member of the UK Parliament.**
- **There should be two annual policy conferences, one in North Wales and one in South Wales. All members of the Welsh Party should be invited to discuss policy and these should not be exclusive social events.**
- **Policy formation and engagement with stakeholders and members of the Party**

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shall be the responsibility of the Political Strategy Group.

- **Virtual meetings, open only to Party Members, should be organised for members to discuss policy with party spokesmen and other elected representatives.**

## CANDIDATES LIST

The most important cadre for any political party is its candidates. Several parliamentarians and current and former members of the Candidates List mentioned that they felt there was not sufficient focus on candidate identification, training, and development. One of the contributory factors to this was different processes for Senedd and Westminster Candidates List. This produces a divided cadre of candidates with different expectations, as well as a lack of strategic support for an individual candidate's progress. However, the high quality of the processes currently undertaken must not be undermined.

The launch of a new Welsh Conservative Candidates List is a priority. The Welsh Conservative Party will work with the Candidates Department of the UK Party to ensure quality and development of candidates is a priority. This will demonstrate that the Welsh Conservative Party takes the Senedd elections just as seriously as it does Westminster elections and also the understanding that to stand as a Conservative candidate in Wales an individual must have shown an interest and commitment in Wales.

This will allow the Political Strategy Group in Wales to focus and develop the Welsh Conservative Candidates List, it will allow associations to talent spot people for the Welsh Conservative Candidates List and create a One Team approach to candidates selection and recruitment.

There should be a continuing flexibility for candidates to be able to stand anywhere in the United Kingdom once approved for the Welsh List.

Candidate selections and Regional List ranking processes should be as open, transparent and fair as possible and ensure that candidates selected are there on merit and are as representative of Welsh society as possible. For the Senedd elections many members were confused by specific rules on candidates' eligibility to be ranked highly depending on their constituency seat. This can create a discouragement to some candidates to stand in winnable constituencies.

For next year's elections there should be no handicap in relation to the List ranking determined by the winnability of the constituency seat.

## Recommendations

- **There should be one Welsh Conservative Candidates List for both the Senedd and Westminster elections.**
- **The UK Conservative Candidates Department should be invited to manage the process of candidate assessment for the Welsh Conservative Party to ensure the process is objective and with no disparity between the quality of candidates.**
- **Candidates who are already on the Approved List of UK candidates can also be a member of the Welsh Candidates List.**
- **To be approved as a Westminster candidate any existing Senedd candidate can apply to be assessed under the new system.**

# BUILDING ON ELECTORAL SUCCESS

- **For Senedd elections, the rules should allow candidates to apply for winnable constituencies and be ranked in the normal way by the members. There should not be any handicap on the ability of candidates to stand in a winnable constituency and at the same time have a winnable place on the Regional List.**

## CAMPAIGNING

The success of the 2019 snap General Election was delivered by a team approach between the Welsh Conservative Party and the UK national campaign team. This is a model that should be built upon for future elections.

Senedd and Local Government elections obviously require a strong relevant Welsh narrative and that narrative must come from the very best resources, both financial and human, that the UK party can invest into the Welsh campaign.

The Senedd elections next year provide the first opportunity to cement the relationship between new Conservative voters and the party and ensure that the best possible Administration - a Welsh Conservative Administration - is in charge in Cardiff Bay.

To achieve this, and if the Labour Administration is to be removed, the party must be laser-like in its focus of ensuring that the people of Wales understand the importance of a Conservative vote. This will require significant engagement with the first time Conservative voters in 2019, especially those who might not normally vote in Senedd elections.

The Welsh Conservative strategy for the election must not allow the Regional list vote to be viewed as a second choice vote, but ensure it is seen as essential as the constituency vote in electing a Welsh

Conservative Administration. This will require a regional, as well as a constituency, element to the campaign.

Many of the successful associations that have given evidence to the review have stressed the importance and effectiveness of activists who may not be members of the party, but who wish to be involved in supporting the election of Conservative candidates. The party needs to have a focus on building a relationship with non-member activists, and supporting their training needs, as well as those of members. In the 21st Century there will be many people who are willing to help the party campaign, but whose activism is not dependent on membership.

A significant success and step forward for the Welsh Conservatives over the last 15 years has been its commitment to the Welsh language and to Welsh language campaigning. To ensure this strong brand is not diluted the party should continue to implement the Welsh Language Act of 1993 in its campaigning. This should also apply to all digital and social media output.

## Recommendations

- **To continue the successful partnership working with CCHQ London on research and voter modelling.**
- **A focus on latent Conservative supporters.**
- **A regional, as well as constituency, approach.**
- **Activist training, beyond the membership.**
- **All national literature and digital output produced should be bilingual.**

# BUILDING ON ELECTORAL SUCCESS

## LOCAL GOVERNMENT

Local government is often the part of government that touches lives more than any other. It is therefore essential that there is an opportunity for all electors in Wales to elect Welsh Conservative councillors. Too often in the past the Party's political opponents have been successful in using a local government base to bring about parliamentary success. Welsh Conservative councillors are making important decisions on a day-to-day basis, and must feel properly supported and developed by the Party.

In the past the identification of local government candidates has often been left to the last minute, reducing the chances of a candidate's election. As part of the business plan for the Political Strategy Group the Director of the Party should identify target wards both within and outside target councils. For the Party to continue to build on its success it also needs to increase representation outside of existing Conservative parliamentary constituencies, and in local authorities where there is currently no Conservative representation.

These target wards should be supported with a full campaign plan by the relevant Area Campaign Manager to ensure that the campaigning opportunity is fully developed.

The 2022 Local Government elections are an opportunity for the Welsh Conservative Party to demonstrate how much it values local government, this will require a national campaign plan and national literature support.

To continue to build upon the success in increasing the contestation of Welsh Local Government wards, associations should be focused on building a list of candidates before May 2021 to ensure that there can be a proper focus on identifying candidates. It is the responsibility of everyone in the

Party to ensure that wherever they live in Wales, Conservative voters can vote for a Conservative candidate in 2022.

As well as ensuring the election of new Welsh Conservative councillors, the party needs to offer more support to the Welsh Conservative Councillors Association to ensure regular webinars, development and policy discussion opportunities. Too often councillors feel they are elected, but then forgotten. Welsh Conservative councillors should be offered the opportunity to develop their skills, and in so doing the Party will also be nurturing the development of future parliamentarians.

## Recommendations

- **The Party should aspire to contest all wards, however the Party's focus between now and 2022 should be on identifying and supporting candidates in winnable wards.**
- **A national Local Government Literature and Campaign Plan should be produced.**
- **Area Campaign Managers to provide individual support to candidates in winnable wards and agree a campaign plan with them.**
- **Welsh Conservative councillors and associations to organise regular webinars to discuss policy and provide peer support to Welsh Conservative councillors.**

## FUNDRAISING AND CONFERENCE

Whilst the Welsh Party has had success in fundraising at the Welsh Conservative Party Conference as well as from irregular events, most Party fundraising has been done via CCHQ in London. The Review took evidence



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from the party's Fundraising Department and the evidence of many Welsh Conservatives on this issue. There is a consensus that whilst many donors in Wales will continue to avail themselves of the services of the Treasurer's Department in London, there is significant latent financial support in Wales that could be utilised using a Welsh fundraising team.

Again, this fundraising activity should be co-ordinated with the Treasurer's Department in London and the Director of the Welsh Conservative Party. Given this fundraising effort will be from a standing start, and as an incentive, monies raised by the Welsh Conservative Treasurer should be seen as an augmentation rather than an integral part of the Party's budget.

There is a great deal of affection and support for the Welsh Conservative Conference. The Conference should continue to be a focus to bring the whole Party together and the tradition of alternating between different parts of Wales should be continued.

## **Recommendations**

- **There should be a Welsh Conservative Treasurer appointed by the Welsh Board.**
- **The Welsh Conservative Treasurer should work in conjunction with the Director of the Party in Wales and the Head of Fundraising at CCHQ.**
- **For the first five years any monies raised in Wales by the Welsh Treasurer should augment the Welsh budget.**
- **The Treasurer should establish a Fundraising Committee which would be responsible for arranging fundraising events in Wales for the Welsh Conservatives.**

# **BUILDING ON SUCCESS**

Strengthening the Welsh Conservative Party

Lord McInnes of Kilwinning CBE, Summer 2020