Internal workings

Key document

Centre

Rebuilding the centre ground

Date these procedures came into effect: 17/10/2026
Date these procedures must be updated by: 01/01/2027

This document sets out how our organisation works, including our core aims, voting on policy within the organisation, the responsibilities of our team, and the accountability for all of our members.

Preamble
We have ambitious ideas and will make courageous choices to create a prosperous and caring country. Our ideas are inspired by the safe and prosperous Nordic countries. Together, we can make our country a great place to live again. A country which gives you and your family the opportunity to succeed and support when you need it.

We are a cross-party think tank and pressure group. We support what has become known as the 'Nordic model', 'Nordic capitalism' or 'Nordic Social Democracy'. We see the Nordic model as one that fits into the centrist approach to politics, namely combining better public services and a strong economy.

Name and Slogan
The name of this group is "Centre Think Tank Foundation" and the slogan for the group is "Working together".

Objectives
- To publish new material and to inform political debate.
- To generate new policy ideas and spread awareness of them.
- To provide a forum for those who agree with centrist politics.
- To reach out to those on the left and right of politics with policies we agree on.

Part one

Voting procedures



Proposal
New policies can be proposed by any one of the following: a regional branch, two members of our team, the student wing, regional student branches or 30 members. Policy proposals must be costed if they are a large-scale policy and then sent through our policy forum.

Debate
The Director is the broker and tries to reach a unanimous decision on policies within the group. Regional chairs and the spokespeople affected by the policy or paper would also have the chance to raise any concerns specific to their area.

Vote
The Administration, Spokespeople and Regional/State Chairs each have one vote. For policies to pass they need a simple majority (50% +1).

Adoption
If a vote is taken, this will be specified within the “our aims” document. Whilst the organisation holds positions, each member can express their personal opinions.

If a vote is a 50/50 split, then the vote is not passed.

Wages and spending
- Our Directors, non-executive directors, and advisory board work to ensure good and transparent governance.
- The organisation should aim to maintain a minimum of three Directors, except where a position is temporarily vacant.
- Where three Directors are in place, a majority of Directors should be unpaid, aside from expenses, and must approve future wages and finances.
- Directors must declare any conflict of interest before a vote takes place and must not vote on the matter in question, though they may be counted towards quorum.

Accepting new team members

Members wanting to join the team should complete the following tasks:

- Send over a short paragraph outlining the role they would like to apply for and why they would like to take on the role, including any experience they have in the area.
- Send over a short bio of fewer than 50 words, which should outline any previous positions they have held.
- Send over a photo for the website, which should be of them facing forward to the camera against a plain background with their arms down by their sides.
- Send over any social media links they would like to include.
- Sign up as a member of Centre Think Tank.

Once this has been completed, the full application, including all of the questions the individual answers, will be passed to our team, who will have a majority vote on whether to accept the person. The vote will include the option of "re-open nominations."

Accepting new branches

New branches include local, regional, and state branches along with student branches need to be approved by the national executive in order to use our branding.

No confidence votes

No confidence votes can be triggered if 10% of the team or 10% of members ask for one.

They can be called for any member of the team including the Administration, Spokespeople and Regional/State Chairs. The question for the vote will be "Do you have confidence in (name)?", the answers would be "Yes", "No" or "unsure". If a majority votes "No" then the person will be removed from their position. There may be no more than one confidence vote in a person per year.

The national team can pass votes of no confidence in a member of regional teams. Members of regional teams can also pass votes of no confidence to other members of their regional teams.

The votes themselves should be called if:

- The team member has not been contactable for more than one week and we have not been given a reason as to why.
- They have not completed any work including papers, articles, policy proposals, podcasts or more general work for more than two months.

If we are unable to get in contact with a team member for more than two weeks and have not received any work from them within this time then we will assume that they have left our team. They can then be removed from their position without a vote.

Powers held by the Director

Limited veto power

The Directors have a limited veto power, which may only be exercised where:

- A decision would breach the organisation's legal governing documents, including our Articles of Association.
- Create personal legal liability.
- Commit the company to expenditure which exceeds its income or available reserves.

Any use of this veto must be set out in writing in our meeting minutes, may not be exercised for any other purpose, and must be exercised reasonably and in good faith. The veto may be raised by any one Director but must be confirmed by a majority of Directors to take effect. No other member of the organisation has the authority to bind the organisation legally unless expressly authorised by the Directors or as otherwise provided in the organisation's governance documents.

Role as a Director registered with Companies House

The Directors are collectively responsible for:

- Completing and signing all statutory filings for HMRC and Companies House. These include the confirmation statement and company accounts, ensuring they are accurate and submitted on time.
- Acting as the named contacts for HMRC.
- Opening and being named signatories on bank accounts.
- Signing legal correspondence and formal notices.
- Entering into and executing contracts and formal agreements on behalf of the organisation.

Nothing in this document limits the Directors' duty to exercise independent judgement in accordance with the Companies Act 2006, and decisions of the team are implemented only insofar as they are consistent with the Directors' legal duties and responsibilities.

Meetings

- We will hold internal votes online and four brainstorming sessions open to members and non-members four times per year.
- Social meetings are allowed if any member of the team requests one.

Part two

Cross-party working and independence



We are an independent and cross-party think tank.

Independence

We are an independent think tank, meaning we are not affiliated with a particular political party, the government, or any other external organisation or individual. To maintain this independence, we:

- Elect our team, which holds all of the decision-making power and votes on policies we support.
- Our funding comes from a wide range of sources, including individual donors, members, and organisations. Our donor base is also diverse, and we do not just accept funding from one group or supporters of one party.
- Are transparent about the extensive information we receive from every donation.
- Place clear and strict limits on the influence of funders and other groups or organisations over our work.
- We keep editorial control over our work, and we can create our own conclusions.
- Our policies are not just trying to appeal to the voter base of one party.
- We have an advisory board and supporters who help us to maintain our independence.

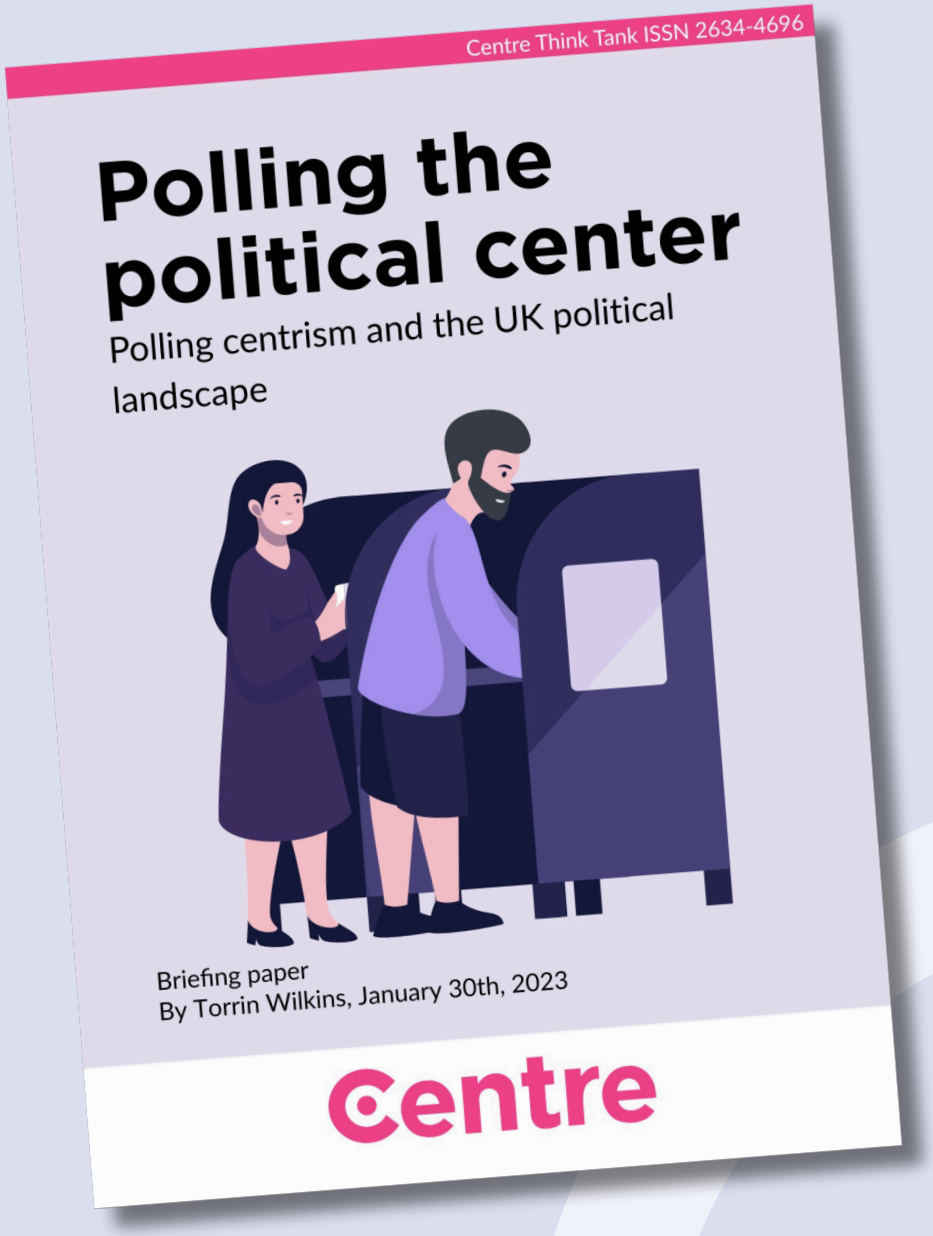
Cross-party

We work across party politics as centrists, and those who agree with our goals exist across party politics.

- Our team, supporters, partners, and network members represent a wide range of backgrounds and political affiliations—including many individuals with no party affiliation. We have received support from Members of Parliament in both the Labour and Conservative parties.
- We work with politicians and parties on a case-by-case basis, considering their past actions—particularly any breaches of our code of conduct, safeguarding code of conduct, or actions that have lowered political standards. We also consider, to a lesser extent, the actions of their political party.
- Decisions about which individuals and organisations we engage with are made by our Administration team, and these are then voted on by our wider team.
- While we may work with centrist parties on specific policies, we do not endorse any political party. Attendance at party conferences is also decided on a case-by-case basis.

Part three

Publications



Publications

Authorship and recognition within publications are decided as follows:

- To be an author, the individual must have written over 25% of the publication.
- To be an editor, the individual must have edited over 50% of the publication.
- To be a researcher, the individual must have written over 5% of the publication.

Copyright and ownership

Centre Think Tank owns the copyright of all data, publications, articles, interviews, events, training guides, key documents, safeguarding and complaints documents, network documents, training videos, videos, policies, research programmes and any other material produced by us unless stated otherwise.

Volunteers and Directors must not take and use the materials outside their role, as volunteer content belongs to Centre Think Tank. This includes graphics, designs, including on platforms such as Canva, website code and designs, email lists, which also includes lists which fall under GDPR rules, training guides, and any other content given to them in their capacity as a volunteer.

Part four

National, Student and Branch powers



National

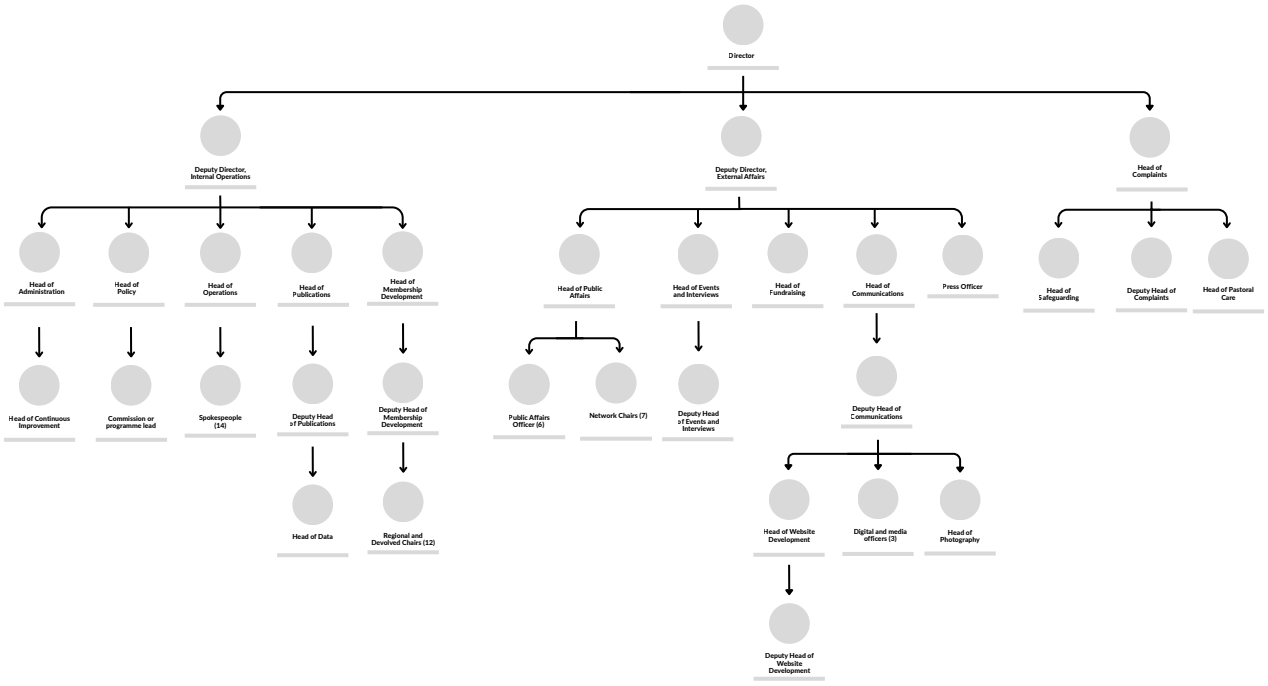
- Votes on and creation of new policies.
- Donations.

Split between all branches

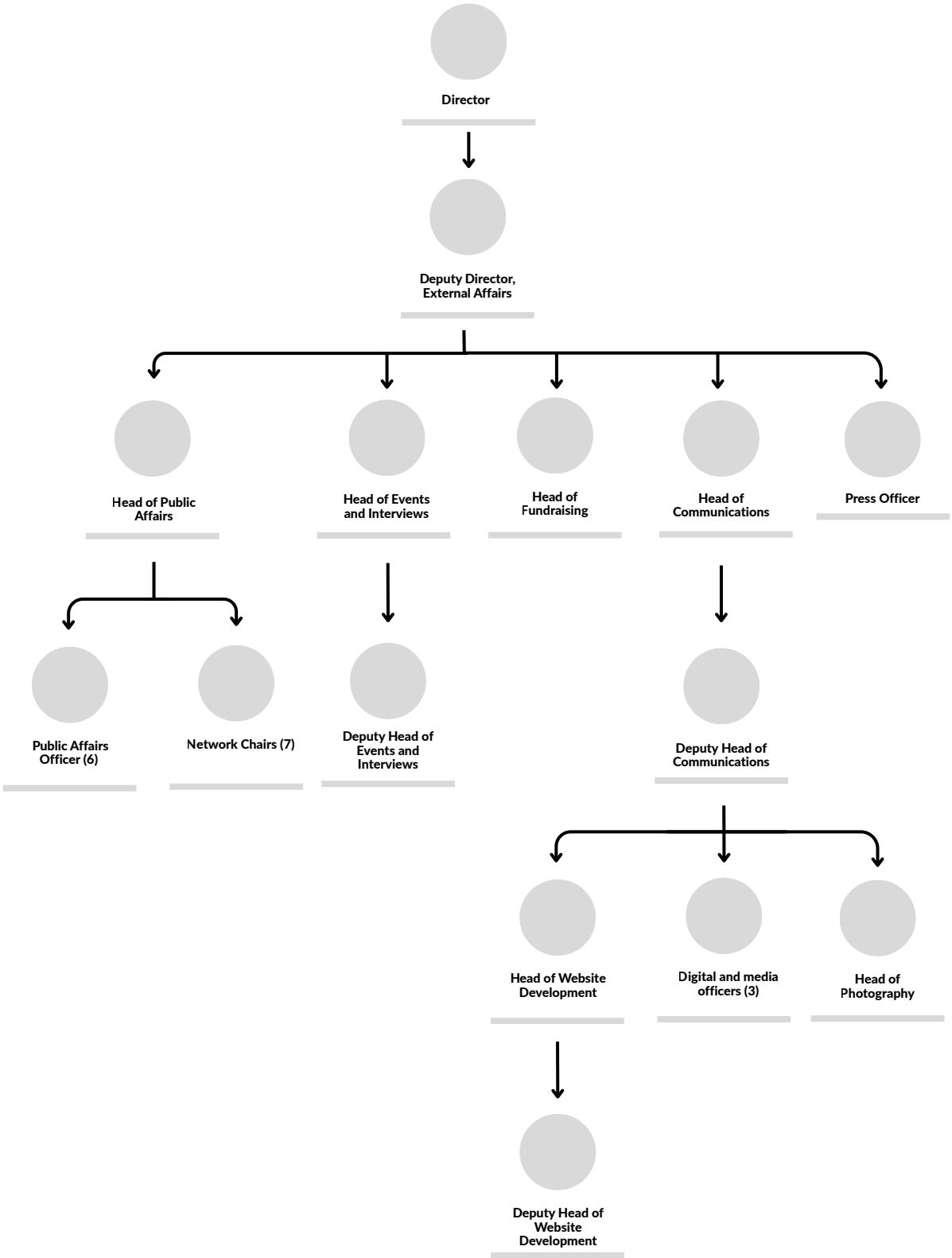
- Papers and articles can be released by any branch but must not conflict with our national policies.
- Running social media campaigns which do not conflict with our policies.
- Events can be either run by the main organisation or by individual organisations, such as a student branch. These tend to involve people from different sides of a debate, but if they are specifically in support of a policy, it should not conflict with national policy.
- Membership includes national membership, membership of regional branches, and student membership.

Organisation structure

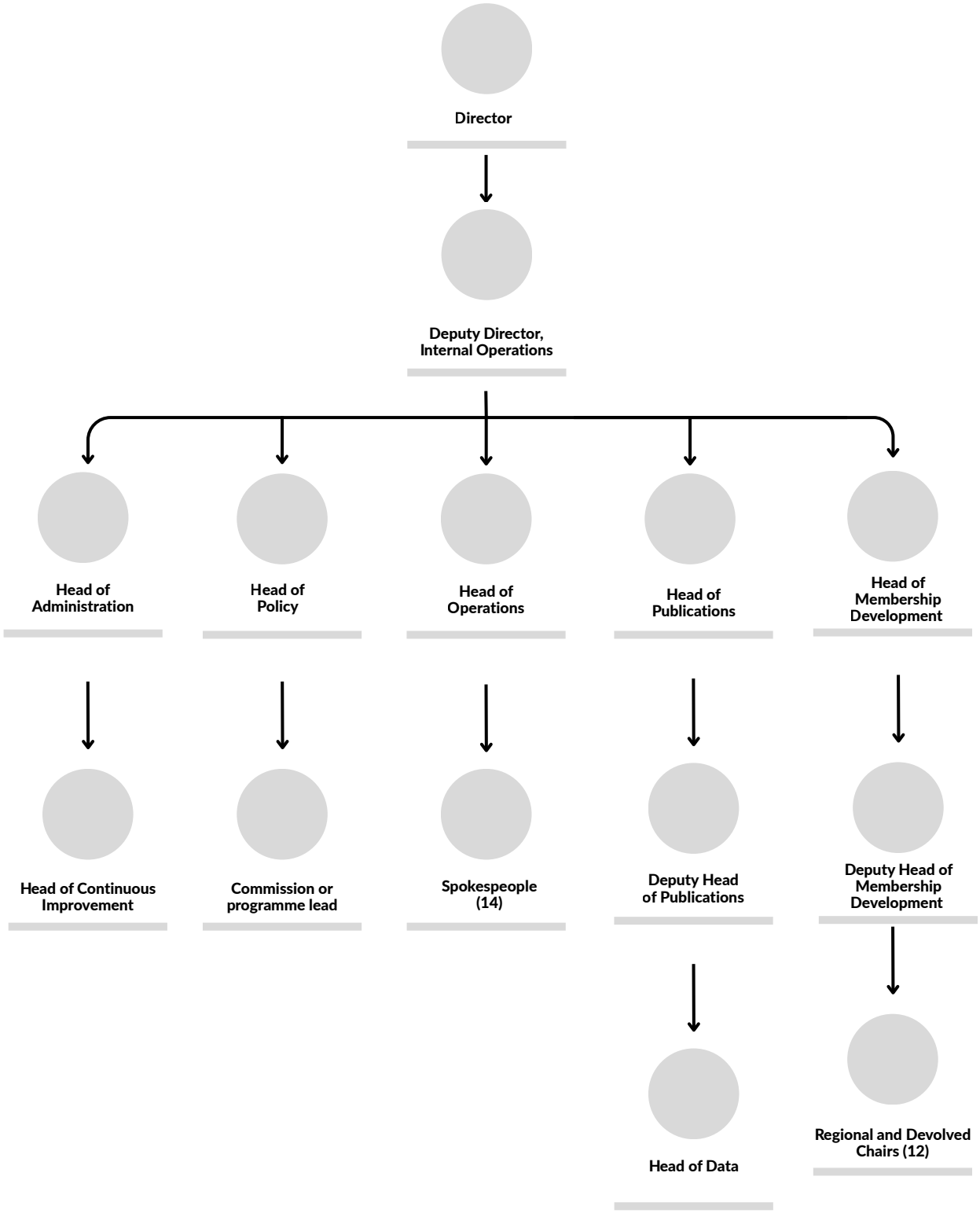
The diagram on the pages below shows where each position falls within our overall structure. Where a number is listed next to a position, that indicates the number of people who can hold that role.



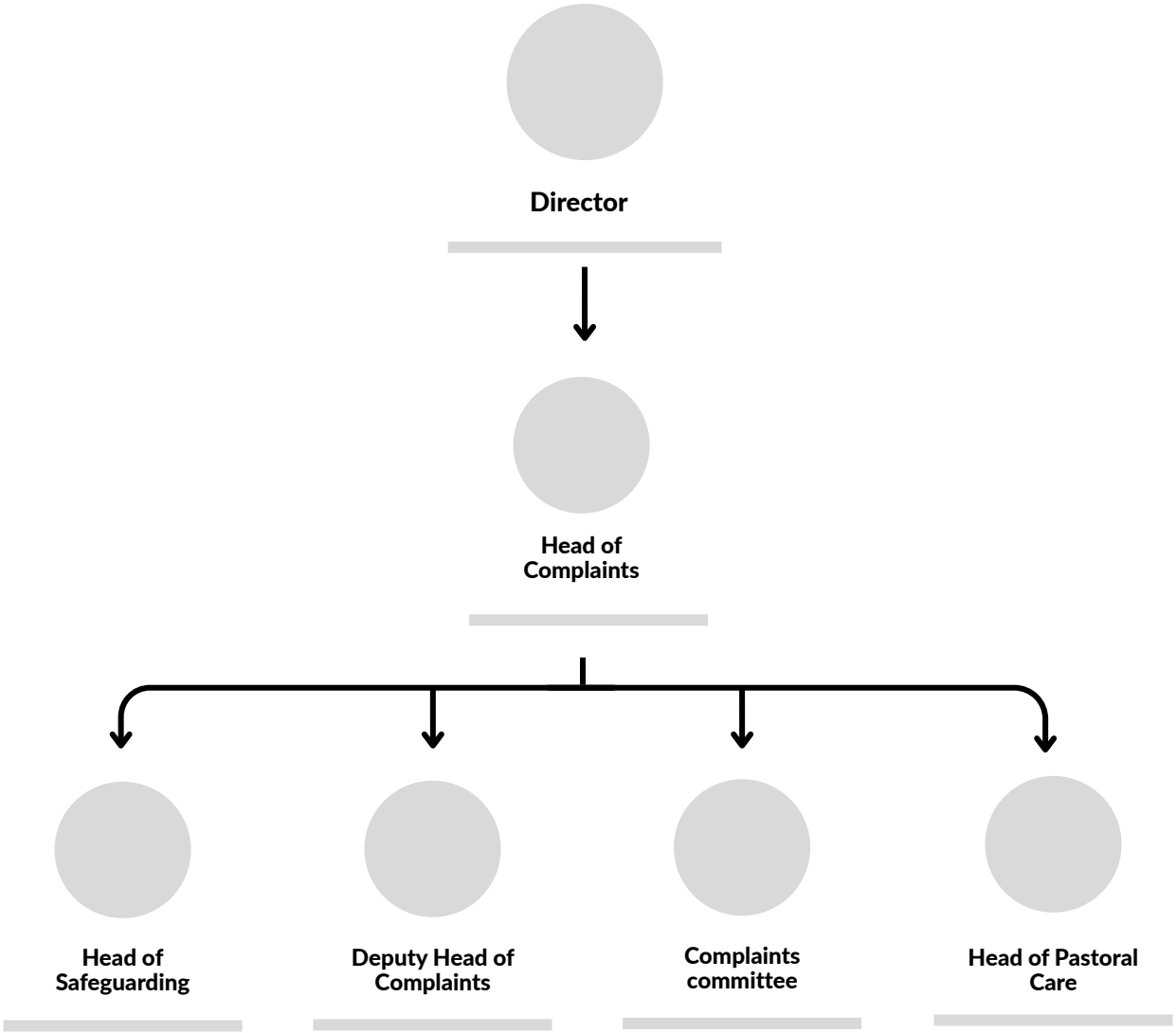
External team



Internal team



Complaints team



Part five

Our national team





Our team is the only decision-making body which decides new policies, papers and campaigns. The team is sometimes also called the “Executive”. The requirements to be on the team are:

- They must be members.
- Members must not hold more than one role at a time.

Administration

Director

Our Director is the most senior member of our organisation who acts as the main spokesperson for the organisation. In their role, they help to:

- Set the long-term goals of the organisation.
- Deal with our day-to-day running.
- Draw up and submit the accounts and the confirmation statement each year. This includes adding invoices to our records.
- Fill in any vacant roles.

On average, this role takes 35 hours a week.

Deputy Director, Internal Operations

Our Deputy Director, Internal Operations, manages our team members focused on internal work. In their role, they help to:

- Work on our long-term goals for our internal work.
- Coordinate the work of our team with roles focusing on internal work on a day-to-day basis.
- Set areas of focus for papers, articles, policies, programmes and alterations to key documents.
- Update our Director on our internal activities.
- Coordinate the team alongside the other Deputy Director during periods when the Director is away.

On average, this role takes around five hours a week.

Deputy Director, External Affairs

Our Deputy Director, External Affairs, manages our work with external organisations and individuals. In their role, they help to:

- Put together immediate reactions to new developments.
- Work on our long-term goals for our external work.
- Coordinate the work of our team with roles focusing on external work and external work on a day-to-day basis.
- Set areas of focus for our podcast, campaigns, new videos and events.
- Update our Director on our external activities.
- Coordinate the team alongside the other Deputy Director during periods when the Director is away.

On average, this role takes around five hours a week.

Head of Policy
Our head of policy oversees the creation of new policies and edits our existing policies. In their role, they help to:

- Updating and improving our policies. This includes creating new policies, editing existing policies, and checking new policies for grammar mistakes and feasibility concerns.
- Horizon scanning for parliamentary debates and opportunities for committee submissions.
- Look for new opportunities to submit parliamentary committee submissions.

On average, this role takes around two hours a week.

Head of Publications
Our Head of Publications oversees the writing of new papers and articles. This is alongside a Deputy Head of Publications, who will support in carrying out the role. In their role, they help to:

- Oversee papers and articles, including writing sections for both.
- Edit papers and articles for grammatical or policy-based mistakes.

On average, this role takes around two hours a week.

Head of Communications
Our Head of Communications oversees our social media pages and websites. This is alongside a Deputy Head of Communications, who will support in carrying out the role. In their role, they help to:

- Create new graphic styles and help update our image.
- Head up our Digital Team.
- Oversee day-to-day updates of our social media pages, website, press releases and our general messaging.

On average, this role takes around three hours per week.

Head of Operations
Our Head of Operations manages the running of our team. In their role, they help to:

- Maintain contact with our Administration, Spokespeople, Regional Chairs, and Devolved Chairs, checking on their progress and answering their questions.
- Carry out the roles set out within our Research guidelines.

On average, this role takes around three hours per week.

Head of Public Affairs
Our Head of Public Affairs deals with Partnerships and Supporters. In their role, they help to:

- Write emails to potential supporters, partners, network members, article authors, interviewees, forewords, campaigns, and events.
- Keep our existing partners and supporters updated with our activities, including papers we are writing and campaigns we are running.
- Work on the public affairs aspect of papers, articles, events and interview releases, including stakeholder mapping, press releases, meetings with stakeholders and political monitoring.
- Oversees our public affairs team.
- Create petitions on policy areas.

On average, this role takes around three hours per week.

Head of Fundraising
Our Head of Fundraising oversees raising money. In their role, they help to:

- Lead our efforts to map and connect with potential donors, donor organisations, Advisory Board members and potential Business Network members.

On average, this role takes around three hours per week.

Head of Membership Development
Our Head of Membership Development helps to link us with our members. This is alongside a Deputy Head of Membership Development, who will support in carrying out the role. In their role, they help to:

- Write up meeting minutes every two months.
- Create quarterly surveys of our members to understand their views.
- Arrange meetings, including the agenda and meeting time, events for members of our team, including social events and guest speakers at meetings.
- Reach out to members and the supportive members of the public to better understand their views.

On average, this role takes around three hours per week.

Press Officer
Our Press Officer manages the relationship we have with the media and news organisations. In their role, they help to:

- Run our press releases and external press coverage.
- Handle external media appearances or articles.

On average, this role takes around two hours per week.

Head of Events and Interviews
Our Head of Events and Podcasts runs our events and podcasts. This is alongside a Deputy Head of Events and Interviews, who will support in carrying out the role. In their role, they help to:

- Finding individuals to participate in our events and interviews, alongside arranging, writing questions, pulling key facts and quotes, recording and editing events and interviews.
- Support our work in interviews once a month and events once every two months.

On average, this role takes around three hours per week.

Head of Administration
Our Head of Administration oversees our internal rules. In their role, they help to:

- Update and create new key safeguarding, training, and complaints documents and videos.
- Create a yearly report on our progress as an organisation. This report includes setting our yearly goals and proposing how we can increase our membership numbers.

On average, this role takes around three hours per week.

Head of Data
Our Head of Data oversees the creation of data and polls for inclusion within our papers. In their role, they help to:

- Create data for papers, including modelling and tax projections, alongside visualisations of the data in graphs, maps, and charts.
- Create polling questions.

On average, this role takes around three hours per week.

Network Chairs
Our Network Chairs run an individual network. In their role, they help to:

- Run the day-to-day operations of the network, including arranging events.

Students Chair
Our Students' Chair represents student members, along with running their wing of the organisation. In their role, they help to:

- Run the social media pages for our student wing.
- Head up our student wing.

On average, this role takes around two hours per week.

Students Deputy Chair
Our Students' Deputy Chair is the second most senior role within our student wing. In their role, they help to:

- Support the Chair in their activities.

On average, this role takes around an hour a week.

Head of Continuous Improvement

- Investigates faults and issues raised by team members and the public, identifying root causes and delivering fixes that prevent recurrence. These include issues within our systems and procedures, how complaints are handled, or how processes are written.
- Publishes a quarterly "Clarity and Change" review, each focusing on a different area of our work, and suggesting improvements.
- Drives an investigation to prevent model across our work and embedding continuous improvement into branding, communications, public affairs, policy, internal systems, and our digital work

Part six

Spokespeople



We have Spokespeople for Education, Economy, Health, Environment, Equality, Democracy, Social Security, Housing, Transport, Foreign Affairs, Community, Justice, Culture, Media, Sport, and Technology.

In their role, they help to:

- Produce one paper every two years.
- Produce an article for our website at least once every four months, preferably once every two months.
- Release statements on large events within their area.
- Write policy ideas for their area of policy or set policy issues to research.
- Contribute to our social media content, including posts on their area and quotes to be used on graphics. This includes drafting a post with cover text each week for use on social media.
- Review draft procedures, policies, and documents.

On average, this role takes around two hours per week.

Part seven

Local, and State teams



We have positions for Regional Chairs in the South East, South West, London, the East Midlands, the West Midlands, Yorkshire and the Humber, the North West, and the North East. We also have State Chairs in Wales, Scotland, and Northern Ireland and our Britain Overseas branch, which covers British Crown Dependencies and Overseas Territories. Alongside this, we also have local branches across the UK. To be a Local, Regional, or State Chair, members must be members in that state or region.

Local, Regional, and State Chairs
We have positions for Chairs in each region of England, along with State Chairs in Scotland, Wales, and Northern Ireland and Local Chairs across the UK. The position should be titled (name of state/region) Chair, for example, "Scotland Chair". In their role, they help to:

- Deal with the day-to-day running of the branch.
- Sit on their regional or state executive to run that branch, and within the national executive. Here, they can highlight policy proposals which are specific to the region or state they represent, or the impacts of policies on these areas.
- Act as a bridge of communication between the area and our Directors.
- Increase the number of members in that area.
- Recruit new team members and fill in vacant team roles.

On average, this role takes around two hours per week.

Local, Regional, and State Deputy Chairs
The position should be titled (name of state/region/local area) Deputy Chair. An example is "Scotland Deputy Chair". In their role, they help to:

- Take over from the Chair if they step down.
- Support the Chair in their role.

On average, this role takes around an hour per week.

Local, Regional, and State Spokespeople
The title of this position should include the name of the region, state, or local area and the spokesperson's area. This should read as: "Scotland Devolved Health Spokesperson". In their role, they help to:

- Increase the focus on regional or state-specific issues such as devolution in Scotland, Wales, and Northern Ireland. It also includes policies specific to certain areas, such as education differences like school types or local housing policies.
- Create policies specific to that area that aren't already covered by our UK-wide aims.
- Support our UK-wide campaigns.

On average, this role takes around one hour per week.

Local, Regional, and State Social Media Heads
In their role, they help to:

- Run the Facebook and Twitter branches. We require three posts on social media pages per week.

On average, this role takes around two hours per week.

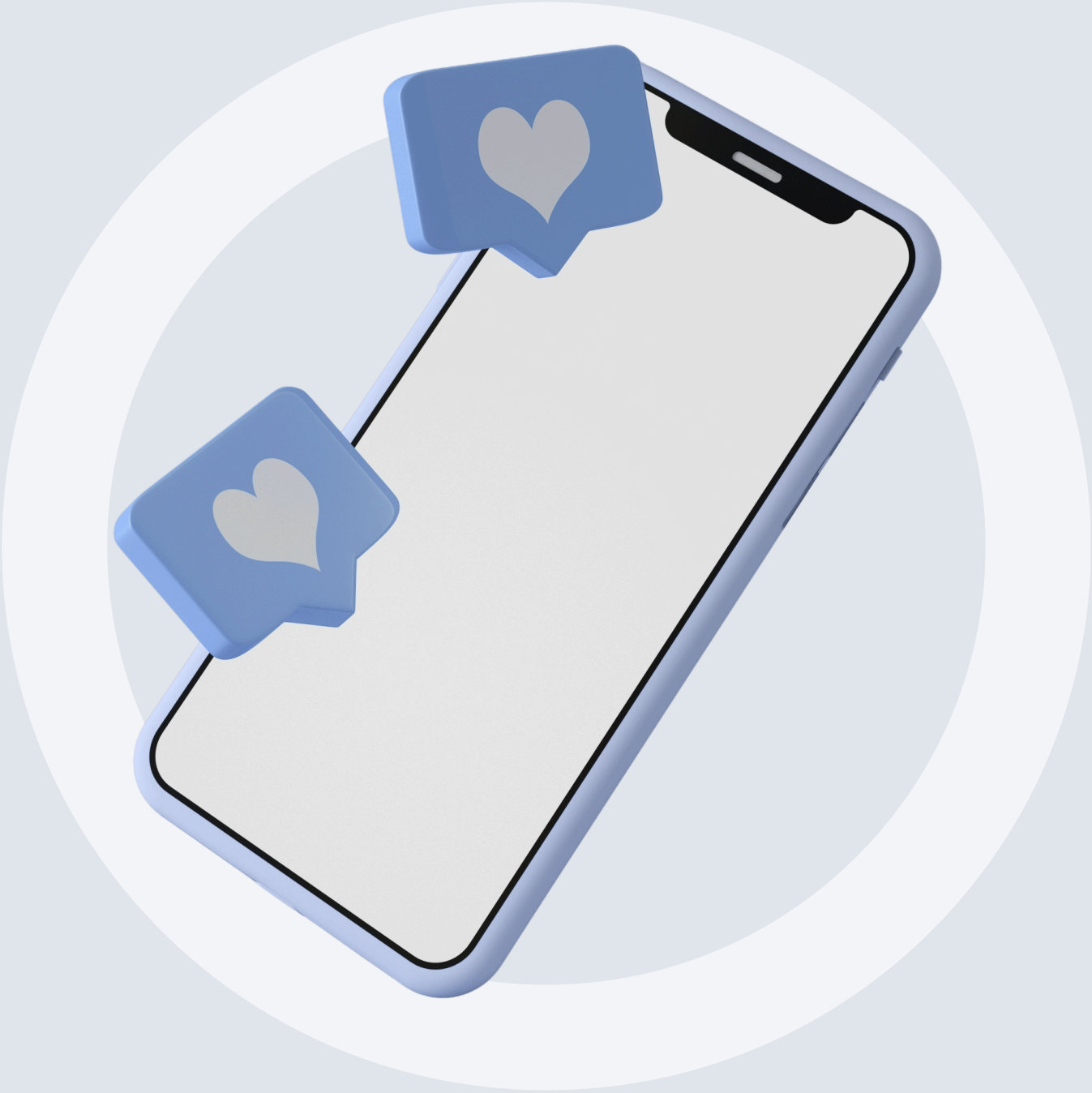
Local, Regional, and State Head of Membership Development
In their role, they help to:

- Check on members joining in that region, state, or local area and engage them with local activities.

On average, this role takes around an hour per week.

Part eight

Digital team



Our digital campaigns team consists of several members who run our digital activities.

Head of Website Development
We have both a Head and a Deputy Head of Website Development. In their role, they help to:

- Update the website with new articles, team members, partners, petitions, documents, policies and events.
- Ensure all website images have alt text.

On average, this role takes around two hours per week.

Head of Photography and Video
In their role, they help to:

- Create and edit our videos and photographs.

On average, this role takes around one hour per week.

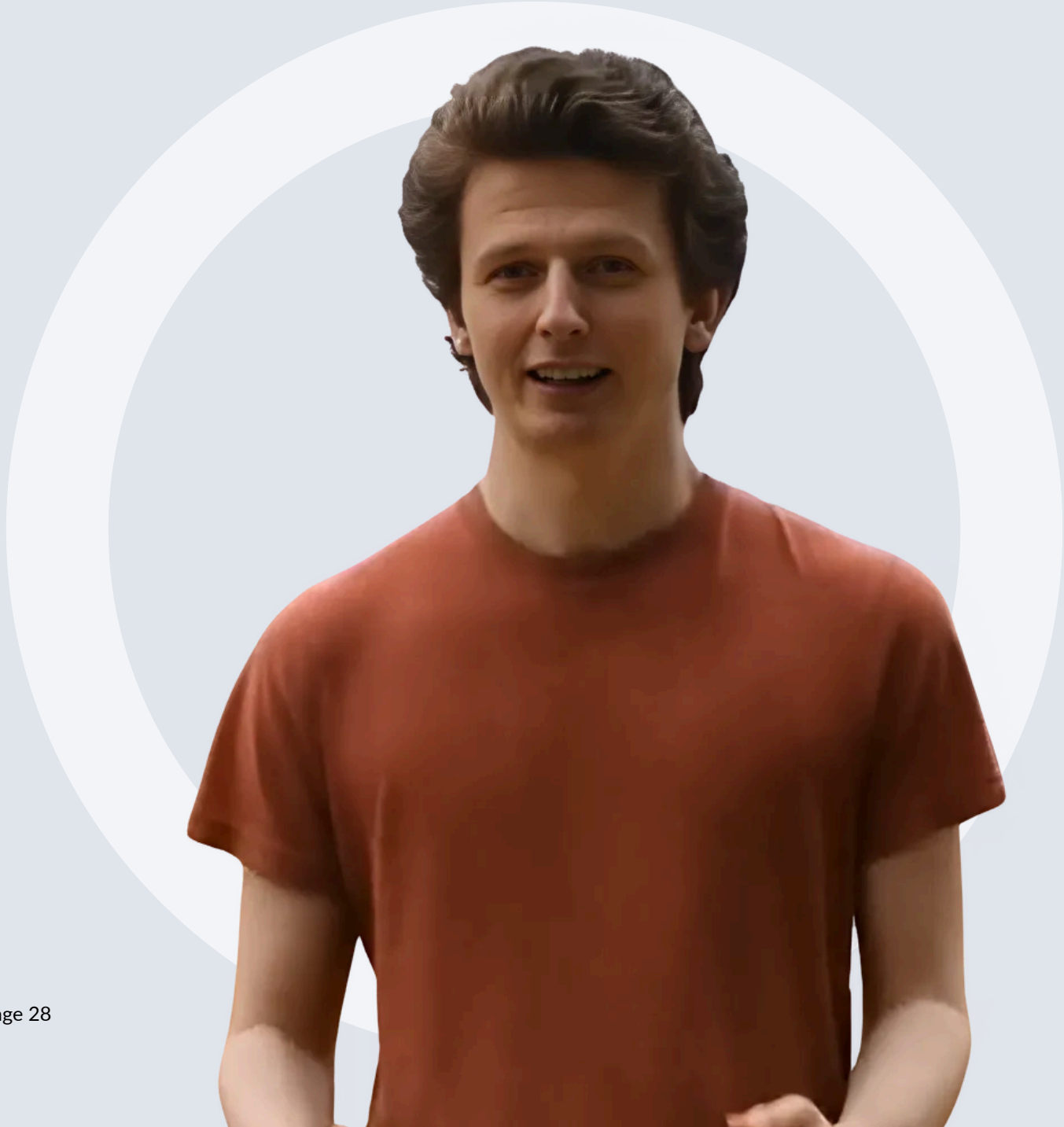
Digital and media officers
In their role, they help to:

- Produce cover text, create graphics and schedule posts for a particular social media platform.

On average, this role takes around three hours per week.

Part nine

Public affairs team



Our public affairs team consists of several members who run our public affairs activities.

Public Affairs Officers
We have Public Affairs Officers who oversee public affairs for specific areas. These include:

- Public Affairs Officer (Private Sector), who covers the economy, technology, and social security work.
- Public Affairs Officer (Public Sector), who covers education, health, housing, and transport.
- Public Affairs Officer (Society), who covers community, culture, media, sport, and the environment.
- Public Affairs Officer (Rights), who covers justice, democracy, equality, and foreign affairs.
- Public Affairs Officer (Consultations), who leads our work on consultation responses.
- Public Affairs Officer (Parliamentary Engagement), who heads up our engagement with Parliament.

In their role, they help to:

- Support our public affairs work in a specific set of policy areas.
- Write and send emails to potential supporters, partners, network members, article authors, interviewees, forewords, campaigns, and events.
- Keep our existing partners and supporters updated with our activities, including papers we are writing and campaigns we are running.
- Work with our Network Chairs to run our networks.
- Work on the public affairs aspect of papers, articles, events, and interview releases, including stakeholder mapping, press releases, meetings with stakeholders, and political monitoring.

On average, these roles will take around two hours per week.

Part ten

Commissions and programmes



Commission or programme lead

Our commission lead is a member of the Centre Think Tank team who oversees a Commission or research programme, including:

- Researching the areas affected and authoring chapters of commission papers. This includes scoping potential focus areas for the commission.
- Engaging with political parties, politicians, pressure groups, and affected communities. This includes identifying individuals who may be interested in joining the commission, who may want to receive updates on the work being done, or to gather input.
- Working with commission partners and the expert panel to manage scheduling and send any tasks that need to be completed, such as reviewing papers.
- Ensuring the commission's scope is appropriate. It should be broad enough to cover key issues but focused enough to allow for meaningful research and insights.

On average, these roles will take around three hours per week.

Part twelve

Non voting members



Some members of our team are active but do not vote on policy or internal changes.

Network Chair
In their role, they sit as a member of our Administration team. They help to:

- Run the day-to-day operations of the network.

Do not have the ability to vote within our team.

Interim members
Members of our team are “interim” members until they have completed the full sign-up process or are placeholder Regional and State Chairs. In their role, they:

- Can be replaced, removed or demoted automatically, and they do not have a vote on our team.

Do not have the ability to vote within our team.

Part eleven

Complaints team



Head of Complaints
In their role, they:

- Remain independent, which involves not holding another position or voting on policies.
- Respond to complaints, ensure complaints are anonymous, give them a case number and investigate the complaint, making a decision on the complaint if necessary.
- Support the Deputy Head of Complaints in providing new sections for the complaints procedure, the whistle-blowing policy and investigations into minor issues.
- Due to the nature of this role involving ongoing complaints, the person holding it should provide four weeks' notice if they decide to leave the position, to allow appropriate arrangements to be made.

The number of hours this role will take each week will depend on the number of complaints, minor investigations or whistleblowing reports we receive.

Deputy Head of Complaints
In their role, they:

- Remain independent, which involves not holding another position or voting on policies.
- Respond to complaints if the complaint involves or there is a conflict of interest with the Head of Complaints. This can involve responding to complaints, ensuring they are anonymous, giving them a case number and investigating the complaint, making a decision on the complaint if necessary.
- Due to the nature of this role involving ongoing complaints, the person holding it should provide four weeks' notice if they decide to leave the position, to allow appropriate arrangements to be made.

The number of hours this role will take each week will depend on the number of complaints, minor investigations or whistleblowing reports we receive.

Head of Pastoral Care
In their role, they:

- Support people under 18 and adults with additional needs before, during and after complaints.
- The number of hours this role will take each week will depend on the number of complaints, minor investigations or whistleblowing reports we receive.
- Due to the nature of this role involving ongoing complaints, the person holding it must give us four weeks' notice if they decide to leave the position.

The number of hours this role will take each week will depend on the number of complaints, minor investigations or whistleblowing reports we receive.

Head of Safeguarding
In their role, they:

- Remain independent, which involves not holding another position or voting on policies.
- Ensure that at least one is present at events where there are vulnerable members or those under 18 are safe.
- Give basic training to other members about our safeguarding rules and how to report or deal with issues.
- Due to the nature of this role involving ongoing complaints, the person holding it must give us four weeks' notice if they decide to leave the position.

The number of hours this role will take each week will depend on the number of complaints, minor investigations or whistleblowing reports we receive.

Rules on complaints

Complaints will be dealt with by our complaints procedure which can be used if a member breaks our code of conduct. We also have a minor issues procedure if members for smaller issues that don't break the code of conduct alongside a whistleblowing procedure for internal issues with the functioning of the organisation or our members. Finally, we have a safeguarding procedure to ensure any safeguarding breaches are reported.

Ensuring these measures are kept up to date. These measures will be reviewed once a year.

Availability of these measures. To ensure these measures are accessible to those who may need to consult them, this document will be available on our website. A copy of this policy will also be sent to every member when it is updated by email.

Have any ideas to make our Constitution better? Let us know by submitting any ideas on the “Contact” page of our website.

Centre

Rebuilding the centre ground