

Dear Colleagues,

With nominations opening shortly, I wanted to write to you directly to set out plainly how I intend to lead, and what I'm asking of myself, of Cabinet, and of ministers in return.

Changing culture through valuing and respecting every member of the PLP

My aim is to create a team and culture where everyone is valued, seen, listened to and can make their mark and make a difference for their constituents. The country is counting on all of us, and we are all in this together.

All of you bring skills and experience from your previous careers as well as expertise from the places you represent.

I will lead from the front on culture change, political direction and narrative. But changing the country and delivering for our constituents is a team effort. That team will be based on the principles of contribution, experience, commitment and represent the broad church of our Party.

Accountability and visibility

As Leader, I will be visible and accountable to the PLP and our movement. By regularly attending PLP, Parliamentary Committee, BAME and Women's PLP. These will be spaces to have genuine discussions among colleagues.

I understand the importance of voting together as equals. My expectation for myself and ministers is that voting is a core part of the job. It's a chance for important conversations and shared experience to be had.

The House should be respected by ministers, and that includes Ministers engaging properly with the chamber, Bill Committees and Select Committees.

I want colleagues to be able to raise problems and suggest policy ideas or support important matters to their constituents without fear or favour. The feedback loop of the PLP into communities and back to the leadership and cabinet is critical to good policy-making and delivery. It will make us a better government, and a stronger team.

I will expect all ministers and Cabinet ministers to prioritise PLP engagement and for that engagement to be meaningful. Correspondence and casework will be a priority, not an afterthought.

I will do this by working together with the PLP as one team. It takes time, and the test will be over months and years not weeks. That requires structures and a different way of working.

Appointments and roles

I will build a team under my leadership which represents the broad church of our movement. I also want Ministers and others to be doing jobs they are passionate about and have a deep interest in. All appointments will be made on merit.

One thing I've heard time and again is a sense that only a certain few get a look in for appointments, or that the experience you may have before being here is unknown or not valued. I am determined to ensure that everyone's skills and experiences are valued and put to good use.

Requirements of ministers and cabinet for meaningful engagement

In addition to the above, I will require cabinet ministers to lead meaningful and ongoing engagement on policy development, announcements, bills and local campaigns as a core part of their role.

Whipping

As I have discussed with many of you, I want to create a different culture where MPs are happy and fulfilled doing their jobs, where everyone has a part to play, and where opinions and approaches are respected, even where there's difference.

The Whips Office has an important role to play in supporting and enabling colleagues to do their jobs well, and to ensure everyone is supported and respected. The Whips Office should be our HR department, not something to be feared or where discipline is used to stifle debate.

Modernisation

To do politics differently means modernising Parliament too. I want to see the modernisation agenda revitalised to support backbenchers, make Parliament more accessible and relatable, and cultivate an environment of more consensus building, not point scoring.

Politics hasn't been good enough, but I know we can do better. Our government will change the way the country is run: place-first, not party-first; problem-solving, not point-scoring. We will take power out of Whitehall and Westminster and put in the hands of the people and places who can use it best. This is a moment where we can lift living standards and get Britain believing in itself again.

I'm excited to work with all of you to make it happen.

This will include meeting regularly with their select committee chair and attendance at the committee, meeting with the respective PLP departmental chair and group, prioritising meetings with MPs on constituency matters, and ensuring MPs are involved with announcements.

Bills/Legislation

I want a new approach to politics where we take much more of a partnership approach to policies and legislation. The usual way of Ministers and civil servants drafting legislation and presenting it as a *fait accompli* needs to end. MPs and peers have an important role in improving and shaping legislation, and this is what I will demand from the centre.