

MANAGEMENT BOARD | AGENDA

Date: 9 January 2024

Time: 10.00 – 12.00

Location: Zoom

1. Committee induction [10.00-10.20]

- 1.1. To receive the member role profiles setting out roles and responsibilities of NALC board members.
- 1.2. To receive a paper on NALC committee's processes agreed by National Assembly.
- 1.3. Below you'll find some useful links pertaining to the board:
 - [Terms of reference.](#)
 - [Constitution.](#)
 - [Agenda and minutes from the previous meeting.](#)

DECISION ITEMS [10.20 – 10.30]

2. Apologies for absence

- 2.1 That apologies are noted.

3. Minutes of the previous meeting and matters arising

- 3.1 To approve and note minutes of the meeting held on 21 November 2023.
(See attached paper).

(If members have comments on the accuracy of the draft minutes, please contact Farhana Miah at nalccommittees@nalc.gov.uk before the meeting)
- 3.2 To note e mail summary circulated by the chief executive following informal meeting on 11 December

4. Calendar of meetings 2024

- 4.1. To agree a date for an awayday with NALC staff
- 4.2. To note the calendar of meetings for 2024, and agree a date that the Management Board will meet in person.

Tuesday, 26-Mar-24,
Tuesday, 18-Jun-24,

Tuesday, 17-Sep-24,
Tuesday, 19-Nov-24,

5. Advice to committees on co-options

DISCUSSION ITEMS

6. Sector risk register (10.30-11.30)

To discuss and prioritise the elements of the risk register set out in the attached

Break [11.00 – 11.10]

7. Initial discussion on forward work programme for Management Board [11.30 – 11.45]

8. Discussion on portfolios/Management Board champions [11.45 – 12.00].

INFORMATION ITEMS (for noting).

9. Update on Model Contract of employment.

To note this has been published, following recent meeting with SLCC.

<https://www.nalc.gov.uk/news/entry/2752-nalc-and-slcc-leadership-teams-mark-the-launch-of-the-new-model-contract-of-employment-for-local-councils%20>

10. Update on NALC work programme and publications schedule for 2024.

To note draft Work programme and publications schedule.

11. Date and time of next meeting:

To note that the next meeting will be held on Tuesday, 26 March 2024

Appendix 1.1 – BRIEFING FOR NEW COMMITTEES

Introduction

With newly elected chair, vice-chairs, and committee members and with a new two-year cycle, National Assembly agreed on 29 November 2023 some process improvements to improve NALC's governance. This was not a governance review but about how to do what we do better!

Councillor Induction and training and development

It is important we put in place proper support and get into the habit of training and supporting councillors in these national roles. Much is already set out in the role profiles and the following proposals have been recommended.

National Assembly

As well as material in the roles and responsibilities pack, new members will receive a welcome pack and a call with the chair of the association. (There will be similar support for committee members).

There will be three development sessions over 2 years:

1. General induction session on roles and responsibilities and expectation of members. And what benefits there are for them in this role.

Expectations include feeding in views of county association and promoting work of NALC locally. Feedback to county associations on NALC work using material provided by NALC as appropriate. (Consideration will be given to a streamlined summary for use). Own council signing civility pledge and consider LCAS accreditation. Sign-up to NALC newsletter. This induction will be facilitated by Charlotte, with input from LGA if available.

Benefits include being part of the national councillor network supporting local councils. A programme of external speakers, attendance at annual parliamentary reception, free access to on-line training, free ticket to NALC on-line events and two training/development sessions a year.

2. **Second development session:** Communications facilitated by breakthrough communications (t.b.c).
3. **Third development session:** Parliamentary engagement/ lobbying
4. **Fourth session to be confirmed.**

Committees

As well as a general induction session committee will have development sessions linked to their remit. All new members will receive induction pack, access to previous papers and discussion with relevant officers.

External speakers will be identified for most meetings – to increase benefit for members and to promote sector's work to other partners.

In addition to the general benefits for Assembly members, committee members will benefit from engagement with national opinion formers and have access to parliamentary and other events (subject to availability).

Committee chairs and vice-chairs will have training on their important role as chairs making sure the meetings run smoothly and are effective. An early face to face meeting with the Association's Chair and Vice-Chairs (CVCs) will be planned to include relevant NALC officers.

Committee administration

Committee process:

- Committee members will receive papers etc from the e-mail NALC committees. Papers will be circulated by blind copy.
- There will be an emphasis on greater consistency across the committees. Agenda will be split into decision and information items. Reports will generally be no longer than two sides, with supporting material linked or attached. Page and para numbers.
- There will be an item to identify any issues that need to be referred to another committee or assembly. Committee chairs will also consider how to involve other committees in issues pre-decision.
- Minutes will follow a standard template, noting report discussed and recording decision. If necessary, a short summary of discussion will be referenced. (AI?). The meetings will be recorded and kept for three months if people want further information.
- Remote committee meetings will generally last 2 hours 10 minutes with a 10-minute break. 10.00am to 12.10 with zoom kept open for 15 minutes beforehand and afterwards for any networking/ informal exchange. One face to face meeting per year (subject to annual review) will last from 11-15.00. National Assembly on-line meetings will last from 10-13.00 with extended networking sessions.

- Committees can hold informal meetings which do not necessarily have to be supported by NALC officers or comply with other committee processes.
- Committee paper process
 - a) Five weeks before meeting agenda agreed with chair and issues requiring discussion with other committees identified.
 - b) Five to two weeks before meeting, papers drawn up by officers.
 - c) Two weeks before committee, draft agenda issued to committee members.
 - d) One week before meeting, papers available to members on website
 - e) By end of week of meeting, summary of decisions publicised.
 - f) Week after committee, minutes published on website.

Membership

Chairs need to be Assembly members. Vice-chairs can be directly elected.

Co-options should be used to reach out to people who have not been involved or from underrepresented groups, specific skill sets or national networks.

Vacancies will be publicised, and voting conducted electronically as required.

Two-year work programme for committees and National Assembly:

To pre-plan attendance and work flows a two-year programme will be identified picking up NALC's strategic priorities and campaigns. This work programme will be produced in the first quarter and agreed by management board and Assembly.

Themes identified by Assembly which committees should consider include:

- Current theme/campaigns: climate change health and wellbeing, young people, make a change, planning (identify focussed piece of work for each)
- Add new theme – community safety (inc. civil preparedness and community resilience)
- Workforce issues and strategy
- Sector financial resilience
- Sector risk register
- NALC manifesto
- Artificial Intelligence
- Sector survey and data, including review of services provided.
- Support to networks and creation of micro council network
- Creation of new councils including in new towns and community stewardship organisations

Staff training:

- Staff working on committees will be supported to deliver these objectives.
- Lead officers are Steve Walker/Claire Fitzgerald (oversight); Farhana Miah (committee papers etc); Chris Borg (Policy and Larger Councils); Steve Walker (Finance and Scrutiny); Jonathan Owen, helped by Farhana Miah (National Assembly and management board).

Members consent form:

National Assembly members are required to complete a contact form and invited to indicate that they are happy to share details with other members so they can keep in touch.

Consideration will be given to how best to enable “on-line” discussion outside meetings for committees and assembly.

NATIONAL ASSEMBLY | APPENDIX 8.1.

National Assembly and committees process report

Introduction

With newly elected chair, vice-chairs, and committee members and with a new two-year cycle for Assembly, this is a good opportunity to review some of the committee etc processes we have to improve and clarify arrangements. This is not a governance review but about how to do what we do better!

Councillor Induction and training and development

Though there may be similar membership it is important we put in place proper support and get into the habit of training and supporting councillors in these national roles. Much is already set out in the role profiles (which needs to be reviewed) and the following proposals have been endorsed by management board to support this.

National Assembly

As well as material in the roles and responsibilities pack, new members will receive a welcome pack and a call with the chair of the association. (There will be similar support for committee members).

First development (induction) session:

This will be an important general induction session on roles and responsibilities and expectation of members. And what benefits there are for them in this role.

Expectations include feeding in views of county association and promoting work of NALC locally. Feedback to county associations on NALC work using material provided by NALC as appropriate. (Consideration will be given to a streamlined summary for use). Own council signing civility pledge and consider LCAS accreditation. Sign-up to NALC newsletter. This induction will be facilitated by Charlotte, with input from LGA if available.

Benefits include being part of the national councillor network supporting local councils. A programme of external speakers, attendance at annual parliamentary reception, free access to on-line training, free ticket to NALC on-line events and two training/development sessions a year.

Second development session:

Later in the first year on communications facilitated by breakthrough communications (t.b.c).

Third development session: Parliamentary engagement/ lobbying

Fourth session to be confirmed.

National Assembly members consent form:

National Assembly members are required to complete a contact form and invited to indicate that they are happy to share details with other members so they can keep in touch.

Consideration will be given to how best to enable “on-line” discussion outside meetings for committees and assembly.

Committee chairs and vice-chair:

- Training on their important role as chairs making sure the meetings run smoothly and are effective. An early face to face meeting with the Association’s Chair and Vice-Chairs (CVCs) will be planned to include relevant NALC officers.
- As well as the benefits above, committee members will benefit from engagement with national opinion formers and have access to parliamentary and other events (subject to availability).

Chair of the association, vice chairs finance and member services:

In-depth externally facilitated media and communications skills for potential association spokespeople (to include chair of policy) training in first quarter of 2024. Other development to be identified (e.g., preparing for giving select committee evidence, or how to make case for sector to others).

Committee administration

Committee process:

- Timing and distribution of committee etc papers are set out in the attached process sheet.
- There will be an emphasis on greater consistency across the committees. Agenda will be split into decision and information items. Reports will generally be no longer than two sides, with supporting material linked or attached. Page and para numbers.

- There will be an item to identify any issues that need to be referred to another committee or assembly. Committee chairs will also consider how to involve other committees in issues pre-decision.
- Minutes will follow a standard template, noting report discussed and recording decision. If necessary, a short summary of discussion will be referenced. (AI?). The meetings will be recorded and kept for three months if people want further information.
- External speakers will be identified for most meetings – to increase benefit for members and to promote sector's work to other partners.
- Remote committee meetings will generally last 2 hours 10 minutes with a 10-minute break. 10.00am to 12.10 with zoom kept open for 15 minutes beforehand and afterwards for any networking/ informal exchange. One face to face meeting per year (subject to annual review) will last from 11-1500. National Assembly on-line meetings will last from 10-13.00 with extended networking sessions.
- Co-options should be used to reach out to people who have not been involved or from underrepresented groups, specific skill sets or national networks.

Two-year work programme for committees and National Assembly:

To pre-plan attendance and work flows a two-year programme will be identified picking up NALC's strategic priorities and campaigns.

This could include:

- Current theme/campaigns: climate change health and wellbeing, young people, make a change, planning (identify focussed piece of work for each)
- Add new theme – community safety (inc. civil preparedness etc)
- Workforce issues and strategy
- Sector financial resilience
- Sector risk register
- NALC manifesto
- AI?
- Sector survey and data

Staff training:

- Staff working on committees will be supported to deliver these objectives.

MANAGEMENT BOARD | DRAFT MINUTES

Date: 21 November

Venue: Zoom

Present:

Cllr Pat Ansell (for part), Cllr Sue Baxter, Cllr Bob Blezzard, Cllr Mike Drew (vice-chair member services), Cllr Peter Davey (vice-chair finance), Cllr David Francis, Cllr Loraine Rappe, Cllr Stuart Roden (for part), Cllr Keith Stevens (chair)

Jonathan Owen chief executive, Justin Griggs head of policy and communications, Charlotte Eisenhart, head of member services and Steve Walker, head of finance and administration, Claire FitzGerald (for part) and Farhana Miah.

Apologies were received from Cllr Paul Harvey.

Cllr Stevens noted that this was the last meeting of this board in the current cycle and thanked colleagues for their input and support over the last two years.

1. Minutes of previous meetings

The minutes of the meeting of the Management Board meeting held on 19 September were agreed, with a correction to spelling in the attendance list.

2. Governance issues

The board commented on a draft paper prepared by the chief executive setting out proposals to improve committee processes, training and development in roles and expectations, and future work programmes. It was agreed to submit this paper, with amendments, to the meeting of the national assembly.

The board was updated on the progress with NALC elections. Results would be confirmed next week. It agreed that any vacancies accruing because of candidates withdrawing or being elected to other posts would be offered to the next unsuccessful candidate in line with previous policy.

The board agreed a calendar of meetings for the next two years for recommending to National Assembly. It was noted that there may need to be a change date for the September board meeting which clashed with a party conference and that individual committees may have views, although only limited change was possible.

The board agreed that the intention of the AGM constitutional amendment on quoracy was clear: that the relevant sections on general meetings should read “one third of those entitled to attend and a third of county associations.”

3. Member services update

Charlotte Eisenhart reported that following previous discussions with the board and wider consultation two national template contracts had been finalised for final discussion with the SLCC shortly. The intention was to publish before the calendar year end.

Charlotte also reported that the new website/CRM system was progressing well and should be launched in March.

The new chair of the Improvement and Development Board, James Alexander, had hosted his first meeting which went well.

4. Policy and Communications update.

Justin Griggs introduced the paper setting out NALC’s event strategy for the next two years which was agreed. This would focus on a continuation of on-line events but exploring a national face-to-face conference in 2025. Explainer events for NALC’s resources such as advice and guidance would also be introduced.

5. Finance update

Cllr Davey and Steve Walker reported on the recent meeting of the Finance and Scrutiny Committee and presented a summary report which would be submitted to the National Assembly. presented the quarterly accounts to June 2023 and the draft budget for 2024/5 agreed by the Finance and Scrutiny Committee.

The board also supported the recommendation from the Finance and Scrutiny Committee to propose to national assembly and the AGM, that the affiliation fee for 2024/5 be 7.94p per elector, capped at £2,037 for larger councils.

6. NALC HR matters

The board noted that the national pay increase for local government employees had been applied to NALC staff in line with their contracts. Jonathan Owen briefed the board confidentially on feedback received from staff on his request for views on the future development of NALC in the light of the move to new offices and IT and web-site developments. Further reports on options would be made to the board.

7. County Officer proposed review of sector support.

The board had received a paper setting out information on this at its last meeting. The chief executive reported that a survey had been circulated to county officers by the current chair of the county officers' forum asking for views on dates for an event and who should participate. The chair had also asked NALC to be a banker for the event.

The board agreed that the principal of county officers getting together was a good one. However, the board agreed that this specific proposal was a matter for discussion by the new board, officeholders, and assembly. There was some debate as to whether county association councillors were aware of the initiative. The board did not agree to act as a banker especially as the event could be held at a sensitive time in terms of NALC's cash flow.

8. Dates of future meetings

To be confirmed by assembly

MANAGEMENT BOARD | APPENDIX 5

Advice to committees on co-options

NALC's constitution allows for committees to appoint up to four co-opted members (without voting rights). They do not have to appoint co-opted members.

Committees are advised to consider the following when considering appointments:

- Assembly members are not usually appointed as co-optees as they have an opportunity to get directly involved in the work of committees through the election process.
- Committees should consider appointing co-optees to fill skill needs of the committee (e.g. policy committee may want someone with a planning expertise); to build links with national networks; to strengthen the diversity of committees by appointments from under-represented groups; to access county officer, SLCC and clerk expertise.
- Committees are invited to indicate whether they wish to co-opt at their first main meeting of the new cycle.
- When committees have considered whether they want to co-opt vacancies will be advertised centrally.

Management Board NALC Draft Risk Register for local (parish and town) councils.

Amended November 2022, with input from county officers and shared with SLCC

Category	Risk (Real or Perceived)	Priority	Mitigating Strategies	Impact	Likelihood	Score
Resources, Capacity & Capability	1. Low take up of councillor development and training opportunities and broader awareness of best practice.					
	2. Low take up of officer development and training opportunities and broader awareness of best practice. Take up of CiLCA					
	3. Inadequate community involvement.					
	4. Few contested elections/encouraging more people to stand/ costs of elections.					
	5. Recruitment and retention of clerks and other officers.					

Category	Risk (Real or Perceived)	Priority	Mitigating Strategies	Impact	Likelihood	Score
Council Finance	1. Absence of sound financial management processes in place within councils/ transparency/ lack of compliance with external assurance regime.					
	2. Threat of referendum principles.					
	3. Inability of sector to embrace other funding streams or commercialisation/ councils as businesses due to lack of skills/appetite/sharing practice.					

	4. Lack of take up of general power of competence					
	5. Poor budgeting and financial planning erode ability to deliver for communities, invest in resources or take advantage of cost efficiencies.					
	6. Sector support including limited market provision from audit, banking, and insurance.					
	7. Inability to access central government funding direct.					

Category	Risk (Real or Perceived)	Priority	Mitigating Strategies	Impact	Likelihood	Score
Sector Reputation	1. Inadequate community involvement.					
	2. Diversity/demographic profile of councillors.					
	3. Engagement/reputation with other sectors: principal councils, police, health etc.					
	4. Falling ethical standards/code of conduct/poor relations between clerks and councillors. Civility and respect.					
	5. Peer support and intervention process including for underperforming councils.					
	6. Poor communications strategy / approach to handling local issues. Inadequate communications telling story and lack of capacity, either proactive or crisis management					

	7. Lack of professionalism/councillor self-assessment as volunteers. “Parish” nomenclature (and vicar of Dibley image) puts people off trusting or getting involved.				
	8. Climate change and environmental concerns require councils to adapt and implement sustainable practices, often with limited expertise and resources.				
	9. Major individual council or corporate governance dysfunction undermines credibility of sector as whole				

Category	Risk (Real or Perceived)	Priority	Mitigating Strategies	Impact	Likelihood	Score
Technology	1. Councils struggle with outdated technology and limited digital literacy. In an increasingly digital world, this hampers their efficiency, ability to respond to and engage with their community.					
	2. Take up of .gov domains etc					
	3. Poor cyber-security					

Category	Risk (Real or Perceived)	Priority	Mitigating Strategies	Impact	Likelihood	Score
Sector Complexities	1. Lack of councils in some areas/lack of control over creation of new councils or abolition of existing ones.					

	<p>2. Sector's scale and complexity (coasting/non spending councils and parish meetings) leads to resource inequality/ variable ability to do things which may impact on confidence of others.</p>				
	<p>3. Threat of competition - from other councils/vol agencies etc. Abolition.</p>				
	<p>4. Failure to effectively support/ embrace devolution - capacity/resourcing/can we deliver what we promise.</p>				

Appendix 1. Risk Matrix

Risk Matrix

	Impact				
	Insignificant	Minor	Major	Severe	Critical
Likelihood	1	2	3	4	5
Unlikely	1	2	3	4	5
Slight	2	4	6	8	10
Possible	3	6	9	12	15
Likely	4	8	12	16	20
Highly likely	5	10	15	20	25

APPENDIX 10 Draft work programme 2024 to 2025

By month...

2024			
January	February	March	April
<ul style="list-style-type: none"> Respond to provisional local government finance settlement Online event Buckingham Palace Garden party invitations Chairs London day CVC meeting Themed scrums NNN: LGBT+ Cllrs NNN: Women Cllrs Chair's New Year open letter Policy Committee Management Board Partnerships/sponsorships discussions Media training for cllrs/staff Village Halls Week Quarterly activity report Email and domain names briefing 	<ul style="list-style-type: none"> Final local government finance settlement Online event Buckingham Palace garden party invitations Chairs London day CVC meeting and informal Management Board Themed scrums NNN: Coastal Communities Smaller Councils Committee Larger Councils Committee Bi-monthly legal bulletin LGBT+ history month, Chinese New Year, Wild Wetlands Day, Time to talk day, Random acts of kindness day, International Epilepsy Day NNN: Climate Emergency NNN: Super Councils' 	<ul style="list-style-type: none"> Launch new NALC website DLUHC council tax statistics headlines Publish JPAG practitioners guide Online event Appraisals completed Chairs London day CVC meeting Themed scrums Policy Committee Finance and Scrutiny Committee Management Board Easter No more week, Commonwealth Day, Disabled Access Day, Global recycling day, Holi, Red Nose Day, English Tourism week, World Down Syndrome day, International day of forest, Purple day, Transgender day of visibility NNN: Young Cllrs Practitioners' Guide Local Councils Explained 	<ul style="list-style-type: none"> Launch Star Council Awards Local elections LCAS update
May	June	July	August

<ul style="list-style-type: none"> • LCAS update • Online event • National Assembly • Policy Committee • Larger Councils Committee • Smaller Councils Committee • First stage of collecting affiliation fee • County Officers Forum • All staff meeting • Chairs London day • CVC meeting • Themed scrums • Stress awareness month, Ramadan, World health day, National Voter Registration Day, Earth day • Publish Points of light (moved from September) • Publish Good Councillors Guide to employment (or April) • Bi-monthly legal bulletin • Easter • NNN: LGBT+ Cllrs • Quarterly activity report • Model Finance Regulations 	<ul style="list-style-type: none"> • LCAS application deadline • LCAS update • Online event • Local council annual council meeting • Buckingham Palace garden parties • Council tax statistics detailed • Smaller Councils Committee • All staff meeting • Chairs London day • CVC meeting and Informal Management Board • Themed scrums • Publish Good Councillors Guide to employment (or March) • Publish Local Councils Explained • Explainer online event on GCG to E and LCE • Prime Ministers Dementia Group • Eid, Mental Health Awareness Week, Vesak, Dementia Action Week, International Day against phobia, International Day of biological diversity • NNN: Women Cllrs • NNN: Climate Emergency • NNN: Super Councils' • The Good Councillor's guide 	<ul style="list-style-type: none"> • Online event • Chair's open letter • Kings Birthday Honours announced • Management Board • Finance and Scrutiny Committee • Online event • All staff meeting • Auditors in • Chairs London day • CVC meeting • Themed scrums • Council tax analysis • Larger councils study tour • Pride, Volunteers Week, Big Lunch, Thank You Day, World Environment Day, World Ocean Day, Loneliness Awareness Week, World Blood Donor Day, World Refill Day, World Clean Air Day, Public Service Day • Bi-monthly legal bulletin • HR templates • Foreword for county associations • NNN: Young Cllrs • NNN: Coastal Communities
<p>July</p> <ul style="list-style-type: none"> • LGA annual conference • LCAS update • Online event • CVC Meeting • National Assembly • Policy Committee 	<p>August</p> <ul style="list-style-type: none"> • LCAS update • Second stage of collecting affiliation fee • Pre AGM tasks ie motions for consideration and notices • All staff meeting 	<p>September</p> <ul style="list-style-type: none"> • Party political conferences • LCAS application deadline • LCAS update • Online event • Finance and Scrutiny Committee • Management Board

<ul style="list-style-type: none"> Smaller Councils Committee Larger Councils Committee Parliamentary reception tbc All staff meeting Auditors in Chairs London day CVC meeting Themed scrums SLCC Clerks Week Talk To Us, Net Zero Week, Rural Housing Week, Eid 2, Disability Awareness Day, Love Parks Week NNN: Women Cllrs NNN: LGBT+ Cllrs NNN: Climate Emergency Quarterly activity report 	<ul style="list-style-type: none"> Chairs London day CVC meeting Themed scrums National Allotments Week, Women's Equality Day, International Youth Day Planning guide Media training for cllrs/staff refresher 	<ul style="list-style-type: none"> All staff meeting Chairs London day CVC meeting Themed scrums Royal British Legion briefing for County Officers NNN: Coastal Communities NNN: Super Councils The Good Councillor's guide to finance and transparency NNN: Young Cllrs
<p>October</p> <ul style="list-style-type: none"> Party political conferences SLCC annual conference LCAS update Online event Publish annual report National Assembly Policy Committee Larger Councils Committee All staff meeting Chairs London day CVC meeting Themed scrums NNN: LGBT+ Cllrs NNN: Women Cllrs NNN: Climate Emergency Quarterly activity report 	<p>November</p> <ul style="list-style-type: none"> Management Board Finance and Scrutiny Committee UK Parliament Week Remembrance Sunday County Councils Network annual conference Local Government Information Unit Cllr Awards LCAS update Management Board NALC 1994 Ltd All staff meeting Chairs London day CVC meeting Themed scrums Annual General Meeting 	<p>December</p> <ul style="list-style-type: none"> Parliamentary reception/Star Councils Awards presentations Provisional local government finance settlement New Year Honours announced Online event National Assembly All staff meeting Chairs London day CVC meeting Themed scrums Christmas NNN: Young Cllrs The Good Councillor's guide to communications

<ul style="list-style-type: none"> • Annual Report 	<ul style="list-style-type: none"> • NNN: Coastal Communities • NNN: Super Councils' • Model Standing Orders 	
2025		
January	February	March
<ul style="list-style-type: none"> • Respond to provisional local government finance settlement • Online event • Buckingham Palace Garden party invitations • Chairs London day • CVC meeting • Themed scrums • NNN: Women Cllrs • NNN: LGBT+ Cllrs • Chair's New Year open letter • Policy Committee • Management Board • Partnerships/sponsorships discussions • Media training for cllrs/staff • Village Halls Week 	<ul style="list-style-type: none"> • Final local government finance settlement • Online event • Buckingham Palace garden party invitations • Chairs London day • CVC meeting and informal Management Board • Themed scrums • NNN: Climate Change • NNN: Super Councils Network • Smaller Councils Committee • Larger Councils Committee • Launch data protection publication • Explainer online event on data protection publication • Bi-monthly legal bulletin • LGBT+ history month, Chinese New Year, Wild Wetlands Day, Time to talk day, Random acts of kindness day, International Epilepsy Day 	<ul style="list-style-type: none"> • Launch new NALC website • DLUHC council tax statistics headlines • Publish JPAG practitioners guide • Online event • Appraisals completed • Chairs London day • CVC meeting • Themed scrums • Policy Committee • NNN: Young Cllrs • Finance and Scrutiny Committee • Management Board • NNN: Coastal Communities • Easter • No more week, Commonwealth Day, Disabled Access Day, Global recycling day, Holi, Red Nose Day, English Tourism week, World Down Syndrome day, International day of forest, Purple day, Transgender day of visibility
April	May	June
<ul style="list-style-type: none"> • Launch Star Council Awards • LCAS update • Online event 	<ul style="list-style-type: none"> • Local elections • LCAS application deadline • LCAS update 	<ul style="list-style-type: none"> • LCAS update • Online event • Chair's open letter

<ul style="list-style-type: none"> National Assembly Policy Committee Larger Councils Committee Smaller Councils Committee First stage of collecting affiliation fee County Officers Forum All staff meeting Chairs London day CVC meeting Themed scrums NNN: LGBT+ Cllrs Stress awareness month, Ramadan, World health day, National Voter Registration Day, Earth day Publish Points of light (moved from September) Publish Good Councillors Guide to employment (or April) Bi-monthly legal bulletin Easter 	<ul style="list-style-type: none"> Online event Local council annual council meeting Buckingham Palace garden parties Council tax statistics detailed Smaller Councils Committee All staff meeting Chairs London day CVC meeting and Informal Management Board Themed scrums NNN: Climate Emergency NNN: Super Councils Network Publish Good Councillors Guide to employment (or March) Publish Local Councils Explained Explainer online event on GCG to E and LCE Prime Ministers Dementia Group Eid, Mental Health Awareness Week, Vesak, Dementia Action Week, International Day against phobia, International Day of biological diversity 	<ul style="list-style-type: none"> Kings Birthday Honours announced Management Board Finance and Scrutiny Committee Online event All staff meeting Auditors in Chairs London day CVC meeting Themed scrums Council tax analysis NNN: Young Cllrs Larger councils study tour Pride, Volunteers Week, Big Lunch, Thank You Day, World Environment Day, World Ocean Day, Loneliness Awareness Week, World Blood Donor Day, World Refill Day, World Clean Air Day, Public Service Day Bi-monthly legal bulletin
July <ul style="list-style-type: none"> LGA annual conference LCAS update Online event CVC Meeting National Assembly Policy Committee Smaller Councils Committee Larger Councils Committee Parliamentary reception tbc All staff meeting 	August <ul style="list-style-type: none"> LCAS update Second stage of collecting affiliation fee Pre AGM tasks ie motions for consideration and notices All staff meeting Chairs London day CVC meeting Themed scrums NNN: Young Cllrs 	September <ul style="list-style-type: none"> Party political conferences LCAS application deadline LCAS update Online event Finance and Scrutiny Committee Management Board All staff meeting Chairs London day CVC meeting Themed scrums

<ul style="list-style-type: none"> • Auditors in • Chairs London day • CVC meeting • Themed scrums • NNN: LGBT+ Cllrs • NNN: Coastal Communities • NNN: Climate Emergency • SLCC Clerks Week • Talk To Us, Net Zero Week, Rural Housing Week, Eid 2, Disability Awareness Day, Love Parks Week 	<ul style="list-style-type: none"> • National Allotments Week, Women's Equality Day, International Youth Day 	<ul style="list-style-type: none"> • Royal British Legion briefing for County Officers • NNN: Women Cllrs
<p>October</p> <ul style="list-style-type: none"> • Party political conferences • SLCC annual conference • LCAS update • Online event • Publish annual report • National Assembly • Policy Committee • Larger Councils Committee • All staff meeting • Chairs London day • CVC meeting • Themed scrums • NNN: LGBT+ Cllrs • NNN: Women Cllrs • NNN: Climate Emergency 	<p>November</p> <ul style="list-style-type: none"> • Management Board • Finance and Scrutiny Committee • UK Parliament Week • Remembrance Sunday • County Councils Network annual conference • Local Government Information Unit Cllr Awards • LCAS update • Management Board • NALC 1994 Ltd • All staff meeting • Chairs London day • CVC meeting • Themed scrums • Annual General Meeting • NNN: Young Cllrs 	<p>December</p> <ul style="list-style-type: none"> • Parliamentary reception/Star Councils Awards presentations • Provisional local government finance settlement • New Year Honours announced • Online event • National Assembly • All staff meeting • Chairs London day • CVC meeting • Themed scrums • Christmas

By frequency...

Ad hoc	Weekly	Fortnightly	Monthly	Bi-monthly	Quarterly	Bi-annual	Annual	Biennial
Respond to consultations	Bulletin NALC jobs newsletter	County officer Zoom	NALC event CALC newsletter round up	Legal bulletin	Committees VAT returns Peers briefing	Open letter (typically December/January and June/July)	NALC AGM Annual report	Committee elections (typically last quarter)
Respond to reports and announcements	NALC event newsletter		Monthly payroll		APPG	Chair meetings with stakeholders eg LGA, ACRE	Auditors – typically June to July	
Respond to media enquiries	NALC newsletter		Themed scrums		NALC National Networks Rural Coalition	Contract renewals eg insurance in March		
Legal casework (peaks not predictable, August quieter)	Payments, order processing/invoicing and debt collection		Chair/vice chair (CVC) meetings		DLUHC Communities Partnership Board	County Officers Forum	Star Council Awards – typically Spring to October (February to September in 2021)	
Research/surveys (various throughout year)			Chairs London Day		RSN Network			
Enquiries (throughout year)			Campaign Days				Sponsorship discussions – typically January/February	
Establishing new commercial partnerships/arrangements			Defra Insight Forum					
Considering policy motions and SCA proposals							Local council annual parish meeting 1 March to 1 June	
Publish news stories							Local council budget setting	

Publish social media content							September to January Provisional and Final local government finance settlement Practitioners guide Review and publish financial regulations Review and publish standing orders DLUHC \ council tax statistics headlines and detailed Star Councils Awards Parliamentary reception Points of light - typically Summer	
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							Local government conferences – DCN (January), LGA (July), SLCC (October), CCN (November)	
							Buckingham Palace Garden Parties – typically January and early February	
							Affiliation fee collection – typically in April and August	
							Appraisals – typically February and by end March	
							BHIB insurances renewal – typically March	
							Local elections	
							LGA associate membership	
							Royal British Legion briefing	

							for County Officers in run up to Remembrance day (Sept)	
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Other/tbc

- LCAS events – 3 to schedule
- Publications — various
- Explainer events – to accompany publications/other outputs
- Campaigns — various (need to be planned out in advance for each year)
- LCAS — various deadlines
- Legal training days for county officers
- Open days
- E-learning – throughout year

PUBLICATION SCHEDULE 2024

Quarter one (January — March)

Quarterly activity report — January

Email and domain names briefing — January

Practitioners' Guide — March

Local Councils Explained — March

Quarter two (April — June)

Quarterly activity report — April

Model Finance Regulations — April

The Good Councillor's guide — May

HR templates — June

Foreword for county associations — June

Quarter three (July — September)

Quarterly activity report — July

Planning guide — August

The Good Councillor's guide to finance and transparency — September

Quarter four (October — December)

Quarterly activity report — October

Annual Report — October

Model Standing Orders — November

The Good Councillor's guide to communications — December