

# NATIONAL ASSEMBLY | AGENDA

Date: 9 April 2024

Time: 10.00 – 12.00

Location: Zoom

## 1. Apologies for absence

- 1.1. To note any apologies received and changes in representation. New members are invited to introduce themselves.

## 2. Minutes of the previous meeting and matters arising

- 2.1. To approve draft minutes of the meeting held on 29 November 2023 (Appendix 2.1).
- 2.2. A recording of the induction session held on 30 January 2024 is available [here](#). As previously agreed, the next development session will focus on communications later in the year.

*(If members have comments on the accuracy of the draft minutes or notes, please contact [nalcccommittees@nalc.gov.uk](mailto:nalcccommittees@nalc.gov.uk) before the meeting)*

## 3. Committee updates

- 3.1. To consider reports from the chairs of committees after their first cycle of meetings. (See appendix 3.1)
- 3.2. Work programmes - Committees have been considering their work-programmes in the light of the priority themes identified by national assembly at its last meeting. (See appendix 3.2)
- 3.3. National Assembly work programme. To agree the following work programme (not including usual business items)

2024/5	2025/6
9/7/24 community safety (face to face)	2/25 New February date Parliamentary reception (t.b.c) (face to face)
8/10/24 General election preparation (including NALC manifesto)	8/4/25 AI and county officer thriving together event (t.b.c)
10/12/24 Workforce issues	8/7/25 Sector risk register

Development session on communications (t.b.c)	7/10/25 Membership survey/data project
	9/12/25 NALC elections

#### **4. Financial report**

- 4.1. To receive the latest report from the vice-chair (finance). (See appendix 4.1)

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#### **BREAK [10.50- 11.00]**

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#### **DISCUSSION ITEMS**

##### **5. NALC strategic plan**

- 5.1. To receive a report by the chief executive on progressing NALC's strategic plan. Presentation to be made.

##### **6. External speaker/ discussion item**

- 6.1. The state of local government finance. Information exchange.
- 6.2. External speaker to be confirmed.

#### **INFORMATION ITEMS (for noting 11.50 – 12.00)**

##### **7. Workforce issues and strategy**

- 7.1. To note progress on this priority theme identified by the national assembly. A full session on this will be held on 10 December 2024 if agreed by the national assembly. (See appendix 7.1)

##### **8. NALC work programme and publications schedule**

- 8.1. To note NALC's work programme and publications schedule. (See appendix 8.1)

##### **9. Assembly contact details**

- 9.1. To receive the list of contact details of Assembly and Committee members who have so far provided their details to date (separate link attached to these papers)

## **10. Date and time of next meeting**

10.1.To note the next meeting will be held on 9 July 2024 location to be confirmed.

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## NATIONAL ASSEMBLY | DRAFT MINUTES

Date: 29 November 2023

Time: 11.00 – 13.00

Venue: The Local Government Association, 18 Smith Square, London, SW1P 3HZ

### Present:

- Cllr Mike Drew, Avon Local Councils Association
- Cllr Liz Luder, Bedfordshire Association of Town, and Parish Councils,
- Cllr Roland Cundy, Berkshire Association of Local Councils,
- Cllr Paul Harvey, Buckinghamshire, and Milton Keynes Association of Local Councils,
- Cllr Malcolm Watson, Cambridgeshire, and Peterborough Association of Local Councils,
- Cllr Luke Trevaskis, Cheshire Association of Local Councils,
- Cllr Clare Gamble, Cleveland Local Councils Association,
- Cllr Stuart Roden, Cornwall Association of Local Councils,
- Cllr Mary Bradley, Cumbria Association of Local Councils
- Cllr Allan Blakemore, County Durham Association of Local Councils
- Cllr Ian Cowling, Devon Association of Local Councils,
- Cllr Janet Wallace, Dorset Association of Parish and Town Councils,
- Cllr Keith Stevens, East Sussex Association of Local Councils,
- Cllr Peter Davey, Essex Association of Local Councils,
- Cllr Loraine Rappé, Hampshire Association of Local Councils,
- Cllr Marcus Allen, Herefordshire Association of Local Councils,
- Cllr Bill Pryce, Hertfordshire Association of Local Councils
- Cllr Bob Blezzard, Isle of Wight Association of Local Councils,
- Cllr Neville Hudson, Kent Association of Local Councils,
- Cllr Alan Neal, Lancashire Association of Local Councils,
- Cllr Ron Simpson, Leicestershire, and Rutland Association of Local Councils,
- Cllr Iain Hamilton, Merseyside Association of Local Councils
- Cllr Heather Phillips, North Yorkshire Association of Local Councils
- Cllr Mike Scott, Northamptonshire Association of Local Councils,
- Cllr Mick Baker, Nottinghamshire Association of Local Councils,
- Cllr David Francis, Northumberland Association of Local Councils,
- Cllr Katharine Keats-Rohan, Oxfordshire Association of Local Councils,
- Cllr Duncan Wright, South Yorkshire Association of Local Councils,
- Cllr Patricia Ansell, Staffordshire Association of Local Councils
- Cllr Mark Valladares, Suffolk Association of Local Councils,
- Cllr Loretta Whetlor, Somerset Association of Local Councils,
- Cllr Ray Wickson, Shropshire Association of Local Councils
- Cllr Peter Allison, West Yorkshire Association of Local Councils,

- Cllr Douglas Denham St Pinnock, West Sussex Association of Local Councils,
- Cllr John Scragg, Wiltshire Association of Local Councils,
- Cllr Ian Davis, Warwickshire Association of Local Councils
- Cllr Sue Baxter, Worcestershire Association of Local Councils.

**Observers:**

- Cllr Mike Eldred, Essex Association of Local Councils

**Apologies received:**

None

**NALC staff and speakers**

- Jonathan Owen, chief executive,
- Steve Walker, head of finance and administration,
- Justin Griggs, head of policy and communications,
- Charlotte Eisenhart, head of member services,
- Farhana Miah, executive officer,
- Claire FitzGerald, administration manager,
- Jessica Lancod-Frost, policy officer,
- Olivia Kane, receptionist, and administrator,
- Greg Henry, finance, and administration officer,
- Rajiv Dudakia, digital communications manager,
- Daisy Petrow, communications officer
- Nadoya Reid, communications officer
- Chris Borg, policy manager
- Cllr Mark Edwardson, Congleton Parish Council,
- Su Moore, Jo Cox Foundation (remote).

**1. Election of chair**

The chief executive noted that Cllr Keith Stevens had been elected as chair of the association and passed the chair to him.

**Resolved:** that Cllr Keith Stevens be elected chair of the association for the two-year term of office for 2024/25. This is second term of office.

## **2. White Ribbon Campaign:**

Cllr Mark Edwardson, from Congleton Town Council, delivered a presentation on the White Ribbon Accreditation. During his talk, he discussed the ways in which councils and organizations can actively participate in this initiative. The campaign aims to inspire men and boys to take a stand against violence towards women and girls in the workplace. Cllr Edwardson outlined the steps for councils to achieve accreditation:

- Formulating appropriate policies
- Educating both colleagues and customers
- Fostering awareness internally and externally
- Ensuring that communications and processes promote desirable behaviours.
- Identifying and addressing instances of sexism and misogyny
- Supporting White Ribbon Day
- Paying an annual fee

Emphasising that White Ribbon Accreditation presents an opportunity for NALC to create a safe working environment for both women and men, Cllr Edwardson highlighted the chance to enhance staff skills and transform them into agents of positive change. He encouraged National Assembly members to advocate for County Associations of Local Councils (CALCs) to explore the advantages of obtaining White Ribbon Accreditation for their local councils (parish and town), communities, and workplaces. The chair thanked Cllr Edwardson for his presentation, [please click here to read full presentation.](#)

## **3. NALC Committees election results:**

To note the following:

### **National assembly elections**

- **Resolved** that Cllr Keith Stevens be elected unopposed to the position chair of the association for the two-year term of office for 2024/25. This is his second term of office.
- **Resolved** that Cllr Peter Davey be elected unopposed to the position of vice chair (finance) for the two-year term of office for 2024/25. This is his second term of office.
- **Resolved** that Cllr David Francis, be elected to the position of vice chair (member services) for his first term of office for 2024/25.

- **Resolved** that Cllrs Bob Blezzard, Loraine Rappé, Paul Harvey, Sue Baxter, Mike Drew, and Luke Trevaskis, be elected to the Management Board for the two-year term of office 2024/25.
- **Resolved** that Cllrs Duncan Wright, Ian Cowling, Mike Scott, Alan Neal be elected to the Finance and Scrutiny Committee for the two- year term of office 2024/25.
- **Resolved** that Cllrs Peter Allison, Neville Hudson, Richard Page, Mike Drew and Iain Hamilton be elected to the Policy Committee for the two-year term of office 2024/25.
- **Resolved** that the following be elected to Smaller Councils Committee for the two-year term of office 2024/25: Cllrs Marcus Allen, Mick Baker, David Francis, Allan Blakemore and Alan Neal be elected as National Assembly representatives.
- **Resolved** that the following be elected to Larger Councils Committee for the two-year term of office 2024/25: Cllrs Paul Harvey, Cllr Dr Katharine Keats-Rohan and Cllr Iain Hamilton be elected as National Assembly representatives.

#### **Direct elections to Larger and Smaller Councils Committees**

- **Resolved** that the following be elected to the Smaller Councils Committee, for the two-year term of office 2024/25: Cllr John Cowan of Barnham Broom Parish, Mr Stephen Ashfield of Shorncliffe Parish Council, and Mrs Vanessa Lowe of Alcester Town Council were elected directly to the committee.
- **Resolved** that the following be elected to the Larger Councils Committee, for the two-year term of office 2024/25: Ms Imogen Makepeace Lewes Town Council, East Sussex, Mrs Isabella Roberts Horden Parish Council, Cllr Peter Quinn Shildon Town Council, Miss Sophia Vaughan-Hodkinson Storchley and Brookside Parish Council, Mr Rufus Lunn Farringdon Town Council, Cllr Peter Astell Beverley Town Council ERNLLCA, Cllr Mike Drew Yate Town Council, Avon, Ms Kellie Hinton Henley Town Council, Oxfordshire as directly elected councillors.
- **Resolved** that the following be elected to the Larger Councils Committee as directly elected clerks for the two-year term of office 2024/25: Mrs Shar Roselman Newport Pagnell Town Council, Mr Carl Hearn Tavistock Town Council, Mr Steve McNay Woughton Community Council and Mr Luke Trevaskis Morecambe Town Council.

Full election declarations have been attached to the minutes.

#### **4. Changes in representatives:**

The chair invited new representatives to give a brief introduction to Assembly.

- Cllr Roland Cundy from Berkshire Association of Local Councils had been working in the sector for over 15 years, also chair of Berkshire which recently had a successful AGM and looking forward to working closely with NALC.
- Cllr Malcolm Watson from Cambridgeshire and Peterborough ALC joined the CALC board in July and has a background in working in banking.
- Cllr Ian Davis, Warwickshire ALC, chair of a small parish council and has been working in the sector for five years.

The chair thanked all the outgoing members of the assembly for all their hard work.

#### **5. Minutes of the meeting of Assembly held on 3 October 2023**

National Assembly confirmed that the minutes from 3 October 2023 were accurate.

**Resolved:** That the minutes of the meeting held on 3 October 2023 be approved.

#### **6. Finance update**

Cllr Davey provided an update on the finance summary report. He discussed key highlights from the report, covering various aspects:

Firstly, he reported on the successful completion of the sale of the property at 109 Great Russell Street, following the conclusion of the fiscal year. The net surplus from this sale amounted to £188,723, reflecting the gain over the balance sheet value. This figure considered direct costs, including professional fees. The Profit and Loss summary report incorporated this net surplus as an adjustment to the book value. Additionally, Councillor Davey noted that deposited funds exceeded the budget, thanks to stable interest rates. To enhance clarity, the Profit and Loss statement underwent a reorganization to distinguish between regular trading and exceptional activities.

For a comparative perspective, Cllr Davey referenced the audited account figures for the 12 months ending on March 31, 2023. These figures included the reserve transfer movement, indicating the utilization of reserves established in the previous year for IT development and the shared Civility & Respect project with SLCC.



Turning to the management accounts as of the end of the 2nd quarter, Cllr Davey highlighted a deficit of £15,136 in normal activities. While acknowledging an overspend of £19,934 compared to the budget as of September 30, he reassured the assembly that there was no anticipation of further worsening by the year-end.

As of the end of May 2023, NALC experienced a notable increase in affiliation fees compared to the previous year, amounting to £153,000. However, by the end of June, the total affiliation fees received showed an adverse difference of £53,000 compared to the same period last year. Currently, there are eight outstanding payments. This situation has led the Association to be down to approximately seven weeks in reserves.

Cllr Davey expressed gratitude to the head of finance and administration for his work and unwavering support.

## **7. National Assembly and committee processes.**

The chief executive addressed the committee process report, emphasizing that with the introduction of a fresh start, involving newly elected chair, vice-chairs, and committee members, along with the commencement of a new two-year cycle for the Assembly, this is a valuable opportunity to assess and enhance various committee processes. The focus is on improving and clarifying arrangements rather than conducting a governance review. The aim is to optimize NALC's existing practices and ensure more effective execution of NALC's responsibilities. Alongside the information outlined in the roles and responsibilities pack, new members would be furnished with a welcome pack, and a meeting would be arranged with the chair of the association. This initiative aimed to ensure that newcomers received comprehensive information and a warm welcome, facilitating a smooth integration into their respective roles and responsibilities within the organization. He reported on the two-year programme for National Assembly:

- In the initial development session (induction), the focus would be on roles and responsibilities, outlining the expectations for members such as feeding in and back to county associations on the work NALC is doing, and elucidating the benefits available to them.
- Second session will be on communications facilitated by breakthrough communications.
- Third session will be on parliamentary engagement and lobbying.

He discussed the NALC consent form, urging members to complete and promptly return it to [nalccommittees@nalc.gov.uk](mailto:nalccommittees@nalc.gov.uk). Emphasizing the importance of NALC

obtaining consent from members, he highlighted that this step is crucial for the sharing of their details.

There was a discussion on the report and noted the following points:

Cllr Gamble inquired about the possibility of including the full names of members and NALC colleagues in the minutes, rather than using initials.

Cllr Rappe raised the question of whether deputy assembly members would be taken into consideration for development planning, emphasizing the potential benefits for succession planning.

Cllr Blezzard proposed incorporating flexibility in meeting timings.

The chair urged assembly members to share updates with CALC's regarding the ongoing initiatives and work conducted by NALC, emphasizing that certain CALC's may currently be uncertain about these matters.

The chief executive reported that training and development sessions would be arranged for the chairs and vice-chairs of the committees. Additionally, meetings with NALC staff would be scheduled. Media training would also be on the agenda for chairs, vice-chairs, and the chair of the Policy Committee. Changes to the agenda format, ensuring consistency in minutes, and enforcing timely completion of meetings were highlighted.

The chief executive addressed the topic of co-option to committees, explaining that committees have the authority to co-opt up to four members. They encouraged committees to consider diversity and inclusivity when co-opting members, urging them to actively involve individuals with diverse backgrounds. The chief executive emphasized the importance of encouraging people to engage with NALC, particularly by assessing their skill sets in relation to committee needs.

### **Work programme:**

The chief executive addressed the work programme for the next two years, highlighting the current themes and campaigns: climate change, health and wellbeing, young people, make a change, and planning, with a focused piece of work identified for each. During the discussion, the chief executive proposed the inclusion of a new theme, Community Safety, in the work programme. This addition was suggested based on the significant efforts made by parish and town councils in this area. The chief executive emphasized that this theme should be publicised to national stakeholders and supported by web resources and webinars. He noted the following themes:

- Sector financial resilience
- Workforce issues and strategy
- Sector risk register
- NALC manifesto
- Artificial intelligence
- Sector survey and data

He added that NALC staff working on committees would be provided with training and support to effectively deliver these objectives.

**Resolved:** That the report be noted.

## **8. Calendar of meetings:**

The assembly noted the calendar of meetings for 2024. The chief executive reported that the timings for calendar of meetings would be added and will shortly be uploaded to the NALC website.

**Resolved:** That the calendar of meetings be noted.

## **9. The Jo Cox foundation:**

Su Moore, Chief Executive of the Jo Cox Foundation, was warmly welcomed by the assembly. She provided insights into the foundation's work on promoting civility in politics. Established in 2016, the foundation operates on three main fronts: internationally, locally, and within the realm of respectful politics. She noted that Jo Cox, was particularly passionate about empowering women in politics.

She introduced the Jo Cox Civility Commission, emphasizing the complexity of the issue and the need for solutions across various sectors. Since its launch in February, the foundation has engaged with over 100 stakeholders, utilizing their website for consultations with local politicians and conducting one-on-one interviews with individuals in security and justice. Currently, they are in the stages of formulating recommendations, which will be presented in January. These recommendations span from smaller, short-term implementable changes to more substantial solutions that will take time to materialize. The foundation's ultimate goal is to bring about positive change for those involved in politics. The commission outlined several key themes they would address, including policing and security, behaviour during elections, social media and mainstream media, local government, and political education. Su shared some headline recommendations for local government, proposing that police protection,

currently available at a national level, should be extended to a local level. Additionally, the commission recommended expanding social media provisions for politicians to the local level and providing clearer guidance on reporting abuse and intimidation to the police.

Charlotte Eisenhart head of member services, offered context for the Civility and Respect project, noting that 13,000 councils have pledged their commitment to it. She expressed gratitude to Su for participating in the meeting.

A number of points were raised:

- Cllr Allen raised concerns about the shortage of police officers in Herefordshire. Su acknowledged this issue and highlighted an inconsistency and lack of understanding about local politicians among police departments. She mentioned that the foundation would be advocating for additional resources to address this.
- Cllr Neal expressed concerns about the recent behaviour of MPs in Parliament. Su reported that a model for good behaviour would be proposed for all politicians.
- Cllr Keats-Rohan expressed that 13,000 is a low number and this should be promoted more nationally.
- Cllr Baxter emphasised the need for social media platforms to be more considerate of unintended attacks. Su referred to the Committee Standards in Public Life, noting that social media plays a part in the problem rather than being the problem itself. While provisions exist in the Online Safety Act, efforts are being made to ensure that the Social Media Regulations Act focuses on safety measures for politicians.
- Cllr Roden addressed the need for sanctions on behaviours in councils and inquired about the possibility of a similar principle at a local level. Su reported that the Civility Commission had collaborated closely with the LGA (Local Government Association), and a suggestion was made regarding candidate selection during elections to prevent future problems. However, more work is planned on the development of sanctions.

Assembly was invited to express their gratitude to Su for her time and for sharing her insights during the presentation.

The chief executive encouraged assembly members to engage CALCs in the White Ribbon Campaign's initiatives. Cllr Mark Edwardson offered to speak to them on this matter. If interested, assembly members were encouraged to visit the Congleton Town Council [website](#) for further details.

**10. Next meeting:**

To note that the next meeting will be taking place on 9 April 2024 at 10.00 via Zoom.

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## **NATIONAL ASSEMBLY | APPENDIX 3.1**

### **Updates from NALC committees**

Full minutes of the meetings are on the NALC website at:

<https://www.nalc.gov.uk/committees>

In November the National Assembly identified a number of its priorities and invited committees to consider how they could best address them in their work plans. The Assembly also agreed that the chairs and vice-chairs of committees should meet to discuss their roles and how they can work together to deliver these priorities.

The National Assembly priorities were

- current themes and campaigns of climate change, health and wellbeing, young people, make a change, planning, civility and respect, with a focused piece of work identified for each.
- a new theme of community safety.
- other areas of sector financial resilience, workforce issues and strategy, sector risk register, NALC manifesto, artificial intelligence, data and a membership survey.

The latest proposals from the committees' discussions of their work programmes are attached as appendix 3.2

Assembly is invited to note that to deliver fully some of the ambitious programme would require additional resources and proposals will be drawn up for further consideration.

### **Management Board – 9 January 2024, 26 March 2024 (and informal session 12 February)**

Management Board agreed a set of special responsibilities or “portfolios” as set out in appendix 3.1.1

The Board agreed to work with the county officers' forum on an event looking at “future proofing the sector” in 2025 after the general election and with greater clarity around the new government's intentions.

The Board appointed Charlotte Eisenhart as NALC's member director on the SAAA board, replacing Jonathan Owen.

A focus of the 26 March meeting was the challenges facing local government finance and the implications for the sector. You can access a copy of the presentation by Jonathan Carr-West, the chief executive of LGIU and the Town Clerk of Shrewsbury [here](#) using the passcode k4Y#zE\$&

This was also the focus of an [article in the Guardian](#), quoting NALC's chair.

### **Finance and Scrutiny Committee - 30 January 2024 and 12 March 2024**

A full report on NALC's finances including cash flow as agreed by the committee is attached as a separate item on this agenda.

The other areas considered by the committee include clarifying its wider role in scrutiny and a model is being developed for further discussion. The committee agreed to continue as a finance and scrutiny committee but for the chair, Peter Davey, to recuse himself from its scrutiny role which would be led by Alan Neal.

The Committee agreed to constitute a task and finish group to review how NALC's finances are reported to National Assembly for the next financial year.

The Committee agreed the following changes to members' and NALC employee expenses in line with the national local government agreement.

For fuel and hybrid vehicles

	451-999cc	1000-1199cc	1200cc and greater
First 40 miles	67.9 (max £27.18)	76.6 (max £30.63)	94.2p (max £37.68)
Thereafter per mile	20.4p	21.5p	24.5

For electric

Upper rate =	66.4p (max 40 Miles £25.56)	Existing 64p (max 40 miles £25.60)
Lower rate for more than 40 miles	9p per mile.	(Existing 9p)

## Subsistence and other allowances

	Existing	Revised	
Short day rate <6hrs from base	£13.5	£14.10	Meal provided
	£20.25	£21.10	Meal not provided
Full day rate > 6hrs not overnight £27	£27	£28	Meal provided
	£40.50	£42.20	Meal not provided
24 hour rate	£216	£225	

## Policy Committee

At our January meeting we considered three motions from county associations. We supported proposals to make the Fire and Rescue service a statutory consultee for Battery Energy Storage facilities, to make it mandatory that local planning authorities inform and consult with local councils for pre-application consultations for major developments and to reduce the conflict and contradiction between Conservation and Building Control in the interpretation of the need for improved environmental requirements and energy efficiency.

The committee has continued to be very active in reacting and responding to Government consultations. In addition to the scheduled committee meeting in January we have held 3 special meetings to consider the NALC response to specific consultations. The major area of government activity has been planning with DLUHC have issued consultations on Street Votes, Brownfield Land and further Extensions to Permitted Development Rights. Because of the short timescale of these consultations, it has not been practicable to carry out broader sector consultation so the response has been based upon existing policy positions, albeit with a focus upon the implications of what is being proposed.

In addition to the planning related consultations, we have also responded to consultations on Martyn's Law and the local audit back log, principally for upper tier authorities. In total NALC has responded to 9 consultations in the first three months of 2024, which is more than double the normal pattern in recent years. We have been selective about those to which we respond and also to the questions that are



addressed but the consultations do need detailed scrutiny to ensure that we identify all those with implications for our sector.

### **Larger Councils Committee**

The Larger Councils incoming committee met on the 6th February 2024 and agreed its work plan for the coming 24-25 period. Items that are to be built into the work plan included

- Monitoring of AI impact on larger council sector.
- Grant funding to support Local Councils tackling climate change.
- Ongoing review of thresholds for larger and super councils and boundary commission's need to create larger councils during reviews.

A good discussion was held on the need for co-option and whilst it was agreed that no co-options would be currently made this would be monitored and if skill gaps were identified this would be readdressed by the committee.

Annie Child from SAAA (Smaller Authorities' Audit Appointments) gave the committee a verbal update on their current projects and it was noted that NALC would continue to work closely with them on audit thresholds and the online transitioning of the AGAR. Shar Roselman gave a valuable update on the Martyn's Law Steering Group and we look forward to hear the response to the standard tier consultation.

As the first meeting for the incoming committee it was extremely constructive and moving forward the LCC will continue to push forward with the work program and tackling the issues and concerns of members of Larger Councils within NALC and working with CALCs across the country to ensure their membership is engaged moving forward.

### **Smaller Councils Committee**

The Smaller Councils Committee met on 13 February 2024. During the meeting, the committee agreed to add the creation of a micro-council network to its work plan for 2024-25 and to recommend the workplan to management board. The committee also identified priorities to focus on over the next two years, including setting up a micro-council network, young people, health and wellbeing, climate change, community safety and financial resilience.

Mark Mulberry of Mulberry and Co and the Internal Audit Forum addressed the committee on changes to section four of the Joint Panel on Accountability and

Governance Practitioners Guide that sees local (parish and town) councils encouraged to publish their full internal audit report on their websites.

The head of member services encouraged committee members to input to the review of the Local Council Award Scheme Criteria and to promote it to other smaller councils in their networks.

The committee also agreed to co-opt a county officer onto the committee and elected representatives to the Martyn's Law Steering Group and the Rural Services Network.

A theme in the committee's discussions were the loss of local facilities including banks, post offices etc.

The chair has met with the vice-chair to develop working arrangements and will be liaising with other members when details are exchanged.

### **Improvement and Development Board**

The Board (NALC, SLCC, LGA, DLUHC representatives) held a face-to-face workshop with its new independent chair James Alexander.

It agreed to establish four workstreams to progress initiatives around: civility and respect, intervention in councils at risk, workforce issues and sector data.

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### **Appendix 3.1.1 - Management board – special responsibilities**

Management board has agreed to develop special responsibilities or portfolios/champions from within its membership.

At its meeting on 9 February it agreed to start with the following areas

- Mike Drew - website
- Loraine Rappé – communications
- Bob Blezzard – workforce
- Paul Harvey – AI and data
- Luke Trevaskis – Young people
- Sue Baxter – Diversity

It is proposed that these roles cover the following

1. Providing a voice for the issue in the deliberations of the board, Assembly and NALC. For example championing the issue of young people in these discussions. Is the board and assembly considering whether proposals may be relevant to young people and our objective of getting more of them involved in our work. Are we considering properly the potential for AI and web-site in our deliberations.
2. A contact point for assembly members to feed in their views on how these issues should be developed and then feedback to the board or relevant committee etc.
3. Scanning the horizon for key developments in these areas and feeding into NALC. Attending conferences etc.
4. Potential speakers for county association events on these subjects in their region.
5. Attending relevant meeting – eg on workforce supporting NALC chair in discussions with ALCC.
6. Reference point/ sounding board for NALC staff.

## Appendix 3.2 - COMMITTEES DRAFT WORK PLANS FEBRUARY 2024

National Assembly theme	MB	F&SC	PC	LCC	SCC	IDB
Modernising NALC	<ul style="list-style-type: none"> <li>Management board: Governance – review of finance and scrutiny, year 1. Consider options for member services committee year 2. On-going modernisation of NALC in light of office move, new website/CRM etc</li> <li>Finance and scrutiny: Clarify scrutiny role. New accounts summary for NA. Advise MB on banking and investment strategy. Scrutiny TFGs.</li> </ul>					
Climate change			<ul style="list-style-type: none"> <li>NNN: Climate emergency.</li> <li>Updating Climate emergency webpage.</li> <li>Develop new Net Zero sub-group (already held its first roundtable).</li> <li>Ongoing promotion of policy positions.</li> </ul>	<ul style="list-style-type: none"> <li>NNN: Super councils.</li> <li>Online event – July 2024.</li> </ul>	<ul style="list-style-type: none"> <li>NNN: Climate emergency – encourage smaller council to join.</li> <li>Check climate change webpage has appropriate advice/guidance for smaller councils.</li> </ul>	
Health & well being			<ul style="list-style-type: none"> <li>Updating Health and wellbeing webpage.</li> <li>Future online event on health and wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Check health and wellbeing webpage contains appropriate advice/guidance for smaller councils.</li> </ul>	
Young people	Board member with responsibility		<ul style="list-style-type: none"> <li>Updating young people web page.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Check young people webpage has appropriate</li> </ul>	

	for young people appointed		<ul style="list-style-type: none"> <li>•Online event on young people</li> <li>•Study visit to Yate Town Council</li> </ul>		advice/guidance for smaller councils. <ul style="list-style-type: none"> <li>•</li> </ul>	
Planning			<ul style="list-style-type: none"> <li>•Updating Planning webpage.</li> <li>•Online event on planning/neighbourhood planning –.</li> <li>•Continuing to make the case for neighbourhood planning support programme.</li> <li>•Develop proposals and commission external planning advice/expertise.</li> <li>•Working with CPRE to update planning guides.</li> </ul>	•	<ul style="list-style-type: none"> <li>•Check planning web page has appropriate advice/guidance for smaller councils.</li> <li>•Identify barriers to planning for smaller councils/where support for smaller councils is required.</li> </ul>	
Make A Change			<ul style="list-style-type: none"> <li>•Updating Make a Change webpage.</li> <li>•Two new Councillor Stories.</li> <li>•Joint work with LGA Be a Cllr campaign (further joint online event if funded).</li> </ul>	•	<ul style="list-style-type: none"> <li>•Ensure smaller council voice and current/emerging data/lobbying positions affecting smaller councils on elections factored into any updates made to</li> </ul>	

					Make A Change web page.	
Community safety			<ul style="list-style-type: none"> <li>•Martyn's Law steering group.</li> <li>•New dedicated webpage.</li> <li>•Case studies publication.</li> <li>•Engage with government and relevant stakeholders.</li> <li>•Identify policy issues to lobby on.</li> <li>•Online event on community resilience</li> </ul>	<ul style="list-style-type: none"> <li>• Martyn's Law steering group – continue committee representation on that group in 2024.</li> <li>• Inclusion of larger and Super council case studies in new case studies publication for community safety web page to be developed.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•Martyn's Law Steering Group – Smaller Councils Committee seat on this group to be continued</li> <li>•New dedicated webpage – ensure smaller council perspective factored in.</li> <li>•Inclusion of case studies from smaller councils in new case study publication.</li> <li>•Online event on emergency planning – October 2024 – invite smaller council speaker to participate.</li> </ul>	
Workforce	Board member with responsibility for workforce  Workforce issues		<ul style="list-style-type: none"> <li>•Work with Improvement and Development Board and Member Services team to</li> </ul>	<ul style="list-style-type: none"> <li>• Be an open door for the committee to feed its views direct to</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	Workforce is one of the IDBs priority workstreams. <ul style="list-style-type: none"> <li>• Draft mission - Develop a</li> </ul>

	and strategy (with IDB).		lobby on changes to employment law.	Member Services on impact of workforce issues and strategy on larger and Super councils.		scheme to assist local councils set appropriate and fair levels of pay for their staff.
Sector financial resilience	Development of SAAA, potential to use to support data and intervention project (with IDB)  Secure resources for JPAG		<ul style="list-style-type: none"> <li>• Continue to make the case for local councils to have flexible and diverse funding.</li> <li>• Online event – April 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to make the case for larger and Super councils to have flexible and diverse funding.</li> <li>• Future of local government finance online event – April 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback from Smaller Councils Committee on upcoming change to the Practitioners' Guide.</li> <li>• Support for smaller councils with AGAR form moving online.</li> </ul>	<p>Peer support and Intervention is a priority workstream.</p> <ul style="list-style-type: none"> <li>• Draft mission - Develop a sustainable and consistent model for providing peer assistance to councils, locally and nationally (through improvement boards?) for councils who are under serious distress.</li> </ul>
Sector risk register	Management board draft and oversight		<ul style="list-style-type: none"> <li>• To develop this liaising with relevant other</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure inclusion of risks affecting smaller councils</li> </ul>	

			committees and sector stakeholders.		included on sector risk register.	
NALC manifesto/ preparation for new Government	Consider how best to resource lobbying activity with new government		<ul style="list-style-type: none"> <li>• Promote the NALC manifesto to all political parties.</li> <li>• Online briefing sessions for PPCs.</li> <li>• Prioritise policy objective to promote civility and respect in public life.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to ensure lobbying on and inclusion of policy positions (in)-directly affecting smaller councils in NALC manifesto.</li> </ul>	
Artificial Intelligence	Board member with responsibility for AI and data		<ul style="list-style-type: none"> <li>• Identify policy issues to lobby on.</li> <li>• Online event on Decoding the future of artificial intelligence in local governance – July 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• NNN: Super councils.</li> <li>• Online event – July 2024.</li> <li>• Gauge impact of AI on larger councils (use of predictive analytics+) and whether / when any of them using it.</li> <li>• Continue extended offer of pilot scheme for Super councils of advice and</li> </ul>	<ul style="list-style-type: none"> <li>• AI online event – July 2024 – potential invitation to smaller council speaker.</li> <li>• Ensure smaller council angle factored into any meaningful policy, lobbying or other sector discussions on AI.</li> </ul>	



				guidance on cyber security from the National Cyber Security Centre.		
Data	Oversight and engagement with SAAA		<ul style="list-style-type: none"> <li>• Engage with Government, OFLOG and other bodies.</li> <li>• Continue to make the case for extension of OFLOG remit to cover local councils.</li> <li>• Develop suite of themes for data metrics on local councils.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to make the case for extension of OFLOG remit to cover local councils, suggested initial pilot to cover Super councils in medium term.</li> <li>• Develop suite of themes for data metrics on local (including larger and Super) councils.</li> </ul>	<ul style="list-style-type: none"> <li>• Input to NALC's work engaging with Government, OFLOG and other bodies.</li> </ul>	Part of above
Membership survey	<p>Oversight and resourcing.</p> <p>Communications and engagement with county associations and councils.</p>		<ul style="list-style-type: none"> <li>• Work with Member Services team on development of membership survey.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure questions relevant to smaller councils are included in any co-produced NALC membership survey.</li> </ul>	

	Board member with responsibility for communications.					
Creation of new councils			<ul style="list-style-type: none"> <li>• Engage with government on update to guidance on community governance reviews.</li> <li>• Continue to provide support and advice to county associations and community campaigns.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to promote the creation of new local (larger and Super councils) via triggering of community governance reviews in all un-parished areas of England.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to lobby the government to promote community governance reviews in all currently un-parished areas and the creation of new local (including smaller) councils in these areas.</li> </ul>	
Civility and respect			<ul style="list-style-type: none"> <li>• Lobby for implementation of CoSIPL recommendations inc sanctions</li> </ul>			Civility and respect <ul style="list-style-type: none"> <li>• Draft mission – Define the next steps for the pledge and existing resources to maximise the impact and legacy of the project.</li> </ul>

						<ul style="list-style-type: none"><li>• Membership – existing C&amp;R PAB stakeholders plus LGA</li></ul>
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## **Appendix 3.3 - Forward work programme for National Assembly and committees**

### **Purpose of report**

For direction.

### **Summary and recommendation**

This report summarises proposed work programmes for National Assembly and committees for 2024/25. Management Board are asked to consider and finalise the work programmes, and agree officers develop costed proposals regarding new activity on data, lobbying and communications.

### **Financial implications**

Business as usual and most identified activities can be met from the within existing staffing resources and budgets. Additional resources are required to take forward identified priorities of membership survey/data, lobbying the new government, and communications and engagement with county associations.

### **Background**

In November 2023, National Assembly agreed proposals to develop a two-year work programme for 2024/25 comprising:

- current themes and campaigns of climate change, health and wellbeing, young people, make a change, and planning, with a focused piece of work identified for each.
- a new theme of community safety.
- other areas of sector financial resilience, workforce issues and strategy, sector risk register, NALC manifesto, artificial intelligence, data and a membership survey.

All NALC committees were tasked to reflect these themes in their own work programmes in the Quarter 1 meeting cycle and report to Management Board which would provide co-ordination and oversight of the overall work programme.

Committee draft work programmes, which include business as usual activities to meet agreed themes, are shown in Appendix 7.1.1, with their priorities set out below:

- Policy Committee: engaging with the government/Parliament; new big theme of community safety; effective climate change network; secure new planning expertise to NALC.

- Smaller Councils Committee: financial resilience; climate change; community safety; health and well-being; new micro councils network.
- Larger Councils Committee: piloting extension of Local Government and Social Care Ombudsman; effective Super Councils Network; case studies/data gathering; events including study tour; direct funding campaign.
- Management Board: modernising NALC; co-ordination of work programmes; establishment of portfolio/champions for young people, workforce, communications with county associations, and AI/data; sector risk register.
- Finance and Scrutiny Committee: financial reporting; scrutiny role (initial consideration is set out in Appendix 7.1.2).
- Improvement and Development Board: review of criteria for Local Council Award Scheme; establish taskforces on civility and respect, peer support and intervention, and workforce; job evaluation scheme and pay levels.

A development session for the chairs and vice chairs of NALC and the committees was held in February. The programme included: an informal 'getting to know each other' activity; briefing and discussion on the role of committees, chairs, committee support and how committees can support each other; chairs aspirations for committees and emerging work programmes; training and support; General Election and vision for the future. Summary notes of the session are in Appendix 7.1.3).

Discussions at the session and since then have highlighted the need for additional resources/funding to take forward identified priorities of membership survey/data, lobbying the new government, and communications and engagement with county associations.

This funding could be through a one-off additional affiliation fee, use of the building surplus or bidding for funds from government or other sources.

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## Appendix 4.1 - Quarterly financial summary to 31 December 2023

### NATIONAL ASSOCIATION OF LOCAL COUNCILS

#### SUMMARY REPORT AS AT 31 December 2023 with indicated out-turn.

The expected outturn at year end is likely to be in line with the management accounts which for the 3rd quarter show a deficit of £12,958. The building sale, IT/website development costs are shown separately being exceptional expenditure which is partly covered by designated reserves. Affiliations are slightly down on budget. There is a slow down on the staff overspend in this second half of the year due to staff changes.

For comparison the 12 months to 31 March 2023 shows last year's audited account figures, with the reserve transfer movement representing drawdown of the reserves created last year for IT development and for the share of the Civility & Respect project being jointly run with SLCC.

After the last year end, the sale of the premises at 109 Great Russell Street was completed. The building sale (net surplus) £188,723 is the gain on sale to the balance sheet value and after direct costs of sale, including professional costs. Funds are held on deposit and if interest rates are maintained should exceed budget

The website project is developing a website which may be considered to be an asset, so costs of £41k were carried forward and some costs may be treated as a Fixed asset in accordance with normal rules. This treatment will be considered by the auditor during the audit process at year end for published accounts.

Events were helped in Q3 when Star councils was held which attracted more sponsorship. It is anticipated that events net income will exceed budgeted income by year end.

Other projects are below budget but the costs include £12k for the NALC contribution to the Civility and respect project in this 9 months which is set off by the contingency budget. Resulting in a £4k overspend.

Notes	1	2	3	3		4	5
	2022/23	2023/24	2023/24	9 Months 2023/24		2024/25	2025/26
	YE ACTUAL	REVISED Budget Year	REVISED Budget Quarter 3	Draft Actual YTD	Variance YTD	PLAN	PLAN
	£	£	£	£		£	£
<b><u>Affiliations</u></b>							
1 Affiliation fees	1,162,680	1,198,648	898,986	898,433	( 553)	1,244,607	1,271,645
<b><u>Trading Income</u></b>							
2 Publication & Media	33,204			23,528			
3 Less cost of sales	( 5,142)			( 7,262)			
4 CONTRIBUTION	28,062	35,000	26,250	16,266	( 9,984)	45,000	35,000
5 Other projects	54,433			28,007		30,000	30,000
Less cost of sales	( 73,287)			( 32,340)			
			22,500				
Contingency			( 15,000)				
CONTRIBUTION	( 18,854)	30,000	7,500	( 4,333)	( 11,833)	30,000	30,000
Events	99,530			73,346			
3 Less cost of sales	( 57,249)			( 16,103)			
CONTRIBUTION	42,281	72,000	54,000	57,244	3,244	80,000	80,000
<b><u>Other Income</u></b>							
6 Other Income	101,513	90,000	67,500	76,496	8,996	210,000	210,000
Interest received		115,000	86,250	96,353	10,103		
<b>TOTAL NET INCOME</b>	<b>1,315,683</b>	<b>1,540,648</b>	<b>1,140,486</b>	<b>1,140,458</b>	<b>( 28)</b>	<b>1,609,607</b>	<b>1,626,645</b>
<b><u>Other Expenditure</u></b>							
7 Staffing Payroll	937,833	1,021,000	765,750	801,070	( 35,320)	1,072,000	1,115,000
8 Additional staff costs	62,419	61,690	42,516	42,728	( 213)	59,000	59,500
Member services	7,780.00	15,000	15,002	17,519	( 2,517)	20,000	-
	<b>1,008,032</b>	<b>1,097,690</b>	<b>823,268</b>	<b>861,318</b>	<b>( 38,050)</b>	<b>1,151,000</b>	<b>1,174,500</b>

# **Administration Expenses**

9	Accommodation/Rent & Utilities/IT/R&M etc	177,879	198,265	148,699	143,071	5,628	206,290	203,810
10	Office running cost	110,129	113,320	84,990	69,614	15,376	116,000	122,500
11	Cttee/Member Expenses	10,887	33,976	27,982	20,696	7,286	33,750	34,563
12	Promotions	26,311	30,000	22,500	20,995	1,505	30,000	30,000
13	Other expenses	33,383	32,800	24,600	32,942 (	8,342)	35,000	37,000
	Audit	5,783	6,000	4,500	4,781 (	281)	6,000	6,000
	Contingency- tfd to other project for C&R		20,000				20,000	20,000
		364,372	434,361	313,271	292,098	21,172	447,040	453,873
						-		
	<b><u>TOTAL EXPENDITURE</u></b>	<b>1,372,404</b>	<b>1,532,051</b>	<b>1,136,538</b>	<b>1,153,416</b>	<b>16,878</b>	<b>1,598,040</b>	<b>1,628,373</b>
	<b><u>SURPLUS/(DEFICIT)</u></b>	<b>( 56,721)</b>	<b>8,597</b>	<b>3,948</b>	<b>( 12,958)</b>	<b>( 16,906)</b>	<b>11,567</b>	<b>( 1,727)</b>
14	Movements From reserves	43,922			41,078	41,078		
	IT/Wesbite development	-			( 74,824)	( 74,824)		
	Building sale (net surplus to book value)				188,723	188,723		
15		( 12,799)	8,597	3,948	142,019	138,071	11,567	( 1,727)

This report was prepared by Steve Walker, Head of finance and administration. ACA, ACIB, BA (Hons).

## **NOTES TO SUMMARY REPORT**

### **Notes**

- 1 Affiliations- Affiliation rate to increased 1% in 22/23; 23/24 3% agreed at AGM , plan 24/25 & 25/26 3%
- 2 Publications & media- income from the sale of Good councillor publications & website adverts
- 3 Cost of Sales - 2022/23 2 included a recharge of £55.6k from staffing to Events and civility project as a notional reallocation of staff costs. The 23/24 Revised budget reflects a change in approach to not now reallocate staff costs
- 4 Contribution= trading net surplus
- 5 Other project-various other activity includes; Local council award scheme, sustainable communities, net Civility Project
- 6 Other income- largely from Interest and commercial sponsorship other than for events, and for supporting the work of other national bodies. E.g. SAAA; interest and ad-hoc income. The revised budget 23/24 reflects an increase for Interest income from the cash invested proceeds of the property sale.
- 7 Payroll- 2022/23 budget was based on basic 2% pa but 4% for 23/24. The actual increase was confirmed in Nov 22 at average 5%. This has been funded, in part, by understaffing of core payroll in 22/23 £55.6k was reallocated to other activities giving a gross staff cost of £993.4k. The revised budget for 23/24 reflects the change to not reallocate staffing to commercial activities. Although £35k over budget at 9 months the rate is reduced for Q4 and likely to end at approx £42k over budget at year end.
- 8 Additional staff costs - This is largely for external support from contractors and other externally commissioned member services.
- 9 Accommodation/rates and utilities- includes Insurances, repairs & maintenance , IT R&M £57k with £18.9k offset from the development reserve & website £4k (with £41k being carried forward as website development )
- 10 Office costs- includes telecoms, distribution, irrecoverable vat, Professional Indemnity Insurance
- 11 Member expenses -committee and representatives costs including chair & vice chair allowances. Savings reflect meetings remaining online for time being and are continuing.
- 12 Promotions- external promotional activity
- 13 Other expense- Legal & professional services such as legal advice, outsourced payroll and HR service
- 14 Movement on reserves- Transfer for project costs on specific reserves. Reserves were created at the end of 20/21 in respect to IT upgrade and migration to 365 and system/website development, which are being drawn down as it progresses. Reserves were replenished at 2021/22 year end due to surplus being available. Reserves have continued to be drawn down against expenditure on specific development projects.
- 15 This includes the result after transfers FROM reserves in respect to project costs. The reserve movement covers expenditure on two projects. Expenditure for the IT development work is included in the accommodation/ rent/utilities etc budget and covers costs involved in transferring to a cloud system with a project manager overseeing. NALC share for the joint civility and respect project is included within other projects.



## **APPENDIX 7.1 - WORKFORCE ISSUES AND STRATEGY**

### **Update report for motions passed at NALC AGM 2022**

#### **Motion:**

At NALC's 2022 AGM the following motion from the Northamptonshire County Association of Local Councils was accepted:

1. That NALC recognises that the workforce challenge is one of the biggest challenges of our time and that there is an issue with recruitment, retention, and capacity in local councils, and
2. That NALC engages a consultant to benchmark clerks' terms and conditions.

The adoption of this motion formalised NALCs commitment to support local councils in their role as employers. It was a welcome opportunity to prioritise updates, new partnerships and other opportunities that would help local councils be better employers and to tackle the challenges identified by the motion.

#### **Work undertaken since 2022 AGM as reported to 2023 AGM:**

- New HR advisory service – In November 2022 a new advisory service was launched in partnership with Worknest. For the first time, all member councils have access, via their county association, to free HR and health and safety advice. Many county associations already provided services related to HR and this new national offering will help ensure the consistency of this offer across the country. In the first 6 months of this new service, we received over 300 queries from 18 different county associations. The most common topics relate to discipline, grievance, and contracts.
- The Good Councillors Guide to employment was updated in April 2023. Engagement with county officers and NALC's smaller councils committee helped inform updates to bring the guide up to date with employment law and best practice. Since then, it has been downloaded over 1,300 times.
- NALC has been working with county associations and the SLCC to develop a new template employment contract for local councils – this document will provide councils with an understanding of their obligations and choices in putting together a contract of employment for any member of staff. With clear NALC recommendations that councils offer terms and conditions that reflect those in the 'Green Book'
- A review of all of NALC's HR policies and how to guides review is currently underway – this will ensure all these documents are up to date and we will be producing a new how to guide on appraisals.

- Through the Civility and Respect Project a range of materials have been produced to support councils as employers including a comprehensive guide to recruitment and a series of HR podcasts.
- NALC's job vacancy service helps councils reach a wider audience in their recruitment and continues to grow with 133 vacancies advertised over FY 22/23 .
- NALC subscribes to the LGA's Employer Link enabling us to keep people informed of latest national developments and discussed with former LGA chair scope to do joint work to encourage interchange across the tiers
- And to maintain the momentum into 2024 - governance arrangements across the Civility and Respect Project and the Improvement and Development Board have been streamlined to allow a stronger focus on workforce issues.

## **Challenges**

- The motion asked NALC to conduct a benchmark survey of clerks' terms and conditions. This has not been progressed and NALC will commit to undertaking this survey in 2024.
- To support our work on employment and workforce issues NALC set up a National Employment Strategy Advisory Group. This did not work as effectively as we would have hoped and we will ensure that a group with a similar remit and purpose is included in the new Improvement and Development Board governance arrangements.

## **What next?**

- Look again at commissioning a benchmark survey of clerks' terms and conditions.
- NALC has been developing a sector risk strategy that identifies recruitment and retention as one of the big issues facing us. So, this is another way of ensuring this important issue remains a key priority.
- With SLCC we have agreed it would be valuable to review joint recommendations for clerks' working hours, and to review the job evaluation scheme for clerks.
- We will continue to work with partners, including SLCC, to agree future work programme to focus on workforce issues in the sector. We also will consider what would support councils in managing the wider workforce, for example, outdoor workers, seasonal or zero-hour contracts.

## Update on work progress October 2023 to March 2024

Since this report was presented to NALC AGM in 2023 the following additional work has been progressed:

- New model contract of employment for local councils endorsed by SLCC and OVW and published on NALC website. Additional guidance including a separate template contract of employment are also available to member councils
- The Civility and Respect project has been incorporated into the Improvement and Development Board and work has started on a developing a framework for local councils for setting fair and appropriate levels of pay and working hours
- NALC's suite of HR template policies and how to guides, will be reviewed and updated, including some new materials being developed, for June 2024
- NALC is in discussions with OVW and Worknest to possibly extend the HR advisory service to Wales

## **Appendix 8.1 - PUBLICATION SCHEDULE 2024**

This document contains the proposed timeline of publication dates for 2024 and was last updated February 2024. It may subject to change over time.

### **Quarter one (January — March)**

Quarterly activity report — January

Email and domain names briefing - February

Practitioners' Guide — 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)**

Website accessibility publishing guidebook — July

Quarterly activity report — July

Planning guide — September

### **Quarter four (October — December)**

Quarterly activity report — October

Annual Report and Accounts — November

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

### **To be confirmed**

Model Standing Orders

The Good Councillor's guide to communications

Local Councils Explained

## Appendix 8.1 - Draft work programme 2024 to 2025

By month...

<b>2024</b>		
<b>January</b>	<b>February</b>	<b>March</b>
<ul style="list-style-type: none"> <li>• Respond to provisional local government finance settlement</li> <li>• Online event</li> <li>• Buckingham Palace Garden party invitations</li> <li>• Chairs London day</li> <li>• CVC meeting</li> <li>• Themed scrums</li> <li>• NNN: LGBT+ Cllrs</li> <li>• NNN: Women Cllrs</li> <li>• Chair's New Year open letter</li> <li>• Policy Committee</li> <li>• Management Board</li> <li>• Partnerships/sponsorships discussions</li> <li>• Media training for cllrs/staff</li> <li>• Village Halls Week</li> <li>• Quarterly activity report</li> <li>• Email and domain names briefing</li> </ul>	<ul style="list-style-type: none"> <li>• Final local government finance settlement</li> <li>• Online event</li> <li>• Buckingham Palace garden party invitations</li> <li>• Chairs London day</li> <li>• CVC meeting and informal Management Board</li> <li>• Themed scrums</li> <li>• NNN: Coastal Communities</li> <li>• Smaller Councils Committee</li> <li>• Larger Councils Committee</li> <li>• Bi-monthly legal bulletin</li> <li>• LGBT+ history month, Chinese New Year, Wild Wetlands Day, Time to talk day, Random acts of kindness day, International Epilepsy Day</li> <li>• NNN: Climate Emergency</li> <li>• NNN: Super Councils'</li> </ul>	<ul style="list-style-type: none"> <li>• Launch new NALC website</li> <li>• DLUHC council tax statistics headlines</li> <li>• Publish JPAG practitioners guide</li> <li>• Online event</li> <li>• Appraisals completed</li> <li>• Chairs London day</li> <li>• CVC meeting</li> <li>• Themed scrums</li> <li>• Policy Committee</li> <li>• Finance and Scrutiny Committee</li> <li>• Management Board</li> <li>• Easter</li> <li>• 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</li> <li>• NNN: Young Cllrs</li> <li>• Practitioners' Guide</li> <li>• Local Councils Explained</li> </ul>

<b>April</b> <ul style="list-style-type: none"> <li>• Launch Star Council Awards</li> <li>• LCAS update</li> <li>• Online event</li> <li>• National Assembly</li> <li>• Policy Committee</li> <li>• Larger Councils Committee</li> <li>• Smaller Councils Committee</li> <li>• First stage of collecting affiliation fee</li> <li>• County Officers Forum</li> <li>• All staff meeting</li> <li>• Chairs London day</li> <li>• CVC meeting</li> <li>• Themed scrums</li> <li>• Stress awareness month, Ramadan, World health day, National Voter Registration Day, Earth day</li> <li>• Publish Points of light (moved from September)</li> <li>• Publish Good Councillors Guide to employment (or April)</li> <li>• Bi-monthly legal bulletin</li> <li>• Easter</li> <li>• NNN: LGBT+ Cllrs</li> <li>• Quarterly activity report</li> <li>• Model Finance Regulations</li> </ul>	<b>May</b> <ul style="list-style-type: none"> <li>• Local elections</li> <li>• LCAS application deadline</li> <li>• LCAS update</li> <li>• Online event</li> <li>• Local council annual council meeting</li> <li>• Buckingham Palace garden parties</li> <li>• Council tax statistics detailed</li> <li>• Smaller Councils Committee</li> <li>• All staff meeting</li> <li>• Chairs London day</li> <li>• CVC meeting and Informal Management Board</li> <li>• Themed scrums</li> <li>• Publish Good Councillors Guide to employment (or March)</li> <li>• Publish Local Councils Explained</li> <li>• Explainer online event on GCG to E and LCE</li> <li>• Prime Ministers Dementia Group</li> <li>• Eid, Mental Health Awareness Week, Vesak, Dementia Action Week, International Day against phobia, International Day of biological diversity</li> <li>• NNN: Women Cllrs</li> <li>• NNN: Climate Emergency</li> <li>• NNN: Super Councils'</li> <li>• The Good Councillor's guide</li> </ul>	<b>June</b> <ul style="list-style-type: none"> <li>• LCAS update</li> <li>• Online event</li> <li>• Chair's open letter</li> <li>• Kings Birthday Honours announced</li> <li>• Management Board</li> <li>• Finance and Scrutiny Committee</li> <li>• Online event</li> <li>• All staff meeting</li> <li>• Auditors in</li> <li>• Chairs London day</li> <li>• CVC meeting</li> <li>• Themed scrums</li> <li>• Council tax analysis</li> <li>• Larger councils study tour</li> <li>• 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</li> <li>• Bi-monthly legal bulletin</li> <li>• HR templates</li> <li>• Foreword for county associations</li> <li>• NNN: Young Cllrs</li> <li>• NNN: Coastal Communities</li> </ul>
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<b>January</b> <ul style="list-style-type: none"> <li>• Respond to provisional local government finance settlement</li> <li>• Online event</li> <li>• Buckingham Palace Garden party invitations</li> <li>• Chairs London day</li> <li>• CVC meeting</li> <li>• Themed scrums</li> <li>• NNN: Women Cllrs</li> <li>• NNN: LGBT+ Cllrs</li> <li>• Chair's New Year open letter</li> <li>• Policy Committee</li> <li>• Management Board</li> <li>• Partnerships/sponsorships discussions</li> <li>• Media training for cllrs/staff</li> <li>• Village Halls Week</li> </ul>	<b>February</b> <ul style="list-style-type: none"> <li>• Final local government finance settlement</li> <li>• Online event</li> <li>• Buckingham Palace garden party invitations</li> <li>• Chairs London day</li> <li>• CVC meeting and informal Management Board</li> <li>• Themed scrums</li> <li>• NNN: Climate Change</li> <li>• NNN: Super Councils Network</li> <li>• Smaller Councils Committee</li> <li>• Larger Councils Committee</li> <li>• Launch data protection publication</li> <li>• Explainer online event on data protection publication</li> <li>• Bi-monthly legal bulletin</li> <li>• LGBT+ history month, Chinese New Year, Wild Wetlands Day, Time to talk day, Random acts of kindness day, International Epilepsy Day</li> </ul>	<b>March</b> <ul style="list-style-type: none"> <li>• Launch new NALC website</li> <li>• DLUHC council tax statistics headlines</li> <li>• Publish JPAG practitioners guide</li> <li>• Online event</li> <li>• Appraisals completed</li> <li>• Chairs London day</li> <li>• CVC meeting</li> <li>• Themed scrums</li> <li>• Policy Committee</li> <li>• NNN: Young Cllrs</li> <li>• Finance and Scrutiny Committee</li> <li>• Management Board</li> <li>• NNN: Coastal Communities</li> <li>• Easter</li> <li>• 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</li> </ul>



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