

## IMPROVEMENT AND DEVELOPMENT BOARD | AGENDA

17 November 2022, 11:00 – 13:00.

The meeting will be open from 10:50 for pre-meeting conversations and to resolve any technological issues. If the meeting extends beyond 12.00 there will be a short comfort break and the meeting will then continue if necessary.

Via Zoom.

### 1. Apologies for absence

### 2. Minutes from previous meeting and matters arising

- 2.1. Recommended action: to approve the minutes of the last meeting of the Improvement and Development Board held on 22 June 2022.

Appendix 2.1

### 3. Discussion item: Chair Recruitment

- 3.1. Board to discuss and agree person specification for role of Chair and updated IDB Terms of Reference.

Appendix 3.1

### 4. Discussion item: Tackling Underperformance

- 4.1. Board to discuss intervention proposals to help support and improve underperforming local town & parish councils.

Appendix 4.1

### 5. Update on Workforce Strategy

- 5.1. Board to receive an update on workforce survey and workshop with LGA and National Employment Strategy Advisory Group.
- 5.2. Board to note motion passed at NALC's AGM (from Northamptonshire CALC), as follows:

Verbal report

- 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.

3) The board of Northants CALC sees the issue of clerks' terms and conditions as potentially the single biggest issue facing the parish and town council sector. The issue affects smaller councils to a greater extent than larger councils, but it is not just the rate of pay that is important, it is also the contracted hours. The board thinks that a benchmarking exercise would be useful, to review the role of the clerk, how many hours the job takes, and what an appropriate rate of pay is.

## **6. Levelling Up and Regeneration Bill**

6.1. Board to note that the new Prime Minister will review the next steps in relation to the Levelling Up and Regeneration bill:

[Levelling-up and Regeneration Bill - Parliamentary Bills - UK Parliament](#)

## **7. Councils: raising the standard**

7.1. Peer Challenge – Update on peer reviews and support.

Verbal report

7.2. NALC update on improvement matters.

Appendix 7.2

## **8. Officers: professional development**

8.1. Board to receive an update on Certificate in Local Council Administration (CiLCA) and Financial Introduction to Local Council Administration (FiLCA)

Appendix 8.1

8.2. SLCC update on improvement matters

Verbal report

## **9. County Officers: professional development**

9.1. Board to receive an update (CALC summary attached).

Appendix 9.1

## **10. Updates on improvement and development initiatives**

**10.1. Local Government Association (LGA) update**

Verbal report

Board to receive an update

**10.2. Department for Levelling up, Housing & Communities (DLUHC) update**

The Department's representative Albert Joyce has moved to other responsibilities and NALC will be seeking a replacement.

**11. IDB Forward Work Programme:**

11.1 2022/23 work programme attached for discussion.

Appendix 11.1

**12. Dates of future meetings**

Board to agree draft meeting dates for 2023:

- Thursday 16 March
- Thursday 21 June
- Wednesday 13 September
- Thursday 16 November



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## **APPENDIX 2.1 IMPROVEMENT AND DEVELOPMENT BOARD | DRAFT MINUTES**

22 June 2022

### **Present:**

Jonathan Owen, NALC chief executive; Helen Quick, SLCC head of conferences, training & education; Wendy Amis, Derbyshire county officer; Cllr Richard Parry, Kent Association of Local Councils; Sally Longmate, Suffolk county officer; Sue Hobbs, SLCC; Alison Robinson, Gloucestershire county officer; Lusi Manukyan, LGA Senior Advisor - Improvement & Policy; Mia Shelton, LGA and Albert Joyce, DLUHC.

### **Also present:**

Charlotte Eisenhart, NALC head of member services and Lisa Etchell, NALC projects officer.

### **1. Apologies for absence**

Apologies were received from Cllr Keith Stevens, NALC national Chair; Adam Keppel-Green, SLCC branch rep; Elisabeth Skinner MBE, SLCC academic leader; Pauline Whitehead, SLCC; Rob Smith, SLCC chief executive; and Anders Hanson, NALC project manager.

### **2. Minutes from previous meeting and matters arising**

The minutes of the meeting held on 17 March 2022 were approved.

No matters arising.

### **3. Discussion Item: Chair Recruitment**

- 3.1 Board was invited to discuss the specifics and role of Chair and agree the commencement of a recruitment process (paper and Board TOR's circulated with agenda).

Charlotte Eisenhart outlined the need to recruit an independent Chair to the Board, suggesting it would be useful to advertise for a candidate with the relevant background, experience and knowledge. A £250 per day remuneration fee for the role had been agreed and discussions around timeframes and the selection process needed to take place. She welcomed

suggestions from the Board for any key individuals they thought would be suitable.

Cllr Richard Parry raised concerns that £250 per day could be perceived as a low rate and could deter interest from some experienced candidates. He suggested someone with experience of parish and town councils, would be preferable to those from upper tier councils. He also requested the use of the word 'altruistic' in the advert and if the word 'honorary' could be used instead of 'fee'.

Charlotte advised that next steps would include drafting a person spec and updating the Board's existing TOR's. She would also research funding levels for other types of similar roles.

ACTION: CE to draft the person spec and update the existing TOR's and circulate to the Board for further discussion.

**Resolved: The Board agreed to the commencement of a Chair recruitment process and to begin seeking expressions of interest.**

#### **4. Councils: raising the standard**

##### **Peer Challenge**

- 4.1 The Board received an update on the peer challenge from Charlotte Eisenhart. She reported that it had been agreed that two corporate peer challenges could take place this year. Cirencester Town Council had been identified as the first, with work commencing after the summer. Plans were underway to identify a second council preferably further afield than the Southwest region, to get a good geographical spread.

The peer team will consist of representatives from NALC, LGA, a clerk and a councillor. Jonathan Owen would also be joining the team. As a clerk or Councillor had yet to be identified, she welcomed suggestions from the Board for any suitable individuals that may be interested, ideally from Quality Gold status councils. NALC were happy to carry out training sessions where needed.

Although only two challenges were being carried out this year it was expected that in 2023 there will be a more open call to eligible councils. It

was recognised that a better recruitment process with a draft spec for future candidates was also needed.

Lusi Manukyan added that there was a need to build a 'pool' of trained up peers. She welcomed any suggestions from the Board and asked them to get in touch with their ideas.

Jonathan Owen suggested that Charlotte and Helen take forward any advertising for expressions of interest on the relevant NALC/SLCC websites.

### **Peer Support - Bingham**

- 4.2 The Board received an update on peer support from Jonathan Owen. He reported that the Board had previously agreed to pilot an approach to supporting struggling councils. NALC had been approached by Rushcliffe Borough Council and Bingham Town Council, Nottinghamshire, to compile a panel and undertake an independent review that could help identify steps to a path of improvement for Bingham. The panel's report went to the town council's annual meeting in May and was unanimously agreed to be taken forward, with an action plan in place. Link to report: [https://www.bingham-tc.gov.uk/wp-content/uploads/2021/06/9.-Appendix-C-Bingham\\_Improvement\\_Board\\_Rep\\_31\\_5\\_22.pdf](https://www.bingham-tc.gov.uk/wp-content/uploads/2021/06/9.-Appendix-C-Bingham_Improvement_Board_Rep_31_5_22.pdf)

He added the process had allowed the council to gain an objective view on its issues and had been both helpful and healing. He invited the Board to build on this and advised that NALC would be happy to support any interested councils, once they had recognised their issues and were ready for the process.

Wendy Amis queried whether there should be any involvement from County Associations or officers. Jonathan suggested that overall, it was good for them to be part of the process, but that some areas of work may fit their involvement more than others.

Charlotte Eisenhart stressed that intervention should only take place once all other options and usual avenues or channels of support had been exhausted. Each council should be looked at on a case by case basis, rather than a standard rule approach.

Sue Hobbs suggested problems need to be addressed at the earliest stage possible and that there could be opportunities for internal auditors to become involved.

Jonathan added that as this was a pilot process, lessons could be learnt before publicising the offer of support more widely.

4.3 The board received an update from Lisa Etchell on various project areas and improvement matters as outlined in the report. Key points included:

- Local Council Award Scheme: 12 applications in current round (x 4 Quality Gold, x 2 Quality and x 6 Foundation). Panel assessments to commence early July.
- Recently introduced changes to streamline scheme internal admin process have increased efficiency. Further improvements continue to be made. Better understanding of criteria/assessment process for all.
- Promotional events: Next on-line event to help with LCAS application preparation scheduled to take place on 23 June.

Helen Quick requested that the LCAS/CiLCA advert be promoted in LCR magazine.

Charlotte Eisenhart added that NALC would look at better promoting the award scheme to help encourage a higher take up.

ACTION: LE to request LCAS/CiLCA advert be included in the final edition of LCR magazine, if possible.

The Board welcomed the efficiency improvements to the Local Council Award Scheme administration process and looked forward to further updates on the progression of marketing for LCAS/CiLCA and On-line learning.

#### 4.4 **Data Collection/GPC**

Charlotte Eisenhart reported that there had been issues with collecting GPC information from many councils, with poor results from the County Officers surveyed. She asked the Board for any suggestions on how to get better data in this area.

Sally Longmate suggested that baseline data collection needed to be fluid and kept up to date and having agreed data sets would be useful.

Jonathan Owen referred to the NALC GPC data spreadsheet with a low rate of response (to be circulated to Board members with the minutes).

ACTION: LE to circulate GPC Spreadsheet with the minutes of the meeting.

## **5. Officers: professional development**

- 5.1 The board received a verbal update from Helen Quick on CiLCA and FiLCA statistics and improvements. She reported that:

The content for ILCA and FiLCA was currently being revisited in relation to legislation/feedback, ensuring the needs and aims of the courses were being addressed. Both qualifications continue to be popular.

CiLCA Stats – Bi-monthly reporting now taking place. Pre 2015 totals: 1163 registrations, 817 passes and 17 still studying. Registrations have now stopped. For the 2021 portfolio: 476 registrations, 87 passes, 347 still in time and 42 out of time.

- 5.2 Sue Hobbs gave an update on SLCC improvement matters. She reported that an assessment had been undertaken showing 6 out of 43 CALC's not delivering CiLCA and SLA's this year. This information enabled scope to target particular areas/clerks.

Most training was taking place on-line now, so geography was no barrier. A priority in coming months would be working on returned peer reviews. Various Hub access users with an 'unsure' status had also been identified. These would be contacted and confirmed.

Helen mentioned she had asked NALC to include a link on their webpages to the SLCC website. She also reported that only 50% of SLA's had been received within deadline.

SLCC were now offering in-person events, with their 50<sup>th</sup> anniversary conference taking place in November. Civility and Respect webinars were also available on the SLCC website.

Elisabeth Skinner MBE had been out 'on the road' reaching students and had managed to raise over £1,300. Two overseas trips for students had



been arranged for July/Oct to help encourage an understanding of other countries' local council framework and processes.

Jonathan Owen suggested Sue and Helen could attend future CALC meetings to advise and update.

ACTION LE/CE to send CALC meeting details to Sue Hobbs and Helen Quick.

## **6. County Officers: professional development**

6.1 A CALC update and county association workstream from Sally Longmate was circulated with the agenda. She outlined the key themes as follows:

- Support for new county officers (Buddy Scheme): Alignments of buddies to new officers now active. She reported rewarding for all and excellent initiative.
- Support for experienced county officers: Draft survey to be circulated to identify interest/areas of expertise and capacity.
- Communication Strategy: Mock SharePoint site set up for review with Cloudy IT. Funding agreed with NALC to fund extranet/hub site development.
- Smarter Working: JAMS user group set up to share knowledge/data etc for efficiencies. Demo recorded and shared across network. Legal User group exploring merits and costs/options.

Cllr Richard Parry noted there was a high churn rate of County Officers.

Sally raised the issue that the role was challenging, with a heavy workload, bringing about a high turnover. She also highlighted the need for help through independent support, particularly from legal partners.

Various suggestions were put forward for improvements to CiLCA, including more council specific pieces of work and more development work, in particular around county associations/standards, rather than just qualification based.

## **7. Updates on improvement and development initiatives**

7.1 **LGA**

The Board received a verbal update from Lusi Manukyan on LGA matters. She advised she would be taking maternity leave from August and that her colleague Mia Shelton would be replacing her as the LGA liaison and support representative on the Board.

She reported that peer challenge support from the LGA was now in place and Cirencester town council (as discussed above in item 4.1) were participating. She highlighted the need to seek council participation from outside of the Southwest region and welcomed suggestions by the Board.

In other support, an £18 million government grant had been agreed in relation to leadership/challenges/support. The LGA were happy to extend to NALC and local councils, with conversations to take place in the near future. Potential support was also being looked at around Chair skills and other LGA website offers that would be extended to NALC and councillors.

Mia Shelton introduced herself to the Board and signposted members to the outlined support offers for 2022/23, available on the LGA website.

## 7.2 **DLUHC**

The Board received a verbal update from Albert Joyce on DLUHC matters. He reported that, in relation to the government's Levelling Up White Paper commitments, discussions were taking place on the sequencing/timescales of the neighbourhood governance review. Decisions were expected once ministers had agreed how to take this forward.

Sally Longmate highlighted the need for good relationships between parish/town councils and their respective county councils. She raised concerns that demands and expectations on clerks were increasing so any support, particularly in the professional and legal areas, would be helpful.

The Board looked forward to receiving the timescales for the neighbourhood governance review, once agreed.

## **8. IDB Forward work programme**

- 8.1 The board noted the work programme for 2022/23 (Appendix 8.1 attached).

**Resolved: That the work programme for 2022/23 should be carried forward.**

## **9. Dates of future meetings**

The next meeting of the Improvement and Development Board will be on 14 September 2022.



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## **APPENDIX 3.1 CHAIR ROLE DESCRIPTION AND PERSON SPECIFICATION | IMPROVEMENT AND DEVELOPMENT BOARD**

### **Chair of the Improvement and Development Board**

#### **Role description and person specification**

The improvement and development board oversees improvement initiatives for town and parish (local) councils and is looking for an independent chair. This is an opportunity to drive change within the most local tier of local government at a pivotal moment for the sector. We are looking for someone with a passion for local democracy, who can play a leading role in supporting the work of the national bodies in the sector, providing a fresh perspective and constructive challenge.

#### **About the Improvement and Development Board**

The Improvement and Development Board (IDB) is established by agreement between the National Association of Local Councils and the Society of Local Council Clerks to develop the strategy for and oversee the operation of improvement and development initiatives in the local (Parish, Town and Community) council sector in England.

The core aims of the IDB are to:

- Promote and maintain quality and consistency and develop a sustainable funding model for national sector improvement and development initiatives.
- Support County Associations of Local Councils and SLCC branches by providing strategic direction and a forum for discussion, consultation and collaboration for improvement and development initiatives.
- Engage with external stakeholders, including central government departments and the Local Government Association, on improvement and development issues affecting local councils.

#### **Context and key themes within the sector**

- Impact and lessons from the pandemic - many councils reacted swiftly to support their communities as COVID emerged and throughout the pandemic – NALC collated [a number of case studies](#) from this time. It has

put a spotlight on the impactful role that local councils can play, but we are also now seeing a large turnover of staff and councillors which is creating a challenge for the resilience and capacity of the sector. Another unintended consequence of the pandemic was the adoption of online council meetings. While this is no longer an option for local councils the speed of adoption and desire to keep online meetings has highlighted how local councils are able to adapt and modernise at pace and the appetite that can exist for such change.

- Civility and respect – the issue of bullying and harassment in the sector has been a key focus of the last year with the creation of the [civility and respect project](#). This project has made significant progress and it is time to consider how its outcomes and lessons can be truly embedded into the work of the organisations that have supported it.
- Flagship IDB initiatives – The improvement and development board oversees a range of work from its stakeholders, but the two key flagship initiatives are:
  - Certificate in Local Council Administration (CiLCA) - CiLCA is a foundation qualification which tests whether you have a broad knowledge of all the aspects of a clerk's work – roles and responsibilities, the law, procedures, finance planning and community involvement. It is recognised in legislation and the key qualification for local council Clerks.
  - Local Council Award Scheme - The Local Council Award Scheme has been designed to celebrate the successes of the very best local councils and to provide a framework to support all local councils to improve and develop to meet their full potential. The scheme offers councils the opportunity to show that they meet the standards set by the sector, assessed them by their peers, and put in place the conditions for continued improvement.

## Personal Specification

We are looking for a chair who has the following qualities:

### Essential

- Independent of the stakeholder organisations of the improvement and development board
- A good understanding of the sector, membership organisations and national and local government
- Ability to think in the interests of the sector rather than individual counties or councils
- A strong strategic thinker and problem solver

- A team player and someone who can build relationships with a wide range of national and local organisations
- Proven leadership skills
- A strong network of contacts across local government and national organisations including government
- Ability to work positively with officers to set agenda/priorities
- Credibility in the local government sector and beyond
- An interest in improvement initiatives and an understanding of how to drive improvement and change at a national level

Desirable:

- Experience and understanding of the civility and respect agenda

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## **Appendix 3.1**

### **Improvement and Development Board Terms of reference**

#### **1. Scope and aims**

1.1. The Improvement and Development Board (IDB) is established by agreement between the National Association of Local Councils and the Society of Local Council Clerks to develop the strategy for and oversee the operation of improvement and development initiatives in the local (Parish, Town and Community) council sector in England.

1.2. The core aims of the IDB are to:

- Promote and maintain quality and consistency and develop a sustainable funding model for national sector improvement and development initiatives.
- Support County Associations of Local Councils and SLCC branches by providing strategic direction and a forum for discussion, consultation and collaboration for improvement and development initiatives.
- Engage with external stakeholders, including central government departments and the Local Government Association, on improvement and development issues affecting local councils.

1.3. The secretariat and the lead officer to the IDB will be provided by NALC

#### **2. Membership**

2.1. The IDB is envisaged as a practitioner body whose leadership and members will have professional experience of improvement and development initiatives and/or be responsible for their delivery and monitoring within their organisations. The proposed membership is as follows:

- Chair: Independent and appointed by the Board
- NALC: 3 representatives, of whom 1 should be the lead officer for I&D
- SLCC: 3 representatives, of whom 1 should be the lead officer for I&D
- County Officers: 3 representatives, elected by bi-annual ballot of all County Officers
- SLCC branches: 1 representative
- Other stakeholders: 1 representative from each organisation to be invited as appropriate, currently as follows:
  - The Department for Levelling Up, Housing and Communities
  - Local Government Association

2.2. The Chair of the IDB should be independent of the stakeholder organisations.

#### **3. Meetings**

3.1. The IDB will meet at least 2 times a year, one of which will be a physical meeting. Discussion and general business may also be conducted by email throughout the year and decisions may be taken by email at the discretion of the Chair.

3.2. The IDB will have the power to form working groups of IDB members and non-members both to conduct on-going business and to complete agreed actions or manage agreed projects.

3.3. Any working groups so constituted shall report to the IDB on at least an annual basis.

3.4. The agenda and papers should be sent out at least 5 working days in advance of a meeting date, although late papers may be accepted at the discretion of the Chair.

#### **4. Democratic accountability and relationship to other bodies**

4.1. The IDB will derive its authority from both the professional expertise of the improvement and development practitioners who sit as board members and also from regular democratic oversight and sector consultation. The following formal consultation and oversight measures will provide democratic accountability and promote transparency and open communication.

#### **5. Funding and expenses**

5.1. Meetings and working groups of the IDB will be funded jointly by NALC and SLCC as follows:

- a. In kind support through officer time in attending meetings and progressing actions.
- b. In kind support through providing meeting space and refreshments at meetings.

5.2. IDB member organisations are expected to pay expenses incurred by their representatives in attending meetings, with the exception of the Chair, County Officer representative and SLCC branch representative, whose travel and incidental expenses should be paid by NALC

This document was last updated September 2022



## Appendix 4.1

### **Intervention Proposal**

#### **NALC and SLCC (plus DLUHC and LGA) national and local improvement support for local town and parish councils**

Extract from national improvement strategy:

##### **“Poor performance**

The Improvement and Development Board recognise that the greatest improvement in the sector is achieved when those councils that are in the most danger of poor performance or are currently performing poorly acknowledge that this is the case and that they need to seek help. So, it is vital that what is available to assist them is clearly explained and the benefits easy to understand. However, it is the first step of realising that help is needed and commencing the process that is the most difficult as many of those authorities will be the most out of touch with the centre, least receptive to the message and hardest to reach and are least likely to acknowledge that there is an issue.

##### **The role of county associations**

It is important to highlight the key role that County Associations play in supporting local councils and that many County Associations already play a proactive and vital role in identifying poor performing councils and working to improve them. It is clear that any future work in this area will need to be developed in consultation with them. County Associations have a unique relationship with the local councils in membership, and their support will be essential to deliver the objectives of this strategy.

##### **Defining poor performance**

There is a general consensus that poor performance occurs when a council fails to comply with statutory and financial requirements and establish positive relationships. Evidence for this arises from

- a. Qualified audit and accounts
- b. Unlawful procedures and decision-making
- c. Serious conflict involving the council, councillors and staff
- d. Serious conflict with community groups
- e. Other incidents of law breaking

Much harder – if not impossible – to quantify are lost opportunities to deliver local services in a way that will benefit local populations. For example, some councils have little ambition or capacity to make improvements in what they deliver and to consider new ideas and sources of funding. It also includes the poor use of existing resources to deliver services, gain income or spend resources to the best effect i.e. get best value for money. While the IDB recognises this as a serious issue for the sector, the focus of this strategy will be on councils showing evidence from the above list.

##### **What support currently exists for underperforming councils?**

This varies across county associations but can include: Training for councillors, chairmen and clerks  
Telephone advice line for councillors, chairmen and clerks  
Web based written help desk for councillors, chairmen and clerks  
On site mentoring and support  
HR dispute resolution  
Financial mentoring

## Appendix 4.1

Best practice guides  
Events and conferences  
NALC legal advice for councils  
SLCC advice for clerks  
Internal audit support

While it is recognised that many councils may not agree that they are performing poorly and/or may not seek support, it seems that the level of awareness of what support is available for those who do agree they need it is low. The Board would like to consider bringing together a list of services that councils worried about their performance and looking for help can use to help encourage take up of this support.

What new or different support would help poor performing councils?

There are still big questions about our relationship with poor performing councils. The Improvement and Development Board may wish to consider and/or consult on these over the lifetime of the new strategy.

Poor performance baseline survey

Undertake a baseline survey with the aim of estimating the number of councils that fall into the category of poor performance demonstrated by evidence from the list above. This could start as a pilot in a number of county associations to begin with to help understand the practicalities and resource implications of this approach. The benefits of this could be:

To give an indication of the prevalence of underperformance in the sector

To better understand if the suggested poor performance indicators are the right measures

If the baseline survey is a success, then it could be repeated at regular intervals

Identify poor performance

For example, the SAAA may identify if it is possible to require external auditors to share the names of councils that receive qualified accounts. This list would help target support to these councils in a way that is not resource intensive. Plus, to ask SAAA to coordinate an annual meeting with IDB partner organisations, SAAA and the auditors for the sector. This would help raise awareness of sector wide issues and help develop support to address them.

Direct action in the case of poor performance

A framework of communication, support and direct intervention in the case of identified poor performance could be developed. This would allow councils to access the support they need if they experience difficulties. It would also show a commitment by all involved in supporting local councils to reducing the risk to public money and to the reputation of all local councils through poor performance.”

## Appendix 4.1

### Proposed improvement model

[Need to secure buy-in from DLUHC and LGA through IDB]

1. Building on the work of the cross organisation national improvement strategy drawn up by the development board and the civility and respect project it is proposed to develop a national scheme to support improvement in the sector through targeted intervention and support at all levels.
2. A national checklist will be developed by IDB for use at county and regional level to identify councils at risk of becoming dysfunctional and costing those councils and the public purse large sums of money to address.

[Draw up checklist – some elements already identified by IDB ....]

3. The emphasis will be on early intervention to stop Councils getting into difficulty. But there will be other levels of support and intervention available to assist the council to function effectively.
4. The checklist will be used at a county level to help county associations, SLCC county branches, monitoring offices officers and external auditors (through SAAA) to identify councils that are at risk of becoming dysfunctional.
5. Representatives from those organisations will meet regularly as a “local council support panel” to use the checklist to identify councils that are requiring support.
6. The local council support panel then contacts the council affected to highlight that they are at risk and to identify the support that is available to help them address their shortcomings and to urge them to take action to prevent additional cost to the council, loss of reputation and failure to deliver effectively for residents.

[Need to identify what support is available and adopt consistent approach across England – funding from C&R?]

7. If action to address these concerns are not taken or unsuccessful, then at the first level of intervention the local council will be invited to complete the local council award scheme to ensure that it has all key policies and procedures in place to function effectively. This process involves some external peer support.
8. If stage one is not progressed or unsuccessful then at the second level of intervention the council will be requested by the county panel to invite a peer team from the county panel to speak to key players, review policies, processes and culture and identify actions that the council should commit to adopting to enable it function effectively.

## Appendix 4.1

[Identify people to sit on peer reviews, train etc]

9. If no progress is made following these interventions the council will be able to access a national team consisting of representatives from NALC/SLCC and LGA with a dedicated lead to conduct a full review and recommend an action plan for adoption by the council. This will be jointly funded by the principal council and the local council concerned; and the conclusions reported to the principal authority and reviewed after one year.

[Identify people to sit on peer reviews, train etc]

JRO August 2022

17 NOVEMBER 2022

## **APPENDIX 7.2 MEMBER SERVICES REPORT | IMPROVEMENT AND DEVELOPMENT BOARD**

This is a summary of some of the current work being undertaken by the member services team.

### **Local Council Award Scheme**

The second round of the award scheme for 2022 has now completed and consisted of 11 applicants, with some results still pending.

The third round commenced in early September and we have received a total of 21 applications (4 Quality Gold, 3 Quality and 14 Foundation).

These comprise of 5 town councils and 16 parish councils, with a good mix of council sizes and more than half applying for the scheme for the first time. All applications will be taken to panels for final assessment in mid-November.

The deadlines for next year's award scheme have now been published and are [available here on the NALC website](#). We will also be holding a free webinar on how and why councils should apply for the scheme on 23 November at 12 noon. Bookings and further details are available on the events page on the NALC website.

### **Marketing of CiLCA and LCAS**

The advert promoting CiLCA and LCAS as 'professional clerks' i.e. CiLCA and 'professional councils' i.e. LCAS, will be placed in the last edition of LCR magazine. We will be expanding this to three 'pillars' in due course with 'professional councillors' using both NALC's online learning offer and other councillor relevant training that is being developed.

### **Online learning**

Due to the need for us to offer the civility and respect online courses to all parts of the country, we are currently creating the function for people to enrol onto the online courses via the NALC website. They will be able to enrol as a learner and then pay for the courses themselves. Those county associations who wish to continue enrolling their members themselves will be able to opt out of this online service.

## **Corporate peer challenge**

We are working with the LGA to undertake two corporate peer challenges in 2022-3. These are being fully funded by the LGA and are designed to help and support councils to improve further, rather than being there to assess and judge how they operate.

Cirencester Town Council's corporate peer challenge is currently underway and they recently received a visit from the team made up of an experienced councillor, clerk as well as LGA and NALC staff. We are also in discussions with Morecambe Town Council to undertake a similar process with them in the first part of 2023.

## **Publications and briefings**

We are working with our HR partners WorkNest to review and update our Good Councillor's Guide to Being a Good Employer. The new version will come out early in 2023. We continue to review the list of our publications and briefings and identify other updates that may be needed, however the introduction of a new website in the middle of next year will also involve looking at how we present some of this information.

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## Appendix 8.1



### Officers Professional Development

ILCA and FiLCA continue to be strong induction channels for both member and non members of the SLCC. We have a small percentage of people looking to join the sector approach us to see if it is possible for them to undertake this ahead of interview at a local council.

### CiLCA

Stats up to 1 September 2022

#### Pre 2015

Passed 2378

#### 2015 portfolio

Registrations 1032

Passed 718

Still studying 15

Expired 296

#### 2021 Portfolio

Registrations (England) 469

Passed (England) 107

Still Studying (England) 312

Expired (England) 49

Registrations (Wales) 58

Passed (Wales) 7

Still Studying (Wales) 43

Expired (Wales) 8

### ILM Diploma (L5) Leadership & Management / ILM Certificate / Diploma (L5) Coaching & Mentoring

New courses being offered by the SLCC commencing 2023

### Community Governance

68 students registered for Community Governance at the start of 2022. The average number of students over the last four years has been 68 so the numbers appear stable. However, the intake at Level 4 varies considerably from year to year and this affects the numbers going through to Levels 5 and 6. Over the last four years, the Level 4 intake has varied as follows: 22, 14, 19, 12. This means that the course needs an intake of at least 20 in 2023 to maintain the average of 68 across all levels. It would be appreciated if everyone can do everything possible to promote the advanced qualification that builds, very successfully, on the foundation of CiLCA.

The final study days of the year were held at DMU from 6<sup>th</sup> to 9<sup>th</sup> September and students are now working to complete their assignments by the end of October. As always, the standard of work is high and is complimented by the External Examiner from Leeds Beckett University. In July, a group of Level 5 students went to Edinburgh to explore Scottish local government and community councils functioning without a precept and in October another group is going on a similar visit to the Netherlands. Seven students are undertaking dissertations including one on support for dysfunctional councils and another on the effectiveness of internal audit. Students are extremely grateful for support from representatives of national and county bodies in doing their research.

## Appendix 8.1

DMU has undergone something of an upheaval following the arrival of a new Vice-Chancellor, Professor Katie Normington. Community Governance continues to work with the excellent Alistair Jones, who leads on courses in Politics and International Relations which has moved to the School of Humanities and Performing Arts, in the Faculty of Art, Design and Humanities. We are sorry to lose colleagues Steve Parker and Steve Griggs from DMU; they have moved to the Open University and Staffordshire University respectively but with whom we hope to maintain contact.

Elisabeth has almost finished her grand tour. To date she has visited 51 of this year's students and has arrangements in place for visiting another 11 from 19<sup>th</sup> to 22<sup>nd</sup> September. This exercise has proved most beneficial in terms of getting to know the students as individuals and learning about the issues affecting their communities across England and Wales.

### **CPD**

The CPD booklet that we worked with NALC on many years ago is now out of date and is being updated by the Society. This contains how officers can record their CPD and what points are awarded for. This will be a virtual document held on the SLCC website (NALC are welcome to have on their website, or direct officers to it)



## ACTION PLAN – county officer support and development

Last update 16.10.2022

THEME - support for new county officers		STATUS			
Desired outcome:	Actions to do:	Who is responsible	Start date	End date	Notes
A buddy scheme that offers one to one support, enhances local and national induction activities, regional support (if any) that helps to inform the early stages of personal development plans.	1. Update and promote to county officers	1. CW	Jan 2022	April 2022	COMPLETE
	2. Establish an annual review mechanism	2. CW	Jan 2023	March 2023	
	3. Establish publishing a programme of tasks linked to running county association	3. SL	Aug 2022	Dec 2023	
THEME - support for experienced county officers		STATUS			
Desired outcome:	Actions	Who is responsible	Start date	End date	Notes
A 'next stage' pathway/offer that assists more experienced county officers develop strategic leadership / thinking skills, business development options, marketing, communications and managing demanding workloads, explore partnership and collaborative options. One to one mentoring/coaching.	1. IDB accepted paper, NALC to progress/seek funding <a href="#">LINK to IDB Minutes 2021.09.06</a>	1. NALC	19.8.21	2022/23	Timetable unclear – NALC advised more work to do to develop proposal and no clarity on what will be supported.
	2. ALCs to own and develop proposals for 2022/23 bid to include desire for <a href="#">Link CMI learning and development programme</a>	2. SL	Nov. 2022	March 2023	SL to explore SLCC's interest in providing support (Nov 22)
	3. ALCs to explore development pathways	3. tbc	July 2022	Dec 2022	Summary to county officers ( <a href="#">link here</a> ) to

Task and finish group – county officer support and development

	using existing knowledge and expertise				establish coordination of next steps
<b>THEME – communication strategy</b>		<b>STATUS</b>			<b>Notes</b>
<b>Desired outcome:</b>  Awareness of the work of the task and finish group across all stakeholders including the opportunity to influence and benefit from the outcomes.	1. This document is shared across the network and updates included in COF meetings.	1. SL and CS	29.10.21	Ongoing	Copy also supplied to IDB
	2. New ALC Extranet (NALC funded)	2. SL and CS	July 2022	Dec 2022	Building and testing underway.
<b>THEME – smarter working</b>		<b>STATUS</b>			<b>Notes</b>
<b>Desired outcome:</b>  Identification of processes and opportunities for standardisation, potential centralisation	1. JAMS user network	1. SL	01.09.21	Ongoing	The Model Council launched and group exploring sharing options <a href="#">LINK TO VIDEO</a>
	2. Explore opportunities for non-JAMS users using new ALC extranet as a national hosting site	2. Linked to above	July 2022	Dec 2022	
	3. Legal user group exploring merits / cost / options for national legal service framework agreement to provide ALCs professional case support for their organisations/members	3. AB, SL, DM	May 2022	March 2023	3. Survey complete and analysed. Follow up wider survey to follow to assess spend across UK on commercial legal services

17 November 2022

## **APPENDIX 11.1 IDB 2022/23 WORK PROGRAMME | IMPROVEMENT AND DEVELOPMENT BOARD**

Q1: April-June | Q2: July-Sept | Q3: Oct-Dec | Q4: Jan-March

Recruit chair	
Q1	Specify role etc and agree at IDB
Q2	
Q3	Advertise role and interviews
Q4	Appointment of chair

Devolution/ levelling up	
Q1	
Q2	
Q3	Depending on new PM's priorities: - Assess and agree I@D requirements emerging from white-paper - DLUHC funding bid
Q4	

Peer review and support	
Q1	Recruit peers and identify peer councils
Q2	Feedback from Bingham pilot. Train peers, prep for.
Q3	Peer review 1 – Review taking place at Cirencester TC (1 <sup>st</sup> week November)
Q4	Peer review 2

Workforce strategy	
Q1	
Q2	
Q3	Survey & Strategy workshop with LGA
Q4	Commission & consult on strategy

Promoting CiLCA, LCAS and GPC	
Q1	
Q2	
Q3	All phases including developing 'three-pronged approach' and marketing/publicising to be moved to Q1 2023 – for further discussion and progression.
Q4	

Review and update of training material (LCE, Good councillor guides, CiLCA training guides etc)	
Q1	
Q2	
Q3	
Q4	Mapping: Identify and prioritise review schedules/ identify gaps etc. Updated Being a Good Employer and SLCC CPD guide for clerks

Future agenda item suggestions	Author /Originator	Target date	Board meeting dates 2022
Communications – How we can better work together	?		- 17 Nov
Knowledge bank	?		
Civility and Respect project	NALC/SLCC	Further updates and clarification of relationships required	
Apprenticeships – Incorporate in the workforce strategy	?		
New template contract/refresh of job evaluation scheme – Incorporate in the workforce strategy	NALC		
Board members are invited to identify other matters			

