

## MANAGEMENT BOARD | AGENDA

15 June 2021

Any member wishing to submit an apology for this meeting please contact NALC at [committees@nalc.gov.uk](mailto:committees@nalc.gov.uk) or call on 020 7637 1865.

### 1. Apologies

### 2. Minutes of previous meeting – 6 April 2021

- 2.1. To approve the minutes of the meeting of Management Board held on 6 April 2021 and to note any matters arising not covered elsewhere on the agenda. Appendix 2.1.

### 3. Internal management and finance issues

#### 3.1. Finance

- 3.1.1. To receive a verbal update report from vice-chair (finance), finance and scrutiny chair and head of finance and administration (Finance and scrutiny is due to meet on 8 July)
- 3.1.2. To consider recommending to National Assembly for consideration by this year's AGM an affiliation fee proposal For 2022/23, as per budget plans, of 7.64p per elector capped at £1960 for the largest councils.

#### 3.2. Operational efficiency

- 3.2.1. NALC strategic direction – Confidential MB only
- 3.2.2. Future of 109/return to 109 – verbal update
- 3.2.3. BHIB verbal update (following meeting with them on 14 June)

Appendix  
3.2.1

#### 3.3. HR matters. A verbal update will be made as necessary.

- 3.3.1. Appraisals
- 3.3.2. Staff survey results – a confidential link to the results will be circulated with the other confidential items.

### 3.4. Governance matters

3.4.1. Electoral arrangements - to recommend the attached process to Assembly. Appendix 3.4.1.

3.4.2. Parliamentary president/vice-presidents update

3.4.3. Agenda items for National assembly on 13 July – any items people want added?

## **4. Monitoring and managing performance and service delivery. (The Quarterly activity report is attached and Heads of Service will be available to discuss)**

Appendix 4

4.1. Policy and communications (JG)

4.2. Member services (JM)

- To consider a proposal emerging from FEMALC and SERCAF around a support network for councillors and councillors who were not re-elected. The LGA is doing some work on this.

4.3. Finance and administration (SW)

## **5. External Affairs**

5.1. Civility Panel notes from 29 April 2021 (MB only) Appendix 5.1

5.2. SAAA meeting 12 May 2021 (MB only) Appendix 5.2

5.3. IDB 11 May 2021

<https://www.nalc.gov.uk/library/committees/improvement-and-development-board-1/2021-13/3509-minutes-11-may-2021/file>

5.4. JPAG 8 June – Notes to be circulated

5.5. Pay Claim

Further to the National Employers' pay offer to the National Joint Council (NJC) Unions in respect of staff covered by the local government services NJC (the Green Book) of an increase of 1.5% on all NJC pay points 1 and above with effect from 1 April 2021, the trade unions have written to the National Employers to reject the pay offer and have asked for urgent

talks. The employers have said they will consider the letter and respond in due course. We will keep you updated.

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

To note that the next meeting of the Management Board will be held on 14 September 2021 via zoom. Would colleagues welcome an informal/formal one in July after Assembly?

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## APPENDIX 2.1 DRAFT MINUTES | MANAGEMENT BOARD

6 April 2021

Welcome and apologies

### Present:

Management Board	
Cllr Sue Baxter (chair)	Cllr Richard Parry
Cllr Bob Blezzard	Cllr Mike Scott
Cllr Ken Browse	Cllr Keith Stevens
Cllr Peter Davey	Cllr David Francis
Cllr Mike Drew	Cllr Paul Harvey
Cllr Derek Liddell	

### Also present:

Jonathan Owen, chief executive  
Justin Griggs, head of policy and communications  
Jane Moore, head of member services and solicitor  
Steve Walker, head of finance and administration

### Minutes 26 January 2021

The minutes of the previous meeting were agreed as a correct record and there were no matters arising. The notes of the informal meeting held on 16 March were also received.

#### 1. Internal Management and Finance Issues

##### A. Finance report

Cllr Stevens and Cllr Davey gave an update on the latest financial position which was generally good and consistent with previous projections. The board noted cash balances at the end of March totalling £360,000 as against £343,000 last year.

##### B. Future of 109 Great Russell Street

The board considered a confidential paper setting out background and supporting information relating to the potential future use of 109 Great Russell Street as NALC's HQ. The previously preferred option was to sell at an opportune moment and it was noted that the organisation had worked effectively remotely during the pandemic. A covid secure risk assessment and engagement with staff would be

conducted to enable a potential and partial short-term return once government guidance allowed.

A number of issues were identified which would need to be considered as part of the ongoing appraisal of options by the chair of finance and scrutiny, vice-chair (finance) and chief executive. These included

- The need to exercise fiduciary responsibilities to ensure a good outcome for the Association. This included discussion of the potential timing of any possible sale to maximise market opportunities (with advice from professional agents) and the need to balance costs of refurbishment and staff disruption, moving office from an empty or not fully utilised premises might be more difficult than refocussing from home-working.
- Further analysis of the terms of engagement with the preferred agent would be required
- Reservations were expressed by BB about the possible sharing of accommodation with other national bodies rather than maintaining the Association's independence.
- Further consideration of the financial and accounting implications and in particular how the costs of any rental accommodation would be met.
- Further consideration of the merits of renting or purchasing appropriate office space and the best use of any capital receipt.

In conclusion it was noted that any decision should be taken in line with the overall business and strategic needs of the Association, although the general consensus was in favour of sale. The vice-chair (finance), chair finance and scrutiny and CEO were authorised to proceed with further analysis and options appraisal and report to the next meeting of the board.

### **C. BHIB partnership**

Management agreed that the partnership with BHIB was working well and authorised the chairman, vice-chairman (finance) and chief executive to seek to negotiate a further extension.

### **D. HRSP partnership**

It was reported that HRSP, NALC's HR partner is now part of a larger group of companies specialising in providing HR and employment law advice and associated services – Marlowe PLC. It was anticipated that the partnership would continue and be enhanced.

## **E. HR matters**

It was noted that staff appraisals were nearing completion and the new interim staffing structure following recent maternity leave departures was noted.

## **F. Governance matters**

The board received a note on possible electronic voting platforms to be used for the elections later in the year, given the board's previous decision to only hold face meetings this calendar year. It was suggested that it may be possible to stage the elections over a period of time to make the process simpler and easier to administer.

## **G. Constitutional issues**

Any changes to the Constitution would be required to be considered by the assembly in the summer and the board were invited to consider whether there were any areas for attention. Three had been identified:

- To make it clear in the Constitution that "meetings" included remote and hybrid meetings. The board supported this proposal
- To change the timing of County Association's remitting affiliation fees to the end of May to assist with cash flow challenges for the Association. This had been strongly supported by the finance and scrutiny committee and the board agreed to refer the matter to the meeting of assembly without a recommendation.
- The board's attention was drawn to a potential ambiguity in the Constitution relating to the tenure of office of chairs and vice chairs and committee members. The board agreed that custom and practice was that the 4 year limitation applied only to the offices of chairman and vice chairman of the Association and chairs and vice chairs of committees. And not to ordinary members of committees. There was no need to amend the constitution at this point.

## **H. Parliamentary president and vice president roles**

The board received a paper setting out the proposed roles of Parliamentary president and vice president of the Association which were agreed. Attached. The chair and vice-chairs of the Association were invited to explore suitable candidates with the assistance of the head of policy and communications and make recommendations for Assembly to propose to the AGM.

## **I. Improvement and Development Board**

Cllr Parry was appointed to the vacancy of the Board and the minutes of its previous meeting were noted.

## **2. Monitoring and managing performance and service delivery**

Jane Moore, head of member services reported on NALC's support for the legal case to extend the provision for the sector to continue to meet remotely after May 7<sup>th</sup>. She was congratulated on her work on the witness statement.

It was noted that a number of approaches were being taken by member councils should the court case fail.

## **3. External affairs**

### **A. SAAA**

The notes of their last meeting on 10 February were received and DF queried whether there were any issues relating to future procurement of external audit services that should be drawn to the board's attention. The Chief Executive reported that the procurement process was at an early stage and he knew of no particular problems at present but would keep the board informed.

### **B. Civility project with SLCC and One Voice Wales.**

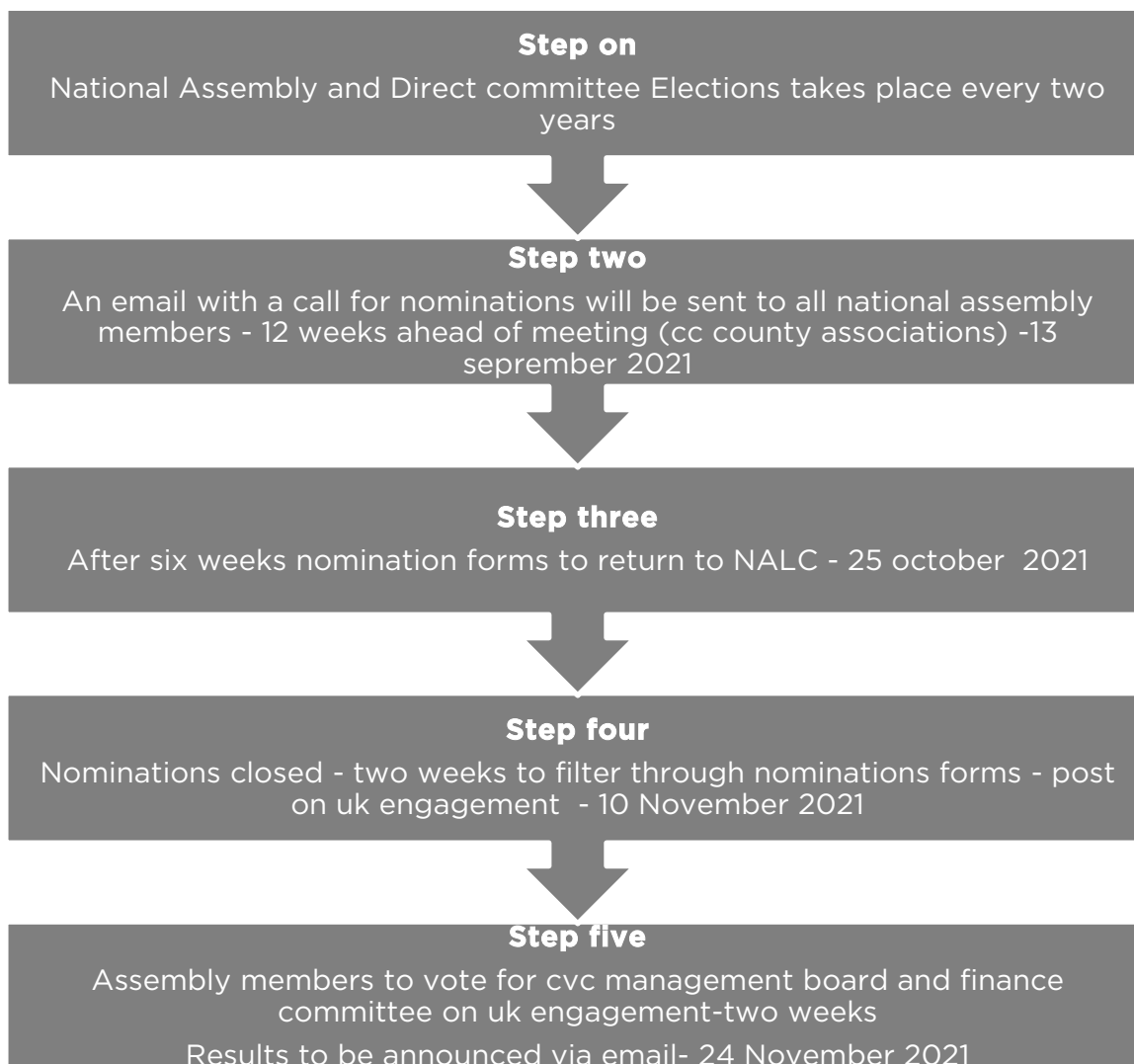
It was noted that Sue Baxter and Mike Drew would be the Association's representatives on this project board and a third councillor representative ideally from a smaller council was being sought from county officers. Ideally for geographical representation this would be from the northern region but it was also important to have the right candidate. Three county officers were also being identified by the county officers' forum.

### **C. JPAG**

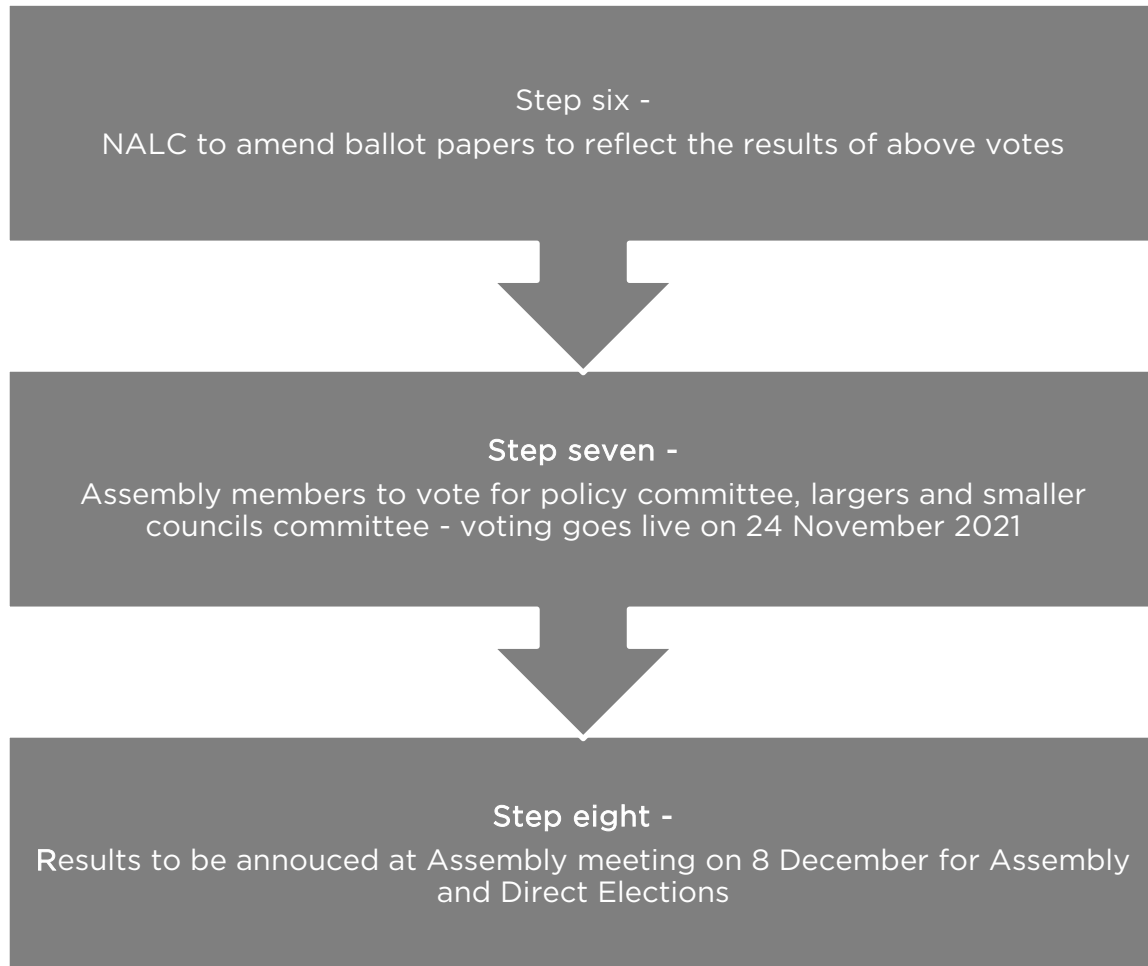
The notes of the March meeting were received. Cllr Francis noted that the timetable for meetings next year left little time for consultation on the practitioners' guide which needed to be considered.

### National Assembly process:

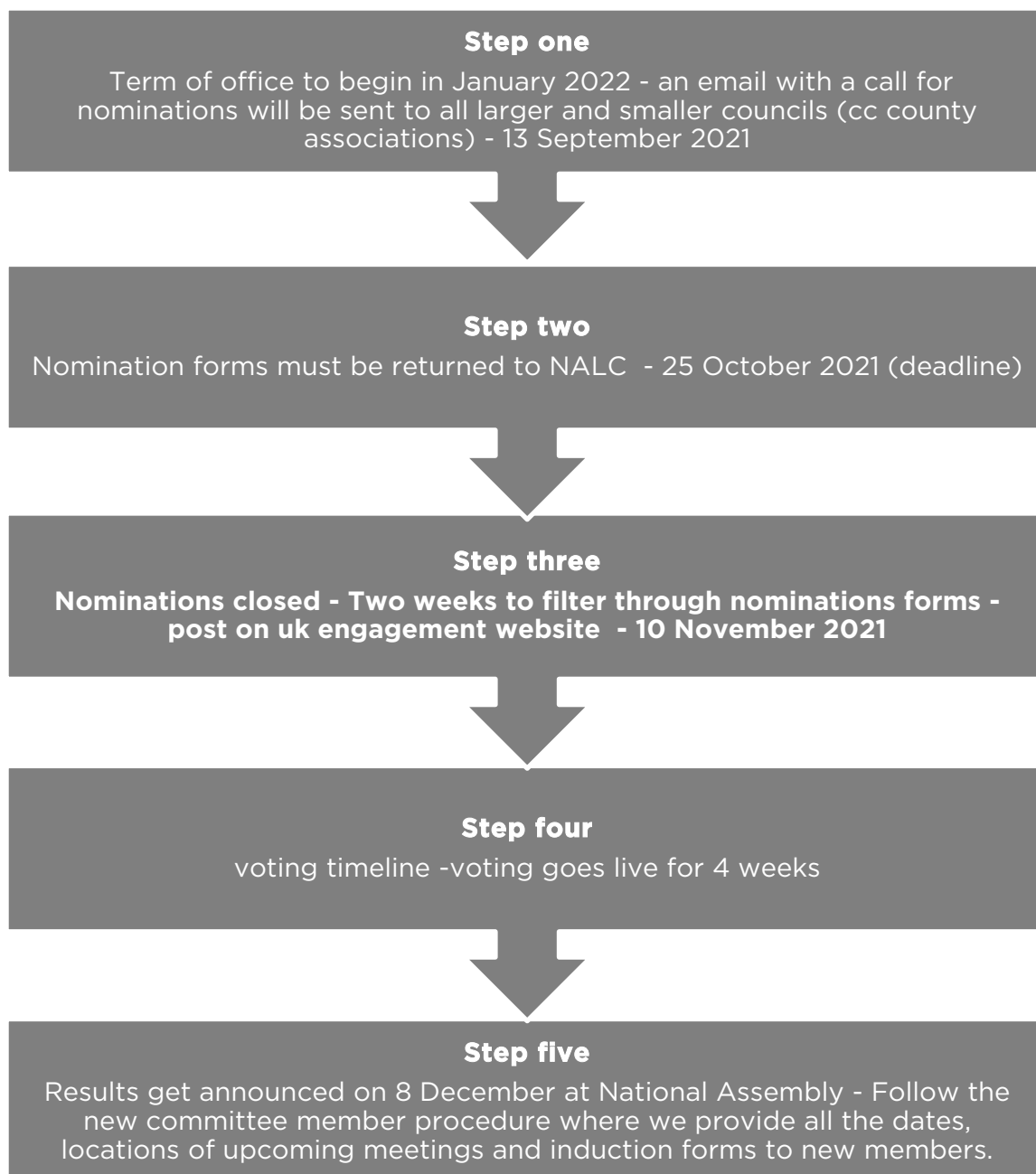
NALC elections process is a 12 week timeline from the date of National Assembly meeting on 8 December.







**Direct elections process:**



Information  
**Quarterly**  
summary report

**National Association  
of Local Councils**

[www.nalc.gov.uk](http://www.nalc.gov.uk)

National Association of Local Councils (NALC)

109 Great Russell Street

London

WC1B 3LD

020 7637 1865

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## INTRODUCTION

This report sets out progress delivering NALC's strategic plan including information on important internal issues, progress with our parliamentary and government affairs work, events, media coverage and publications and legal advice. The report will be largely work around the aims set out in the strategic plan and how we are working to achieve those aims.

This report covers the period since the last report to Assembly - March to May.

## CHIEF EXECUTIVE HIGHLIGHTS

The Chairman's open letter to new councillors stressed the importance of upholding the highest standards of conduct and behaviour. This is an important message and not just for new councillors. We are working with the SLCC, One Voice Wales and the LGA on a civility project to ensure the message is heard.

Civility is the key word as it encompasses all relationships including respectful engagement between councillors and residents including in the on-line world. I spoke on this at a conference organised by our partners CCLA arguing that communities and place have never been more central to the future wellbeing of the country. This is a unique opportunity for our sector as the first tier of government. We must embed good governance, healthy workplaces and kindness at the centre of all we do.

Louise Smith of the LGA also spoke at this event about their work and you may find these top tips for councillors on handling on-line abuse and promoting digital citizenship useful. <https://www.local.gov.uk/our-support/guidance-and-resources/civility-public-life-resources-councillors/digital-citizenship>

Our remote events continue to go well with over 1700 attending and I'd like to mention the young people's event and the challenge from one speaker to all councillors – "could you tell a young person on your patch what your council has done for them?"

Our focus may have been on the local elections and encouraging more people to stand, but its worth noting that 200 neighbourhood planning referendums were held in May too with an average of 87% voting yes on a 43% turnout. No clearer evidence that neighbourhood planning should have a central role in the future planning system.

Finally with the death of the Duke of Edinburgh and the return to face to face meetings the sector has had to face new challenges and I'd like to commend the work of my colleagues and county officers in supporting councils through these difficult times. NALC staff are beginning to think about future working patterns and returning to London and we will endeavour to facilitate this in a sensitive way and consistent with our strategic direction which management board have given some initial consideration to.

## POLICY AND COMMUNICATIONS

### This quarter's key headlines:

- **Engaging with government** – Remote meetings has been a focus through [our response to the High Court Judgement](#), contact with officials and ministers including [Sue's meeting with the local government minister Luke Hall MP](#), media coverage including by the [BBC](#), the remote meetings partners meeting which includes other local government bodies, and our submission to MHCLG's [council tax statistics for all local precepting authorities](#). We continue to provide the secretariat to the All-Party Parliamentary Group (APPG) on local democracy who [held their annual meeting to elect officers, review the last year and agree their work programme for the year ahead](#). Consultation responses included proposals for locally-led reorganisation, Lords devolution inquiry, permitted development regulations, net-zero, electronic communications infrastructure and rural broadband. We also met with the Local Government and Social Care Ombudsman regarding their triennial review and Defra officials in advance of a meeting between Sue and the new rural affairs minister Lord Benyon.
- **Bills and legislation** – The Non-Domestic Rating (Public Lavatories) Bill Lords finally received Royal Assent and concludes a prolonged and successful campaign by NALC and we have been pressing for swift repayment of backdated rebates. [We responded to the Queen's Speech](#) which set out the government's legislative programme for the session of Parliament including a Planning Bill and Levelling Up White Paper. The Environment Bill has moved to the Lords where we will continue to highlight the role local councils are playing in tackling climate change alongside pressing for new powers and funding.
- **Campaigns** – Our [Make a Change campaign](#) was another priority over the last quarter with around 2000 local councils having elections in May, activity included promoting previous resources, publishing councillor stories videos, a targeted Twitter advertising campaign and guidance on co-option. We also worked with the BBC on their [Election 2021: What about parish councils?](#), [Democracy Club on a voting information pilot](#) and held the inaugural meeting of the NALC National Network: LGBT+ councillors. We met with UK Finance to [push for an improvement in banking services to local councils](#).
- **Big themes** – Work is still underway on a dedicated webpage on our theme of young people and case studies publication, our online event on young people sold out and the recording is available for free. The survey on climate change is being analysed and on financial impact and recovery being developed.
- **Sharing good practice** – [Issue 2 for 2021 of LCR magazine](#) is a funding special and also contains [Sue's latest open letter](#) and articles on promoting civility in public life, tackling climate change, engaging young people, reducing car use, insurance guide and cybersecurity. A record number of 224 entries were received for our Star Councils Awards 2021 and are being assessed by our judging panel. Young people and community buildings were the themes of our sold-out online events. Our new [Tree Charter case studies publication](#) showcases the work of local councils protecting trees and woodland.

### Next quarter's objectives:

- **Engaging with government:** Lobbying on remote meetings and civility in public life; meeting of APPG on local democracy on levelling up and engagement around the white paper; political party conferences; roundtable meeting with MHCLG officials; meeting with new rural affairs minister; Spending Review submission.
- **Bills and legislation:** Lords stages of Environment Bill; Planning Bill likely in the Autumn.
- **Campaigns:** Policy Committee review of NALC prospectus; meeting with the new chairman of the Greater London Assembly and provide support to campaign areas including Bankside in London; inaugural meeting of the NALC National Network: women councillors; publish local elections surveys.
- **Big themes:** Launch dedicated webpage on young people; inaugural meeting of the NALC National Network: young councillors.
- **Sharing good practice:** Publish Points of Light and issue 3 of LCR magazine; launch our Future Communities online conference taking place on 2 December; online events on planning, high streets and markets, climate change and NALC Star Councils Awards 2021 presentations.

## MEMBER SERVICES

### This quarters key headlines:

- **Team changes** – There have been many changes in the team over the last quarter. Charlotte Eisenhart's maternity leave started in March as did Jane Moore's temporary role as head of member services. Anders Hanson successfully completed his probation period on 14 May. Linda Hammond left NALC on 12 May and a recruitment process for the projects officer post is underway. Within the legal team, Guvynda Paddan-White's maternity leave began at the start of May. Gary Barker is working an extra day (now three days) and demand is currently being met within existing resources, with Martin Fine able to provide some cover. Demand will be monitored as to whether additional external resourcing is required.
- **High Court remote meetings case** – Being an interested party in the case put an additional burden on the legal team's resources. Although the case was unsuccessful, it served to raise NALC and the sector's profile within local government. We have been advising on the implications of the end of remote meetings (see next item).
- **Coronavirus webpage** – we continue to provide regular updates on the Coronavirus webpage with email alerts to notify members of any changes. This has included new guidance on returning to in-person meetings post the end of remote meetings.
- **Legal queries** – High volume of legal queries and providing informal advices - as well as dealing with 99 written and telephone queries in March, April and May, the legal team provided 172 informal advices. Demand was particularly acute in the run up to the end of remote meetings and local elections (on 6 May) and during the mourning period following the death of HRH The Duke of Edinburgh in April.



- **Legal updates** – During this period: we reissued LTN 37 (freedom of information) and L01-21 (pre-election publicity). Members of the legal team provided legal updates/ training at the Yorkshire LCA conference and at Oxfordshire ALC and Leicestershire and Rutland ALC events and at an external Lawyers in Local Government event.
- **Local Council Award Scheme accreditation** – 161 councils were accredited in 2020 across local and national panels. The first round of national panel accreditation for 2021 received 22 applications. The panels have concluded their work and we are now in the process of confirming the results with the councils concerned. Round two has now started with 20 applications and these are in the process of being triaged.
- **Improvement and Development Board** – Received a report from the LGA on its project with Shared Intelligence to produce a devolution toolkit to encourage better partnership working between the tiers. Due to be published shortly.
- **Working with County Officers** – fortnightly Zoom meetings have continued. Meetings are a mix of guest speakers from partner organisations and updates from NALC staff and county officers.
- **E-learning pilot** – Assessment of the pilot is taking place. Since the launch of our e-learning platform 286 individuals have registered for 492 courses. We are working with Breakthrough Communications to bring more courses tailored for local councils onto the e-learning platform.
- **Model Code of Conduct** – The LGA launched their new model code of conduct for all tiers of local government in December last year. NALC was in close contact with the LGA throughout the development of this document. This quarter we have been a key stakeholder in the LGA's development of additional guidance to support the implementation of the new model code of conduct and associated guidance .
- **Civility** – NALC (Jane and Justin) met with the LGA in April to discuss joint working on Civility. The LGA recognised the need for guidance that is also suitable for local councils and recognised the need to engage with NALC at an early stage. Civility work is also underway, working with SLCC, county officers and One Voice Wales.

#### **Next quarter's objectives:**

- **COVID19 responsiveness** – We will continue to ensure a swift response to issues related to COVID19 and lockdown restrictions or changes
- **Website review** – We have started working with a user-testing company to help us assess the current website and how it is used. They will be reporting back at the start of June with their learning and recommendations for next steps. A draft plan for the rest of the website review is being discussed with colleagues..
- **E-learning** – Once the pilot assessment is complete we will be moving to commissioning new content that is specifically developed and tailored for local councils We will then be looking at promoting this more widely.
- **Civility** – progressing the sector-led civility work.

## FINANCE AND ADMINISTRATION

This quarters key headlines:

- **Team changes** – Farhana Miah has recently started Maternity leave. This leaves a maternity leave vacancy which we are recruiting for. In the meanwhile Claire FitzGerald will cover the committees aspect of her role while Olivia Kane has taken on events support.
- **Governance and remote meetings** –NALC governance continues to successfully operate remotely
- **Building management - 109** – we continue to ensure that 109 is well maintained during this period and to work to ensure the building is appropriately managed or adapted to ensure Covid safety as restrictions are reduced.
- **LCAS-** we continue to successfully process new registrations onto the scheme and run meeting panels.
- **Events** – we continue to deliver the administration support and process payments for numerous online events
- **Upgrading NALC systems** – we successfully upgraded the NALC email system to provide greater capacity and reliability. The next step is to move to the Cloud on a managed basis. This work has commenced with a number of Microsoft tenancies having already been purchased as the new platform is being configured.
- **E-learning** – working with Member services to assist with the e-learning platform
- **HR support** - ongoing provision of HR support to NALC staff including contracts to new staff members, and management of other personnel matters including appraisals and recruitment.

### Next quarters objectives:

- **HR support** – continuation to ensure that all HR policies are up to date and compliant with HR legislation
- **Employee Assistance Programme** – this has been extended to cover county association staff who want it, for a trial period.
- **Policies and procedures** - ensuring all internal documents are up-to-date and easily accessible to NALC staff. Ensure that policies such as the NALC constitution, standing orders are up to date
- **Governance review-** to assist consideration of existing policies and review documents.
- **Move to cloud based systems** – it is envisaged that the work to complete this project will be completed during this quarter.
- **Support** – our service area provides support to continue to work with other service areas to provide reliable support to our colleagues
- **Year-end audit-** we are working with Milton Avis to complete the audit of 2020-21 accounts.
- **Budget-** work has commenced on setting the budget for the next three years
- **Return to 109** – we are working on the next steps to ensure that the office is covid safe as restrictions change.

## KEY PERFORMANCE INDICATORS (KPI)

If you would like to see the full set of data, they are available on request.

### Publications downloads - as at 13.05.21)

Publication	Member/Public	Downloads
<u>Good Councillor Guides</u>		
Good Councillor	M	3937
Employer	M	2580
Finance & transparency	M	2254
Neighbourhood planning	M	1044
Community business	M	914
Cyber security	M	772
Transport planning	M	525
		<b><u>12026</u></b>
<u>Legal Topic Notes (top ten)</u>		
05 Parish and community council meetings	M	1,678
08 Elections and co-option (2020)	M	1,477
31 Local council general powers	M	1,399
87 Procurement	M	1,223
80 Members conduct and interests	M	793
02 The chairman of local councils	M	699
09 Complaints	M	694
37 Freedom of information	M	599
38 Data protection	M	594
22 Disciplinary and grievance arrangements	M	589
		<b><u>9745</u></b>
<u>Other (top ten)</u>		
How to respond to planning applications	P	105,779
All about local councils	P	32,915
It takes all sorts	P	20,907
Planning explained	P	19,398
Practitioners Guide 2019	P	15,742
Local councils explained sample pages	P	15,589
What are local councils (Power to the people)	P	15,532
How to shape where you live	P	15,352
What is localism	P	15,183
Where next for neighbourhood planning	P	12,760
		<b><u>269,157</u></b>

## Delegate numbers NALC online events July 2020 to present

Event	Date	Delegate attendance (out of 120)	Total payout (£)	Pre-event information - Good/Very good	Event met expectations - Fully/Somewhat	Ease of access (Zoom) - Easy/Very easy to use	Would recommend NALC's online events to other	Recording payout per event (£)
Building back stronger communities	28/07/2020	30	£ -					N/A
Building back stronger communities	25/08/2020	73	£ 2,388	67.7%	87.9%	97.1%	88.2%	N/A
Putting trees at the heart of your community	08/09/2020	120	£ 97	75.0%	100.0%	100.0%	100.0%	N/A
Planning for the future	18/09/2020	125	£ 1,112	64.5%	60.6%	78.8%	96.3%	FREE
Rebuilding sustainable communities	28/09/2020	120	£ 1,066	85.2%	100.0%	92.6%	96.3%	£19.51
Health and wellbeing week	26/10/2020	17	£ 77	72.2%	94.5%	100.0%	94.4%	
NALC AGM	27/10/2020	115	£ -	71.4%	86.7%	100.0%	85.7%	
The future of health challenges post COVID-19	28/10/2020	26	£ 520	50.0%	100.0%	100.0%	100.0%	£19.51
Collaboration for health and wellbeing	29/10/2020	44	£ 863	77.3%	100.0%	95.5%	95.5%	
Local councils and hidden disabilities	30/10/2020	37	£ 633	88.9%	100.0%	100.0%	100.0%	
Supporting mental health in your community	30/10/2020	34	£ 747					
Frome Town Council (postponed)	16/11/2020	7	£ 263					
Frome - Youth first	17/11/2020	50	£ 484					
Local councils and the future of play	09/12/2020	71	£ 1,160	85.7%	100.0%	95.2%	100.0%	£19.51
Biggleswade Town Council	25/01/2021	5	£ 728					
Biggleswade - Strategic planning for larger projects	26/01/2021	50	£ 512					
Why representation in local councils matters	23/02/2021	99	£ 1,596	92.0%	76.9%	100.0%	100.0%	
Make a change, become a councillor	02/03/2021	204	£ -	100.0%		93.8%	100.0%	
Building back resilient communities	25/03/2021	120	£ 1,414	63.6%	90.9%	100.0%	100.0%	
Coastal communities	27/04/2021	44	£ -					
The power of a local council and community business partnership	29/04/2021	85	£ 2,611	86.7%	100.0%	100.0%	66.7%	
LCAS - preparing an award winning application	12/05/2021	60	£ -	81.8%	100.0%			FREE
How to get young people involved in local councils	13/05/2021	120	£ 3,140	90.0%	100.0%		100.0%	FREE
		1656	£ 19,412	78.3%	93.2%	96.6%	94.9%	£58.53

## Councils in membership

					2020/21					2019/20			
	Councils in mem'ship change	Electorate change	%change of councils in mem'ship		Councils In Mem'ship	% In Mem'ship	No. Of Capped Councils	Electorate		Councils In Mem'ship	% In Mem'ship	No. Of Capped Councils	Electorate
Avon	2	16,795	1.52%		124	93.9%	0	342,223		122	92.4%	0	325,428
Bedfordshire	0	9,919	0.00%		116	98.3%	2	276,920		116	98.3%	2	267,001
Berkshire	-1	-34,093	-0.07%		88	93.6%	2	325,294		89	93.7%	3	359,387
Buckinghamshire	4	60,354	3.72%		175	96.2%	1	531,363		171	92.4%	0	471,009
Cambridgeshire	16	73,537	8.92%		195	82.3%	0	381,145		179	73.4%	0	307,608
Cheshire	-10	11,561	-4.46%		160	71.4%	2	357,959		170	75.9%	1	346,398
Cleveland	2	6,284	-0.54%		23	71.9%	1	140,689		21	72.4%	1	134,405
Cornwall	1	-787	0.51%		168	85.3%	0	388,240		167	84.8%	0	389,027
Cumbria	-2	3,673	-0.86%		227	97.8%	0	288,453		229	98.7%	0	284,780
Derbyshire	-8	-8,342	-3.92%		176	86.3%	0	359,639		184	90.2%	0	367,981
Devon	-8	12,873	-1.68%		339	93.6%	1	532,756		347	95.3%	0	519,883
Dorset	-1	6,829	-0.63%		155	97.5%	1	337,425		156	98.1%	1	330,596
Durham	-1	1,617	5.52%		100	92.6%	0	324,490		101	87.1%	0	322,873
ERNLLCA	-4	-2,444	-1.70%		161	68.5%	1	313,777		165	70.2%	1	316,221
Essex	2	3,801	0.36%		275	100.0%	1	673,517		273	99.6%	1	669,716
Gloucestershire	-12	4,523	-5.31%		202	89.4%	0	335,675		214	94.7%	0	331,152
Hampshire	-3	-63,993	1.34%		208	88.9%	1	547,659		211	87.6%	0	611,652
Hereford	-7	-12,707	-5.26%		94	70.7%	0	68,953		101	75.9%	0	81,660
Hertfordshire	1	9,427	0.87%		102	88.7%	2	397,707		101	87.8%	2	388,280
Isle of Wight	-1	878	-3.03%		25	75.8%	0	86,635		26	78.8%	0	85,757
Kent	2	20,779	0.65%		297	97.1%	2	753,119		295	96.4%	2	732,340
Lancashire & Merseyside	-4	-13,218	-1.76%		161	70.9%	0	503,531		165	72.7%	0	516,749
Leicestershire & Rutland	0	9,828	0.00%		197	100.0%	0	392,582		197	100.0%	0	382,754
Lincolnshire	3	18,915	0.58%		321	62.1%	0	420,265		318	61.5%	0	401,350
Norfolk	-47	-13,916	-9.71%		302	62.4%	0	379,673		349	72.1%	0	393,589
Northamptonshire	0	15,359	-0.45%		205	95.8%	0	321,703		205	96.2%	0	306,344
Northumberland	-4	5,080	-2.56%		138	88.5%	1	251,874		142	91.0%	1	246,794
Nottinghamshire	5	30,178	3.11%		154	95.7%	0	241,455		149	92.5%	0	211,277
Oxfordshire	9	30,226	3.61%		239	96.0%	1	416,485		230	92.4%	1	386,259
Shropshire	-1	11,410	-0.56%		173	96.1%	1	379,998		174	96.7%	1	368,588
Somerset	-11	25,667	-3.96%		259	93.2%	1	391,257		270	97.1%	0	365,590
Staffordshire	-3	-11,607	-1.60%		155	82.9%	0	388,090		158	84.5%	0	399,697
Suffolk	-3	23,998	-0.81%		336	90.3%	1	420,294		339	91.1%	1	396,296
Surrey	0	3,939	1.18%		82	98.8%	1	280,349		82	97.6%	1	276,410
Sussex East	0	-1,793	0.00%		92	100.0%	0	240,303		92	100.0%	0	242,096
Sussex West	-3	4,906	0.60%		133	96.4%	0	427,053		136	95.8%	0	422,147
Warwick	-1	3,335	-0.53%		177	94.7%	2	356,319		178	95.2%	2	352,984
Wiltshire	1	-19,155	0.40%		218	86.2%	4	479,613		217	85.8%	4	498,768
Worcester	2	25,506	1.32%		145	96.0%	1	268,775		143	94.7%	1	243,269
Yorkshire North	-7	3,766	-1.75%		348	78.0%	0	401,620		355	79.8%	0	397,854
Yorkshire South	0	4,170	1.06%		76	90.5%	0	270,721		76	89.4%	0	266,551
Yorkshire West	1	14,567	0.08%		83	93.3%	0	469,575		82	93.2%	2	455,008
	<b>-91</b>	<b>291,645</b>	<b>-0.16</b>		<b>7404</b>	<b>86.3%</b>	<b>30</b>	<b>15,465,173</b>		<b>7495</b>	<b>87.0%</b>	<b>28</b>	<b>15173528</b>

## **FURTHER INFORMATION**

For more details and updates on NALC's activity, please read the chief executive's bulletin, which is circulated every Friday. If you are not subscribed to the bulletin, you can do so at [www.nalc.gov.uk/newsletter](http://www.nalc.gov.uk/newsletter).