

MANAGEMENT BOARD | AGENDA

14 September 2021

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

1. Apologies

2. Minutes of previous meeting – 15 June 2021

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| 2.1. To approve the minutes of the meeting of Management Board held on 15 June 2021 and to note any matters arising not covered elsewhere on the agenda. | Appendix 2.1. |
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3. Internal management and finance issues

3.1. Finance

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| 3.1.1. To receive a verbal update report from vice-chair (finance), finance and scrutiny chair and head of finance and administration on the finance and scrutiny committee meeting held on 7 September. | Budget etc papers to follow |
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3.2. Operational efficiency

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| 3.2.1. To receive an update on staff returning to 109 together with the latest building risk assessment. | Appendix 3.2.1 |
| 3.2.2. To receive an update on move to cloud and website | Appendix 3.2.2 |

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

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| 3.3.1. An updated staff organogram has been attached for information | |
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3.4. Governance matters

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| 3.4.1. To consider report from the CEO on a number of governance matters. | Appendix 3.4.1 |
| 3.4.2. To receive a report on NALC national networks | Appendix 3.4.2 |

3.4.3. To consider confidential communication from vice-president Lord Lytton (MB only) Appendix 3.4.3

3.4.4. Parliamentary president/vice-presidents update (JG) and to propose to Assembly an amendment to NALC constitution to allow for the appointment of an unspecified number of Parliamentary vice-presidents

3.4.5. To recommend that committees use their last cycle of meetings to take stock of how they have operated over the last 2 years and to identify on-going priorities for the new committee's to consider when developing their forward plans.

4. External Affairs

4.1. Civility & respect working group notes from 28 June 2021 (MB only) Appendix 4.1

4.2. SAAA meeting 11 August 2021 (MB only) Appendix 4.2

4.3. JPAG Meeting of 8 June 2021 – (MB only) Appendix 4.2

4.4. SLCC meeting 29/7

NALC's chairman met with the new chair of SLCC Stephen Trice on 29 July and agreed to review the current protocol; set up regular meetings of the leadership teams to focus on strategic issues including a joint vision for the sector's future; and take soundings on the relationship between the civility project and the IDB. Sue is due to speak at their conference in October. NALC's Head of Policy and Communications is liaising regularly with the society on external affairs issues.

4.5. Pay Claim

The LGA has advised us: "The three local government unions (UNISON, GMB and Unite) have confirmed that their respective consultation ballots on the National Employers' [final pay offer](#) will run through to late Sep / early Oct. All three unions will be recommending that the pay offer[s] be rejected. We will provide a further update once the consultation process has run its course and the unions have

notified us of the outcome, which is likely to be early to mid Oct.”

5. Date and time of next meeting

To note that the next meeting of the Management Board will be held on 16 November 2021 via zoom.

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DRAFT MINUTES | MANAGEMENT BOARD

15 June 2021

Welcome and apologies

Present:

Cllr Sue Baxter (chair)	Cllr Richard Parry
Cllr Bob Blezzard	Cllr Keith Stevens (vice chair, finance)
Cllr Ken Browse	Cllr David Francis
Cllr Peter Davey	Cllr Paul Harvey
Cllr Derek Liddell	

Also present:

Jonathan Owen, chief executive (item 1 and 2)
Justin Griggs, head of policy and communications
Jane Moore, acting head of member services and senior solicitor
Steve Walker, head of finance and administration

Apologies

Cllr Mike Scott
Cllr Mike Drew (vice chair, member services)

Minutes 6 April 2021

The minutes of the previous meeting were agreed as a correct record, subject to a correction to minute F to read remote rather than face to face meetings. There were no matters arising.

1. Internal Management and Finance Issues

A. NALC strategic direction

The Board considered a confidential paper from the chief executive setting out proposals on the future direction of NALC in the light of the experience of remote and home working over the last year, the delivery of the strategic plan's aims and the developing relationship with external providers for member services including, legal, finance and HR support.

The key aspects of the paper included:

- NALC's mission statement and policy objectives as set out in the prospectus and strategic plan remained broadly correct but the prospectus needed limited updating by Policy Committee to reflect the new levelling up and Covid-19 recovery agenda and in the light of recent discussions at National Assembly.
- The NALC staff team had been able to operate broadly effectively from home. Staff survey results suggested productivity had been maintained and that there was a preference for a hybrid model mixing home and office working in the future. This development would be helped by the move to Office 365. The Board endorsed this direction, rather than a full-scale return to 109. This would also provide time to assess NALC's long-term accommodation needs and use of 109.
- Remote governance meetings had gone well and again there should be a focus on a hybrid solution moving forward with a balance of one face to face meeting to three remote meetings as recommended by the Governance Task and Finish Group and endorsed by National Assembly. This may enable more remote meetings and networks to be held. A calendar of meetings would be drawn up accordingly.
- Engagement with county association officers through the fortnightly Zoom call and engagement with county association members and councils through remote events and national networks had also worked well and should continue.
- Use of on-line resources by county associations and councils had increased and NALC's direction to digital first was confirmed, supported by investment in the website redevelopment.
- The Board endorsed the use of external providers and partners to support the development of NALC's member services offer.
- Succession planning was flagged as an issue, both for National Assembly members, with elections this year; and for NALC staff.
- Relations between county associations and with NALC were crucial. Regional working was to be encouraged. The relationship between county officers, county association chairs and assembly representatives was vital. NALC and county association staff needed to work closely together and the Board supported an "away day" style event to develop the team approach and culture.
- The Board stressed the importance of sound finances underpinning this direction and supported a continued three year budget strategy of building reserves to the previously agreed minimum level and covering at least 80%

of core costs through affiliation fees. It was noted that the Finance and Scrutiny Committee would be considering this in the light of the current outturn at its next meeting.

The Board endorsed the overall thrust of the paper and agreed that subject to further refinement and improvement to its presentation it should be discussed at the forthcoming National Assembly meeting and that the Management Board would then consider detailed timescale and progress updates at subsequent meetings.

B. Finance

Cllr Stevens gave a report on the overall financial position:

- the 2020/21 audited accounts were nearing completion and would be reported to the Finance and Scrutiny Committee in July.
- the last year had been complicated by the pandemic which had had a significant impact on resources which would make it difficult to set out budget and affiliation fee proposals in July. Accordingly it was agreed to hold a special National Assembly meeting in September to make recommendations to the Annual General Meeting.
- the likely variance against budget was positive with income up and savings made on governance costs, promotions, accommodation and operational expenses, with a number of these likely to be one-off. After allowances for web and IT investment of £60,000 there would be a surplus of around £50,000.

The Board noted that this position whilst satisfactory may impact upon appetite for affiliation fee increases in excess of inflation despite the need to build reserves to the required level, allow for any nationally agreed pay increases and agreed investments in activity including the civility project and to increase resources to support NALC's ability to influence the national planning agenda.

Cllr Davey reported that cash balances were good and thanked county associations for early remittance of affiliation fees in line with an earlier request to submit those by end of May.

C. Future of 109/return to 109

Following the last Board meeting, the chief executive had, as requested set out initial views on NALC's strategic direction which if agreed by the Board and National Assembly would influence accommodation needs. The latest staff survey had suggested preference for hybrid mix of home and office working. The chief executive had also approached a number of agents previously contacted who confirmed the quoted terms of sale previously considered by the board were in line with expectations but questioned whether a sale at this stage made sense. The

Board agreed to a hybrid approach as regulations permit and to keep the future of 109 under active review. In the meantime steps were being taken to risk assess the partial use of the building for use from September.

D. BHIB update

The Board welcomed feedback from Cllr Stevens on discussions held with BHIB Councils Insurance on the 14 June indicating that the partnership was going well and could be continued on the same terms for another three years.

Cllr Parry asked for further details on BHIB's recent management changes.

E. Staff Survey and Appraisals

The Board received the confidential results of the latest June staff survey which would inform the future use of 109 and other matters and noted appraisals were near completion.

F. Governance matters

An additional remote meeting of the National Assembly would be arranged for September.

G. Electoral arrangements

The Board agreed to recommend to National Assembly an on-line voting platform for this year's elections and to organise swift remote meetings of committees to elect chairs once those results were known. A number of changes were proposed to the steps outlined in the election process and other issues identified which would be considered.

H. Parliamentary president/vice president

The chair and vice chairs had met to consider next steps regarding the appointment of a new president and vice president, as delegated by the Board at the previous meeting, and this was still being progressed.

I. Agenda items for National Assembly

It was agreed that there should be a focus at the next meeting of National Assembly on the civility project and mental health. The meeting should also consider the proposed election process and National Assembly members encouraged to consider standing.

2. Monitoring and managing performance and service delivery

The quarterly report was received and the statistics regarding attendance at events, membership levels and publication/guidance downloads were noted. Cllr Davey suggested that GDPR be flagged up as an issue for consideration by councils. Cllr Francis supported future publications on planning issues.

The Board congratulated everyone from NALC and county associations on their success in achieving the abolition of the “toilet tax” which would save the sector and residents £10ms millions of pounds over next few years.

The Board considered a proposal from the Federation of East Midlands Associations of Local Councils (FEMALC) and the South East Region County Associations Federation (SERCAF) for the establishment of a support network for councillors who had not been re-elected. During discussions a number of points were made including the need for more information from FEMALC and SERCAF on the proposal, whether supporting former councillors was a task for NALC but noting the creation of number of networks to support LGBT+, women and young councillors, and finding out what the Local Government Association was doing. There may be scope to set up a task and finish group on this.

3. External affairs

A. Civility project with Society of Local Council Clerks and One Voice Wales.

The notes of the first meeting of the Civility Project Working Group held on 29 April were received and the Board noted it had focussed on initial scoping. Cllr Blezzard queried whether Trades Unions should also be invited to be involved in the project.

B. Smaller Authorities Audit Appointments

The notes of the meeting held on 12 May were received. Cllr Francis registered some concerns around the capacity of one of the audit firms due to staff changes.

C. Improvement and Development Board

The notes of the meeting held on 11 May were received.

D. Pay claim.

It was noted that the Trades Unions had rejected the Employers’ pay offer of a 1.5% increase from 1 April 2021.

4. Next meeting

The next meeting of the Management Board will be held on 14 September 2021 via Zoom. It was noted that while meetings were scheduled to take place for an hour,

they had tended to run for half an hour longer and future timings should be adjusted accordingly.

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Claire FitzGerald

From: Claire FitzGerald
Sent: 01 September 2021 14:08
To: 109
Subject: Returning to the office - Transition period to end of the year

Colleagues,

Following from our recent communication of [5 August](#) we would like to set out expectations for staff attending the office for the remainder of this year which we will call the transition period, which will likely last to the end of the year.

From 01 September onwards, the office is safe and will be open for staff to use if they wish to or are required to attend by managers or because of work commitments.

Jonathan, Heads of service and I will aim to be physically in the office one-two days per week from next week.

The office will generally be closed for meetings with external people or councillors.

During this transition period staff will continue to predominantly work at home but will be required to come into the office at the request of their line manager for any purpose including team and 121 meetings and all staff meetings.

It is expected that each team will have one face to face meeting a month during this period which you will be required to attend, this will be organised by heads of service who will co-ordinate to avoid unnecessary clashes.

We will have an "office day" every two months when all staff who are available will be expected to attend in person. The first will be held on Tuesday, 12 October 2021 with the second being on 14 December 2021.

The expectation is that for those days all staff arrive in the office by 10:30 and leave after 3:30 pm.

We may hold whole team meeting on those days too, at a time and venue to be confirmed.

A reminder that everyone must ensure that desks are clear of all paperwork etc at the end of the day so that the cleaners can thoroughly clean desks.

There are separate arrangements for the fully home based colleagues Lisa and Anders but they will attend the staff office days

You may need to check with your home insurers whether you need to change your policy to include working from home - I have done so with my policy and it was a very simple process. You are also reminded that you can claim tax relief from HMRC - <https://www.gov.uk/tax-relief-for-employees/working-at-home>

If you have any queries please get in touch with your line manager or myself. We are due to hold an all team meeting tomorrow and we can have a discussion around this then.

Thank you all.

Best regards
Claire

Claire FitzGerald
Administration Manager
National Association of Local Councils

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NALC Risk Assessment Form

By the use of the matrix below, a risk factor can be assigned to each hazard. This involves putting a considered valuation against the probability and also the consequence/severity for the hazard.

Risk Matrix Probability

High	Medium Risk	High Risk	High Risk
Medium	Low Risk	Medium Risk	High Risk
Low	Low Risk	Low Risk	Medium Risk
	Low Severity	Medium	High

Date of Assessment:	Aug-21	Carried out by: Claire FitzGerald	Claire FitzGerald
Review In:	Monthly - Sep-2021	Job Title: Admin Manager	Administration Officer
		Signature:	

Checked by		Job Title/s	
Signature/s:		Date:	

What are the hazards?	Who might be harmed and how?	What is the risk? Prob X Severity	What are we already doing?	What further action is necessary?	Action by whom?	Action by when?	Completed on..	Residual Risk
Spread of Covid-19 Coronavirus	Staff	Low	Staff will continue to work from home on a hybrid basis. However from 1 September 2021 the office is open to individuals, small groups for operational reasons (access documents etc) and if homework goes is impractical	Heads of service to discuss operational requirements for attending the office with their teams. Staff member to ensure diary is up to date with whereabouts	Staff to update the diary	Ongoing	Sep-20	LOW
Spread of Covid-19 Coronavirus	Staff	Low	Consideration to be given to provide a "care pack" for all members of staff to include hygiene wipes, hand sanitiser, tissues and a face mask.	Wipes, Sanitiser gels and face masks available at the office for staff use	Admin manager	Aug-21	Aug-21	LOW
Spread of Covid-19 Coronavirus	Staff working from home	Low	Staff are asked to take into account adherence to hygiene standards in their home workplace		Admin manager	Ongoing		LOW
Spread of Covid-19 Coronavirus	Committee members, vulnerable group such as elderly, pregnant women and those with existing underlying health conditions who commute to London by public transport	Low	It is not envisaged that any face to face committee meetings will be held at least before January 2022	Ongoing discussion with chairman and CEO regarding the reintroduction of face to face committee meetings. Consideration needs to be given to suitable accommodation for such meetings as all committees currently exceed the safe guideline for the use of the NALC boardroom	Admin manager, chairman and NALC CEO	Measure in place until December 2021	Aug-21	LOW
Spread of Covid-19 Coronavirus	Contractors	Med	Contractors need to visit the office as part of their contracted services. Each contractor is required to wear a disposable mask while on site. All contractors will be instructed to maintain a safe distance (2 metres) from staff at all times. Internal doors will remain open to minimise the contact with door handles. At the end of the visit NALC staff will not sign a piece of paper. All paperwork will be expected to be completed electronically.	All contractors contact the Admin Manager to make arrangements for the visit	Admin Manager	Measure in place until December 2020	Sep-20	LOW
Spread of Covid-19 Coronavirus	Staff, Visitors, contractors, committee members, vulnerable group such as elderly, pregnant women and those with existing underlying health conditions	Med	Hand hygiene - Everybody in the office asked to wash hands and/or use the sanitiser upon arrival in the building and throughout the day	Display the 'Catch it, Bin it, Kill it' poster throughout the building. Tissues will be made available throughout the workplace.	Admin Manager	Already displayed		LOW
Spread of Covid-19 Coronavirus	Staff, Visitors, contractors, committee members, vulnerable group such as elderly, pregnant women and those with existing underlying health conditions	Low	Track and trace app	All staff and visitors to the office to use the track and trace app.	Admin manager	Already in operation		LOW

What are the hazards?	Who might be harmed and how?	What is the risk? Prob X Severity	What are we already doing?	What further action is necessary?	Action by whom?	Action by when?	Completed on..	Residual Risk
Spread of Covid-19 Coronavirus	Staff, Visitors, contractors, committee members, vulnerable group such as elderly, pregnant women and those with existing underlying health conditions	Med	Sanitiser - Hand sanitiser placed at entrance, all strategic points and on desks	Encourage staff to use it regularly	Admin Manager	Already available		LOW
Spread of Covid-19 Coronavirus	Staff, Visitors, contractors, committee members, vulnerable group such as elderly, pregnant women and those with existing underlying health conditions	Med	Paper towels available for handdrying	Already in place	Admin Manager	Already available		Low
Spread of Covid-19 Coronavirus	Staff, Visitors, contractors, committee members, vulnerable group such as elderly, pregnant women and those with existing underlying health conditions	Med	Cleaning - Frequently cleaning and disinfecting objects and surfaces that are touched regularly particularly in areas of high use such as door handles, light switches and reception areas using appropriate cleaning products and methods	Cleaning wipes to be made available to all staff to wipe their desks and person effects. Rigorous checks will be carried out by line managers to ensure that the necessary procedures are being followed.	Admin Manager	Once office opens		
Spread of Covid-19 Coronavirus	Staff, Visitors, contractors, committee members, vulnerable group such as elderly, pregnant women and those with existing underlying health conditions	Med	Communal equipment - Cleaning wipes to be available in communal meeting areas and all shared equipment such as boardroom laptop and remote controls to be wiped down prior to and after use.	Cleaning wipes to be purchased and replenished as required.	Admin Manager	Sep-20		
Spread of Covid-19 Coronavirus	Staff, Visitors, contractors, committee members, vulnerable group such as elderly, pregnant women and those with existing underlying health conditions	Med	Social Distancing - Reducing the number of staff in any work area to comply with the 2-metre (6.5 foot) gap recommended by the Public Health Agency.	Staff to be reminded on a daily basis of the importance of social distancing both in the workplace and outside of it.	Admin Manager	Once office opens		
Spread of Covid-19 Coronavirus	Staff, Visitors, contractors, committee members, vulnerable group such as elderly, pregnant women and those with existing underlying health conditions	High	Reception area - Review reception area to ensure that 2 metre rule is adhered	Relocate the signing in sheet to the front area of the reception to reduce traffic into the admin area. Install a screen in front of reception desk and by door into corridor	Admin Manager	Once office opens		
Spread of Covid-19 Coronavirus	Staff, Visitors, contractors, committee members, vulnerable group such as elderly, pregnant women and those with existing underlying health conditions	Med	Work schedules - Consider taking steps to review work schedules including start & finish times with more staff working from home etc. to reduce number of workers on site at any one time. This particularly affects those staff that work on desks facing each other. (CF/FM, SN/BB, CB/JLF, RD/MD, JM/GB or MF, JG/JO, CE/LH)	Admin Manager to work with Heads of Service regarding rostering of staff. Where can we move desks to increase distance. In the event that desks cannot be moved, consider installing plastic screens.	Admin Manager	Once office opens		

What are the hazards?	Who might be harmed and how?	What is the risk? Prob X Severity	What are we already doing?	What further action is necessary?	Action by whom?	Action by when?	Completed on..	Residual Risk
Spread of Covid-19 Coronavirus	Staff, Visitors, contractors, committee members, vulnerable group such as elderly, pregnant women and those with existing underlying health conditions	Low	Kitchen areas to be decommissioned as a temporary measure	Staff to be advised that they should attend the office with water and food and remove from the office at the end of their visit	Admin Manager	Measure In place until December 2021		
Spread of Covid-19 Coronavirus	Staff, Visitors, contractors, committee members, vulnerable group such as elderly, pregnant women and those with existing underlying health conditions	Low	Water machines - to be decommissioned as a temporary measure	Staff to be advised that they should attend the office with water and food	Admin Manager	Measure In place until December 2021		
Spread of Covid-19 Coronavirus	Staff, Visitors, contractors, committee members, vulnerable group such as elderly, pregnant women and those with existing underlying health conditions	Med	Traffic on stairs - only one at a time on stairs so staff and visitors will be asked to wait on the landing if somebody is using the stairs			Measure In place until December 2021		
Spread of Covid-19 Coronavirus	Staff, Visitors, contractors, committee members, vulnerable group such as elderly, pregnant women and those with existing underlying health conditions	Med	Use of Boardroom - It can be used for meetings ensuring that at least 2 metre distance is maintained at all times with a maximum of 6 people in the room	Admin manager to block off chairs ensuring that only 6 are available for usage	Admin manager	Measure In place until December 2021		
Spread of Covid-19 Coronavirus	Staff, Visitors, contractors, committee members, vulnerable group such as elderly, pregnant women and those with existing underlying health conditions	Low	Catering for meetings - no food to be ordered in for meeting for remainder of 2020. Visitors to be offered a cold drink only.	Not currently required as no meetings will be held on site before January 2021	Admin manager, chairman and NALC CEO	Measure In place until December 2021		
Slips, trips and falls	All staff and visitors may suffer sprains or fractures if they trip over trailing cables/rubbish/boxes/slip on spillages or fall when reaching for items on high shelves.	Med	· Reasonable housekeeping standards maintained.	· Heads of Service to be reminded that they have the responsibility of maintain standards in their areas.				Low
			· Housekeeping and improvement suggestions discussed at quarterly Office User Group meetings.	· Staff to be reminded that deliveries should be moved to storage areas asap and not block staircases or hallways, posing a trip hazard.				
			· Staff reminders given at staff meetings	· Instructions to be given that spillages should be cleaned up and dried immediately.				
			· Building walkrounds completed once every month	· Staff to be reminded that chairs and desks should not be used when reaching for high shelving; a stepping stool is available for use in the basement.				
			· Floors and staircases cleaned on a regular basis by the cleaners.	· Staff to be reminded to make use of handrails provided when descending staircases.				
			· Cleaning standards monitored by Admin Manager and any recurrent issues raised with cleaning company.					
			· Cabinet drawers and doors kept closed when not in use.					
			· Repairs and maintenance carried out when necessary.					
			· Stairs well lit and hand rail provided.					

What are the hazards?	Who might be harmed and how?	What is the risk? Prob X Severity	What are we already doing?	What further action is necessary?	Action by whom?	Action by when?	Completed on..	Residual Risk
			<ul style="list-style-type: none"> Entrance well lit. 					
			<ul style="list-style-type: none"> Stepping stool supplied for use with high shelving. 					
			<ul style="list-style-type: none"> Staff receive annual training in how to avoid slips, trips and falls in the workplace and are assessed on their learning. 					
Manual Handling	All staff and staff from delivery companies could suffer from back pain if they carry heavy/bulky objects in awkward places e.g. staircases	Med	<ul style="list-style-type: none"> Staff receive annual manual handling refresher training as part of general Health and Safety training. 	<ul style="list-style-type: none"> Remind staff that top shelves should be used for storage light boxes only. 				Low
Deliveries: Paper, publications & water cooler bottles (frequent)			<ul style="list-style-type: none"> Trolley to be used to transport boxes. 	<ul style="list-style-type: none"> Advise staff to seek help as required when lifting heavy loads e.g. changing water bottles. 				
Office Equipment (infrequent)				<ul style="list-style-type: none"> Remind staff to request that deliveries are taken to their final destination by the delivery driver if possible. 				
				<ul style="list-style-type: none"> Consideration given to an alternative solution to water bottles, ie plumbed in coolers 				
Regular computer use	All office staff may suffer from upper limb disorders from regular use of PCs or suffer headaches if lighting/picture is poor	Med	<ul style="list-style-type: none"> Workstation assessments carried out for all staff by Administration Manager/Finance & Admin Officer to identify and rectify any issues with their display screen equipment and general workstation. Adjustable chairs and equipment supplied. Eye test covered by NALC. Blinds provided to control ambient light. 'Stay Safe at your Desk' posters provided to all departments to remind staff of good workstation ergonomics. 	<ul style="list-style-type: none"> Action to be taken on the results of workstation assessments within 6 weeks and results to be checked by Administration Manager and kept on file. 				Low
Stress	All staff could be affected by excessive pressure at work - from work demands, lack of job control, too little support from	Med	<ul style="list-style-type: none"> Work plans and work objectives are discussed and agreed with staff at annual appraisals. Line managers monitor monitor work and hold 1-1 meetings with their staff on a regular basis. 	<ul style="list-style-type: none"> Stress policy to be implemented. 				Low
Environmental comfort factors	All staff may feel too hot/cold or suffer other general discomfort	Low	<ul style="list-style-type: none"> Building kept reasonably warm and light, windows open to provide fresh air, plenty of space in offices. Portable air conditioning units provided in necessary in summer months. 					Low
Hygiene and welfare	All staff could experience general discomfort.	Low	<ul style="list-style-type: none"> Toilet areas supplied with hot and cold water, toilet paper, soap, hand towels and sanitary disposal facilities for ladies. Shower facility available. Kitchen area provided with washing up facilities, tea/coffee, drinking water, fridge and microwave. Basement seating area provided for use at lunch/break times. Areas cleaned daily and standards monitored by Administration Manager 	<ul style="list-style-type: none"> No further action required. 				Low
Electrical	All staff could incur electrical shocks or burns if they use faulty electrical equipment.	Med	<ul style="list-style-type: none"> Portable appliances tested yearly by qualified electrician. Photocopier and computer systems cleaned/maintained by qualified personnel. Fixed wire testing completed every 5 years Monthly walk rounds visually checking equipment 	<ul style="list-style-type: none"> Reminder to all staff to notify the Admin Manager of any defective equipment. Reminder to all staff to not overload extension leads and use wall sockets whenever possible. 	CF	Summer 2020		Low
					CF	Ongoing		
Bleach and strong detergents	All staff could have adverse reaction to hazardous substances	Low	<ul style="list-style-type: none"> Cleaning supplies located in cleaning store area, in locked cupboard. 	<ul style="list-style-type: none"> Remind staff that substances should only be used by cleaners. 	CF	Ongoing		Low

What are the hazards?	Who might be harmed and how?	What is the risk? Prob X Severity	What are we already doing?	What further action is necessary?	Action by whom?	Action by when?	Completed on..	Residual Risk
Preparing teas/coffees	All staff, particularly administration team preparing teas/coffees for visitors and meetings, could be scalded or burned.	Med	· Tea trays provided for transporting multiple items at once.	· Remind staff to use tea tray when carrying more than one mug at a time.	CF	The kitchen area is closed until at least December 2020		Med
				· Remind staff to request assistance to open doors etc. when carrying trays of hot drinks.	CF			
				· Secured flasks to be used for large amounts of tea/coffee.				

APPENDIX 3.2.2 | IT AND WEBSITE PROJECTS

1. Move to the Cloud

NALC is currently involved in work to move NALC IT systems from a physical server based in 109 to the Cloud. To achieve this the project was broken down into three clear steps to ensure a smooth transition

Step 1 - Upgrading the on premises exchange server together with utilising a high capacity mail send ISP service provider. This step has been completed smoothly.

Step 2 - Move from Exchange on Premises to Exchange 365 cloud. This entails moving NALC exchange server from on-premises to the Microsoft cloud

Step 3 - Moving completely to the cloud This step includes moving all the services and data currently stored at 109 to a cloud-based service and completely decommissioning all IT equipment at 109

Steps 2 and 3 are being carried out in tandem as it is more cost and time efficient

The project is now at the testing stage and a number of NALC staff will transition to the new environment to road test. The project plan ensures that the entire process will be completed no later than 18 November.

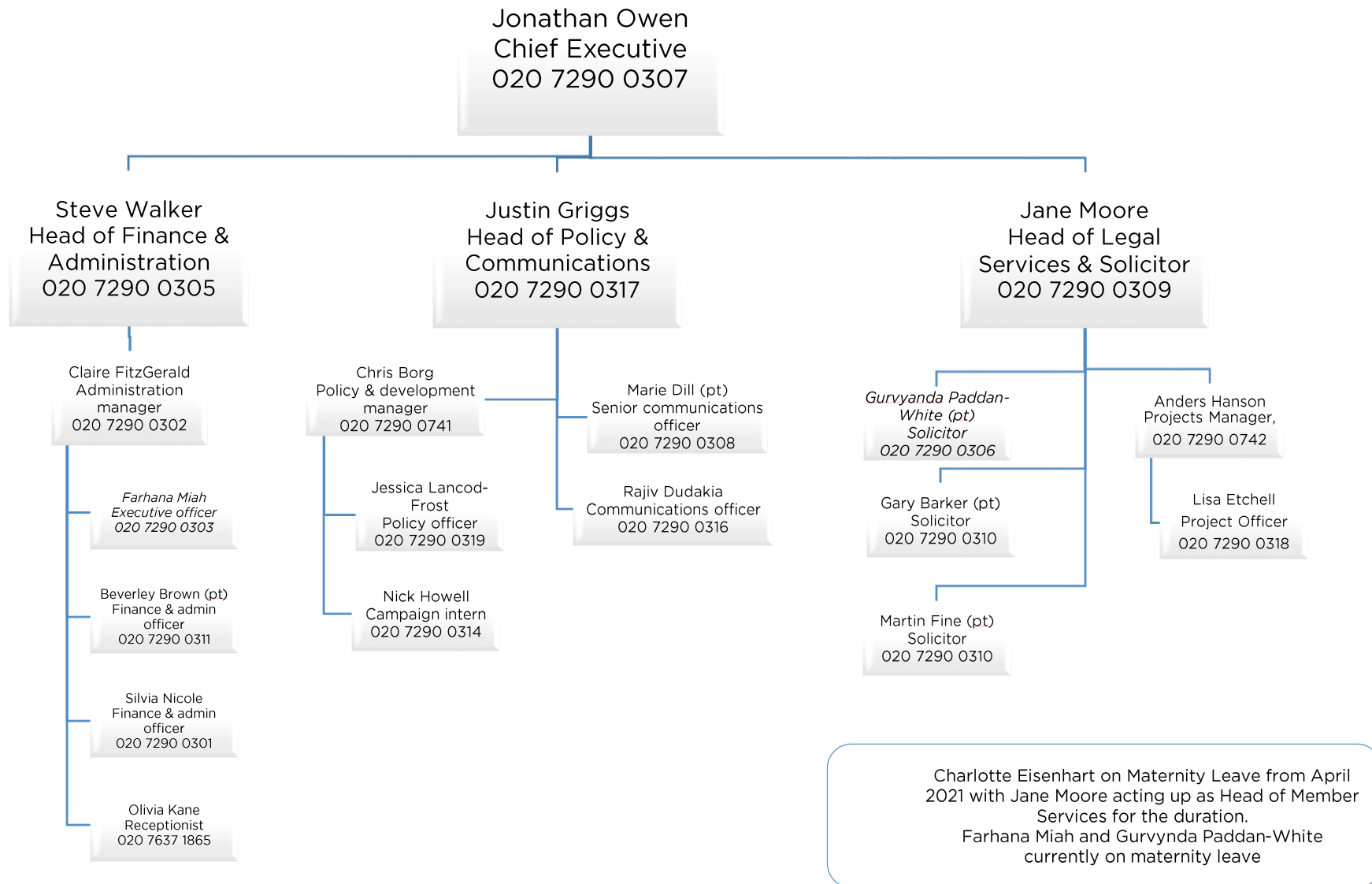
2. Redevelopment of NALC website

We are currently actively working on plans for the redevelopment of our website to ensure that it is easier to use and provides a much improved range of services to members and a shop front to the outside world. Over the first half of this year, a company called Heavy Penguin have undertaken research into our existing website and testing its use and usability by NALC members. This work has now concluded and has identified a number of major changes that are needed to the website, especially with regard to the search function and how people find information.

We are now be moving on to the next phase where we identify our requirements for a new NALC website with the intention of launching a new website in February 2022.

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APPENDIX 3.3.1 NALC ORGANISATION CHART - SEPTEMBER 2021



APPENDIX 3.2.1 | GOVERNANCE MATTERS

1. Introduction

2. A number of matters have been raised recently and at the last Assembly meeting which need further discussion:
 - a) Review of operation of “new” committee structure and governance documents
 - b) Timetable for considering move to single transferable voting for NALC’s office positions and committees.
 - c) Request from smaller councils’ committee for its chair to be an automatic member of the management board, for extra directly elected members to be added to its membership and for it to assume responsibility for rural affairs.

3. Review of operation of “new” committee structure

4. There appears to be a degree of confusion around this matter.
5. The current structure was introduced in 2017 and a “fine tuning” review conducted in the summer of 2019 with Assembly agreeing a number of changes and rejecting others. Not all of these changes were implemented and the pandemic has changed things significantly. The minute reads

“The assembly received the report on the committee fine tune and they agreed to the recommendations set out in the report.

- AGM to be allocated 2 hour slot separate from annual conference – before the conference begins. [Done]
- Alternate Assembly meeting agenda to discuss committee’s work and minutes first. [Done]
- Use NA to share good practice more – eg health and wellbeing discussion. [Largely delivered]
- Appoint one (of the existing 2) vice-chairman of the Association responsible for member services. [Done]
- Management Board members to be given role championing the largest and smallest councils with ex-officio seat on relevant committees (replacing VC roles on those committees). These “champions” will consider how to develop liaison with the sector’s largest and smallest councils. [Not implemented]
- Support recommendation from the Larger Councils Committee that their threshold be increased to 600,000 and note Smaller Councils’ Committee’s view that no change is required.” [Done]

6. The supporting grid of all the proposals considered in 2019 is attached for information.
7. There appears to have been a view articulated by some members of the Assembly that there was an expectation that a fuller review of the effectiveness of the new structure would be conducted this year and that this would be overseen by the finance and scrutiny committee who were also reviewing key corporate governance policies in their scrutiny role.
8. The committee has reviewed the following documents, essentially to ensure latest version is up-to-date rather than make significant changes.
9. Constitution; financial regulations; treasury management; risk register and business recovery
10. And will be overseeing the review of standing orders, terms of reference and terms of reference.
11. As the fuller review is not solely within the remit of the finance and scrutiny committee, it would appear sensible to ask the new national assembly to agree to a review of the Association's governance structure in January 2022, set up a task and finish group to recommend any changes to its July meeting for agreement at the 2022 AGM and implementation in the elections of 2023.
12. **Move to single transferable voting.**
13. The 2019 fine-tune mentioned above reported that "On elections to NALC posts and committees consideration was given to a paper from Mike Drew on moving to a single transferable vote system but the Board considered that this would require further consideration next year possibly by a task and finish group. In the meantime it was agreed to separate the nomination forms and explore the viability of electronic voting or voting in advance."
14. The paper from Mike Drew on this is attached which went to management board in June 2019. The 2020 review was not progressed because of other priorities caused by the pandemic.
15. This was raised again by Bob Blezzard and others at the National Assembly on 13 July 2021 as the move to electronic voting proposals made such a move technically easier. Sue Baxter recommended that changes to electoral arrangements be taken forward in two stages, firstly moving to electronic voting on the current basis in 2021 and reviewing its success. And secondly considering a move to STV for the 2023 elections. This approach was supported by the Assembly.

16. It would appear sensible to ask Assembly to agree to this in January and include in the remit of the task and finish group set out in para 11 above.

17. **Paper from smaller councils' committee**

18. Smaller Councils Committee considered the attached paper from its chair on 22 June and concluded

"The Committee chairman spoke to a report he had written following informal meetings of the committee covering the role and function of the committee, its value and influence, interface with smaller councils, need for new initiatives and data gathering. A number of points were made during discussion, including:

- the committee is not big enough to represent the geographic spread and ambition of smaller councils
- the committee is smaller than the Larger Councils Committee
- increasing the size of the committee shouldn't be a problem whilst meetings take place virtually, but would result in additional costs when in person meetings return
- terms of reference state the committee should have a role in decision making and this be achieved through a place for the chairman on the Management Board
- a budget and authority be identified for the delivery of three virtual forums for smaller councils
- the committee were reminded of their previous decision to expand the committee into a network to engage with more councils and be more inclusive and that this would support the virtual forums objective
- the report did not reflect a conversation between the chairman and chief executive who confirmed proposals would need to be put to the Management Board
- as most rural councils are smaller councils responsibility for rural issues be returned to the committee from Policy Committee
- current length of meetings of sixty minutes is not enough for the committee to conduct its business
- a qualitative survey for smaller councils should be developed but more work was needed to scope this out in more detail

Resolved (1): The Committee recommends to the Management Board that its membership be increased by two directly elected councillors, the Committee

chairman should have an automatic seat on the Management Board and responsibility for rural issues be returned to the Committee from the Policy Committee.

19. **Commentary by chief executive**

20. The main proposals for consideration by the management board are
21. Size of committee: The Committee's terms of reference currently allows for an additional three members representing smaller councils drawn from clerks and members of smaller councils and county staff dealing with smaller councils. NALC's constitution allows for committees to co-opt up to 4 members, such co-opted members will not have the right to vote.
22. Whilst an increase in size at current time with remote meetings would not be overly costly, this would not be the case if we returned to face to face meetings.
23. Chair to have seat on management board: The terms of reference allow for one of the Chairman or Vice-chairman of the association to be a member of the committee which would appear to provide a suitable input to the management board's deliberations. The earlier proposal – not progressed – from the light touch review to appoint a smaller councils champion from within the management board would have helped.
24. This issue could be picked up in the review outlined above. In the meantime, it is open to management board to co-opt members which provides a vehicle to deliver this request this year if it is supported by management board.
25. Responsibility for rural affairs: Much of the association's work around rural affairs relates to its policy making function and the Chairman of the association, who sits on the policy committee, leads on participation and engagement with the rural coalition, DEFRA and others. Not all councils in rural areas are small – market towns are a good example of this. In practical terms however, so long as responsibility is with one committee there are no real practical difficulties. The views of the policy committee should also be sought.
26. Management board are invited to indicate how it would like to respond to these requests.

27. **Length of remote meetings**

28. Management board are asked to agree: Exact timings are for committees to determine, but generally remote committees etc should be no more than 2 hours in length, starting at 11.00 (zoom opens at 10.45) and if finishing at 13.00 allow for a 15 minute comfort break 11.50-12.05.

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APPENDIX 7.2 | NATIONAL ASSEMBLY

Committee fine tune

Attached as an appendix is the rolling log of comments received on the committee fine tune.

It is recommended that the management board recommends some small changes to the Assembly and invites their comments/decision on two significant issues.

Recommendations to Assembly from management board:

- AGM to be allocated 2 hour slot separate from annual conference – before the conference begins
- Alternate Assembly meeting agenda to discuss committee's work and minutes first.
- Use NA to share good practice more – eg health and wellbeing discussion.
- Appoint one (of the existing 2) vice-chairman of the Association responsible for member services.
- Management Board members to be given role championing the largest and smallest councils with ex-officio seat on relevant committees (replacing VC roles on those committees). These "champions" will consider how to develop liaison with the sector's largest and smallest councils.
- Support recommendation from the Larger Councils Committee that their threshold be increases to 600,000 and note Smaller Councils' Committee's view that no change is required.

On elections to NALC posts and committees consideration was given to a paper from Mike Drew on moving to a single transferable vote system but the Board considered that this would require further consideration next year possibly by a task and finish group. In the meantime it was agreed to separate the nomination forms and explore the viability of electronic voting or voting in advance.

The elections in December are important. Existing Assembly members are urged to think seriously about the future and about succession planning and to consider the following questions:

- If you haven't been before are you ready to get involved in the work of NALC's committees? If so talk to colleagues and consider standing for election.

- If you have been an Assembly member for some time, is there a good process in your association to encourage people to come forward and begin to think about becoming an assembly member? Have you thought about bringing someone along to observe or to be your unofficial deputy? Is it time to pass the baton on?
- When you vote for Committees think about the background of the candidate and their reasons for getting involved. Are there sufficient representatives from different size councils? Or different backgrounds? It would be helpful for example to seek to ensure that Policy Committee has representatives from different size councils.
- Is the age and gender spread of representation good? Clearly we want the best person on committees but have you considered all the skills flagged up by candidates and not just the length of their experience?

These are important elections in December and you are urged as always to use your vote wisely!

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NALC: COMMITTEE REVIEW - WHEN THE NEW COMMITTEE STRUCTURE WAS INSTIGATED IN 2017, IT WAS AGREED TO CONDUCT A "FINE-TUNE": REVIEW AFTER 2 YEARS. Final proposals will be considered by Assembly in July 2019.

Results from on-going discussions

Committee	Issue raised (NA = National Assembly) (MB = Management Board) (CEO = chief executive or NALC staff)	Comment/re-action/ proposal	Supported/reason for rejection - to be added for July Assembly
Annual General Meeting	National Assembly Post-it: Stop 2 day annual conference/AGM. Separate them to give AGM more weight		Recommend clear 2 hour allocation, separate from conference.
	Post it: AGM needs careful and clear distinction from the conference items		As above

National Assembly	MB: Underused. Use potential to share good practice. More debates and discussion	Build in more opportunities for discussion and sharing good practice – e.g. health and wellbeing	March NA went well providing more opportunity for this, July to discuss elections
	MB: Hold Committees to account more	P&C: mechanism to do this e.g. q&a, select committee style, consistent across all committees, clear objectives and resourcing for the year	Ensure all committee minutes available to NA members Alternate consideration of Committee reports – eg put first in July?
	MB: Widen engagement	Allow county associations to send additional representative (at own expense)/ encourage county officer attendance	Agreed – Letter from CEO/Chairman
Management Board	MB: Improvement on Executive Committee Is it driving the organisation Lack of clarity of decision making	Amend membership to include larger council and smaller council representative Clear and transparent decision making	Propose MB members to be given roles as champions for largest and smallest councils and sit ex-office on committees instead of VCS

	MB: Is it driving organisation?	Ensure strong leadership from CVCs and clarity of roles - one VCS to act as member services champion. Increase allowances P&C: new strategic plans and new delivery plan will help. Better understanding of function of MB and work plan	Propose member services vice-chairman
		Other Board members to be given roles, where they want to	For further consideration
	MB: Lack of clarity of decision-making	Share informal meeting notes with wider Board membership	Agreed
	MB: Risk of distance from wider organisation	Amend membership to include larger council and smaller council representative/lead/champion	See above
	NA Post-it: Get rid of old boys network - limit length of service	P&C: link to diversity commission work	For future discussion
	Post-it: Voting system needs a shake-up		For future discussion

	Post-it: Needs a look at decision making systems and reporting back		
	Post-it: Without stepping on policy committees remit need to ensure structures and management reflect policy objectives and vice-versa	Meaning?	
Finance and Scrutiny Committee	MB: Working very well	No further action	No further action required
	NA: No Post-its received P&C: More transparency and increase in information made more widely available	Reporting processes under review	
Policy Committee	MB: Encourage wider participation	CEO: Remove ability for councillors to sit on policy and larger or smaller committee (rejected) P&C: how do we get more county officers involved?	

	CALC: Clarify handling of motions and relationship with Assembly and AGM	Paper being prepared on motions	For Agreement by Assembly
	CEO: Resources, especially planning expertise	P&C: Housing and environmental expertise too	For further consideration
	Post-it: Circulate minutes to Assembly members		Minutes posted on website and Assembly members informed
	NA: Why is it considered a disadvantage for individuals to serve on Policy and also smaller/largers?	Reduces scope for wider involvement	Rejected
	NA: Why can we not sit on Policy and largers/smaller?		Not progressed
	NA: Professional planner needed to support it and NALC's work		Under consideration
	NA: Why did Kent motion bypass policy committee?		
	NA: More clarity on policies needed		

	NA: Keep clear of internal management matters Inc. member overlap		
	NA: Joined up policies that match with training		
	NA: By policy we mean requests we make to outside bodies that could help us fulfil our purposes. Should policy committee be broadened to cover all external affairs and lobbying?		
	Policy Committee: Size sufficient. Confirm CALC rep's tenure is 2 years Slight changes to terms of reference to reflect policy determination and role of SCA		Agree CALC tenure 2 year Policy Committee to revise terms of reference accordingly
Larger Councils Committee	CEO: Getting very big,	Operate more as free standing forum(s) with representative on MB	For future discussion

	MB: Groupings need to coalesce and self-support more. Super councils network working well, others less so		
	MB: Missed opportunity to share good practice	Study visits and conference P&C: explore other mechanisms to identify and share good practice	Introduce more self-funding study visits
	NA post-it: Committee too big		
	NA post-it: next step establish urban parishing grouping		
	NA post-it: What is a larger?	P&C: within current definition even still different categories of larger council	LCC recommends definition of 600,000
	NA post-it: need to ensure a degree of independence to be certain larger councils value NALC		
	NA post-it: further develop peer challenge	Peer challenge being piloted in September	

	NA post-it: should we have a member services committee to cover all these aspects? Then larger and smaller and other could be sub-groups/working groups of this	Role of MB?	
	NA post-it: Define by? (How about function and services of given councils?)		
	NA post-it: a detailed report detailing what has been gained and delivered by the good practice visit must/should be provided and delivered to every larger council	P&C: consider at next meeting of Lagers	
	NA post-it: The larger council's agenda is allowed to dominate the thinking at NALC. This is inappropriate as the vast majority of councils are smaller and their entire ethos and thinking is different		
	P&C: how is the voluntary contribution to travel and subsistence working?		

Smaller Councils Committee	CEO: Clarify size threshold	Under £25,000 precept – rejected by smaller councils committee who considered their current definition adequate	Reject
	NA post-it: What constitutes a smaller?		
	NA post-it: Smaller councils make up the bulk of local councils yet they do not receive even an equal amount of consideration in the way that NALC functions. This inequity needs to be addressed and there needs to be a better understanding of the impacts of some initiatives on them	<p>In NALC's 2014/15 affiliation fee review it was estimated that using NALC's definition of a larger council (either an electorate of 6000 or greater, or a precept of £250k) this group constituted around 10% of member councils and contributed 53% of the total affiliation income.</p> <p>There is no definition of smaller councils (other than the rest) but according to that fee review 45% of member councils were paying NALC less than £30 a year. (15% of those – 600 – were paying less than £10 per year)</p>	

	MB: Unclear role and overlap with policy and management board	Establish forum as a sounding board to be convened as necessary and consulted on key policies or service developments Representative or champion elected to management board	For future consideration
	Missed opportunities to share good ctice	Subsidized conference/ regional events P&C: explore other mechanisms to identify and share good practice	

13 JUNE 2019

APPENDIX 3.5.4 | ELECTIONS TO NALC POSITIONS AND COMMITTEES

Currently NALC uses the multiple vote system for its internal elections (also known as First Past the Post or Plurality Voting). It is the method used for multi-member wards in English local elections.

Why Change

There are complaints that NALC tends to elect very samey (“male, pale & stale”) people to its committees.

For example if out of 60 voters there are 15 who believe that a woman should be elected but there are 30 who think that the “familiar faces” should continue it is likely that there will be 2 familiar faces and at least one woman. With plurality voting then it would be likely that all the “familiar faces” would be voting but not a woman.

With plurality voting if any voter has a particularly favourite candidate then if they use more than one vote then they damage the chances of that favourite candidate. With STV surplus or redundant votes will transfer.

I am proposing that NALC change to Single Transferable Vote (STV)

It can produce much greater variety or that it means that rather than having to vote for their favourite, they can also give preferences for their second and third choices. This means everyone’s vote counts.

Under the current system if your favourite comes, say last, your vote was worthless. But under STV, your candidate would be eliminated and we would quickly look at your second choice, and transfer your vote to them. It means your vote will count, in the final decision.

That encourages people to be bolder with their first choices, knowing that if they don’t win, their vote will get transferred. It is likely to widen the pool of candidates and enable people to signal up and coming people, who maybe don’t win first time, but who have support and should be encouraged for the future.

It almost certainly will produce a wider range of people, including more women, younger people and people of a more diverse background.

Single Transferable Vote (STV)

This is the method used with many organisations and is used for Scottish and Northern Ireland local elections and for the Northern Ireland Assembly and electing Northern Ireland's MEPs.

Voters number a list of candidates. Their favourite as number one, their second favourite number two, and so on. Voters can put numbers next to as many or as few candidates as they like.

STV produces proportional results. This is not restricted to political party proportionality but with respect to any factor that voters are mindful of e.g. gender, age, region, old hands, new blood etc.

Multi-member Plurality

This is simple to vote and to count. If there are 4 places to elect then the ballot paper list all the candidates and voters can put up to 4 crosses. The number of votes for each candidate is counted and the 4 candidates with most votes are declared elected.

STV How it's counted

Voters do not need to understand the counting process as long as they understand that their vote is unlikely to be wasted. If

To get elected, a candidate needs a set amount of votes, known as the quota. The people counting the votes work out the quota based on the number of vacancies and the number of votes cast.

Each voter has one vote. Once the counting has finished, any candidate who has more number ones than the quota is elected. But, rather than ignore extra votes a candidate received after the amount they need to win, these votes move to each voter's second favourite candidate.

If no one reaches the quota, then the people counting the vote remove the least popular candidate. People who voted for them have their votes moved to their second favourite candidate. This process continues until every vacancy is filled.

There is a worked out example in the Appendix

Appendix – Example of STV Count

There are 4 places and 60 voters with 8 candidates:

First Preference Votes received are

A 15, B 11, C 10 , D 8, E 8, F 4 , G 3 , H 1

The Quota is $(60 \text{ divide by } 4+1) + 1 = 13$

Stage 1

So any candidate with more than 13 votes is elected. In this case A. But A has more than the require votes to get elected. A has 2 surplus votes so only needed 13/15 of each person's vote..

Stage 2

A' 2nd preference votes are added to the other candidates at $2/15 = 0.133$ each.

If they were B 5, E 6, F4

So we now have, say B 11.667, D 10 C 10, E 8.8, F 4.533, G 3, H 1

Stage 3

None of these exceed Quota so the lowest vote H Is eliminated. That is transferred to the second preference say D which now has 11 votes.

Stage 4

There is not another candidate over Quota the next lowest is eliminated ie G. These votes are distributed. If they all go to D then D will now have 13 and reaches quota and is elected.

Stage 5

As D has no surplus votes none are to be redistributed. The next lowest F is eliminated. The 4 First preferences are distributed among the remaining

candidates and 4 votes inherited from A are passed on to the 3rd preference at 0.1333 each.

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AGENDA ITEM 5 – SMALLER COUNCILS COMMITTEE – TUESDAY 22 JUNE 2021

Appendix 5.1 – Report from the committee chairman

Arising out an informal discussion of committee members on 27th May 2021:

This picked up on the ideas aired at a recent similar encounter and some useful research and draft notes/proposals prepared by Lillian Burns and Josey Parish together with a verbal report back from the present writer of a prolonged telephone discussion with the NALC chief executive.

The longer term back ground encompassed the following considerations which the committee members had debated and dissected on earlier occasions as free and open thinking was shared:

- role and function of the committee;
- its value, influence and regard;
- its interface (together NALC as a whole) with the nominal constituency;
- the room and perceived need for initiatives to inform, support, encourage that constituency growing those member councils and their members self-confidence and appropriate ambition with due regard to the role and function of the county associations and associated bodies such as SLCC
- the dearth of 'substantive data' concerning the overwhelming large proportion of the membership of NALC comprised by "Smaller Local Councils" using the current criteria. [It was noted at the out-set that some county associations have adopted not totally convergent definitions for their own purposes.]

The chair confirmed a friendly response from Dr Owen on Monday 26th May and especially his suggestion that - given Covid-19 and initial post Covid-19 remodelling of 109 central services and budgeting - there could well be a role for say up to 3 e-forums for the smaller local councils a year – after a recent successful initial 'gatherings' of the coastal towns group.

The inference (not developed further at that point) was that the choice of topic should be at the behest of the smaller councils committee. Balanced against that was a tepid response that certain potential interim minor changes to the construction/constitution of smaller councils committee could not be easily

accommodated within the timetable preparatory to the pending A.G.M. There was uncertainty as to whether any such suggestions could properly be advanced from /by the committee. [Cllrs Parish and Burns demurred - quoting from relevant passages from the constitution and T.O.R.'s.]. There was strong feeling that minor incremental changes would be constructive for the sector as a whole and not difficult to deliver before reaching October 2021 and make a clear statement of intent.

Members were also very chary of the prospect of a very fore-shortened and controlled AGM and forthcoming Assembly within the Covid-19 'envelope', especially as this October marks the end of the current two year cycle. In a word, a distinct danger of the present matters being directed into long grass. Members hoped that the newly elected committee might be able to 'hit the ground running' and not to have repeat much of the last two years, especially with the prospect of some change in membership. Things would remain stuck at or continually return to the first box on the Ludo board.

Members were also anxious to avoid a merely nominal survey/scrutiny only of selected matters occurring /'decisions made' within other committees and having a vague connection with 'smaller councils' - whether the committee or the constituency. Connected to this was the time allocated to formal meetings. Any relevant matters decided would surely be known already through either the frequent newsletters and/or clog as well as the minutes of the other programme committees. It is dispiriting to feel distressed from raising constructive questioning and proposals. Sixty minutes is not sufficient to accommodate full and creative debate - cp/cf the policy committee.

After careful consideration of the researches of Cllrs Burns and Parish, it was agreed that it should be insisted that the agenda for the next formal meeting of the committee (June 22) should include consideration of the following items:

- as an immediate first step, the size of the committee be increased by two members from the 'top-up' directly members contingent, effective October 2021
- that the chair of the smaller councils committee of right be on the Management Board to level out the status of the much more numerous and seemingly overlooked smaller/very smaller and to be equable with larger
- that a distinct budget and associated authority be identified for the programme and delivery of topics for up to three 'virtual' forums tailored to the interests, aspirations and needs of smaller local councils nationwide

managed and delivered by “109” but scrutinised and shaped by the committee

- that the formal interface with the Rural Services Network be returned to this committee, including the NALC representation to it and to the associated sub-bodies whilst continuing to identifying overall policy issues with the Policy Committee
- that the 60 minutes limit of ‘virtual’ meetings is unhelpfully controlling of business/scrutiny and should be increased to at least ninety;
- that there should be a qualitative survey made of the ‘Smaller’ constituency to inform and shape such future endeavours;

Addendum from the Chair: (and developing the point contrasting ‘merely statistical and qualitative data’):

Subsequent research has brought forward a report – admittedly now seven years’ old, made to the former Finance Committee – of the very odd balance within subscriptions illustrating the contribution made by various sized larger councils [including the surprisingly large number who (then) paid not more than £10 p.a. overall.] What are they not offered that causes them to value their membership so little or is it just a matter a much higher valuation/appreciation of the county services? At the same time, it is very clear that most of the national affiliation income comes from ‘smallers’ [The main income line is direct subscriptions as a secure tool for budgeting and planning.].

G.D.F.

14 SEPTEMBER 2021

APPENDIX 3.4.2 | MANAGEMENT BOARD

1. NALC National Networks

2. This report sets out progress on the development of NALC's national networks.

3. Summary

4. On 15 June the Management Board considered and endorsed a report on the strategic direction of NALC which was subsequently supported by National Assembly on 13 July.
5. Under the theme of engagement with county associations and member councils, the report highlighted that the first online meeting of the new NALC National Network: Coastal Communities had been a success and recommended the development of more networks to enable greater participation by more local (parish and town) councils and county associations. Re-considering our committee structure as these networks develop was also proposed and supported.
6. A national network for some of the largest local councils in membership – defined as Super Councils – was established in 2015 by the Larger Councils Committee and currently comprises 72 councils. Meetings of this network have previously taken place at the former larger councils' conference and now take place online.
7. Three further national networks were established this year for women councillors, LGBT+ councillors and young councillors.
8. These councillor networks form part of our work to increase the diversity of councillors and encourage more people to stand for election through our #MakeAChange campaign, with the latter also supporting our big theme on young people.
9. The national networks aim to connect councils and councillors from across the country, provide a forum for learning and mutual support, and share experiences and good practice.
10. Meetings are expected to be held quarterly and online and WhatsApp groups have been set up for each of the councillor networks.
11. As of 31 August the coastal communities' network has 49 members, LGBT+ councillors 24, women councillors 42 and young councillors 18.

12. Following the successful establishment by the Policy Committee of the Climate Change Task and Finish Group to drive forward work on our big theme of climate change, at its last meeting the Committee agreed to evolve this into a national network to be more inclusive and the widen the opportunity for councils to get involved.
13. There has also been longstanding interest in establishing a network for councillors on our smallest local councils and this was most recently articulated at the last meeting of National Assembly. The Smaller Councils Committee have also previously considered widening engagement and participation with smaller local councils, including the evolution of the Committee into a network.
14. **Recommendations**
15. That the Management Board note the progress on the development of NALC's national networks.
16. That the Management Board consider establishing a NALC National Network: Smaller Councils, for councillors on small local councils with precept income under £10,000.
17. That the Management Board and National Assembly consider the committee structure as these networks develop.