

## **2018 NALC ANNUAL GENERAL MEETING | AGENDA**

31 OCTOBER 2018 at 08:45 – 09:25

DoubleTree by Hilton, Stadium Way, West Bletchley, Milton Keynes, MK1 1ST

### **1. Election of Chairman of AGM**

- 1.1. Lord Taylor of Goss Moor is unable to attend the Annual General Meeting (AGM) and therefore it is proposed the national chairman, Cllr Sue Baxter, chairs the meeting subject to agreement by the AGM.

### **2. Minutes of the 2017 Annual General Meeting – 30 October 2017**

Appendix 2

- 2.1. To approve the minutes of the meeting of the NALC AGM held on 30 October 2017 and to note any matters arising not covered elsewhere on the agenda.

### **3. Annual report, annual accounts and strategic plan**

Appendix 3

- 3.1. To receive and approve the annual report for 2017/2018
- 3.2. To receive and approve the audited annual accounts for 2017/2018
- 3.3. To receive the report on the progress with the strategic plan and approve the 2018/2019 implementation programme.

### **4. Subscriptions to the National association**

- 4.1. To consider the recommendation by National Assembly on 10 July 2018 to increase the affiliation fee as follows:
  - 2019/20 as previously agreed, at last year's AGM, 1.9% to 6.99 pence per elector with a cap of £1,780 for larger councils.
  - 2020/21 (Indicative) CPI or 3%, whichever is the lower to 7.20 pence per elector with a cap of £1, 840 for larger councils.
  - 2021/22(Indicative) CPI or 3%, whichever is the lower to 7.42 pence per elector with a cap of £1,900 for larger councils.

- 4.2. To receive the draft three year budget to 2021/2022.

Appendix 4.2

## 5. **Motions**

Appendix 5

5.1. To consider motions received.

## 6. **Appointments**

6.1. Election of President

There is a vacancy which will be filled. If colleagues have any suggested names please contact Jonathan Owen.

6.2. Election of Vice Presidents

There are no elections, the existing Vice Presidents will continue in office until the new arrangements (if agreed) come into effect in 2020.

6.3. Appointment of Auditor

AGM notes that Milton Avis Chartered Accountants and Statutory Auditors were reappointed in 2017 for three years, accepting a NALC imposed condition that the reporting partner is rotated.

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

7.1. Date and location to be confirmed but it will most likely be held on week commencing 28 October 2019.

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## APPENDIX 2.1 | NALC ANNUAL GENERAL MEETING 2018

### Draft Minutes of 71<sup>st</sup> Annual General Meeting

At the 71st Annual General Meeting of NALC held at the Double Tree by Hilton Hotel, Stadium Way, West Bletchley, Milton Keynes, MK1 1ST on 30 October 2017

#### Present:

Vice President; Cllr Michael Chater OBE	Derbyshire ALC; Mrs Wendy Amis
Avon LCA; Cllr Mike Drew	Derbyshire ALC; Cllr Sheila Jackson
Avon LCA; Mrs Kathy Thomas	Derbyshire ALC; Cllr John Plant
Avon LCA; Ms Deborah White	Devon ALC; Cllr Ken Browse
Bedfordshire ALC; Ms Louise Ashmore	Devon ALC; Cllr Matt Bushell
Bedfordshire ALC; Cllr Ann Lovesey	Devon ALC; Cllr Ian Roome
Bedfordshire ALC; Cllr Elizabeth Luder	Dorset APTC; Cllr Mrs Lindsey Dedden
Berkshire ALC; Cllr Ruth Cottingham	Dorset APTC; Cllr John Parker
Berkshire ALC; Mrs Jayne Kirk	Dorset APTC; Mrs Hilary Trevorah
Berkshire ALC; Cllr Tim O'Flynn	East Sussex ALC; Mr Trevor Leggo
Buckinghamshire & Milton Keynes ALC;	East Sussex ALC; Mr Keith Stevens
Mrs Carole Burslem	East Sussex ALC; Mrs Anne Beams
Buckinghamshire & Milton Keynes ALC;	ERNLLCA; Cllr Tony Cooper
Cllr Paul Harvey	ERNLLCA; Cllr Peter Hemmerman
Buckinghamshire & Milton Keynes ALC;	ERNLLCA; Cllr Gordon Thurston
Cllr Kevin Wilson MBE	Essex ALC; Mrs Joy Darby
Cambridgeshire & Peterborough ALC; Cllr	Essex ALC; Cllr Peter Davey
Charlotte Cane	Essex ALC; Cllr John Gili-Ross
Cambridgeshire & Peterborough ALC; Cllr	Gloucestershire APTC; Mr Mark Harris
Denis Payne	Gloucestershire APTC; Cllr Deryck Nash
Cambridgeshire & Peterborough ALC; Cllr	Gloucestershire APTC; Mrs Alison
Hazel Williams MBE	Robinson
Cheshire ALC; Cllr Mrs Lillian Burns	Hampshire ALC; Cllr Alastair Clark
Cheshire ALC; Cllr Philip Jackson	Hampshire ALC; Cllr Mike Evans
Cheshire ALC; Cllr Brian Kerr OBE	Hampshire ALC; Cllr Dr Colin Mercer
Cleveland LCA Cllr Jim Wingham	Herefordshire ALC; Cllr Richard Gething
Cornwall ALC; Cllr Graham Ford	Herefordshire ALC; Cllr Kath Greenow
Cornwall ALC; Cllr Candy Atherton	Herefordshire ALC; Mrs Lynda Wilcox
County Durham ALC; Cllr Terry Batson	Hertfordshire APTC; Mrs Carina Helmn
Cumbria ALC; Cllr Rick Petecki	Hertfordshire APTC; Cllr Rob McCarthy

Hertfordshire APTC; Cllr Bill Pryce  
Kent ALC; Cllr Ray Evison  
Kent ALC; Cllr Richard Parry  
Kent ALC; Cllr John Wilson  
Lancashire ALC; Cllr Philip Orme  
Lancashire ALC; Cllr Colin Peacock  
Leicestershire & Rutland ALC; Cllr Tony  
Hirons  
Leicestershire & Rutland ALC; Cllr Ron  
Simpson  
Leicestershire & Rutland ALC; Cllr John  
Springthorpe  
Lincolnshire ALC; Mrs Katrina Evans  
Lincolnshire ALC; Cllr Dennis Glenn  
Lincolnshire ALC; Cllr Tony Howard  
Merseyside ALC; Cllr Ken Cleary MBE  
Merseyside ALC; Cllr Iain Hamilton  
Merseyside ALC; Cllr Norman Hogg  
Norfolk ALC; Cllr Peter Wilkinson  
Norfolk ALC; Mr Russell Reeve  
North Yorkshire ALC; Cllr Shirley Fawcett  
North Yorkshire ALC; Cllr Avis Thomas  
Northamptonshire CALC; Mr Danny  
Moody  
Northamptonshire CALC; Cllr Mike Scott  
Northamptonshire CALC; Cllr Lynne  
Taylor  
Northumberland ALC; Cllr David Francis  
Northumberland ALC; Mr Stephen Rickitt  
Oxfordshire ALC; Cllr Malcolm Leeding  
MBE  
Oxfordshire ALC; Ms Christine Lalley  
Shropshire ALC; Cllr David Beechey

Shropshire ALC; Cllr Ray Wickson  
Somerset ALC; Cllr Dave Mitton  
Somerset ALC; Cllr Justin Robinson  
Somerset ALC; Cllr Mrs Loretta Whetlor  
South Yorkshire ALC; Cllr Allan Jones  
South Yorkshire ALC; Cllr Derek Liddell  
South Yorkshire ALC; Cllr Duncan Wright  
Staffordshire ALC; Cllr Patricia Ansell  
Staffordshire ALC; Cllr Ian Ashbolt  
Staffordshire ALC; Mr Andrew McRae  
Suffolk ALC; Ms Shona Bendix  
Suffolk ALC; Ms Sarah Foote  
Surrey ALC; Cllr Liz Cutter  
Surrey ALC; Cllr Harry Fitzgerald  
Surrey ALC; Cllr Richard Olliver  
Warwickshire & West Midlands ALC; Cllr  
Eric Knibb  
Warwickshire & West Midlands ALC; Cllr  
William Lowe  
Warwickshire & West Midlands ALC; Cllr  
Rosie Weaver  
West Sussex ALC; Cllr Mike Beal  
West Sussex ALC; Cllr Rodney Jackson  
West Sussex ALC; Mr Terry Oliver  
West Yorkshire ALC; Cllr Peter Allison  
West Yorkshire ALC; Cllr Dr John Dunford  
West Yorkshire ALC; Cllr Roger  
Greenwood  
Wiltshire ALC; Mrs Katie Fielding  
Wiltshire ALC; Cllr David Roberts  
Wiltshire ALC; Cllr John Scragg  
Worcestershire ALC; Cllr Sue Baxter  
Worcestershire ALC; Cllr John Colebrook

**Apologies were received from:**

Norfolk ALC; Cllr Jack Sadler

**Staff Present:**

Jonathan Owen, chief executive

Steve Walker, head of finance &  
administration  
Ben Murray, policy & projects officer  
Farhana Miah, receptionist

Jessica Lancod-Frost, policy officer  
Joseph Palasz, communications officer  
Claire FitzGerald; executive officer

## **1. CHAIRMAN OF THE MEETING**

In the absence of the President of the Association, AGM appointed Cllr Sue Baxter, chairman of the Association as chair of the meeting.

## **2. CHAIRMAN'S WELCOME**

AGM stood to remember Cllr Jim Gledhill and Mr John Clark who passed away recently.

Cllr Baxter also passed the best wishes of the AGM to Cllr Isabella Fraser who is poorly and unable to attend.

## **3. MINUTES OF PREVIOUS MEETING**

The Chairman presented the minutes of the 70th AGM held on 20 October 2016 and to consider matters arising.

**Resolved:** That the minutes of the 70th AGM held on 20 October 2016 be approved.

## **4. ANNUAL REPORT (AND STRATEGIC PLAN) AND ANNUAL ACCOUNTS**

Annual report and strategic plan

The Chief Executive represented the Annual report to AGM. He focussed on the following highlights:

- Persuaded government to recommend public conveniences should be eligible for discretionary rate relief
- 950 legal and finance queries dealt with, LTNs reviewed
- SAAA set up
- Transparency fund - £3m allocated
- Strong media presence inc Waitrose weekly, BBC and Times
- Successful lobby day, active APPG on Local Democracy
- Referendum principles resisted
- 19 county associations have over 90% membership (Essex and Cumbria 100%ish)
- New Councils: Birmingham, Swindon, Durham, Lowestoft ...)

- Suite of good councillor guides
- 569 councils working towards award scheme (LCAS)

Focussing on the Strategic Plan, the chief executive noted that of the 9 critical success factors identified 7 are self-assessed as green, on track and 2 amber at this stage. Of the 33 actions 9 are rated amber at this stage, the rest green

The main risk areas are resource pressures impacting upon the ability to improve the website, including material for smaller councils; invest in technology to enable us to work smarter; and encourage councils and county associations to respond to consultations and share good practice.

He recommended that AGM adopts the plan to include these additional items:

- To consult on the need for a new national agreement and contract (s) and negotiate if agreed
- To commission templates for key policies which reflect differing needs of councils of different sizes
- To work up proposals for a service level agreement including a thorough review of membership services provided

Cllr Wilcox queried how NALC disseminates learning points to all councils from the good practice visit hosted by the larger councils Committee?

Cllr Baxter said that the recent governance review had not looked at the larger councils and smaller councils' committees and both committees were tasked with self-review of their terms of reference in 2018. One of the initiatives that the larger councils committee is considering in 2018 is to open the good practice visit to councils in 2018. Cllr Parry concurred and assured AGM that the Committee was considering how best to disseminate good practice from the visit and would develop proposals in early 2018.

Cllr Wilcox also said that some councils have left NALC membership as the clerk is a member of SLCC and had been advised that SLCC can provide relevant support. Cllr Baxter said that NALC has signed a protocol with SLCC where we agree to work together at national level and encourage better working at a local level, including joint membership.

## **Annual Accounts**

Cllr Graham Ford, chairman of the NALC finance committee presented the NALC accounts to the AGM.

He confirmed that the External Auditors' Report was unqualified. He highlighted that the auditors had said the management of and handling of funds was good, NALC had a strong overall cash position and a robust Balance Sheet. For the third year running, the closing balances of both Creditors and Debtors showed another decrease. The overall "trading situation" continues to become ever more sustainable and predictable.

He noted that continuing organic growth through county association membership and the work of the creation of new local councils has enabled the association to be more resilient by reducing reliance of other forms of income such as trading activity commission and grants.

Cllr Ford concluded by thanking Cllr Keith Stevens, Cllr Peter Davey and the recently retired Cllr Roger Greenwood for their work and support. He also expressed thanks to the Head of Finance and Administration Steve Walker for his support and knowledge.

Cllr Scott asked for an explanation as to why staff costs has increased and cost of sales decreased, why is the pension deficit so high and rising and he sought an explanation as to why NALC has reversed an accrual to the pension.

Cllr Ford explained that, as noted in the accounts (note 10), the deficit pension is being managed as a revenue cost but that the large figures potentially due are only if the association were to withdraw from the LGPS scheme. The pension reserve is no longer required to smooth revenue costs to auto enrolment. A number of staff costs occurred during the year in respect of taking grant funded project in house and some change in policy to reallocation internally moving some costs from cost of sales to cost to staffing.

Cllr Davey explained that the Scrutiny Panel carried out a financial review of the association. Our projections are healthy. We must focus on increasing membership which will add income.

Cllr Wright asked what is the minimum reserve. Cllr Ford said that the ideal situation is 13 weeks and at the moment the NALC reserve is 11 weeks.

Concerns were expressed at how some of the slides were presented in support of the accounts which was due to a technical glitch.

The Annual Report, the strategic plan and Accounts was adopted with three abstentions.

**Resolved (1):** That the Annual Report and Accounts be received.



**Resolved (2):** That the strategic plan be adopted with these additional items: To consult on the need for a new national agreement and contract (s) and negotiate if agreed

1. To consult on the need for a new national agreement and contract (s) and negotiate if agreed
2. To commission templates for key policies which reflect differing needs of councils of different sizes
3. To work up proposals for a service level agreement including a thorough review of membership services provided

## **5. SUBSCRIPTIONS TO THE NATIONAL ASSOCIATION**

**Resolved:** AGM noted that AGM 2016 agreed an affiliation fee of 6.73p for 2017/18 and 6.86p in 2018/19.

## **6. DRAFT THREE YEAR BUDGET**

The draft three year budget to 2020/21 was presented to AGM. Cllr Drew stated that inflation has increased since the subscription level was set so therefore this is now too low.

The draft budget was adopted with three voting against and two abstentions.

**Resolved:** That the draft three year budget to 2020/21 be received.

## **7. MOTIONS TO AGM - FEDERATION OF EAST MIDLANDS ASSOCIATION OF LOCAL COUNCILS**

The motion from the Federation of East Midlands Association of Local Councils FEMALC was proposed and seconded

"to resolve that an SLA be drawn up between NALC and the CALCs with a view to a conclusion by the NALC AGM 2018"

It was reported that NALC Executive agreed at its meeting on 12 September to recommend to AGM that this motion is adopted and included in next year's strategic plan.

This has already been added to the plan.

**Resolved:** That the motion be carried.

## **8. MOTIONS TO AGM - NALC CONSTITUTION**

### **A) Motion 2a - To reflect change of name from Council to Assembly**



Change references from National Council to National Assembly, throughout.

This motion was carried with three voting against the motion and two abstentions.

**Resolved:** That the motion be carried.

**B) Motion 2b - To enable election to Committees, Chairman and 2 Vice Chairmen to take place every two years**

Change 8(G) :

“The Council shall, at its first meeting after the Annual General Meeting, elect the Chairman and 2 Vice-Chairmen of the National Association. At this meeting the Council will then elect membership of all Standing Committees. Standing Committees will then elect a Chairman and Vice-Chairman at their first meeting. Council will also appoint representatives on outside bodies at this meeting. “

To

“The Assembly shall elect the Chairman and 2 Vice-Chairmen of the National Association for a two year period. The Assembly will also elect the membership of all Standing Committees for a two year period. Standing Committees will then elect a Chairman and Vice-Chairman at their first meeting. The Assembly will also appoint representatives on outside bodies”

Cllr Bushell would prefer that the chairman be elected annually. Cllr Baxter stated that it had taken her a year to find her feet, it takes time to build relationships with government and in the event that the national chairman does something wrong, AGM can remove the chairman from office by proposing a vote of no confidence and effectively.

This motion was carried with three voting against the motion and two abstentions.

**Resolved:** That the motion be carried.

**C) Change 10(c) from**

“Members of Committees elected at the first meeting after the Annual General Meeting shall hold office for one year. Casual vacancies shall be filled by the Council and shall have immediate effect. “

To

“Members of Committees shall hold office for two years. Casual vacancies shall be filled by the Assembly and shall have immediate effect.”

This motion was carried with two abstentions.

**Resolved:** That the motion be carried.

**D) Motion 2c – To enable the annual schedule of meetings to be set at a time appropriate for the Assembly rather than at the first meeting after the AGM, which is often very close to the beginning of the new year.**

Change 8(J) from

“At the first Council meeting following the Annual General Meeting, Council will agree and circulate to all County Associations, a schedule of meetings for the forthcoming year to the date of the next AGM, as it considers appropriate for the efficient conduct of its business. The Assembly may also, on 28 days clear notice and a statement of the business to be considered, call such additional meetings as may be required to carry out the work of the Association.”

To

“The Assembly will agree and circulate to all County Associations, a schedule of meetings once a year which it considers appropriate for the efficient conduct of its business. Council may also, on 28 days clear notice and a statement of the business to be considered, call such additional meetings as may be required to carry out the work of the Association.”

**Resolved:** That the motion be carried.

## **9. APPOINTMENT OF PRESIDENT FOR THE YEAR 2016/2017**

National Council on 12 July 2017 recommended that Lord Taylor of Goss Moor be re-elected as NALC President for the year ending 2018.

**Resolved:-** That Lord Taylor of Goss Moor be reappointed as NALC President for the year 2017/18

## **10. APPOINTMENT OF VICE-PRESIDENTS**

National Council on 12 July 2017 recommended that Lord Lytton and Brian Kerr OBE be reappointed Vice Presidents to the Association for the three years ending 2020.

It was noted that Cllr Ken Cleary had indicated an interest in being appointed vice-president and this would be considered by the Assembly.

**Resolved:-** That Lord Lytton and Brian Kerr OBE be reappointed as NALC Vice Presidents for the three years ending 2020.

#### **11. APPOINTMENT OF AUDITOR OF THE ASSOCIATION**

Finance Committee on 5 September 2017 recommended to AGM that it re-appoints Milton Avis, Chartered Accountants and Statutory Auditors for three years, accepting a NALC imposed condition that the reporting partner is rotated.

**Resolved:-** That Milton Avis, Chartered Accountants be appointed Statutory Auditors for the financial year ending March 2018.

#### **12. DATE OF NEXT MEETING**

Cllr Baxter thanked everybody for attending the AGM.

**Resolved:-** That the date and location of the next Annual General Meeting will be confirmed

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**Councillor Sue Baxter**  
**Chairman**



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## **APPENDIX 3.3 | NALC ANNUAL GENERAL MEETING**

### **Strategic Plan Update**

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## **APPENDIX 3.31 | NALC ANNUAL GENERAL MEETING 2018**

### **Strategic Plan Update**

#### **1. Delivering and developing the strategic plan**

2. NALC's strategic plan 2014-19 continues to drive the work of the Association and its staff.
3. Last year's AGM agreed the implementation programme to guide activity until the end of the financial year 2018. A progress report is attached. This supplements the material available in the Annual Report and is regularly reported to Management Board and National Council. This has been updated to run over into next year in the light of the decisions taken at Assembly to conduct a thorough review.
4. In highlight terms of the 29 actions, 18 are self-rated green, 3 green/amber, 6 amber and 2 red. The Plan runs till the end of April so there is still time to progress these outstanding actions. The main risk areas have been new priorities taking precedence (most notably work around GDPR); staffing changes; resource pressures impacting upon the ability to improve the website, including material for smaller councils; investment in technology to enable us to work smarter; and on-going Government inaction in some areas due to other priorities.

#### **5. Priority One – quality services**

6. The main highlights here have been the setting up of SAAA to procure external audit services although there have been some first year teething problems with the new returns and process. The successful rollout of 5 million to smaller councils to meet transparency requirements. The well-received GDPR toolkit.
7. The review of Policy and Communications has meant that progress on some communications improvements have not been progressed as yet. Work on the SLA has been started but there is some overlap with the strategic review (see below). Discussions with ALCC and SLCC on new contract and terms and conditions have not progressed as swiftly as anticipated. NALC intends issuing a new contract with statutory and nationally recognized terms for councils to consider

**8. Priority Two – increase membership and create new councils**

9. Highlights include 33 new councils created under the new councils campaign programme and 9 councils recruited back into membership through the Larger Councils' Committee's work this year to-date. We still need to do more to get support for the creation of new councils and crucially funding. The move towards unitary local government may accelerate this trend.

**10. Priority Three – a strong national voice**

11. Good progress has been made on this priority with successes on GDPR, the non-extension of referendum principles, and the toilet tax; with the help of county associations and councils through lobby day. We have extended our profile across Government. Our profile in the media had been generally good especially with the local government press. We have had letters published in the Times and Guardian and appeared on national and regional TV and radio. We still need to do more to strengthen commercial relationships.

**12. Developing the strategic plan**

13. Management Board agreed that given Brexit, developments in the sector and the need to keep NALC moving forward that we should conduct a wide ranging review to establish a clear vision for the sector and a new strategic plan for NALC. This was agreed by National Assembly at their meetings in March and July.
14. Following consultation with county associations, on 11 July the National Assembly agreed the following vision for wider consultation:
- a. "Local (parish and town) councils across the whole country, will be the focus of community effort, the natural focus of a range of public activity and service delivery; giving a democratic voice to those communities in the deliberations of other agencies
  - b. Vibrant, dynamic, and effective local councils will help communities to help themselves building strength and resilience and improving the quality of life of residents.
  - c. NALC, the nationally recognized voice of the sector. will be a modern, in-touch organisation that delivers high quality services and works in partnership with County Associations to support and promote local councils, their staff and their councillors.



- d. We will have healthy and strong County Associations working individually and increasingly together, supporting and being supported by NALC.”
- 15. The assembly also agreed a set of ten strategic principles to underpin a thorough review of NALC’s services to support the sector and to shape its strategic plan:
  - I. With the staff changes that have taken place, it is timely to have a thorough review of the operation of NALC to position it to support the needs of the sector over the next 5 to 10 years and help deliver the new developing vision for the sector.
  - II. The Board considered the financial background and supported two positions.
  - III. Firstly increases in affiliation fees should not exceed inflation for the next three years, unless service developments require it. This has the advantage of providing some certainty to CALCs and some scope for the low spending ones to review their fee policies.
  - IV. Secondly whilst growing income from other sources remains important, and we should continue to look at new revenue streams and accessing support for Councils from other organisations - e.g. LGA- we need to continue the trend to cover more of our direct or core expenditure (mostly staffing) from fee income.
  - V. The Board agreed that the new vision for the sector required a step change in the support provided by NALC, This would require a continuation of its key role in promoting the sector, sharing good practice and lobbying Government (the successes around GDPR and referenda principles reinforces the importance of that). In addition there would need to be a greater focus on supporting the improvement of the sector to fulfil its potential through the provision of general advice (e.g. legal topic notes, templates, model policies and good councillor guides); training materials for councillors; and better communications with councils and councillors.
  - VI. This move towards more general advice to support improvement of the sector could be supplemented in time by commissioning and providing other advice: identifying preferred suppliers or lead county associations for such things as procurement, legal, HR, accountancy, payroll, planning, for example. Part of the role of NALC working with county associations would be to help find and support solutions rather than necessarily provide direct services.

- VII. This would support and complement the work of county associations in assisting councils and the Board were of the view that more needed to be done to encourage CALCs to provide support consistently and to work regionally or share some functions.
  - VIII. The Board also agreed that NALC needs to modernise its processes and build resilience. This will entail investing in the web and IT systems; continuing our trend to outsource NALC's backroom services (HR/Payroll/ IT to-date); and factoring in the selling of 109 and move to more appropriate premises as part of the strategic plan context. There may need to be an element of invest to save to achieve these outcomes.
  - IX. The Board also agreed that we should continue to explore closer working with both the SLCC and LGA.
  - X. An action plan and timetable to deliver these principles will be developed once agreed."
16. These have been discussed with county officers, county associations, delegates at the LGA conference and a series of roundtables with national organisations. A session is planned with Parliamentarians. This "big conversation" is also the main theme of this conference. An on-line survey is also available: <https://www.surveymonkey.co.uk/r/KGT7K79>
- 17. Recommendation**
18. The AGM is recommended to task the Management Board with drawing up the new strategic plan and action plan reflecting these consultations for adoption by the Assembly on 5 February with an EGM called thereafter as required. .

## NALC STRATEGIC PLAN PROGRESS UPDATE 2017/18

<b>Priority One – quality services</b>					
<b>Strategic Plan action</b>	<b>Quarter 1 progress Nov - January</b>	<b>Quarter 2 progress Feb - April</b>	<b>Quarter 3 progress May - July</b>	<b>Quarter 4 progress July to October</b>	<b>Red/Amber/ Green (RAG) status</b>
1. New external audit service in place through SAAA	100% take-up, estimated savings to sector £2m External auditors procured	Annual Return consulted on and agreed at JPAG Practitioners Guide issued	Annual Return forms sent to councils Audited accounts published	Returns completed, some issues with performance which will need to be addressed through Quality Assurance work and Annual report	G - suggest drop from strategic plan as now part of operational business. New strategic plan to focus on building financial expertise more generally
2. Package of support to CALCs and Local Councils on devolution of services and LGR	A range of material and advice available on website including Devo and LB progress report on devolution	Joint event on partnership with LGA agreed and planned	Conference held and toolkit published. Profiled at LGA conference	Telecon groups established with interested county associations.	G -continue in strategic plan

## NALC STRATEGIC PLAN PROGRESS UPDATE 2017/18

3. Sector improvement strategy launched	Strategy launched, Ian Dewar appointed to help progress	Focus on LCAS	Focus on LCAS, over 600 councils now engaged with process. Issues identified with CILCA which need resolution	Develop peer review. Loss of staff resource has required re-prioritisation	A
4. On-going improvement to NALC services “work smarter.”	New governance structures in place Review of Policy and Communications teams completed	LCC and SCC reviews underway Preparation for GDPR F&S corporate governance work	Wider review of NALC services instigated Outsourcing payroll GDPR action plan LCC and SCC proposals developed	On-going consultation on strategic plan and vision for sector	G. Continue in strategic plan - complete staffing review
5. £5M Transparency fund allocated to smaller councils	Funds for year 3 provided Application forms available Grants awarded	Additional funds secured from MHCLG to meet unexpected demand	Project closedown	Consider further action required. SCC looking at compliance issues	G - complete, drop from strategic plan and include within action to improve financial expertise more generally see item 1

## NALC STRATEGIC PLAN PROGRESS UPDATE 2017/18

6. Communications toolkit and support for CALCs/councils with crisis communications (including LGA support)	LGA support for crisis communications secured and used.	On-going support to CALCs and councils re communications	On-going support to CALCs and councils re communications	Revisions to toolkit on hold as a result of staff structure changes	R, continue in strategic plan
7. Web improvements delivered including e-services and log-in via CALCs (subject to business case)	On-going Single log-in ruled out at present	Ongoing	Ongoing MB agrees need for further investment	Ongoing Investment plan needs to be progressed, external resource will scope project	A – significant further improvement dependent on resource allocation, which has been agreed by MB. Continue in strategic plan
8. Clear programme of publications and timetable for review established	List of publications developed	On-hold due to staffing review	On-hold	Develop programme as resources permit	R - continue in strategic plan
9. Improved support to smaller councils through website secured	Web area set up	Populate and publicise	Populate and publicise	Populate and publicise	G/A SCC leading on this

## NALC STRATEGIC PLAN PROGRESS UPDATE 2017/18

<p>10. Enhanced employment services</p> <ul style="list-style-type: none"> <li>To consult on the need for a new national agreement and contract and negotiate if agree (Added at 2017 AGM)</li> </ul>	<p>Good Councillor Guide Employers published and kept under review</p> <p>Recent focus is on contract/national agreement</p>	<p>Working group set up with ALCC to look at profiles and contract</p>	<p>On-going discussions with ALCC</p> <p>Consultation with CALCs agreed at MB</p>	<p>Consultation and further engagement with ALCC on-going, although personnel change at ALCC making more difficult</p> <p>NALC planning to update contract</p>	<p>A</p>
<p>11. To work up proposals for a service level agreement including a thorough review of membership services provided. (Added at 2017 AGM)</p>	<p>MB agreed to ask CoF for help</p>	<p>Cof established small working group to progress</p>	<p>WG and JRO discuss draft</p>	<p>Draft circulated</p>	<p>A Some overlap with current strategic review. Continue on strategic plan</p>
<p>12. To commission templates for key policies to reflect differing needs of councils of different sizes. (Added at 2017 AGM)</p>	<p>MB commission GDPR toolkit which takes precedence</p>	<p>Standing orders produce</p>	<p>On-going discussion in SCC</p>	<p>Strategic review supports production of more templates</p>	<p>A, continue in strategic plan</p>

## NALC STRATEGIC PLAN PROGRESS UPDATE 2017/18

Priority Two – increase membership and create new councils					
<p>13. Marketing strategy to increase membership delivered</p> <ul style="list-style-type: none"> <li>Marketing material and membership drive, including enhanced “core offer”</li> </ul>	<p>LCC leading on this, more material available. Individual visits held and councils attracted into membership</p>	<p>Ongoing Individual visits held</p>	<p>On-going Individual visits held</p>	<p>Report to AGM on membership by CALC areas</p>	<p>G, continue in strategic plan</p>
<p>14. Offer to larger councils enhanced through larger councils hub and super-councils network</p>	<p>Established and being utilised</p>				<p>G, suggest drop from strategic plan</p>
<p>15. Support for creation of new councils</p> <ul style="list-style-type: none"> <li>Secure financial support for new councils programme</li> <li>Support for newly created councils</li> </ul>	<p>Material Available on website</p> <p>Limited but strategic support from NALC for individual campaigns</p> <p>Little likelihood of national funding</p>	<p>Views given on CGR guidance</p>	<p>Lottery bid for new councils workshop was rejected</p>	<p>Need to reflect on this work and possibly reconfigure in light of 2 above and move to unitary government</p>	<p>G/A continue in strategic plan and link to item 2.</p>



## NALC STRATEGIC PLAN PROGRESS UPDATE 2017/18

16. Reduced cost for accessing LGA associate membership	Discount negotiated, limited take-up		Publicise for next year		G, drop from strategic plan
17. Enhanced conference programme and establish annual conference as premier sector event	Focus has been on annual conference. Staff changes has made progress with this difficult at present	Legal training day on GDPR well attended	Annual Conference prep and publicising  Joint LGA conference - 100 delegates	Annual Conference 400 attending  Prep for spring conference	Green, continue in strategic plan
<b>Priority Three - a strong national voice</b>					
18. Establish diversity commission to look at representation in sector and within NALC	Diversity Commission issues survey	Councillor survey, census. Good response rate	Report to National Assembly	Conference slot	G, continue in strategic plan
19. Third NALC lobby day	Event held with parliamentary researchers	Third lobby day most successful to-date, helping secure GDPR amendment	Policy Committee agrees to hold one next year	Planning	G, continue in strategic plan

## NALC STRATEGIC PLAN PROGRESS UPDATE 2017/18

20. Build relationships with MHCLG and seek to widen engagement with Government departments	On-going, Brexit, other Government priorities and staff changes at MHCLG has made this difficult	Developing relations with DCMS and ICO re data protection	On-going, good links with DEFRA around rural issues and loneliness Developing links with cabinet office	On-going, meeting with Treasury  Number of positive government publications including loneliness strategy and civil society strategy will require on-going work	G, continue in strategic plan
21. Promote sector through council of the week and star awards	Award winners at Parliamentary event	Awards launched, increased number of applications	Judging	Awards ceremony	G, continue in strategic plan
22. Participate in LGA Conference	Stand booked and session.	Meetings arranged	LGA conference		G, continue presence
23. Raise profile with press and other stakeholders including voluntary sector	On-going	Articles in local government and national press	Coverage on national and regional TV	On-going	G, continue
24. Clarify position on trading powers		Staff change delay		New Legal topic note issued	G, complete

## NALC STRATEGIC PLAN PROGRESS UPDATE 2017/18

25. Strengthen position on standards regime	Joint messages with SLCC	Survey and evidence to Committee on Standards in Public Life	Meeting with CSIPL	Agreed action with SLCC Await CSIPL report, expected JAN to take stock	G/A, continue
26. Press manifesto asks of <ul style="list-style-type: none"> <li>• Stronger local democracy</li> <li>• Fairer funding</li> <li>• More powers</li> </ul>	Focus of PR and campaigning activity during year	APPG sessions Ministerial and other meetings	LGA conference Strategic plan sessions	On-going	G, continue
27. Programme of engagement with MPs, opinion formers and Government departments at NALC,CALC and Council level	On-going and reported to National Council and through bulletin.	Main focus GDPR, referendum principles and toilet tax through year			G – as resources allow. Continue
28. Develop commercial partnerships		Focus has been on securing existing contacts Some new leads being worked on		Much extended commercial presence at annual conference	A – resourcing and capacity issue. Continue
29. Review of NALC governance	Complete	SCC/LCC discussions			G, keep under review

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## APPENDIX 4.2 | NALC ANNUAL GENERAL MEETING

### Three year budget

	Actual 2017/18	Budget 2017/18	Budget 2018/19	Budget 2019/20	Indicative Budget 2020/21	Indicative Budget 2021/22
<b>INCOME</b>			£	£	£	£
Affiliations	970,691	962,534	990,591	<b>1,019,412</b>	1,049,995	1,081,494
Publications & Events	12,522	36,500	40,000	<b>51,000</b>	51,000	51,000
Commissions & Other Income	111,486	85,000	85,000	<b>85,000</b>	85,000	85,000
Development & Project Income	187,120	140,000	70,000	<b>70,000</b>	70,000	70,000
	1,281,819	1,224,034	1,185,591	<b>1,225,412</b>	1,255,995	1,287,494
<b>EXPENSES</b>			£	£	£	£
Accommodation, Insurance, Repairs & maintenance	133,634	103,300	104,300	<b>111,000</b>	111,000	111,000
Depreciation	13,565	15,000	15,000	<b>15,000</b>	15,000	15,000
Net staffing after recharges incl agency, consultancy, support	916,816	910,130	879,000	<b>897,970</b>	908,515	947,750
Democracy	49,233	48,750	48,750	<b>49,250</b>	49,250	49,250
Promotions	24,163	18,000	18,000	<b>20,000</b>	20,000	20,000
Operating expenses & sundries	124,865	126,000	118,500	<b>118,500</b>	118,500	119,500
<b>Total Expenditure</b>	<b>1,262,275</b>	<b>1,221,180</b>	<b>1,183,550</b>	<b>1,211,720</b>	<b>1,222,265</b>	<b>1,262,500</b>
<b>Surplus/deficit</b>	<b>19,544</b>	<b>2,854</b>	<b>2,041</b>	<b>13,692</b>	<b>33,729</b>	<b>24,994</b>

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## **APPENDIX 5.1 | NALC ANNUAL GENERAL MEETING 2018**

### **Motions**

#### **1. Election of President and Vice Presidents**

##### **Motion**

Delete clause 11b – Honorary officers:

The Annual General Meeting shall each year, on consideration of the recommendation of the Assembly, elect such number of vice presidents as it may determine for a period of three years, all of whom may be eligible for re-election. A retiring President may be elected as an additional vice president.

Insert new clause 11b:

“that NALC appoints one president for two year terms (unlimited) and two working vice-presidents for two year terms (generally limited to a maximum of two terms of office). These posts should have specified role and should not be limited to former assembly members. This should take effect from 2020.

##### **Commentary**

This is a minor constitutional amendment that is required to give effect to the decision of National Assembly on 10 July 2018 and which requires agreement by two thirds of the Annual General Meeting.

#### **2. Worcestershire Association of Local Councils:**

##### **Motion**

Given the importance of well-trained councillors to the effective operation of the sector, as outlined in the Improvement and Development Board’s improvement strategy, NALC is urged to identify ways in which levels of training can be increased including through the introduction of a national member development scheme, Continuous Professional Development points for councillors, requiring training for appropriate activity in the national standing orders and considering lobbying for compulsory training. This project is to be included in the strategic plan and regularly reported to National Assembly.

## Commentary

Councillors are the lifeblood of local democracy and the cornerstone of local government, working hard to make a real difference in their community. There are around 100,000 local councillors in England – four times as many councillors than in principal councils – all volunteering their time and taking up civic office to make decisions about improving their area and held to account by local people. The decisions they make affect the quality of life and well-being of our citizens in countless ways, given local councils are responsible for a growing range of local services.

NALC and county associations organise, support and provide a range of training and development opportunities for councillors to help ensure they have the necessary knowledge and skills. Nationally these include training packs, guidance booklets such as the Good Councillor Guides, and support for trainers.

The Improvement and Development Board oversees this work, with the National Improvement Strategy (NIS) representing a national commitment to training and development in the local council sector shared by national, regional and local stakeholder organisations. The purpose of the NIS is to offer training and development opportunities to councils in order for them to make the most of their role and carry out their duties more easily. The NIS also identifies other steps needed such as online learning and a member development charter, drawing on the experience of this approach in Hampshire.

Nationally, we have lobbied through our prospectus for Government support to deliver the Strategy through investment and other assistance. We have also sought additional support from the Local Government Association.

The issue of mandatory training for councillors is often contentious, but support is growing – a recent NALC survey shows 71% support compulsory training.

Individual councils are also taking steps to promote training. Some report councillor training on their websites, others require training through standing orders for various committees such as planning, or hold training sessions before meetings to encourage participation. The real challenge is of course how we get the message about the importance of training out to “hard to reach” councils.

This motion is consistent with our current policy positions and our current strategic review so it is recommended the AGM endorse it.