

NATIONAL ASSEMBLY | AGENDA

Date: 4 April 2023

Time: 10.00 – 13.00

Location: Zoom

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. Welcome by chair.

2. Apologies and note changes in representation (10.00 – 10.05)

2.1. That apologies are noted

3. Minutes of previous meeting – (10.05 – 10.15)

3.1. To approve the minutes of the meeting of National Assembly held on 6 December 2022 and to note any matters arising not covered elsewhere on the agenda. Appendix 3.1.

3.2. To receive summary notes of the informal National Assembly session on Kings Coronation (17 January). Following that meeting NALC established dedicated [web page](#) to keep councils and county associations informed. Appendix 3.2.

3.3. To approve the minutes of the special meeting of National Assembly held on 8 February. Appendix 3.3.

4. To receive an update on the disposal of 109 Great Russell Street (10.15 – 10.30) Appendix 4.

5. NALC Committees updates (10.30 – 11.00)

5.1. To receive updates from the chairs of NALC Committees on their work. Chairs to identify any issues they would like to discuss with National Assembly. Appendix 5.1.

5.2. Committee vacancies update. Management board propose that no vacancies are filled until the position can be reviewed after the parish sector elections in May.

11.00 – 11.30 Refreshments and networking in breakout rooms
(Members will be assigned to breakout rooms to socialize and share
any information or issues that are topical within their county
association.)

6. Kings' coronation update (11.30 – 12.15)

Following the special meeting referred to above this provides the
opportunity for further discussion and sharing of plans by councils
and county associations.

7. National Assembly discussion item – how to get more people involved in the work of their county and national association. (12.15 – 12.45)

Appendix 7

This was one of the areas identified by last year's task and finish
group to be considered and they made several suggestions which
were considered by the Assembly in October.

These are attached together with some questions (page 2) for
members of assembly to consider in breakout rooms.

Dates of future meetings (12.45 – 13.00)

That the next meeting of National Assembly will take place on 11 July.
Members have previously supported a face-to-face meeting with an
overnight stay if resources allow. Timings to be confirmed if this
approach is endorsed.

- 03 October at 10.00 via Zoom
- To note that the December meeting has moved to the 29
November 2023 and will be held face to face.

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NATIONAL ASSEMBLY | APPENDIX 3.1.

Draft minutes

Date: 6 December 2022

Time: 10:00 – 13.00

Venue: Zoom

Remote joiners:

Cllr Mike Drew, Avon Association of Local Councils

Cllr Liz Luder, Bedfordshire Association of Local Councils

Cllr Paul Harvey, (for part) Buckinghamshire and Milton Keynes Association of Local Councils

Cllr Graham Ford, Cornwall Association of Local Councils

Cllr Lillian Burns, Cheshire Association of Local Councils

Cllr John Plant, Derbyshire Association of Local Councils

Cllr Ian Cowling, Devon Association of Local Councils

Cllr Brian Brooks, East Riding Lincolnshire Local Councils Association

Cllr Peter Davey, Essex Association of Local Councils

Cllr Richard Page, Gloucestershire Association of Local Councils

Cllr Loraine Rappe, Hampshire Association of Local Councils

Cllr Rob McCarthy, Hertfordshire Association of Local Councils

Cllr Bob Blezzard, Isle of Wight Association of Local Councils

Cllr Richard Parry, Kent Association of Local Councils

Cllr Colin Peacock, Lancashire Association of Local Councils

Cllr Tony Hirons, Leicestershire Association of Local Councils

Cllr Tony Howard, Lincolnshire Association of Local Councils

Cllr Heather Phillips, North Yorkshire Association of Local Councils

Cllr David Francis, Northumberland Association of Local Councils

Cllr Mick Baker, Nottinghamshire Association of Local Councils

Cllr Katharine Keats-Rohan, Oxfordshire Association of Local Councils

Cllr Jenny Lawrence, Somerset Association of Local Councils

Cllr Peter Allison, West Yorkshire Association of Local Councils

Cllr John Scragg, Wiltshire Association of Local Councils

Cllr Sue Baxter, Worcestershire Association of Local Councils

Apologies received:

Cllr Sue Lintern, Norfolk Association of Local Councils

Cllr Rosie Weaver BEM, Warwickshire Association of Local Councils

NALC staff

Jonathan Owen, chief executive

Steve Walker, head of finance and administration
Justin Griggs, head of policy and communications
Charlotte Eisenhart, head of member services
Chris Borg, policy manager officer
Jane Moore, senior solicitor and legal services manager
Farhana Miah, executive officer
Claire FitzGerald, administration manager
Jessica Lancod-Frost, policy officer
Olivia Kane, receptionist
Anders Hanson, projects manager
Greg Henry, finance and admin officer
Fflur Jones, policy intern
Lisa Etchell, projects officer

1. Chair's introductions

The chair welcomed representatives to the meeting. He informed that he will be leaving the meeting at 11.30 and Cllr Drew will chair the second half of the meeting.

2. Minutes 4 October 2022

The minutes of the meeting of National Assembly held on 4 October were approved. It was noted that Cllr Luder had been missed off the attendee list. The chair confirmed that the minutes would be amended accordingly.

Cllr Blezzard asked whether discussions around pensions would be added to the next Management Board. The chief executive indicated it would be.

The assembly noted the AGM minutes, Cllr Harvey asked if the attendee list could be amended to note his attendance.

Resolved (1): That the minutes of the meeting, held on 4 October be approved.

Resolved (2): That the Cllr Luder's name be added to the minutes of meeting held on 4 October and that Cllr Harvey be added to the list of attendees at AGM

Resolved (3): That a discussion on pensions be added to the next meeting of the Management Board.

3. Committee issues

Finance and Scrutiny Committee:

Cllr Ford updated on the recent work of Finance and Scrutiny. The committee recently met and looked at several items:

- The NALC risk register
- Finance summary report which was circulated with the papers
- Sale of 109
- IT and website projects

Cllr Ford encouraged assembly members to submit council affiliation fees early in the new financial year in time to ensure careful management of cash flow within NALC.

Cllr Blezzard asked what the arrangements were for member councils who join part way through a year? The head of member services indicated that this varied from county association to county association, but they would certainly need to pay the following financial year. There were also ad-hoc arrangements to attract new member councils including a discount of the NALC fee which county associations should discuss with NALC.

Policy Committee:

Cllr Francis updated on the recent work of Policy Committee. The committee informally met and discussed the following items:

- Consultations over government proposals
- Motions sent from county associations
- NALC campaigns: Access to government funds, White ribbon campaign which had been referred to Management Board and which had subsequently been adopted by the board.

The next meeting would take place in January and the following motions for would be considered:

- Dorset motion on building protection and energy conservation
- Durham ALC motion on councils calling a meeting.

Smaller Councils' Committee:

Cllr Ford updated assembly on the recent informal meeting and highlighted key points:

- Members expressed disappointment on the little commentary from Management Board on the survey

- A county officer who joined the meeting, expressed that there was little understanding between member councils and NALC role however added that the committee plays a vital portal for their needs.
- Poor communication between the first layers of Local Government
- The committee emphasised importance of action on climate emergency.
- The committee also reiterated the importance of pressing government on hybrid and remote meetings to be made legal.

Cllr Parry asked how the smaller councils will facilitate hybrid meetings as it would be expensive to set up the infrastructure to run those meetings.

There was a discussion about the merits and challenges of face-to-face, hybrid and remote meetings at a council, CALC and NALC level and a number of views were expressed.

The chief executive asked if the points raised in the committee's informal councillor meeting could be forwarded to the formal meeting of the Smaller Councils Committee for NALC to respond and action accordingly.

Larger Councils' Committee:

Cllr Harvey provided an update on work of the committee and underlined that the study visit had been launched, and members from all councils were welcome. He stressed the importance of this event as it allows members to share good practice. The committee also discussed cost of living and how difficult it had been to obtain gas and electricity contracts.

Management Board:

The chair reported on the recent meeting of Management Board. He highlighted key points:

- NALC agreed to sign up to the white ribbon campaign
- Agreed to market 109 for sale and Management Board agreed to relocate the office early 2023.

Resolved: That the report be received.

4. Calendar of meetings

Cllr Drew chaired the meeting from this point forward as Cllr Stevens had to attend another meeting.

The chair introduced the calendar of meetings, and asked assembly if they had any questions. Cllr Blezzard requested if NALC could provide a simplified list of dates for meetings alone. It was confirmed that the calendar would be reformatted to a simpler format upon approval of the dates. Calendar for 2023 can be found [here](#) on the website.

Cllr Parry stressed that there were a lot of zoom meetings and asked if NALC could endeavour to hold more face-to-face meetings. The chair stated that hybrid meetings had not been successful, and members would prefer to have remote meetings to avoid travelling. Cllr Blezzard proposed that 50% meetings be face-to-face and 50% meetings be remote. The chief executive added whilst there was support for more face-to-face meetings many members and county officers have expressed, they would prefer to conduct meetings remotely.

He stressed that he would need assurances that members will attend the face-to-face meeting as it would not be cost effective for NALC to book a venue if turnout is minimal. Cllr Wallace expressed disappointment on the face-to-face meeting held in July as the turnout was poor and would appreciate to do more networking sessions on Zoom. Furthermore, it was proposed that three meetings to be done remotely and one face to face meeting with an overnight stay for networking purposes in the year.

Assembly members participated in a straw poll on whether NALC should hold -

- 'Assembly to meet face-to-face twice a year in London'. The results were 46% voted yes, 50% voted no and four abstentions.
- 'National Assembly to meet face-to-face once a year with an overnight stay.'. What was the result

Resolved: Assembly agreed to meet 'face to face at least once a year with an overnight stay, if resources allowed'

5. Work programme

Assembly considered the work programme and there were several suggested additions to be made:

- Cllr Blezzard asked for task and finish group considerations for the April meeting.
- Cllr Allison asked when there will be an update on the workforce motions discussed in the AGM.

The chief executive confirmed it will be added to the work programme.

Resolved: That the work programme be updated with 'workforce motions from AGM'.

6. Housing and Planning:

Justin Griggs, head of policy and communications reported on the work NALC had been doing on the housing and planning campaign. He referred to the paper which was circulated to the assembly which can be found [here](#). He spoke about the manifesto which Policy Committee looked at in depth earlier in the year. He extended his thanks for the hard work of the Policy Committee over the last couple of years especially surrounding housing and planning.

The objectives the committee set have helped shape responses from the government. He outlined plans on how NALC will be taking housing and planning campaigns forward. This would be done through events which had already been a success, sharing good practice through case studies and publications, a dedicated webpage, liaising with a range of organisations which will allow NALC to promote the objectives.

He suggested it would be helpful to have a discussion for National Assembly on what members are planning to do over housing and planning, in addition to identify what will help members in their councils? He stated there are several platforms that NALC are already working with such as Rural Coalition, Community Partnership Board and Better Rural Coalition which help NALC to engage with the government.

Owen Edwards from Better Rural Coalition was welcomed by National Assembly. He provided some background information on the organisation.

The [Better Planning Coalition](#) represents 31 organisations across the environment, housing, planning, heritage, and transport sectors with one common goal: a planning system fit for people, nature, and the climate. This broad range of organisations formed the Better Planning Coalition to campaign for the biggest upgrade to planning rules for at least a generation and are working together to influence the Levelling Up and Regeneration Bill and the forthcoming review of the National Planning Policy Framework (NPPF).

He explained that coalition is currently set up in seven working groups which are local democracy, social and affordable homes, climate, biodiversity of nature,

beauty and heritage, health and well-being and the purpose of planning. The working groups have been working on key amendments, which worked well over the past year. The coalition had been meeting MPs since summer of 2020, working closely with them on the amendments on short term lets, how housing is calculated etc.

He welcomed questions from National Assembly members and short discussion took place as follows:

- Cllr Burns asked if he could provide a brief explanation of the challenges posed by the National Development Management Policy (NDMP). Owen explained that NDMP's change the hierarchy of planning. They prioritise national policy above local plans the Secretary of State (SOS) could overrule the local plan by using a NDMP. He explained that Michael Gove MP has pledged to set out to scope of NDMP and each NDMP will be consulted on Cllr Burns asked if a member wished to join the sub-groups, are they restricted to one or welcomed to serve several sub-groups. Owen reported that members are welcome to serve more than one subgroup.
- Cllr Drew asked about issues related to planning and housing in larger areas, whereby the council will be offered incentives but later they are taken away. The second issue he spoke about was the ownership of running open spaces whereby the householders are paying to the developer to maintain the public open spaces. He asked that is this something that can be brought forward to the coalition. Owen stated that these suggestions or issues can be put forward to the coalition who would able to help.
- Cllr Blezzard asked if NALC decided to join the coalition, what are the costs involved? The chief executive explained that it would be no charge for NALC to join.
- Cllr Parry asked what can be done to enforce the planning considerations to develop surgeries, community halls etc. The chief executive reported that the measures in the levelling up bill and infrastructure levy will solve those problems however members would need to ensure amendments which come in, would need to be watertight.

Resolved: That the report be received.

7. Date and times of next meetings:

The next meeting of the National Assembly will be held on 4 April 2023 at 10.00 remotely. National Assembly will also meet informally on 17 January to discuss the Coronation.

Resolved: That the next meeting of National Assembly will be held on 4 April at 10.00 via Zoom.

NATIONAL ASSEMBLY SPECIAL MEETING | APPENDIX 3.2.

Summary

NALC's chair, Cllr Keith Stevens, hosted an informal meeting of our National Assembly on 17 January to discuss the upcoming Coronation of His Majesty The King. This meeting was open to county associations and local (parish and town) councils and was well-attended, with around 100 people joining the discussion. The recording of the meeting can be viewed on [NALC's committee webpage](#).

We were pleased to be joined by Pageant Master Bruno Peek to introduce the session, where he said local councils "are the heart of the community" and have been instrumental in making national celebrations, like the coronation, work on the ground. The two outcomes from the meeting were, firstly, for NALC to request information from Buckingham Palace to support local councils' planning for activity over the coronation weekend. And secondly, to summarise the advice and experiences that might help local councils in planning for activities, which is now available on the [NALC website](#).

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NATIONAL ASSEMBLY | APPENDIX 3.3.

Draft minutes

Date: 2 February 2023

Venue: Zoom

Remote joiners:

Cllr Mike Drew, Avon Association of Local Councils Cllr Liz Luder, Bedfordshire Association of Local Councils Cllr Paul Harvey, Buckinghamshire and Milton Keynes Association of Local Councils, Cllr Graham Ford, Cornwall Association of Local Councils, Cllr Lillian Burns, Cheshire Association of Local Councils, Cllr John Plant, Derbyshire Association of Local Councils, Cllr Ian Cowling, Devon Association of Local Councils, Cllr Janet Wallace, Dorset Association of Local Councils, Cllr Allan Blakemore, Durham Association of Local Councils, Cllr Keith Stevens, East Sussex Association of Local Councils, Cllr Peter Davey, Essex Association of Local Councils Cllr Richard Page, Gloucestershire Association of Local Councils, Cllr Loraine Rappe, Hampshire Association of Local Councils, Cllr Bob Blezzard, Isle of Wight Association of Local Councils, Cllr Richard Parry, Kent Association of Local Councils Cllr Colin Peacock, Lancashire Association of Local Councils, Cllr Tony Howard, Lincolnshire Association of Local Councils, Cllr David Francis, Northumberland Association of Local Councils, Cllr Mick Baker, Nottinghamshire Association of Local Councils, Cllr Mike Scott, Northamptonshire Association of Local Councils Cllr Katharine Keats-Rohan, Oxfordshire Association of Local Councils, Cllr Jenny Lawrence, Somerset Association of Local Councils, Cllr Patricia Ansell, Staffordshire Association of Local Councils, Cllr Rosie Weaver BEM, Warwickshire Association of Local Councils, Cllr Douglas St Pinnock, West Sussex Association of Local Councils, Cllr John Scragg, Wiltshire Association of Local Councils.

Also present:

Neil Wedge, county officer
Harry Gelder, Lambeth Smith Hampton
David Earle, Lambeth Smith Hampton

Apologies received:

Cllr Sue Lintern, Norfolk Association of Local Councils
Cllr Tony Hirons, Leicestershire Association of Local Councils
Cllr Sue Baxter, Vice president

NALC staff

Jonathan Owen, chief executive
Steve Walker, head of finance and administration
Farhana Miah, executive officer
Claire FitzGerald, administration manager

1. Special meeting

The chair welcomed representatives to the meeting. The assembly received an update from the chief executive on the future use of 109 Great Russell Street and agreed the following resolution confirming the delegation of any future sale to Management Board:

"That national assembly delegates to the Management Board its responsibility to dispose of 109 Great Russell Street on the basis that the offer accepted is in excess of the current balance sheet value of £2.5m and has been recommended by our professional agents as the best offer at the current time taking account of market conditions."

Resolution: That the motion be carried.

NATIONAL ASSEMBLY | APPENDIX 4

To receive an update on the disposal of 109 Great Russell Street.

On 2 February 2023 the assembly considered a report on the disposal of 109 Great Russell Street and resolved:

"That National Assembly delegates to the Management Board its responsibility to dispose of 109 Great Russell Street on the basis that the offer accepted is in excess of the current balance sheet value of £2.5m and has been recommended by our professional agents as the best offer at the current time taking account of market conditions."

Subsequently Management Board agreed via e mail 28 February (confirmed at meeting on 21 March).

That Management Board, in line with the delegation confirmed by the special assembly meeting held on 2 February 2023, authorise the chair and chief executive to proceed, subject to legal and due diligence, with the sale of 109 Great Russell Street as set out in Lambert Smith Hampton's confidential sale recommendation report.

That Management Board receive regular updates from the chair and chief executive on the progress with the disposal and arrangements for securing alternative office accommodation if the sale is confirmed.

Following that decision on 28 February two offers were received and on recommendation from Lambert Smith Hampton it was agreed to proceed with an offer received of £2.75m. At the time of writing this report heads of terms have been agreed and it is expected that contracts will be exchanged shortly.

If the sale proceeds the receipt will immediately be transferred to our CCLA account. Finance and scrutiny committee will advise, with external support, management board and assembly on a longer-term investment strategy looking at a range of options to maintain capital value/ growth. NALC needs to retain the value of 109 as indicated as reserves on its current balance sheet to cover a range of liabilities including pensions and potential costs such as redundancies, contract cancellations etc if for some unforeseen reason the business ceases to trade. These reserves would mitigate any financial consequences for county associations and councils of any obligations resulting from unforeseen circumstances.

In parallel and as time constraints have necessitated, we are in the process of entering into a one-year lease for shared office space nearby. This will provide

access to eight dedicated desks and 8 communal desks shared with other organisations. This will provide time and space for the Association's longer term needs to be considered and agreed.

The premises at 109 have been cleared with some records passed to de Montfort university for archiving and other day to day assets held in quick access storage nearby and those requiring longer-term retention transferred to a facility specialising in longer-term storage.

There will be a number of one-off costs resulting from this disposal including legal and agents' fees, removal and storage costs, and sourcing new accommodation. Once these costs are clarified they will be reported to management board and finance and scrutiny committee and agreed with our auditors Milton Avis. This will provide net proceeds figure for investment purposes.

On 22 March, Cllr Mike Scott of the Northamptonshire Association asked for the following item to be considered today "Noting that the sale of 109 Great Russell Street is progressing:

1. To agree that National Assembly asks the Management Board to produce a plan setting out how the proceeds of the sale of 109 Great Russell Street will be used and what the Association's staff accommodation strategy is for 2023 - 2028, and,
2. To agree that the plan is presented to the National Assembly at its meeting to be held on 11 July 2023, and,
3. To agree that none of the proceeds of sale are spent until the National Assembly has signed off the plan."

Other than the specific timescales set out in one and two and a reference to net proceeds in three, this item is consistent with the approach followed to-date and can be supported. These discussions have been reported to Management Board and Finance and Scrutiny Committee.

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NATIONAL ASSEMBLY | APPENDIX 5.1

Updates from NALC Committees

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

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

Management Board away day - 10 January

NALC's Management Board met face-to-face with senior staff this week at the London office of our partner **CCLA**. This was the first informal meeting of 2023. We used the session to reflect on progress with delivering our **vision and strategic aims**, key issues and priorities over the next few years and several internal management issues, including the future of our London office.

Management Board - 21 March

The sale of 109 Great Russell Street in London and work to secure alternative accommodation whilst we review our future needs are proceeding well and councillors have agreed to conduct a major review of NALC's budget in the light of these significant developments. The Board agreed to look at progress on the review of NALC's governance at a special meeting likely to take place in July. Councillors supported proposals to further develop the financial advice and support which we provide to county associations and councils and more details will be available shortly. Plans for NALC's presence at the Local Government Association's annual conference in Bournemouth in July were noted, this will comprise a stand in the exhibition, a fringe event, a session in the Innovation Zone. Baroness Scott of Needham Market and our officers were thanked for their ongoing work making the case for changes to the Levelling Up and Regeneration Bill to address sector concerns on issues such as remote meetings and standards.

Management Board informal - 13 February

Our **Management Board** met on 13 February 2023 and received updates on the sale of our HQ building (109 Great Russell Street), the following steps to support the Civility and Respect Project and our general financial position. The board also noted **last quarter's activity report** stating our work and plans. The board emphasised the importance of promoting the new photo ID requirements for this May's local elections. The Electoral Commission has plenty of **information on the new requirements**, which I'd encourage you to bring to your residents' attention.

Finance and Scrutiny Committee - 20 March

NALC's Finance and Scrutiny Committee met on 20 March, it was noted that the Committee's chair, Cllr Graham Ford, was no longer the Cornwall Association of Local Councils representative on National Assembly and thanked him for his work over many years, agreeing that Cllr Peter Davey, vice chair (finance) would act as chair pending a future appointment.

The Committee also noted updated risk register and received a report on the latest financial position and cash flow, which was broadly in line with budget, although some one-off costs associated with the sale of the NALC office will need to be addressed from the proceeds.

Policy Committee - 17 January

NALC's Policy Committee met on 17 January 2023 met and discussed motions from county associations on extraordinary council meetings and energy efficiency in listed buildings, local government finance, promoting NALC's policy objectives in the Levelling Up and Regeneration Bill, mandatory training for councillors, and Gordon Brown's Report of the Commission on the UK's Future.

Policy Committee - 3 February

A special meeting of NALC's Policy Committee took place on 3 February to develop NALC's response to the government's **consultation on updating the National Planning Policy Framework**. We were pleased to be joined by officials from the Department for Levelling Up, Housing and Communities who gave an overview of the proposals and took questions, and by Owen Edwards from the **Better Planning Coalition** - which NALC has recently joined - to discuss the Coalition's views and emerging response. The committee agreed to push for the strengthening of neighbourhood planning, to argue for the immediate removal of neighbourhood management development policies and for the strengthening of local beauty through design codes.

NALC Smaller Councils Committee - 24 February

NALC's Smaller Councils Committee met remotely on 24 February, here are some headlines from the meeting:

- Following a lengthy discussion, the committee narrowly voted against making councillor training mandatory, instead agreeing it should be strongly recommended and included in the Annual Governance and Accountability Return and Local Council Award Scheme.

- There were updates on celebrating national events and the joint NALC/Local Government Association workforce survey, which the committee suggested needed a long lead in time, and that county associations would bring the survey to the attention of councils.
- The committee put out another call for county associations to discover and report back on the number of local councils that have adopted a climate emergency declaration.
- Councillors restated their keenness for NALC's work programme to include the production of simplified template documents such as on the subjects identified in the responses to their 2022 survey and to publish financial resilience guidance in the Autumn on what smaller councils should budget for.
- It was agreed the next meeting should consider co-opting Cllr Graham Ford onto the Smaller Councils Committee, elect a new committee chair, and include an item to explain how the Joint Panel on Accountability and Governance works and provide an opportunity to inform the next update of the practitioner's guide.

@ NALC 2023

**APPENDIX 5.1. NATIONAL ASSOCIATION OF LOCAL COUNCILS
SUMMARY REPORT AS
AT 31 DECEMBER 2022**

Notes	1	2	3	4	5		
	2021/22	2022/23	9 Months 2022/23	2023/24	2024/25	2025/26	
	YE ACTUAL	Annual Budget	Actual YTD	BUDGET	PLAN	PLAN	
	£	£	£	£	£	£	
Affiliations							
1	Affiliation fees	1,143,805	1,154,027	872,187	1,198,648	1,234,607	1,283,992
Trading Income							
2	Publication & Media	68,881		21,839			
3	Less cost of sales	(59,923)		(3,967)			
4	CONTRIBUTION	8,958	5,000	17,872	35,000	35,000	35,000
5	Other projects	18,258		45,134	30,000	30,001	3,000
	Less cost of sales	(28,252)		(59,120)			
	CONTRIBUTION	(9,995)	5,000	(13,986)	30,000	30,001	3,000
	Events	92,804		80,392			
3	Less cost of sales	(52,217)		(38,491)			
	CONTRIBUTION	40,586	30,000	41,901	30,000	30,000	30,000
Other Income							
6	Other Income	90,707	77,000	68,291	77,000	82,000	82,000
TOTAL NET INCOME							
		1,274,062	1,271,027	986,266	1,370,648	1,411,608	1,433,992
Other Expenditure							
7	Staffing Payroll	807,449	851,461	690,693	937,210	947,315	954,000
8	Additional staff costs	78,627	97,701	65,693	75,201	75,202	75,700
		886,076	949,162	756,386	1,012,411	1,022,517	1,029,700
Administration Expenses							
9	Accommodation/Rent & Utilities/IT/R&M etc	195,876	155,500	172,852	163,500	163,500	163,500
10	Office running cost	101,154	111,500	80,888	116,500	116,500	118,500
11	Member Expenses	8,828	24,500	9,624	36,000	48,000	48,000
12	Promotions	8,906	20,000	26,111	20,000	20,000	20,000
13	Other expenses	13,591	10,000	17,288	15,000	18,000	18,000
	Audit	5,283	6,000	5,023	6,000	6,000	6,000
		333,639	327,500	311,785	357,000	372,000	374,000
TOTAL EXPENDITURE							
		1,219,716	1,276,662	1,068,171	1,369,411	1,394,517	1,403,700
SURPLUS/(DEFICIT)							
		54,346	(5,635)	(81,905)	1,236	17,092	30,292
14	Movements From reserves	50,462		70,264			
	Movements (To) reserves	(50,462)					
15		54,330	(5,635)	(11,641)	1,236	17,092	30,292

The 12 months to 31 March 2022 shows last year's audited account figures, with the reserve transfer movement representing There are no untoward trading events in Q3 to 31.12.22 to note in respect to the 2022/23 budget. Income was expected to increase After allocating reserves, which were available for the development projects, the 9 months results are c£11k overspent on normal trading. It is not anticipated that there will be a significant increase to this for Q4 due to some staff changes and there is anticipated to be some additional income at the end of the quarter. This can partly be attributed to the salary being settled at an average of Since this reported period Q3 ended, the decision to sell the premises at 109 Great Russell Street has progressed rapidly. This has created additional pressure on cash flow and balances, not only for the costs of the sale but also various expenses for vacating the building and up front costs for relocating to new premises. Depending on the nature of these costs some may not be appropriate

It is also recognised that the budgets for 23/24 onwards cannot be formed on the same basis of operations for previous years. Whilst the intention was that any changes would be within the existing budgets it may not be so, but in any case the allocation of budgets will need reassessing. This will affect plan budgets as well.

NOTES TO BUDGET REPORT

Notes

- 1 Affiliations- Affiliation rate to increased 1% in 22/23; 23/24 3% agreed at AGM
- 2 Publications - publications include the LCR (discontinued 2021/22) and income from the sale of Good councillor publications
- 3 Cost of Sales - 2021/22 included a recharge of £53k from staffing to Publications and Events and civility project as a notional reallocation of staff costs (Q3 22/23 £44,690)
- 4 Contribution= trading net surplus
- 5 Other project-various other activity includes; Local council award scheme, sustainable communitie
- 6 Other income- largely from commercial sponsorship and support payment for supporting the work of other national bodies. E.g. SAAA;interest and ad-hoc income.
Payroll- 2022/23 budget was based on basic 2% pa but 4% for 23/24. The actual increase was
- 7 confirmed in Nov 22 at average 5%. This has been funded, in part, by understaffing of core payroll to date , but the difference is anticipated to be covered by other income streams in the remaining year
- 8 Additional staff costs - This is largely for external support from contractors and other externally commissioned member services.
Accommodation/rates and utilities- Q3 includes repairs & maintenance , IT R&M £64.2k & website
- 9 £21.8k (with £50k being setoff against IT project Reserve. The net cost will have some offset going forward as systems are implemented) & insurances
- 10 Office costs- includes telecoms, distribution, irrecoverable vat, Professional Indemnity Insurance
- 11 Member expenses -committee and representatives costs including chair & vice chair allowances. Savings reflect meetings remaining online for time being and are continuing.
- 12 Promotions- external promotional activity
- 13 Other expense- Legal & professional services such as legal advice, outsourced payroll and HR
- 14 Movement on reserves- Transfer for project costs on specific reserves. Reserves were created at the end of 20/21 in respect to IT upgrade and migration to 365 and website development, which are being drawn down as it progresses. Reserves were replenished at 2021/22 year end due to surplus being available
This includes the result after transfers FROM reserves in respect to project costs. The reserve movement covers expenditure on two projects. Expenditure for the IT development work is
- 15 included in the accommodation/ rent/utilities etc budget and covers costs involved in transferring to a cloud system with a project manager overseeing. NALC share for the joint civility and respect project is included within other projects.

NATIONAL ASSEMBLY | APPENDIX 7

Discussion item - How to get more people involved in the work of their county and national association.

This was one of the areas identified by last year's task and finish group to be considered and they made a few suggestions which were considered by the assembly in October as follows.

Proposal	Next steps
Encourage more people to get involved in the work of their county and national association	
1. Publicise the work of county associations and NALC more effectively demonstrating their value and contribution.	Session with county officers and national assembly to discuss - first quarter 2023
2. Identify skills and expertise and role specification for the various roles and cascade across tiers.	NALC and Essex model to be shared for comment - January to March 2023
3. Encourage county associations to think about who they appoint to the assembly role considering diversity, rotation, and succession planning.	Assembly members to raise with their county officers and management in run up to 2023 elections
4. Possible use of assembly deputies, direct elections to committees and co-optees (from outside the assembly) to address shortages	On-going County associations can appoint deputies, committees can co-opt (amend standing orders to re-iterate)
5. The TFG agreed to recommend that the current restriction on members of policy and finance committee serving on management board should be dropped	Amend standing orders in time for implementation at 2023 elections Keep under review

On item one, NALC's amended benefits of membership pack was launched in the chief executive's bulletin on 24 March.

Member benefits information

In recent months NALC has launched two new services for county associations and local councils. A new HR advisory service, in partnership with WorkNest, gives county associations access to a team of employment specialists to assist in giving advice to councils. And our e-learning offer is now available to all councils with a new range of courses developed through the Civility and Respect Project. To reflect these changes our benefits of membership information has been updated to highlight the increased range of benefits available. “

On item two, NALC’s current role profiles can be accessed here, and comments are welcome. The Essex Association approach is also attached.

On item three, it is suggested that the assembly forms breakout groups to address the following questions:

- **How do you currently publicise the work of county associations (including district associations where they exist) and NALC to demonstrate their value and contribution? What works well/less well? What else should county associations and NALC be doing?**
- **What is your county association’s process to identify skills and expertise for appointments/elections to the governance of your county association and NALC’s National Assembly? Do you have a role specification/s? Through what route were you elected to NALC’s National Assembly? How do you ensure diversity in those appointments/elections?**
- **What does your CALC do regarding its meetings? How could your meetings, or those of NALC, to encourage more people to get involved?**
- **What else can county associations and NALC do to make what’s on offer to get involved in the work of your county association, more attractive.**

Assembly will split into groups to address these questions and a brief note by NALC staff will be circulated with the minutes.

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