



nalc

Publication
**Annual
Report
2019/20**

**National Association
of Local Councils**

www.nalc.gov.uk

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(NALC)

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A MESSAGE FROM THE CHAIRMAN OF THE NATIONAL ASSOCIATION OF LOCAL COUNCILS

This year would have been challenging enough with Brexit, a new prime minister and an early general election. Then came this terrible pandemic [COVID-19] which has caused such distress in our communities and across the country.

One of the biggest highlights of the year was Her Royal Highness The Princess Royal attending our Annual Conference in October 2019 to celebrate the 125th anniversary of the setting up of local (parish and town) councils.

HRH praised the “incredible work” of local councils, councillors and clerks and their “level of commitment”. HRH remarked that local councils are the closest port of call for residents to solve local issues, empowering young people, helping people connect, accessing public information and being support networks. This level of commitment, along with the local response and ability to support communities in both urban and rural areas, perfectly illustrated how local councils were at the forefront of the national COVID-19 response.

As part of the national response, local councils coordinated crisis plans, gathered volunteers to collect and deliver medication and shopping, acted as information hubs to provide advice and guidance, and helped local businesses and listed their services online. They established emergency funding and grants, supported food banks, published support from the government and other agencies, managed cemeteries, and maintained our never more critical green spaces. NALC collected an impressive set of case studies showing this and shared it widely, including with the government.

NALC has acted quickly to reprioritise its work to support local councils and county associations through this period. We created a dedicated coronavirus webpage, which has the latest advice and guidance be that on remote meetings or opening play areas, and is updated regularly. The webpage has gone onto have over 160,000 hits in just seven months. I'd also like to take this opportunity to thank the staff at NALC, councillors and county officers and their staff who have done so well in these challenging times.

NALC has focused on lobbying the government, parliamentarians, and other national organisations about the potential of the sector to ensure legislation makes your work easier. I wrote an open letter to all the major political parties in the run-up to the December general election stressing the essential role of local councils in bringing the country together.

With a new government that has a large majority and features many new MPs, we must engage not just nationally but locally too, to ensure our sector's views are heard loud and clear.

A MESSAGE FROM THE CHAIRMAN OF THE NATIONAL ASSOCIATION OF LOCAL COUNCILS

NALC's annual Lobby Day entered its fifth year in March 2020, just before the lockdown began. We met around 100 MPs, building connections and discussing various issues such as the toilet tax, web accessibility and fair funding. The rejuvenated All-Party Parliamentary Group on local democracy is working well and has been championing our campaigns, which led to backing in The Sun newspaper. I'm also pleased to see a former cover star to our flagship LCR magazine Rishi Sunak MP become chancellor of the exchequer in the reshuffle.

I was happy that NALC was invited to meet senior civil servants in January 2020. We discussed the white paper on devolution allowing the sector to have a more significant influence. Its publication was delayed due to the pandemic but will likely be published later this year. We will be pushing for the non-extension of referendum principles, making it easier to set up local councils and ensuring that our sector can access funding and grants, including those available to the rest of local government.

NALC continues to secure positive recognition for the sector from the government who have thanked the sector for their work during the ongoing pandemic [COVID-19]. A House of Lords report outlined the role local councils can play in supporting the economy and the imminent implementation of legislation to exempt public conveniences from business rates which will collectively save the sector millions of pounds a year.

NALC remains committed to improving its services for local councils and county associations. We produced a guide with the Local Government Association to help tackle loneliness. It received positive national attention and set out the role local councils can play in helping address this critical issue, which costs the economy around £39bn per year. Many local councils have declared a climate emergency. Following our Annual Conference, we set up a task and finish group to help provide information and share resources to encourage more action on this critical initiative. As well as publishing a document full of case studies showcasing some of the work local councils are already doing in their local area. Health and wellbeing is a critical work theme too. We have published a comprehensive set of resources on a dedicated health and wellbeing webpage.

NALC formed a new partnership with HR Services Partnership to provide HR support to local councils and county associations through a suite of HR policies, editable templates and how-to guides to support their needs. We are also grateful to our long-term partners BHIB Councils Insurance, Blachere Illumination and CCLA for their continued support.

Sharing good practice is an essential part of NALC's work. We do this through our quarterly magazine LCR, Points of Light, Council Spotlight, Star Council Awards,

A MESSAGE FROM THE CHAIRMAN OF THE NATIONAL ASSOCIATION OF LOCAL COUNCILS

case studies documents and social media. And on the topic of Star Council Awards, another massive congratulation to all the finalists and winners, including newly crowned Council of the Year, Woughton Community Council in Milton Keynes.

Right now, we may not be able to meet in person. Still, through virtual committee meetings, remote AGMs, weekly county officer catch-ups and attending our Rebuilding Communities online event series, we can keep those crucial connections.

In May 2020, I wrote an open letter thanking councillor, clerks and county associations for their hard work over the last six months, and again I would like to show my appreciation for all the vital work you do in your communities.

Local councils have shown over the last 125 years that they are of the community and for the community. They have demonstrated they have a pivotal role to play in 2020 and beyond. Now, more than ever, their time has come.

S J Baxter.



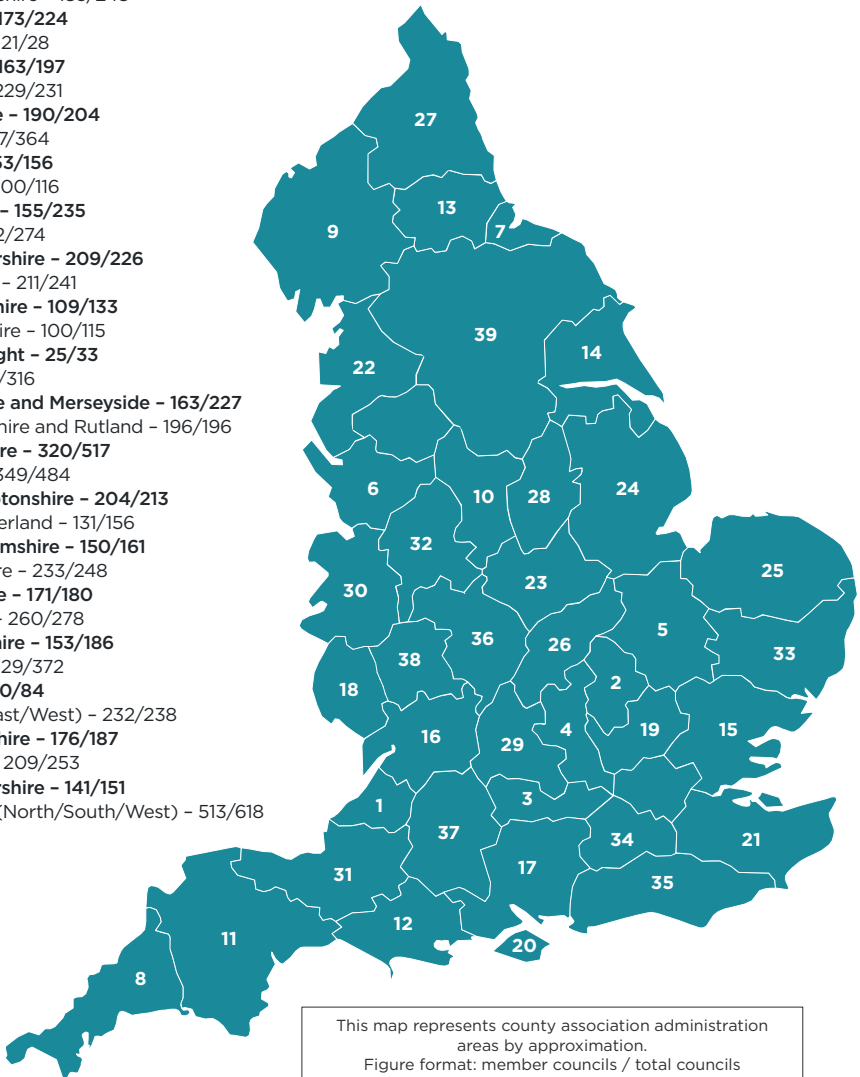
478,868
WEBSITE
PAGE VIEWS



156,993
PUBLICATIONS
DISTRIBUTED

LOCAL COUNCIL MEMBERSHIP BY COUNTY AREA

1. Avon - 122/132
2. Bedfordshire - 114/117
3. Berkshire - 89/96
4. Buckinghamshire - 164/183
5. Cambridgeshire - 183/248
6. Cheshire - 173/224
7. Cleveland - 21/28
8. Cornwall - 163/197
9. Cumbria - 229/231
10. Derbyshire - 190/204
11. Devon - 347/364
12. Dorset - 153/156
13. Durham - 100/116
14. ERNLLCA - 155/235
15. Essex - 272/274
16. Gloucestershire - 209/226
17. Hampshire - 211/241
18. Herefordshire - 109/133
19. Hertfordshire - 100/115
20. Isle of Wight - 25/33
21. Kent - 289/316
22. Lancashire and Merseyside - 163/227
23. Leicestershire and Rutland - 196/196
24. Lincolnshire - 320/517
25. Norfolk - 349/484
26. Northamptonshire - 204/213
27. Northumberland - 131/156
28. Nottinghamshire - 150/161
29. Oxfordshire - 233/248
30. Shropshire - 171/180
31. Somerset - 260/278
32. Staffordshire - 153/186
33. Suffolk - 329/372
34. Surrey - 80/84
35. Sussex (East/West) - 232/238
36. Warwickshire - 176/187
37. Wiltshire - 209/253
38. Worcestershire - 141/151
39. Yorkshire (North/South/West) - 513/618



FINANCE AND SCRUTINY REPORT

Cllr Keith Stevens, NALC vice-chairman (finance) and Cllr Peter Davey, chairman of the Finance and Scrutiny Committee oversee the finances of NALC.

Commentary by Cllr Keith Stevens

The financial statements for the year to 31 March 2020 show a deficit of £11,603. Whilst disappointing, this is mostly due to the effects of the COVID-19 outbreak and the necessity for us to cancel the Spring Conference in March 2020 at very short notice. Up until that point, we had anticipated a small surplus above our expected break-even budget forecast.

This deficit follows the previous two years of surpluses which had been planned to begin restoring our available reserves to the agreed policy level of 13 weeks after cumulative losses of £225,000 in the earlier three years. Fortunately, as I reported in last year's report, our available reserves of 11 weeks at the 31 March 2019 enabled us to maintain activity whilst in lockdown until the new year affiliations began to be received.

Budgets are under close control, and a liquidity ratio at year-end of 2.3:1 is only slightly lower than last year. However, with a reduction to income, other than affiliations, in the early part of the new financial year, it is clear that the 13-week reserve policy is still a minimum target. This is why the management board and national assembly continue to recommend next year's increase in affiliation fees and seek to reduce reliance on the variability of other income sources.

Commentary by Cllr Peter Davey

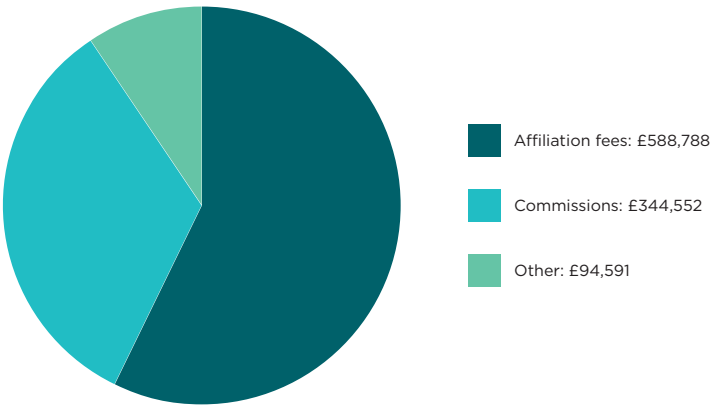
As the chairman of the Finance and Scrutiny Committee, I am pleased to report that the committee has continued to meet virtually during the COVID-19 outbreak. Revised dates for the Finance and Scrutiny Committee to meet have agreed to review both the year-end accounts and the current quarters trading at the earliest possible times. This has enabled us to continue to monitor the management and year end accounts, whilst also receiving regular reports from officers on other financial matters and especially, during these difficult times, monitoring the cash levels after the disappointment of cancelling the spring conference and the financial impact it had for the year end.

During this year, we also implemented increased reporting coming directly from officers responsible for delegated budget targets. This helps us to better understand the expected year-end position as the year progresses, despite this being upset by the last-minute events caused by the pandemic. We have received the final audited accounts from the external auditors, Milton Avis, confirming the unqualified audit position of the NALC for the 2019/20 financial year. Milton Avis is happy with the current freehold valuation of 109, Great Russell Street, given the conservative figure used when the revaluation was done and noted that the current ratio is healthy, especially as much is cash.

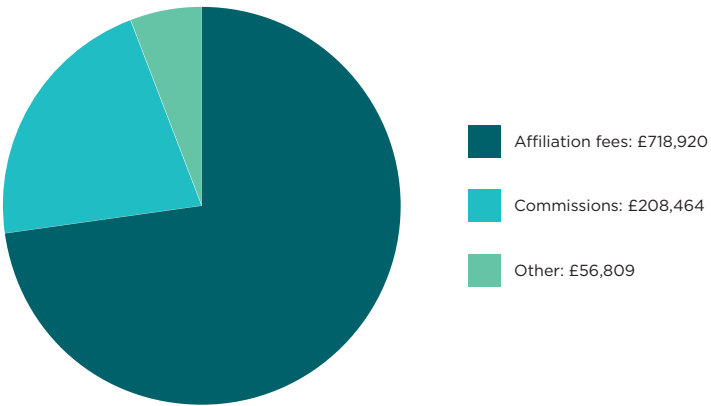
Milton Avis also undertook additional scrutiny work into more detailed systems testing in certain areas, including affiliation fees, expenses, and payroll and were able to report that adequate systems, appropriate for the size of the Association, appear to be in place for all major aspects of the Association's business and that they are working well. These additional tests supplemented their other audit work and supported the conclusions reached about the truth and fairness of the figures in the accounts.

NALC INCOME

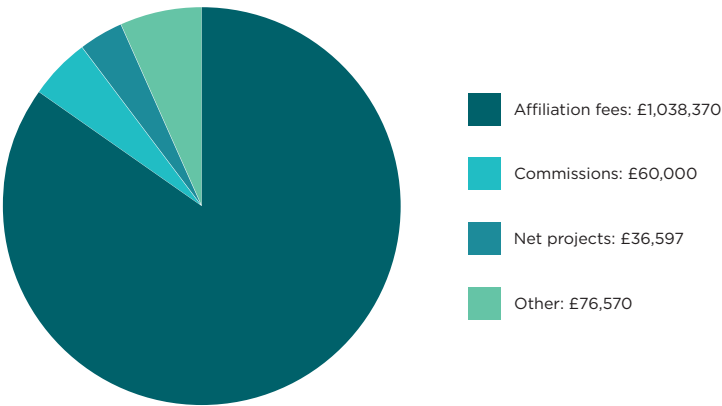
2007



2012

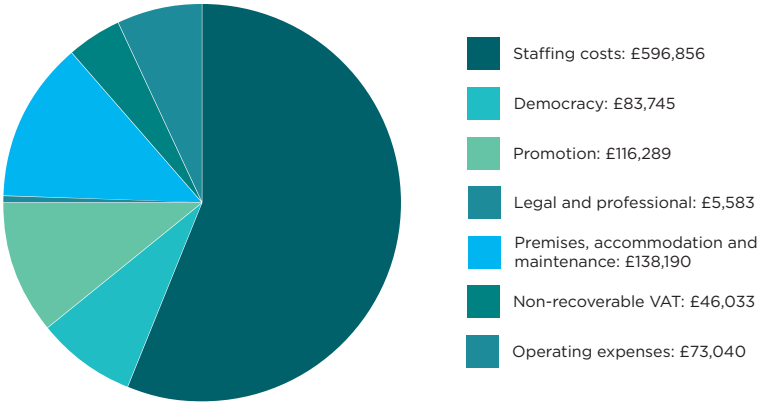


2020

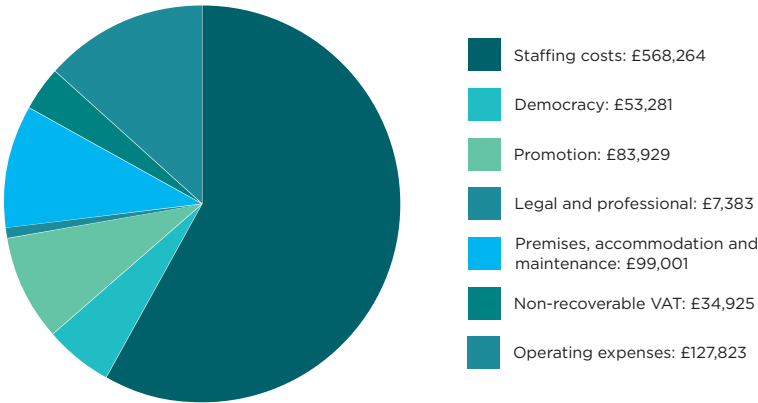


NALC EXPENDITURE

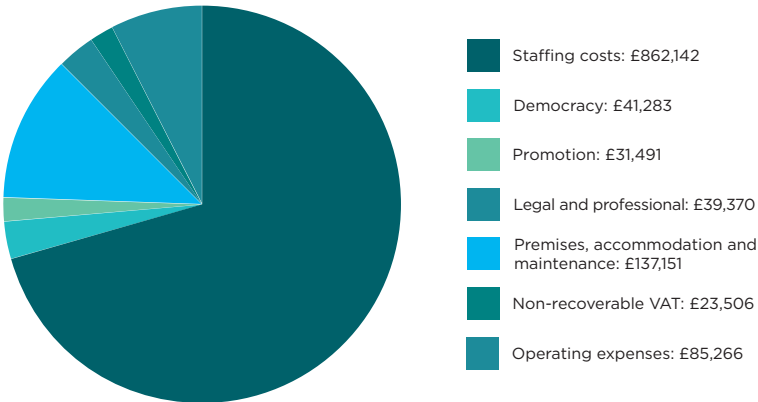
2007



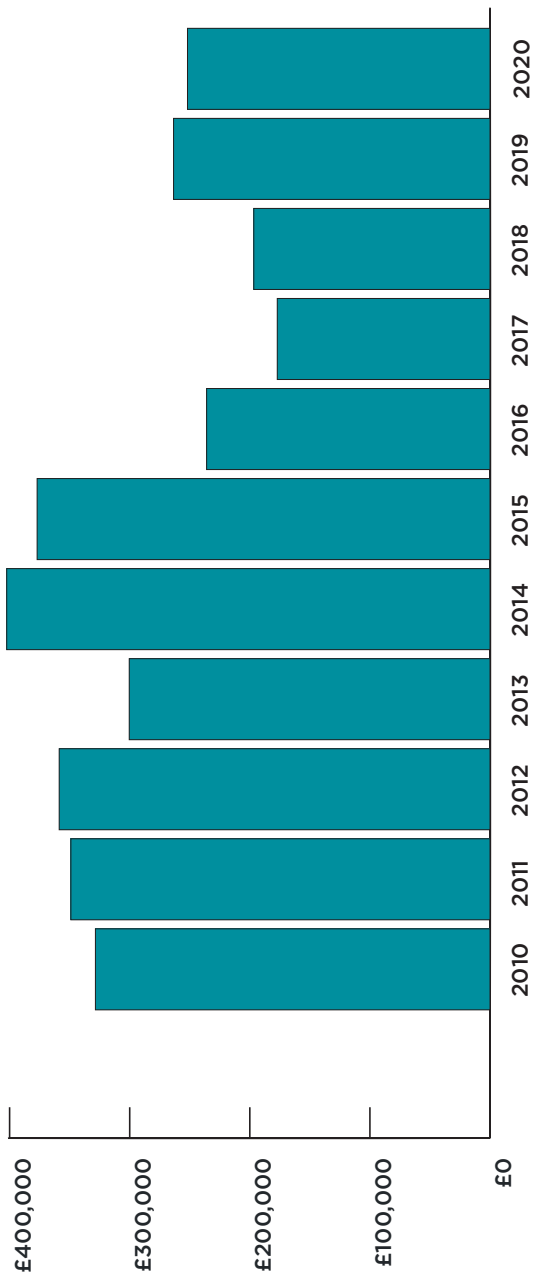
2012



2020



NALC RESERVES



INDEPENDENT AUDITORS' REPORT TO THE MEMBERS

Opinion

We have audited the financial statements of The National Association of Local Councils (the 'Association') for the year ended 31 March 2020, which comprise the Statement of Comprehensive Income, the Balance Sheet, the Statement of Changes in Equity and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Association's affairs as at 31 March 2020 and of its loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- the information given in the finance section of the annual report is consistent with the financial statements.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the board members' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the board members have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Association's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS

Other information

The board members are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Board members' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the board members' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Board members' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the board members were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Board members' Report and from the requirement to prepare a Strategic Report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS

Responsibilities of the Finance and Scrutiny Committee

The board members are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the board members determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the board members are responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the board members either intend to liquidate the Association or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

This report is made solely to the Association's members. Our audit work has been undertaken so that we might state to the Association's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Association and the Association's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Stephen Sampson, senior statutory auditor for Milton Avis LLP

Milton Avis LLP, Chartered Accountants, Statutory Auditors, Pitt House, 120 Baker Street, London W1U 6TU

15 October 2020



4,249

**ADMIN, FINANCE
AND LEGAL QUERIES**



1,155

**LEGAL AND FINANCE
GUIDANCE ISSUED**

ACCOUNTS FOR THE MEMBERS

Statement of comprehensive income for the year ended 31 March 2020

	2020 (£)	2019 (£)
Turnover	1,395,569	1,350,595
Cost of sales	(183,297)	(165,122)
Gross profit	1,212,272	1,185,473
Administrative expenses	(1,220,209)	(1,115,386)
Operating profit	(7,937)	70,087
Interest payable and similar charges	(3,666)	(3,297)
(Loss)/profit for the financial year	(11,603)	66,790

The notes on page 20 to 23 form part of these financial statements.

Balance sheet as at 31 March 2020

	Note	2020 (£)	2019 (£)
Fixed assets			
Tangible assets	3	2,521,342	2,514,617
Current assets			
Debtors: amounts falling due with one year	4	58,720	79,541
Cash at bank and in hand	5	342,620	309,755
		401,340	389,296
Creditors: amounts falling due within one year	6	(170,805)	(140,433)
Net current assets		230,535	248,863
Total assets less current liabilities		2,751,877	2,763,480
Net assets		2,751,877	2,763,480
Capital and reserves			
Revaluation reserve		1,944,191	1,944,191
Building reserve		555,809	555,809
Building maintenance reserve		57,347	57,347
Equipment reserve		14,290	14,290
Accumulated fund		180,240	191,843
		2,751,877	2,763,480

The financial statements were approved on behalf of the Finance and Scrutiny Committee on 15 October 2020.
Cllr Keith Stevens, NALC vice-chair (finance)

The notes on page 20 to 23 form part of these financial statements.

**158,379
FACEBOOK
IMPRESSIONS**



**911,900
TWITTER
IMPRESSIONS**



Statement of changes in equity for the year ended 31 March 2020

	Revaluation reserve (£)	Building reserve (£)	Building maintenance reserve (£)	Equipment reserve (£)	Accumulated reserve (£)	Total equity (£)
At 1 April 2018	1,944,191	555,809	57,347	14,290	125,053	2,696,690
Comprehensive income for the year						
Profit for the year	-	-	-	-	66,790	66,790
Total comprehensive income for the year	-	-	-	-	66,790	66,790
At 1 April 2019	1,944,191	555,809	57,347	14,290	191,843	2,763,480
Comprehensive income for the year						
Loss for the year	-	-	-	-	(11,603)	(11,603)
Total comprehensive income for the year	-	-	-	-	(11,603)	(11,603)
At 31 March 2020	1,944,191	555,809	57,347	14,290	180,240	2,751,877

The notes on page 20 and 23 form part of these financial statements.

Notes to the financial statements for the year ended 31 March 2020

1. Accounting policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Section 1A of Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland. The presentation currency is pounds sterling. The following principal accounting policies have been applied:

1.2 Revenue

Income represents net invoiced sales, commissions, rents and affiliation fees excluding VAT. Other operating income comprises commissions and trading income which may be of a commercial nature together with grants.

1.3 Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight line method.

Depreciation is provided on the following basis:

Freehold property - no depreciation provided

Fixtures and fittings - 20%

Office equipment - 25%

Web development costs - 33%

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

1.4 Revaluation of tangible fixed assets

Individual freehold and leasehold properties are carried at current year value at fair value at the date of the revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Revaluations are

undertaken with sufficient regularity to ensure the carrying amount does not differ materially from that which would be determined using fair value at the Balance Sheet date.

Fair values are determined from market based evidence normally undertaken by professionally qualified valuers.

Revaluation gains and losses are recognised in other comprehensive income unless losses exceed the previously recognised gains or reflect a clear consumption of economic benefits, in which case the excess losses are recognised in profit or loss.

1.5 Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

1.6 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

1.7 Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

1.8 Taxation

The Association is exempt from income tax on its income under section 838 of the Income Tax Act 2007 and from corporation tax under section 984 of the Corporation Tax Act 2010.

2. Employees

The average monthly number of employees during the year was 17 (2019: 15).

3. Tangible fixed assets

	Freehold property (£)	Fixtures and fittings (£)	Office equipment (£)	Total (£)
Cost or valuation				
At 1 April 2019	2,500,000	140,630	123,545	2,764,175
Additions	-	3,394	10,445	13,839
At 31 March 2020	2,500,000	144,024	133,990	2,778,014
Depreciation				
At 1 April 2019	-	138,424	111,134	249,558
Charge for the year on owned assets	-	1,587	5,527	7,114
At 31 March 2020	-	140,011	116,661	256,672
Net book value				
At 31 March 2020	2,500,000	4,013	17,329	2,521,342
At 31 March 2019	2,500,000	2,206	12,411	2,514,617

The Finance and Scrutiny Committee obtained valuations of the freehold property in 2016 which are well in excess of the book value and they feel a valuation of £2,500,000 remains appropriate.

The freehold premises are held by NALC (1994) Limited (a company limited by guarantee) in trust for the National Association of Local Councils.

4. Debtors

	2020 (£)	2019 (£)
Trade debtors	28,875	42,736
Other debtors	21,287	24,504
Prepayments and accrued income	8,558	12,301
	58,720	79,541

5. Cash and cash equivalents

	2020 (£)	2019 (£)
Cash at bank and in hand	342,620	309,755
	342,620	309,755

6. Creditors: Amounts falling due within one year

	2020 (£)	2019 (£)
Trade creditors	36,648	35,318
Other creditors	120,147	92,678
Accruals and deferred income	14,010	12,437
	170,805	140,433

7. Pension scheme

NALC participates in two pension schemes on behalf of its members:

1. The Pensions Trust has advised NALC that there was a deficit of approximately £476,000 as at 30 September 2016 if NALC was to withdraw from the scheme. This matter is being addressed and additional annual contributions are being made to extinguish the deficit. The contribution

required for the coming year to 31 March 2021 is £26,309.

2. NALC also contributes to the Local Government Pension Scheme which is fully funded, but if valued on a cessation basis if NALC were to leave the scheme, would give a deficit of £531,000 as at 31 March 2016.

Detailed profit and loss account for the year ended 31 March 2020

	2020 (£)	2019 (£)
Turnover	1,395,569	1,350,595
Cost of sales	(183,297)	(165,122)
Gross profit	1,212,272	1,185,473
Less: overheads		
Administration expenses	(1,220,209)	(1,115,386)
Operating (loss)/profit	(7,937)	70,087
Interest payable and similar charges	(3,666)	(3,297)
(Loss)/profit for the year	(11,603)	66,790

Schedule to the detailed accounts for the year ended 31 March 2020

	2020 (£)	2019 (£)
Turnover		
Affiliation fees receivable	1,058,730	1,025,140
Publication sales	88,572	20,838
Events and projects income	230,330	292,159
Other income	17,937	12,458
	1,395,569	1,350,595
Cost of sales		
Direct expenditure	183,297	165,122
	183,297	165,122
Administration expenses		
Staff costs including recruitment and training	862,142	787,928
Staff travel	11,778	8,628
Consultancy	11,128	8,241
Non-recoverable VAT	23,506	22,456
Legal and professional	34,087	30,571
Auditors' remuneration	5,283	5,283
Professional indemnity insurance	15,536	14,672
Premises, accommodation and maintenance	130,038	124,075
Depreciation	7,113	6,965
Committee expenses	6,289	7,172
Representatives expenses	31,244	25,706
General meetings	6,000	6,000
Membership fees	3,636	3,635
Books, periodicals and law library	2,487	2,668
Information services	13,468	15,791
Promotion	22,628	12,515
Corporate hospitality	2,863	2,667
Administration expenses	27,233	27,163
Chairmen allowances	3,750	3,250
	1,220,209	1,115,386
Interest payable		
Interest payable and similar charges	3,666	3,297
	3,666	3,297



762

NUMBER OF COUNCILS
ACCREDITED
OR WORKING TOWARDS
**LOCAL COUNCIL
AWARD SCHEME**



5,417

**CLERKS
QUALIFIED IN
CiLCA**

GOVERNANCE OF THE NATIONAL ASSOCIATION OF LOCAL COUNCILS

President

Vacant

Vice-president

The Earl of Lytton
Brian Kerr OBE
Michael Chater OBE

Chairman

Cllr Sue Baxter

Vice-chairmen

Cllr Mike Drew (member services)
Cllr Keith Stevens (finance)

National Assembly

Cllr Mike Drew, Avon Association of
Local Councils

Cllr Elizabeth Luder, Bedfordshire
Association of Town and Parish
Councils

Cllr Tim O'Flynn, Berkshire Association
of Local Councils

Cllr Paul Harvey, Buckinghamshire and
Milton Keynes Association of Local
Councils

Cllr Mike Tew, Cambridgeshire and
Peterborough Association of Local
Councils

Cllr Lillian Burns, Cheshire Association
of Local Councils

Cllr Jim Wingham, Cleveland Local
Councils Association

Cllr Graham Ford, Cornwall Association
of Local Councils

Cllr Diana Ruff, Derbyshire Association
of Local Councils

Cllr Ken Browse, Devon Association of
Local Councils

Cllr Lindsey Dedden, Dorset
Association of Parish and Town
Councils

Cllr Terry Batson, Durham Association
of Local Councils

Cllr Keith Stevens, East Sussex
Association of Local Councils

Cllr Gordon Thurston, East Riding and
Northern Lincolnshire Local Councils
Association

Cllr Peter Davey, Essex Association of
Local Councils

Cllr Mark Harris, Gloucestershire
Association of Parish and Town
Councils

Cllr Loraine Rappe, Hampshire
Association of Local Councils

Cllr Will Jackson, Herefordshire
Association of Local Councils

Cllr Rob McCarthy, Hertfordshire
Association of Parish and Town
Councils

GOVERNANCE OF THE NATIONAL 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 John Springthorpe, Leicestershire &
Rutland Association of Local Councils

Cllr Tony Howard, Lincolnshire
Association of Local Councils

Cllr Ken Cleary MBE, Merseyside
Association of Local Councils

Cllr Phil Harris, Norfolk Association of
Local Councils

Cllr Avis Thomas, North Yorkshire
Association of Local Councils

Cllr Mike Scott, Northamptonshire
County Association of Local Councils

Cllr David Francis, Northumberland
Association of Local Councils

Cllr Malcolm Leeding MBE, Oxfordshire
Association Local Councils

Cllr David Beechey, Shropshire
Association of Local Councils

Cllr Loretta Whetlor, Somerset
Association Local Councils

Cllr Derek Liddell, South Yorkshire
Association of Local Councils

Cllr Patricia Ansell, Staffordshire Parish
Councils Association

Cllr William Sargeant, Suffolk
Association Local Councils

Cllr Steve Cosser, Surrey Association of
Local Councils

Cllr Rosie Weaver, Warwickshire and
West Midlands Association of Local
Councils

Cllr Terry Oliver, West Sussex
Association of Local Councils

Cllr Peter Allison, West Yorkshire
Association of Local Councils

Cllr John Scragg, Wiltshire Association
of Local Councils

Cllr Derek Killingworth, Worcestershire
Association of Local Councils

Management Board

Cllr Sue Baxter (chair)

Cllr Bob Blezzard

Cllr Ken Browse

Cllr Peter Davey

Cllr Mike Drew

Cllr David Francis

Cllr Paul Harvey

Cllr Derek Liddell

Cllr Richard Parry

Cllr Mike Scott

Cllr Keith Stevens

GOVERNANCE OF THE NATIONAL ASSOCIATION OF LOCAL COUNCILS

Finance and Scrutiny Committee

Cllr Peter Davey (chair)
Cllr Graham Ford
Cllr John Plant
Cllr Loraine Rappe
Cllr Keith Stevens
Cllr Gordon Thurston

Policy Committee

Cllr David Francis (chair)
Cllr Peter Allison
Cllr Sue Baxter
Cllr Lillian Burns
Ms Carole Burslem
Cllr Malcolm Leeding MBE
Cllr Colin Peacock
Cllr Rosie Weaver

Larger Councils Committee

Cllr Paul Harvey (chair)
Cllr Peter Astwell
Cllr Phill Barnett
Cllr Sue Baxter
Cllr Jane Biscombe
Ms Leah Coney
Cllr Mike Drew
Cllr Dave Fleming
Cllr Donna Fuller
Cllr Mark Harris
Cllr Carl Hearn
Cllr Richard Parry
Cllr Peter Quinn
Cllr Isabel Roberts
Cllr Sue Smith
Mr Mark Smith
Ms Shar Roselman
Cllr Sandie Webb

Smaller Councils Committee

Cllr Graham Ford (chair)
Cllr Lillian Burns
Cllr Malcolm Leeding MBE
Cllr Josephine Parish
Mr Stephen Rickitt
Ms Lydia Smithson
Cllr Gordon Thurston

Improvement and Development Board

Mr Jonathan Flowers (chair)
Ms Wendy Amis
Cllr Sue Baxter
Ms Linda Carter
Ms Charlotte Eisenhart
Ms Helen Jenkins
Ms Sally Longmate
Ms Lis Moore
Ms Alison Morris
Mr Jonathan Owen
Ms Helen Quick
Ms Alison Robinson
Mr Rob Smith
Ms Elisabeth Skinner
Ms Jackie Weaver

National Association of Local Councils

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