

Publications
**Annual Report
2021/22**



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109 Great Russell Street
London
WC1B 3LD

020 7637 1865
nalc@nalc.gov.uk
www.nalc.gov.uk

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

It was a great honour and privilege to be elected NALC's new chair in December 2021. I am determined to build on the excellent work of my predecessors Cllr Sue Baxter and Cllr Ken Browse.

In my New Year Open letter in January 2022, I set out my priorities, the first being ensuring local (parish and town) councils are rightly recognised and respected as the first tier of local government.

We are working to have a strong voice in parliament, to the government, and the political parties. Because we need them to hear, rather than simply listen, to what we say, particularly about the sector's potential. I have met with ministers and shadow ministers including former levelling up minister Kemi Badenoch MP and other parliamentarians including the Speaker of the House of Commons, Sir Lyndsey Hoyle (who incidentally began public life at Adlington Town Council in Lancashire!). We also have an active parliamentary forum — the All-Party Parliamentary Group on local democracy — championing the sector, ably co-chaired by Richard Holden MP and Cherilyn Mackrory MP. I'm also grateful to our president, Baroness Scott of Needham Market, and the cross-party group of vice-presidents for their support over the last year speaking in debates and asking questions on our key issues.

We have been pressing the government, on your behalf, on those issues, such as flexibility to hold remote meetings, stronger sanctions for poor behaviour and for the levelling up white paper to recognise the sector. In the white paper, we secured a review of the role and function of local councils including making it easier to set them up. And the Levelling Up and Regeneration Bill currently before parliament will strengthen neighbourhood planning and we are pushing for other changes such as funding to improve the sector.

Many county associations again met with their MPs through our annual Lobby Day. I would ask you to continue to support those arguments locally, highlighting to your MPs and local media the brilliant things you are doing and pressing MPs to support these campaigns in parliament. And of course, please tell us about other areas where you would like to see a legislative change to make your work easier through motions from your county association to our Policy Committee.

We also work with other national organisations on your behalf. For example, through the Rural Coalition, pressing for rural areas are not overlooked, and the loss and absence of facilities are addressed, including access to broadband, affordable housing, and health care. With other coalition members, we are also pressing for banks to understand and support the sector more responsively.

My second priority is to champion good governance in councils supported by advice and resources from county associations and NALC.

We are working closely with the Society of Local Council Clerks on a project to promote civility and respect providing resources to enable councils to do that. We have invited all councils to sign a pledge to commit to delivering this. Participating in the Local Council Award Scheme is a meaningful way to demonstrate good governance and I am pleased the number of councils achieving an award continues to increase, now at around 700. This is in addition to the wealth of advice, guidance and support we provide to county associations on the law and subjects such as data protection, audit, finance and HR. NALC's resources such as *The Good Councillor's Guide* and legal topic

notes, to name a few, have been downloaded over 250,000 times. Elections are central to governance and trust, and one of NALC's key missions through the #MakeAChange campaign is to encourage more people from all backgrounds and experiences to get involved in their local council. We continue to make resources available to help, such as for May's local elections, including twenty videos highlighting why people have become councillors and the difference they are making in their areas.

Highlighting the role and potential of councils to the media, public and other national bodies is my third priority.

I never cease to be amazed by the brilliant work our councils do for their communities. We now have a growing number of case studies of how local councils are helping to address some of the country's significant challenges, including building dementia-friendly communities, improving health and well-being, tackling loneliness, supporting young people, and tackling the climate emergency. We publish these on our website to demonstrate to the government, the media, and others the potential the sector must help. These case studies are supplemented by additional support on our dedicated web pages to help you address these issues, and our unique programme of online events is designed to give you insights from national experts and leaders, with over 5000 attendees to date. I hope all this will inspire you and encourage you to raise the ambition and profile of your council. And please let us know what you are doing, share case studies and media coverage and participate in our annual Star Council Awards.

We continue to work with the Local Government Association (LGA) which represents principal (county, district, metropolitan and unitary) councils, as well as its interest groups which cover types of councils or themes such as coastal communities. Our role and status as the first tier of local government must be fully recognised by our partners in other tiers, this was the central message of our attendance at this year's LGA Annual Conference and our packed fringe event.

This year's media highlight was the full-page article in the Financial Times on 14 March 2022, both in print and online. *The potential of parish politics* commented on the growing role of the sector and its potential to revitalise democracy and level up the country; a copy is available on our website. And another was coverage of the *Double Devo* report by the influential think tank Onward which calls for local councils to be empowered and established in unparished areas.

I was deeply saddened by the death of the late Queen and conveyed our sincere condolences to the Royal Family. I am grateful for the important role our sector played in Operation London Bridge and subsequent local events, once again stepping up to the plate and a reminder of the part you play in our national life.

I am in no doubt that if we continue to work together to improve the sector and demonstrate its potential, I am sure we will go from strength to strength and deliver for local communities.

Cllr Keith Stevens
NALC chair

FINANCE REPORT

The financial statements for the year to 31st March 2022 show a surplus of £54,346. Last year reserves were created to help fund IT and website development and for the contribution to a civility and respect project which is being run jointly with the Society of Local Council Clerks. The results for the year have enabled these reserves to be replenished to their 2021 levels, to help maintain funding for the future.

This has been possible due to the continuing changes to working and meeting practices due to the pandemic but as noted last year we need our available reserves to increase to beyond the minimum 13 weeks and together with consideration to outside financial pressures the National Assembly has recommended that the affiliation fee be increased by 3% for the 23/24 financial year as originally indicated.

Last year we advised that we had temporarily reduced the valuation of the freehold property. Following further informal valuations this year we are again able to revert the valuation of the freehold property to the pre covid level in our Balance Sheet at £2,500,000 in agreement with our external auditors, Milton Avis.

We have received the final audited accounts from the external auditors, Milton Avis, confirming the unqualified audit position of the NALC for the 2021/22 financial year. Milton Avis also undertook additional scrutiny work into more detailed systems testing in certain areas, including affiliation fees, expenses, and payroll. These additional tests supplemented their other audit work and supported the conclusions reached in their audit of the accounts.

The Finance and Scrutiny Committee, chaired by Cllr Graham Ford, has continued to meet virtually during the year. The revised meeting dates have enabled us to review both the previous quarters accounts and the current quarters trading at the earliest possible times. This has enabled us to continue to monitor both the management and year end accounts, whilst also receiving regular reports from Heads of Services delegated budget targets on any sensitivities/trends in either budgeted income streams or expenditure, whilst monitoring the cash levels on a weekly basis.

We would like to thank all the staff for changing their working practices and for carrying on in the face of the ongoing very difficult circumstances created by the pandemic. Our online events programme changed significantly which enabled us to reach far more members and to maintain relationships with our corporate partners.

Cllr. Peter Davey
NALC vice-chair (finance)

FINANCE AND SCRUTINY REPORT

The Finance and Scrutiny Committee members present their report and the financial statements for the year ended 31 March 2022.

Committee members' responsibilities statement.

The Finance and Scrutiny Committee members are responsible for preparing the Finance Committee report and the financial statements in accordance with applicable law and regulations.

The committee members have elected to prepare the financial statements in accordance with the wishes of the general meeting who are the sovereign body of the National Association of Local Councils (Association). The committee members approve the financial statements once they are satisfied that they give a true and fair view of the state of affairs of the association and of the profit or loss of the association for that period.

In preparing these financial statements, the finance committee members are required to:

- Select suitable accounting policies for the Association's financial statements and then apply them consistently.
- Make judgments and accounting estimates that are reasonable and prudent.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Association will continue in business.

The Finance and Scrutiny Committee members are responsible for keeping adequate accounting records that are sufficient to show and explain the Association's transactions and disclose with reasonable accuracy at any time the financial position of the Association. They are also responsible for safeguarding the assets of the Association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each of the persons who are committee members at the time when this committee report is approved has confirmed that:

- so far as the committee is aware, there is no relevant audit information of which the association's auditors are unaware, and
- the committee has taken all the steps that ought to have been taken in order to be aware of any relevant audit information and to establish that the association's auditors are aware of that information.

This report was approved by the committee and signed on its behalf.

.....

Peter Davey
Vice Chair (Finance)

Date: 14 September 2022

AUDITORS' REPORT

We have audited the financial statements of The National Association of Local Councils (the 'Association') for the year ended 31 March 2022, which comprise the Statement of Income and Retained Earnings, the Balance Sheet, the Statement of Changes in Equity and the related notes, including a summary of significant accounting policies approved by the General Meeting. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards.

In our opinion the financial statements:

- Give a true and fair view of the state of the association's affairs as of 31 March 2022 and of its profit for the year then ended.
- Have been properly prepared in accordance with normal accounting practice.
- 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 guidance provided by the General Meeting. 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. 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

In auditing the financial statements, we have concluded that the committee members' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the association's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the committee members with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The committee members are responsible for the other information contained within the Annual Report. 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. 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 during 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 this gives rise to a material misstatement in the financial statements

themselves. 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 during the audit:

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the association and its environment obtained during the audit, we have not identified material misstatements in the committee members' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you 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 committee members' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of the Finance and Scrutiny Committee

As explained more fully in the committee members' Responsibilities Statement set out on page 1, the committee 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 committee 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 committee 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 committee 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 assurance using procedures agreed upon with the General Meeting about whether the financial statements are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Report that includes our opinion. 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 based on these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures can detect irregularities, including fraud is detailed below:

We gained an understanding of the association's constitution and considered acts which were contrary to the applicable guidance set out by the General Meeting, including fraud.

We considered compliance with this framework and performed audit procedures on these areas as considered necessary. Our procedures involved enquiries with management, review of the reporting to the directors with respect to compliance with laws and regulation, review of committee meeting minutes and review of legal correspondence.

We focused on laws and regulations that could give rise to a material misstatement in the Association's financial statements. Our tests included but were not limited to:

- Agreement of the financial statement disclosures to underlying supporting documentation.
- Enquiries of management.
- Testing of journal postings made during the year to identify the potential management override of controls.
- Review of minutes of committee meetings throughout the period; and
- Obtaining an understanding of the control environment in monitoring compliance with laws and regulations.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

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 and on behalf of
Milton Avis LLP

Chartered Accountants
Statutory Auditors

Pitt House
120 Baker Street
London
W1U 6TU

14 September 2022

ACCOUNTS

STATEMENT OF INCOME AND RETAINED EARNINGS FOR THE YEAR ENDED 31 MARCH 2022

Note	2022 £	2021 £
Turnover	1,414,455	1,358,110
Cost of sales	(140,082)	(99,371)
Gross profit	1,274,373	1,258,739
Administrative expenses	(1,216,251)	(1,153,224)
Operating profit	58,122	105,515
Interest payable and similar expenses	(3,776)	(3,036)
Profit before tax	54,346	102,479
Profit after tax	54,346	102,479
Retained earnings at the beginning of the year	197,719	180,240
	197,719	180,240
Profit for the year	54,346	102,479
Distribution of reserves	-	(85,000)
Retained earnings at the end of the year	252,065	197,719

The notes on pages 17 to 22 form part of these financial statements.

**BALANCE SHEET
AS AT 31 MARCH 2022**

Note		2022 £	2021 £
Fixed assets			
Tangible assets	4	2,523,842	2,224,937
		<u>2,523,842</u>	<u>2,224,937</u>
Current assets			
Debtors: amounts falling due within one year	5	38,523	83,401
Cash at bank and in hand	6	414,178	385,279
		<u>452,701</u>	<u>468,680</u>
Creditors: amounts falling due within one year	7	(67,841)	(139,261)
Net current assets		<u>384,860</u>	<u>329,419</u>
Total assets less current liabilities		<u>2,908,702</u>	<u>2,554,356</u>
Net assets		<u><u>2,908,702</u></u>	<u><u>2,554,356</u></u>
Capital and reserves			
Revaluation reserve		1,944,191	1,644,191
Building reserve		555,809	555,809
Building and maintenance reserve		57,347	57,347
Equipment reserve		14,290	14,290
IT & website development reserve		60,000	60,000
Civility fund		25,000	25,000
Accumulated fund		252,065	197,719
		<u>2,908,702</u>	<u>2,554,356</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 14 September 2022.

.....
Peter Davey
Vice Chair (Finance)

The notes on pages 17 to 22 form part of these financial statements.

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 MARCH 2022

	IT Website Developme nt Reserve	Revaluation reserve	Building reserve	Building maintenanc e reserve	Equipment reserve	Civility Fund Reserve	Accumulat ed fund	Total equity
	£	£	£	£	£	£	£	£
At 1 April 2020	-	1,944,191	555,809	57,347	14,290	-	180,240	2,751,877
Comprehensive income for the year								
Profit for the year	-	-	-	-	-	-	102,479	102,479
Deficit on revaluation of freehold property	-	(300,000)	-	-	-	-	-	(300,000)
Other movement type 1	60,000	-	-	-	-	25,000	(60,000)	25,000
Other movement type 2	-	-	-	-	-	-	(25,000)	(25,000)
Other comprehensive income for the year	60,000	(300,000)	-	-	-	25,000	(85,000)	(300,000)
Total comprehensive income for the year	60,000	(300,000)	-	-	-	25,000	17,479	(197,521)
Total transactions with owners	-	-	-	-	-	-	-	-
At 1 April 2021	60,000	1,644,191	555,809	57,347	14,290	25,000	197,719	2,554,356

Comprehensive income for the year

Profit for the year	-	-	-	-	-	-	54,346	54,346
Surplus on revaluation of freehold property	-	300,000	-	-	-	-	-	300,000
Other movement type 1	(42,824)	-	-	-	-	(7,638)	50,462	-
Other movement type 2	42,824	-	-	-	-	7,638	(50,462)	-

THE NATIONAL ASSOCIATION OF LOCAL COUNCILS

STATEMENT OF CHANGES IN EQUITY (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Other comprehensive income for the year	-	300,000	-	-	-	-	-	300,000
Total comprehensive income for the year	-	300,000	-	-	-	-	54,346	354,346
Total transactions with owners	-	-	-	-	-	-	-	-
At 31 March 2022	<u>60,000</u>	<u>1,944,191</u>	<u>555,809</u>	<u>57,347</u>	<u>14,290</u>	<u>25,000</u>	<u>252,065</u>	<u>2,908,702</u>

The notes on pages 17 to 22 form part of these financial statements.

1. Accounting policies (continued)

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 recognition

Revenue is the amount derived from ordinary activities and is measured at fair value of the consideration receivable. Revenue is reduced for issued credit notes and is stated net of vat.

Revenue from affiliation fees is recognised when all the conditions are satisfied. The amount of revenue can be measured reliably

- . It is probable that economic benefits associated with the transaction will flow to the Association
- . Costs incurred in respect of the transaction can be measured reliably
- . Association retains managerial involvement to the degree usually associated with services provided in respect of subscription sold.
- Revenue from sale of publications are recognised when the goods are delivered.
- Revenue from event sponsorship are recognised once it is probable that economic benefit associated with the transaction will flow to the Association.

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%

1. Accounting policies (continued)

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 receivables 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. Accounting policies (continued)

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. Judgments in applying accounting policies and key sources of estimation uncertainty

In application of the Association's accounting policies, management are required to make judgements estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

THE NATIONAL ASSOCIATION OF LOCAL COUNCILS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

3. Employees

The average monthly number of employees, including directors, during the year was 18 (2021 - 18).

4. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Office equipment £	Total £
Cost or valuation				
At 1 April 2021	2,200,000	144,024	146,827	2,490,851
Additions	-	-	10,067	10,067
Revaluation	300,000	-	-	300,000
At 31 March 2022	<u>2,500,000</u>	<u>144,024</u>	<u>156,894</u>	<u>2,800,918</u>
Depreciation				
At 1 April 2021	-	141,184	124,730	265,914
Charge for the year on owned assets	-	1,175	9,987	11,162
At 31 March 2022	<u>-</u>	<u>142,359</u>	<u>134,717</u>	<u>277,076</u>
Net book value				
At 31 March 2022	<u><u>2,500,000</u></u>	<u><u>1,665</u></u>	<u><u>22,177</u></u>	<u><u>2,523,842</u></u>
At 31 March 2021	<u><u>2,200,000</u></u>	<u><u>2,840</u></u>	<u><u>22,097</u></u>	<u><u>2,224,937</u></u>

The finance committee has elected to revalue the freehold property this year to £2.5 million based on advice received from an independent surveyor.

The finance committee will not be recognising any depreciation as the 50% of the cost is attributed to the land therefore the remaining depreciation over its useful life is not material.

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

THE NATIONAL ASSOCIATION OF LOCAL COUNCILS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

5. Debtors

	2022	As restated 2021
	£	£
Trade debtors	25,626	21,391
Other debtors	6,250	24,310
Prepayments and accrued income	6,647	37,700
	<u>38,523</u>	<u>83,401</u>

6. Cash and cash equivalents

	2022	As restated 2021
	£	£
Cash at bank and in hand	414,178	385,279
	<u>414,178</u>	<u>385,279</u>

7. Creditors: Amounts falling due within one year

	2022	As restated 2021
	£	£
Trade creditors	14,354	47,253
Other taxation and social security	15,502	-
Other creditors	23,766	80,437
Accruals and deferred income	14,219	11,571
	<u>67,841</u>	<u>139,261</u>

8. 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 £186,936 as at 30 September 2021 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 2023 is £21,000.
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 £1,065,000 as at 31 March 2022.

THE NATIONAL ASSOCIATION OF LOCAL COUNCILS

**DETAILED PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2022**

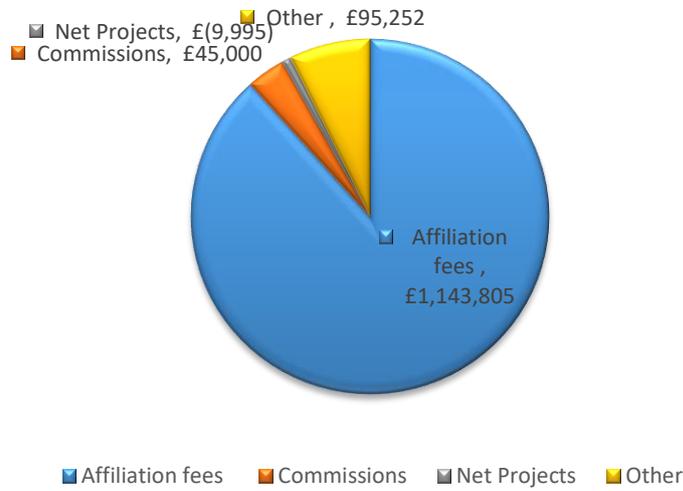
	Note	2022	2021
		£	£
Turnover		1,414,455	1,358,110
Cost Of Sales		(140,082)	(99,371)
Gross profit		<u>1,274,373</u>	<u>1,258,739</u>
Less: overheads			
Administration expenses		(1,216,251)	(1,153,224)
Operating profit		<u>58,122</u>	<u>105,515</u>
Interest payable and similar charges		(3,776)	(3,036)
Profit for the year		<u>54,346</u>	<u>102,479</u>
			<i>As restated</i>
		2022	2021
		£	£
Turnover			
Affiliation fees		1,163,805	1,112,939
Publication fees and media sales		68,882	48,945
Events and project income		156,061	178,474
Other income		25,707	17,752
		<u>1,414,455</u>	<u>1,358,110</u>
			<i>As restated</i>
		2022	2021
		£	£
Cost of sales			
Direct expenditure		140,082	99,371
		<u>140,082</u>	<u>99,371</u>

	2022	<i>As restated</i> 2021
	£	£
Administration expenses		
Staff salaries including recruitment and training	883,626	903,011
Staff travel	1,532	-
Consultancy	3,918	4,920
Non recoverable VAT	28,015	16,798
Legal and professional	13,917	8,305
Auditors' remuneration	5,283	5,793
Professional indemnity insurance	17,648	15,213
Premises, accommodation and maintenance	184,714	124,476
Depreciation - plant and machinery	11,162	9,243
Committee Expenses	2,873	-
Representative Expenses	1,455	203
Provision for Bad Debts	-	8,000
Membership fees	5,229	4,034
Books, periodicals & law library	1,483	2,360
Information services	12,692	13,468
Promotion	8,787	6,765
Corporate Hospitality	119	-
Administration expenses	29,298	26,885
Chair and vice chairs Allowances	4,500	3,750
	<u>1,216,251</u>	<u>1,153,224</u>

	2022	<i>As restated</i> 2021
	£	£
Interest payable		
Interest and Similar Charges	3,776	3,036
	<u>3,776</u>	<u>3,036</u>

NALC INCOME

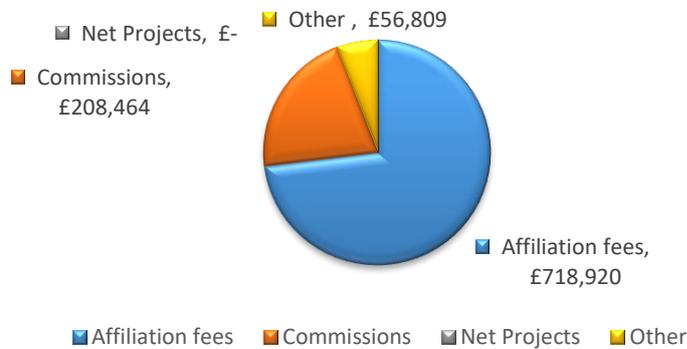
Income 2022



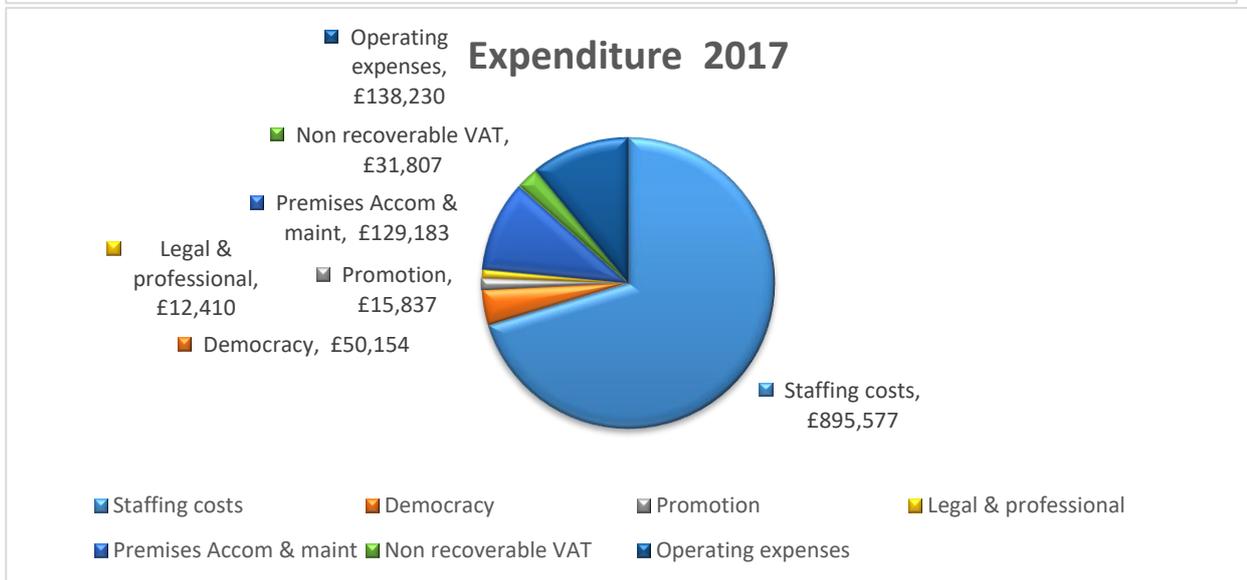
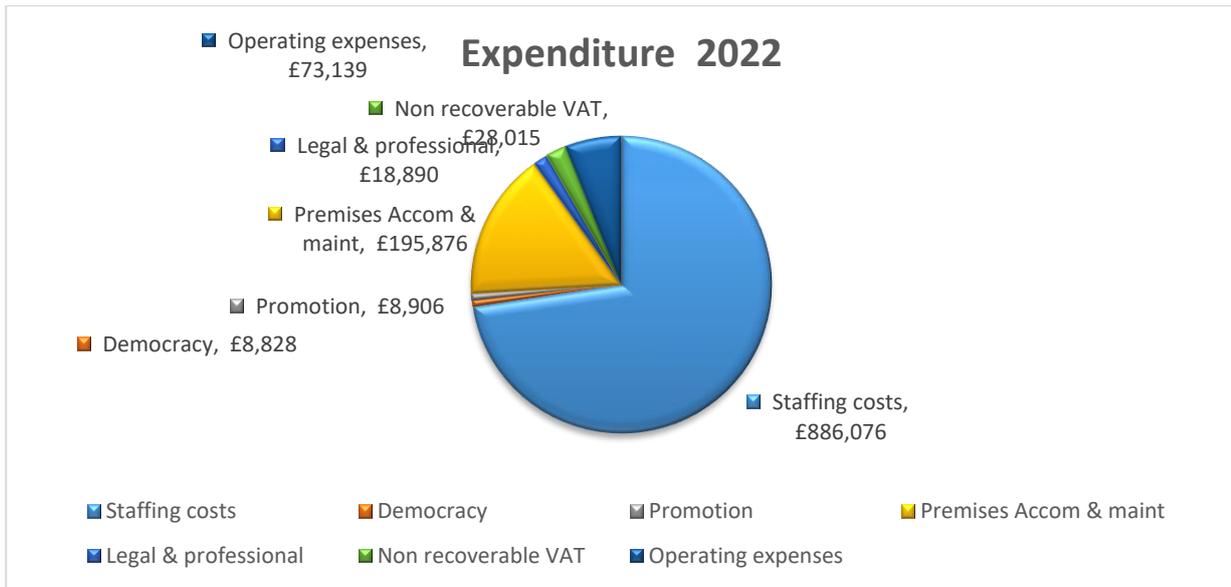
Income 2017



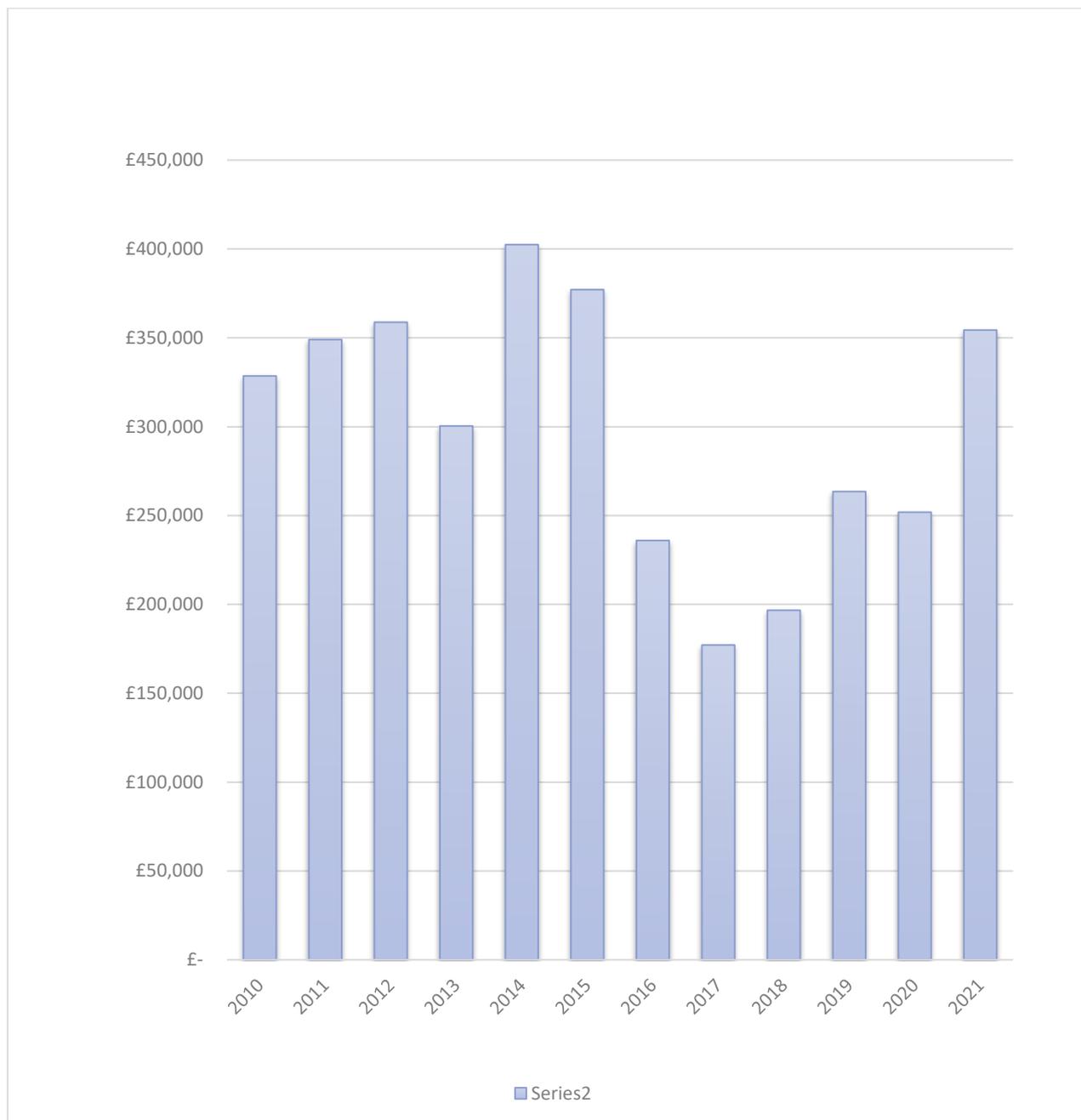
Income 2012



NALC EXPENDITURE

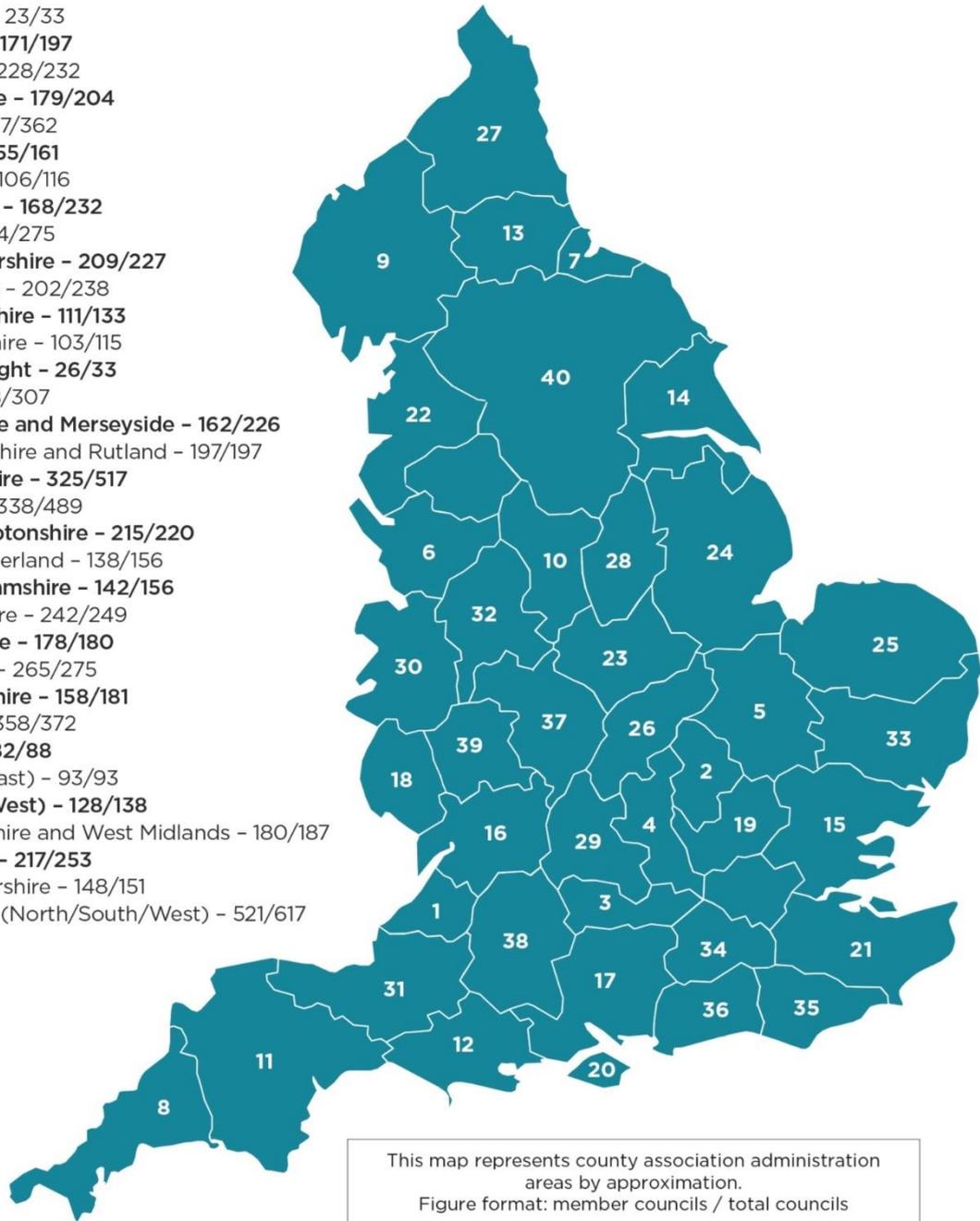


NALC RESERVES



LOCAL COUNCIL MEMBERSHIP BY COUNTY AREA

1. Avon - 120/134
2. Bedfordshire - 114/118
3. Berkshire - 87/94
4. Buckinghamshire and Milton Keynes - 176/180
5. Cambridgeshire and Peterborough - 213/238
6. Cheshire - 160/224
7. Cleveland - 23/33
8. Cornwall - 171/197
9. Cumbria - 228/232
10. Derbyshire - 179/204
11. Devon - 337/362
12. Dorset - 155/161
13. Durham - 106/116
14. ERNLLCA - 168/232
15. Essex - 274/275
16. Gloucestershire - 209/227
17. Hampshire - 202/238
18. Herefordshire - 111/133
19. Hertfordshire - 103/115
20. Isle of Wight - 26/33
21. Kent - 298/307
22. Lancashire and Merseyside - 162/226
23. Leicestershire and Rutland - 197/197
24. Lincolnshire - 325/517
25. Norfolk - 338/489
26. Northamptonshire - 215/220
27. Northumberland - 138/156
28. Nottinghamshire - 142/156
29. Oxfordshire - 242/249
30. Shropshire - 178/180
31. Somerset - 265/275
32. Staffordshire - 158/181
33. Suffolk - 358/372
34. Surrey - 82/88
35. Sussex (East) - 93/93
36. Sussex (West) - 128/138
37. Warwickshire and West Midlands - 180/187
38. Wiltshire - 217/253
39. Worcestershire - 148/151
40. Yorkshire (North/South/West) - 521/617



NALC COMMITTEE MEMBERS

President
Baroness Scott of Needham Market

Vice-president
Baroness Bennett of Manor Castle
Andrew Gwynne MP
The Earl of Lytton
Lord O'Shaughnessy
Cllr Sue Baxter

Chair
Cllr Keith Stevens

Vice-chair
Cllr Mike Drew (member services)
Cllr Peter Davey (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
Vacant	Cambridgeshire and Peterborough Association of Local Councils
Cllr Lillian Burns	Cheshire Association of Local Councils
Cllr Clare Gamble	Cleveland Local Councils Association
Cllr Graham Ford	Cornwall Association of Local Councils
Cllr Jonathan Davies	Cumbria 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 Parish and Town Councils
Cllr Allan Blakemore	Durham Association of Local Councils
Cllr Keith Stevens	East Sussex Association of Local Councils
Cllr Dave Barton	East Riding & North Lincolnshire Local Councils Association
Cllr Peter Davey	Essex Association of Local Councils
Cllr Richard Page	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
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 & Rutland Association of Local Councils
Cllr Tony Howard	Lincolnshire Association of Local Councils
Vacant	Merseyside Association of Local Councils
Cllr Sue Lintern	Norfolk Association of Local Councils
Cllr Christine Mollard	North Yorkshire Association of Local Councils
Cllr Mike Scott	Northamptonshire County Association of Local Councils
Cllr David Francis	Northumberland Association of Local Councils
Cllr Mick Baker	Nottinghamshire County Association of Local Councils
Cllr Katherine Keats-Rohan	Oxfordshire Association Local Councils
Cllr David Beechey	Shropshire Association of Local Councils
Cllr Jenny Lawrence	Somerset Association Local Councils
Cllr Duncan Wright	South Yorkshire Association of Local Councils
Cllr Patricia Ansell	Staffordshire Parish Councils Association
Cllr Mark Valladares	Suffolk Association Local Councils
Cllr Chris Howard	Surrey Association of Local Councils
Cllr Rosie Weaver BEM	Warwickshire and West Midlands Association of Local Councils
Cllr Douglas Denham St Pinnock	West Sussex 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

Management Board	
Cllr Keith Stevens (chair)	Cllr Richard Parry
Cllr Bob Blezzard	Cllr Loraine Rappe
Cllr Graham Ford	Cllr Patricia Ansell
Cllr Peter Davey	Cllr David Francis
Cllr Mike Drew	Cllr Sue Baxter
Cllr Paul Harvey	

Finance and Scrutiny Committee	
Cllr Graham Ford (chair)	Cllr Duncan Wright
Cllr Peter Davey	Cllr Tony Howard
Cllr John Plant	Cllr Ian Cowling

Policy Committee	
Cllr David Francis (chair)	Cllr Jonathan Davies
Cllr Lillian Burns	Cllr Richard Page
Cllr Peter Allison	Cllr Colin Peacock
Cllr Janet Wallace	

Larger Councils Committee	
Cllr Paul Harvey (chair)	Ms Shar Roselman
Cllr Carl Hearn	Cllr Dave Barton

Cllr Phil Barnett	Cllr Peter Quinn
Cllr Matthew Hulbert	Cllr Richard Parry
Cllr Peter Astell	Mr Mark Smith
Ms Jennifer Childs	Cllr Isabella Roberts
Cllr Jane Biscombe	Cllr Mike Drew

Smaller Councils Committee	
Cllr Graham Ford (chair)	Cllr Sue Lintern
Cllr Lillian Burns	Cllr Mervyn Head
Cllr Bob Blezzard	Cllr Mick Baker
Cllr Josephine Parish	