



Lincolnshire Association
of Local Councils

Annual

Report

2021 / 22

About us



Lincolnshire Association of Local Councils (LALC) is a not-for-profit membership organisation for parish and town councils in Lincolnshire. As an unincorporated association LALC is owned by its member councils

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Administered by a County Committee appointed at the Annual General Meeting, the Association operates in accordance with its constitution and also in the best interests of the first tier of local government. Every member of the County Committee is either a councillor or a clerk from a member council.

We also deliver an extensive training programme which is designed and reviewed regularly to reflect the needs of member councils.

County Executive Committee

- Gary Ellis President
- Tony Howard Chairman
- Reece Harrington Vice Chairman
- Mike Passfield Treasurer and Vice President
- Katrina Evans Chief Executive

LALC Team

Katrina Evans Chief Executive

Amy Bestwick Training Support and Media Officer

Lindsey Westman Senior Admin & Finance

Andrew Everard LALC Support Officer

Find us on  

@LincsALC

Lincolnshire Association of Local Councils
Dunholme Old School
8 Market Rasen Road
Dunholme
Lincoln LN2 3QR



Get in touch

<https://www.lalc.co.uk/contacts/>



01673 866596 / 07422 963475 /
07549 019842



www.lalc.co.uk

LALC AGM & CONFERENCE –

Wednesday 12th October 2022. The Bentley Hotel, Lincoln.
£10 plus VAT per delegate

- 9.30am **Arrival**, refreshments, time to talk to exhibitors
- 10.00am **Welcome and Opening**
- 10.15am **Jackie Kirk** - Armed Forces Covenant
- 10.45am **Parish Online** – Digital Mapping for Councils
- 11.15am **Break**
- 11.30pm **Workshops**
1- **Breakthrough Communications**– Engaging communities in elections
2- **Monitoring Officers**- The election process and upcoming changes 2023
3- **Lincolnshire Community Voluntary Services**- Diversity in Lincolnshire
- 12.45pm **LUNCH**
- 1.45pm **LALC AGM**
- 2.30pm **Break**
- 2.45pm **Workshops**
1- **Breakthrough Communications**- Engaging communities in elections
2- **Monitoring Officers**- The election process and upcoming changes 2023
3- **Lincolnshire Community Voluntary Services**- Diversity in Lincolnshire
- 4.00pm **Plenary and Close**

NOW AVAILABLE TO BOOK VIA THE [LALC WEBSITE](#)

ANOTHER SUCCESSFUL NETWORKING DAY FOR LALC



LALC's Annual Networking Day was held on 6th July 2022 at Petwood Hotel, Woodhall Spa. Despite poor Katrina coming down with Covid just 24 hours before, the event was a huge success with over 60 delegates in attendance and has yet again received excellent feedback from attendees.

The day began with an opening presentation from Pear Technology, although unfortunately internet issues made delivery rather difficult. Following this, a fantastic discussion took place with John Turner, Chief Executive of the NHS Lincolnshire Clinical Commissioning Group on the developments of the Integrated Care Board.



A short refreshment break gave all delegates the opportunity to Network, view the trade stands and get to their first selected workshop of the day. We were fortunate to have three fantastic workshops of which delegates could each choose two to attend.



BHIB Insurance Brokers

BHIB delivered an excellent and extremely informative presentation on resilience in local councils and being prepared for unexpected risk. They provided supporting papers to all delegates to support them in being prepared in their own councils.

District Monitoring Officers

Lincolnshire's Monitoring Officers held a fantastic workshop and Q&A session around the new Model Code of Conduct adopted by all Districts in Lincolnshire.

Discussions were held around the content and key changes of the code and delegates were given an understanding of how it is enforced in practice



LALC

NALC—Civility and Respect

Michelle Moss, NALC officer for the Civility and Respect Project held a wonderful session on the project's mission and objectives and how councils can get involved and promote civility and respect within their own establishments.



Following a pleasant lunch and more networking opportunities, delegates attended their second workshop of the day before hearing a short presentation from LALC about their new website and Customer Relations Management (CRM) system. This then led nicely into the Annual Shining Stars Awards Ceremony where the team at LALC took great pride in presenting certificates and awards to all of those nominated, the runners up and the following winners:

Council of the Year– Nettleham Parish Council

Councillor of the Year– Cllr Cyd Bradford, Wainfleet St Mary Parish Council

Young Councillor of the Year– JOINT FIRST PLACE— Cllr James Willox, Saxilby Parish Council & Cllr Reece Harrington, Washingborough Parish Council

Clerk of the Year– Debbie Locker of Nettleham Parish Council

Special Recognition of Achievement Award– Steve Fletcher of Mablethorpe and Sutton Town Council

The following were also presented with a certificate for long service achievement awards:

- Cllr Pippa Kennedy, Heydour with Aisby and Oasby, 52 years
- Cllr Mick Holyer, Ingoldmells Parish Council, 40 years
- Cllr Bernard Dobbs , Mablethorpe and Sutton Town Council, 40 years
- Cllr Norman Leggate, Tattershall with Thorpe Parish Council, 30 years
- Cllr Tony Howard, Mablethorpe and Sutton Town Council, 24 years
- Cllr Len Hemmingway, Ingoldmells Parish Council, 20 years
- Cllr Carl Tebbutt, Mablethorpe and Sutton Town Council, 12 years
- Cllr Helen Parkhurst, Mablethorpe and Sutton Town Council, 12 years
- Susan Archibald (Deputy Clerk), Mablethorpe and Sutton Town Council, 10 years
- Steve Fletcher (Clerk), Mablethorpe and Sutton Town Council, 10 years

LALC



Chair's Report

Last year I started my report by saying that the year then ending was like no other and whilst this last one has not been so unique I think it is fair to say that there have still been many challenges as a result of what the whole country has been going through.

Local councils have shown great strength of character in adapting to change whilst still ensuring that the everyday business continues and our residents' needs are responded to. It is therefore disappointing to report that, despite continuous lobbying by NALC to national government, there is still no movement on the issue of holding official, decision making meetings on-line. Councils will face yet another winter where councillors and staff will still have to face up to the dilemma of whether to fulfil their duty and venture out to meetings when commonsense (and often Met Office warnings) tells them to put safety first and stay at home. LALC and our fellow associations continue to press for change in legislation that will allow councils to have more options to operate smoothly at all times.

At LALC we have made a multitude of changes to ensure that we can respond to changing times and we hope that members appreciate what has been done. However it is desperately difficult to do that and urge members to change their ways when national leadership continues to force us back into outdated, less efficient practices. The Cabinet use the defence of having no parliamentary time to change primary legislation but this is a fallacy. On no less than 21 other occasions they were faced with similar problems regarding primary legislation and each time they found an alternative solution yet with our problem they obstinately refuse to do so.

Looking over my shoulder at the changes we have made I am surprised at just what has been achieved over the past few months but I'm really pleased that most of the new services we've introduced have been established in response to requests from member councils or pioneered by them.

At this stage I think it only right and proper to acknowledge the fleet-footed way that the office team have set-up and launched these changes. Katrina, Lindsey, the returning Amy & the departing John have been magnificent under pressure, as have the many willing volunteers who have helped bring theoretical ideas into realistic solutions – please note I say “willing volunteers” although I do sometimes think they must feel like guinea-pigs! We value you one and all.

To further enhance the fact that we are trying hard to be a modern and progressive body we have started on some cosmetic changes too. Our new logo was launched this year and work to completely overhaul our website is nearing completion. It is our sincere hope that, once fully operational, responses to queries and the sharing of information will be more swiftly and smoothly available to you. Modernising, with a view to being on top of all the problems local government can throw up whilst keeping you up-to-date and informed, is not seen as a once in a lifetime event but something that we intend to pursue continuously. Providing you with answers that are prompt, fully detailed, up-to-date and accurate is our aim and we will leave no stone unturned in order to achieve this.

Chair's Report

At this point I must also acknowledge the role of fellow members on the Executive Committee and the County Committee who are a never ending source of support, information and ideas. Although we saw our Vice-Chair John Kilcoyne move on to a very lucrative position with our neighbouring association in Leicestershire, the role has successfully passed to the younger hands of Reece Harrington. Spreading our management base across the generations has already been rewarding in keeping the entire executive focussed on the future rather than basking in former glories. To his great credit Reece recently attended the NALC National Assembly on behalf of Lincolnshire, solo, at the first face to face meeting held since early 2019. All intentions of showing him the ropes as an observer by my side evaporated when I found that I could not attend.

Elsewhere you will see reports about our year's activities, especially on training provision and on our finances to show what has gone on and how well we've budgeted but in this report I want to concentrate on looking forward.

Networking Day returned earlier in the year and there was an atmosphere of renewal all day and we now look ahead to our AGM and conference. The team are already putting together a fabulous menu of events such that you should not miss. It promises to be a fully packed day – October 12th is the date for your diaries.

At our event in July we were able to relaunch our Annual Awards Scheme and congratulations must go to all the winners (obviously) but also to all the others who were nominated. The entries made for fascinated reading. As a result, on the same day that Conningsby broke all maximum temperature records, I found myself in Nettleham to present them with the Council of the Year Award and also to their Parish Clerk the Clerk of the Year Award and I have to say that the welcome they extended to me was even warmer than the day itself. Do consider making nominations for these awards in future years as I know from my experience there are many councils and individuals out there who are well worthy of recognition for the outstanding work they produce and dedication they display. The role out of the new website will be accompanied by a new system for logging enquiries and tracking actions and responses. The aim being to ensure we respond to you swiftly but also to ensure that those needing to supply us with answers on your behalf also reply in a timely fashion. When the time comes do please give us feedback on how the new system is bedding in. If there are teething problems we need to know about them in order to do any tweaking required.

2023 will also see elections across the county in early May and although it may seem like asking turkeys to vote for Christmas can I implore you to do all you can to get others to stand, especially those with a mindset to help their community. I put out this appeal as you are the ones who know what the position of local councillor entails and are best able to squash some of the myths and misinformation that discourages good potential candidates from standing.

Chair's Report

Also with an eye towards this round of elections can I draw everyone's attention to the Election Act 2022 that has just recently passed into law. There are many significant changes within it which will come into effect for the upcoming elections but yet the bill has been enacted with little or no fanfare. Of all the changes Voter ID at polling stations will be a massive change but it appears our national leaders expect local councils, clerks and councillors, to spread the word. Can I encourage you all to start swatting up now – and of course, if you can't see the wood for the trees do contact the office.

Beyond our county boundary LALC will continue to be fully active member of FEMALC, the East Midlands grouping of county associations. All members within the group are adamant that currently there is much that local councils can deliver if given the tools to do so.

Members also readily share experiences and information to the betterment of all and have pledged to work together more to push our common interests on the national stage. The Chair & Secretariat of FEMALC rotates annually between the associations and it is currently Lincolnshire's turn to be at the helm. As well as taking the Chair I am also currently acting as the FEMALC representative on the NALC Task and Finish Group looking into the governance of the organisation. I'll also shortly be renewing discussions, on behalf of NALC, with banks and financial authorities (alongside Norfolk & Oxfordshire associations) aimed at getting more suitable banking arrangements for councils. Progress in changing the stance of the High Street Banks is akin to moving Mt Everest but hopefully our persistence will prove to them that it truly is the customer who is right and not them and their inefficient dinosaur methods.

No doubt there will be changes afoot as our new Prime Minister, whoever that may be, sets out their stall to tackle the national issues. I have no doubt that the ripples of any major changes of policy will find their way into the world of local councils. Whatever comes our way LALC will always be on hand to support councils of all sizes to weather the storm. Good luck to you all in what looks like being a very interesting year ahead.

Tony

Tony Howard

Chair Lincolnshire Association of Local Councils

Helpful hints:-

FEMALC = Federation of East Midlands Local Councils

NALC = National Association of Local Councils

LALC = Lincolnshire Association of Local Councils (Us!)

Executive & County Committee

Statement of County Committee's Responsibilities

It is the responsibility of the Committee to obtain audited financial statements for each financial year which give a true and fair view of the state of affairs of the Association, and of its financial activities for that period.

In preparing those financial statements, the committee is required to:

Select suitable accounting policies and apply them consistently;

Make judgements and estimates that are reasonable and prudent;

Ensure that applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

Prepare the financial statements on the going concern basis unless it is inappropriate

Presume that the Association will continue in business.

The Committee is responsible for the keeping of proper records which disclose with reasonable accuracy at any time the financial position of the Association, and to enable it to ensure that the financial statements comply with relevant accounting standards and legislation. It is also responsible for safeguarding the assets of the Association and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Signed on behalf of the Committee:

CLlr AJ Howard

Chairman

Meet The Executive Team

Gary Ellis—President



I am community minded, and a family man at heart. Married to Julia for 45 years now, with 2 adult children and 5 wonderful grandchildren, plus together with my wife we have been foster parents for 21 years, and still going so we have a large extended family. I like to think we help them grow and prepare for what life has to offer, with a childhood to remember for good reasons and looking forward with skills for life.

Public service has and will always be part of my life, I was first elected to Skegness Town Council in 1995 serving for 24 years plus a District Councillor from 1999 to 2010.

I have been involved with LALC for most of the time during my time as a Town councillor, as a committee member then Vice chairman then Chairman, and now have the Honor to be President of LALC.

Mike Passfield—Vice President & Treasurer

Mike has been a member of the LALC team since 2016 when he first joined the County Committee and soon after was elected as the Associations treasurer, furthermore in 2020 he was also elected into the Vice Presidents roles for the Association. Mike continues to carry out both roles and works closely with and as a member of the county executive and county committee teams.

Mike has worked with and in Local Authority for number of years, having been Councillor 8 years and Chairman of Council for 2 of those in Lincolnshire. Following relocation, Mike stepped away from Local Authority to concentrate on his employment in the NHS, LALC and other charitable role with St. John Ambulance.



Meet the Team—Executive Committee

Tony Howard—Chair



I'm Cllr Tony Howard and I've been a councillor on Mablethorpe & Sutton Town Council since 1999. I'm privileged to have served as Mayor on two occasions and deputy on three. I've also represented Mablethorpe Ward on ELDC since its inception & prior to that Mablethorpe East from 2006. In council year 2017-18 I became one of only a few opposition councillors to ever be Chair of East Lindsey. In the early part of this century I served 8 years on Lincolnshire County Council, again representing Mablethorpe. I'm a member of the Labour Party.

Away from politics I'm married with two grown-up sons. Cricket, in all its formats, is a passion and I played village cricket for over 30 years up to 2015. In football I support Tottenham Hotspur & Boston United with equal amounts of despair. I have been on a lifelong quest to find the perfect cup of coffee and the finest pint of real ale – the search continues!

Having been self-employed in music retail since the late '80s until I sold on my business in 2019, nowadays I work as a self-employed exam invigilator.

Reece Harrington—Vice Chair

Hello, my name is Reece Harrington and I am very honoured to be the Vice Chairman of LALC after being a committee member for a year. I work full-time as an engineer, whilst still taking time to get involved with local affairs. I volunteer with the Penfold Players, helping out backstage and also am also a councillor at Washingborough Parish Council. During my last two years as a councillor I've been on several working parties including the building of the new children's park, the Queen's Jubilee event and am also involved in committees such as the staffing committee and the Four Parishes Group.



Katrina Evans—Chief Executive



I joined LALC in 2010 as an Admin Officer, and circa 2014 became the Assistant Chief Executive, learning the ropes ready for my predecessor's retirement in September 2016 when I had big shoes to fill. However, I have filled them in my own way and I am still learning to wade through the water as the sector is forever evolving. Parish Councils were a completely new concept to me when I joined the Association, living in Lincoln which is not parished and my work background began with a construction company in 1985, moving on to British Gas in 1988 and then finally with Lincolnshire Connexions (Careers Service) and Youth Service from 1996. I am Mum to 4 grown up children and Nanna to 5 grandchildren, which keeps me busy when I'm not working for LALC.

Meet the Team

Lindsey Westman—Admin and Finance Officer

I Lindsey Westman have been employed by Lalc for the past 10 years. I live locally to the office, have been married for 30 years to Phil who runs his own Landscaping business so I am Company Secretary, am a mum of 3 and a nana of 2 grandchildren so my weeks are shared covering 3 full days in the Lalc office and covering nanny duties the other 2 days throughout the week to enable my daughter to work as a teacher.

My title at Lalc is Senior Administration Officer and Finance as I cover all items relating to finance i.e Sage, Invoicing, Income & Expense Accounts, VAT to name a few. I also keep all the databases and liaise with clerks on a daily basis regarding booking training, venues and administration – assist with the AGM & Conference and all Networking Days.

I also assist in many other areas to help assist with the smooth running of LALC.



Amy Bestwick—Training and Media Officer

I have worked for LALC for just over 4 years as Training and Media Officer. Prior to this, I was a Clerk at two councils in Lincolnshire.

I am sad to announce that by the end of October I will have left the LALC team for pastures new—I will be working for Lincolnshire County Council as an Early Help Worker supporting vulnerable children and their families, something which has always been a real passion of mine. I have loved my time here and will miss you all greatly!

Andrew Everard— LALC Support Officer

I have recently joined the LALC team. I am a native of Lincolnshire. I have 30 years management experience working in the civil service in London and local government in East Yorkshire and Lincolnshire where I have gained a number of professional qualifications including accountancy and an MBA. I have been a parish councillor and Chair of a Lincolnshire parish council for nearly 10 years. I have been a school governor and Chair of Governors at both primary and secondary schools over the past 20+ years.

I am a Clerk to a couple of Lincolnshire parish councils and I am undertaking internal audits of local councils as part of the LALC panel. I have also been helping local councils mentoring new Clerks, delivering some training courses and acting as a locum Clerk at a number of councils this year.

Outside work keeping busy looking after a heritage property and beekeeping.



Chief Executive's Report

This year, my report will have a slightly different format. It will include the county committee actions, rather than it being separated and will also focus on the Association moving forward.

NALC continued to run their fortnightly meetings and of these, I managed to attend 19 of the 24 meetings held. These meetings continue to be held fortnightly, and workload permitting I attend in order to keep abreast of what is happening in our Sector and network with other county associations, albeit remotely.

Four COF (County Officer) meetings took place during the year - topics discussed included:

- Discussion on borrowing approval application process

- National & Audit Advisor - new finance topic notes; changes in Practitioners Guide; Review of key changes in the AGARS

- How to set up an Internal Audit Service - sharing best practice

- Sources of investment/financial advice for councils who receive substantial income, eg CIL/S106; Grants etc

- Banking in the local council sector

- Job evaluation process, consistency, national panel etc

- Discussion on SLCC Local Councils Consultancy

- Update on the SLCC Civility Project

- Establishing a Finance Reference Group

- Updating CALC representation list

- Church Funding (Andrew McCrae)

- Establishment of Legal Service User Group

- NALC advice re church funding

- Proposal to create a national mechanism for handling complaints under the Code of Conduct

- CALC Network initiatives – Support for CALC officers including buddy scheme; Smarter Working (County Officers T & F Group); CALC benchmarking; Calc's Co-designing services; Key Performance Indicators; CRM Development

- CMI Qualification for CALC Officers

- Civility & Respect project – presentation and workshops

- Future of COF – Teams and Annual Conference

- Proposal to appoint a lead CALC to organise and co-ordinate CALC officer training

- Surviving a ransomware attack

- Association Management Software update

- CALCS and Professional Indemnity Cover

- Update on CALC Buddy Scheme

- Update on T & F groups

- CALC Officer biographies

As a result of the COF meetings, I have attended T&F group meetings on smarter working and CALC officer support. LALC has implemented a new CRM system from Junari (JAMS) a source procured by another County Association which rolled out to a further 4 CALCs in 2022. Meetings with the Suffolk Association and three of the FEMALC CALC's are ongoing on a regular basis, as the system is being built and utilised. LALC has already delivered four sessions to Lincolnshire clerks ahead of the launch on 1 September 2022. The CRM also included a new website, which will be fully accessible to all councillors and officers. The Portal is accessible to Council officers and Chairs – this area, will allow for queries to be raised and training/events to be booked, along with a knowledgebase and document templates that can be downloaded for council use. Clerks will be able to edit council and councillor details in this area and keep all information up to date, such as Neighbourhood Plan adoption/renewal dates, LCAS, GPoC etc ...

Chief Executive's Report

Executive Committee meetings took place on the second Tuesday of every month, along with the four County Committee meetings during the year which allowed decisions to be made and the Association to be run efficiently and effectively. Minutes of the County Committee meetings can be found on LALC's website along with the AGM minutes.

Two new services were offered to member councils. A website management service was launched on 1 September 2021. Pete Langford was employed on a Zero hour contract basis and managed council websites who had subscribed to the service. He also delivered training sessions to clerks who maintain their own sites. In addition, he provides information and regular updates on an e-group.

September 2021 – March 2022	Premium Service (£15/mth)	Basic Service (£5/mth)
Member Councils	60	12

LALC reviewed the service in February 2022 and made changes to the pricing structure enabling councils to buy hours at £15/hour rather than pay a monthly fee. The offer was either 10 hours or 20 hours initially, with the option to buy more, allowing up to 5 hours to be rolled over at the end of the financial year. The basic service was still offered at £50 for the year. As at 31.8.22:

April 22 – March 23	Premium – 10 hours	Premium – 20 hours	Basic - £50/yr
Member Councils	78	7	10

For many years now, LALC has maintained a database of clerks who offered to conduct internal audits for other councils. In September 2021, LALC launched an Internal Audit Service to councils and employed seven CiLCA qualified clerks on zero hour contracts to conduct the audits. John Kilcoyne and Amy Bestwick also carried out some audits on behalf of LALC.

Electorate banding	Approx hrs	Standard	Councils subscribed
FY 2021-22		Audit Fee	
0-250 (58)	4	100	2
251-500 (102)	4.5	125	6
501-1000 (65)	5	150	9
1001-2500 (56)	6	200	8
2501-5000 (27)	7	250	4
5001-7500 (4)	8	300	
7501-10,000 (1)	9	350	
Over 10,000 (8)	10+	400	1

We held an Internal Auditors forum in July 2022. All auditors attended, along with LALC's auditor, Chris Hewis and four potential new auditors. Prior to the event, we asked for feedback from some of the councils that were audited. <https://lalcmemberssurvey2021.typeform.com/report/s4ukPwFZ/HCMnNDYO01rsXru7>

We reviewed the checklist, the terms of reference for councils and the fee structure ahead of the new 2022-23 FY. To date, the majority of the councils have expressed that they wish LALC to conduct their audits again and we have also received requests from councils who did not use the service last year.

LALC has also provided a locum clerk and some clerk mentoring to three councils over the past few months. This is something we would also like to develop in time, particularly new clerk mentoring. Any CiLCA qualified clerk who is interested in undertaking locum clerk duties or clerk mentoring should let us know at LALC.

Chief Executives Report

Four FEMALC meetings took place during the year which were all held remotely. The first physical meeting being held again in June 2022.

June 2021 – Justin Griggs from NALC informed us of the eventual success of the Toilet Bill getting Royal assent and asked for feedback to see what impact it had had on councils that manage those facilities. Other matters discussed were:

- Creating a resilience across FEMALC – CALC officers helping each other with enquiries, in the absence of a County Officer. Two of the CALCs already have a formal agreement that they will provide cover in an emergency.

- Officer training – to be fed to the T&F group evolving from the COF meetings

- Debrief the past few months (Jackie Weaver, Prince Philip, remote meetings) – meeting members expectations and being clear on the guidance, particularly when there is conflict between organisations such as NALC & SLCC.

September 2021 – Jonathan Owen attended this meeting to give a national update. NALC had agreed at 1% increase in affiliation fees. The pressure to improve banking provision continues with the latest meeting outlining the specific needs of the sector to 3 Snr managers/directors. The Civility Project was progressing and Michelle Moss (from Lincolnshire) was appointed and the IDB agreed to set up an intervention panel for long term problem councils.

Other matters discussed were:

- Report on the discussions for training for County Officers and the paper submitted to the IDB requesting funding.

- CALCs business planning – Leicestershire & Rutland ALC presented information on the process of producing their business strategy, reducing it to an 18 month rather than 3 years.

- Agreed to raise with National Assembly re the poor response rate from NALC on guidance issues

December 2021 – Update from Jane Moore, NALC on the Civility & Respect Project that had been divided into various workstreams such as training and governance. The rejection of unions of the latest pay offer which would not be settled before the New Year. Bruno Peeks attended County Officers call to advise on Jubilee preparations. Tom Clay, Breakthrough Communications also joined the meeting as the new team member. He informed the meeting of the various training packages that they offered to CALCs and councils.

Other matters discussed were:

- To consider the annual agreement with Personnel Advice & Solutions

- Review appointments to outside bodies

- To note the statement of accounts for 2021

March 2022 – Lincolnshire became the secretariat for the year. Michelle Moss, Project Officer for the Civility and Respect working group attended the meeting. The aim of the project was to address support for struggling councils, training for councillors and clerks, tools to support good governance and to lobby to strengthen the standards regime. Other matters discussed:

- The terms and conditions of employment of local council clerks and the long awaited pay award.

- There was an update of the Legal Services user group, tasked to conduct a review of legal services needs for parish councils and CALCS, consider how needs are currently met; identify gaps; propose how to fill those gaps Levelling Up agenda and what it would mean for East Midlands.

- Data Protection Officer arrangements for CALCs.

It was agreed at the September meeting that County Officers would meet more regularly, for one hour per month and FEMALC meetings will only be held twice a year moving forward, one of which will be face to face. This would be rotated around the region depending on which CALC is the secretariat.

Katrina Evans, Chief Executive

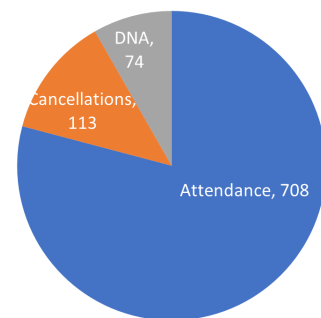
Training Report

2021/22 was a fantastic year for LALC training. We saw the return of some face to face training as well as the continuation of our extremely successful and well received Zoom training. Getting back to some sense of normality has been great for most, but of course, not without its challenges with the Covid virus still at large throughout the year.

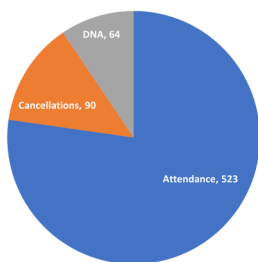
During the 12 month period, from 1st April 2021 to 31st March 2022, members of LALC were fortunate to have the opportunity to attend a total of 57 individual courses across our core and non-core training offer. Of the 57, 44 were core training and 13 were non-core, 17 were face to face and 40 were via zoom. In addition to this, LALC also ran 2 CiLCA courses.

Across the 57 courses delivered, there were a total of 708 attendances, averaging approximately 12.5 attendees per course. A total of 895 bookings were received throughout the year, with 113 places being cancelled prior to the event, and 74 delegates did not attend on the day. This gives a total figure of 79% attendance from the bookings received.

Training attendance 2021-22

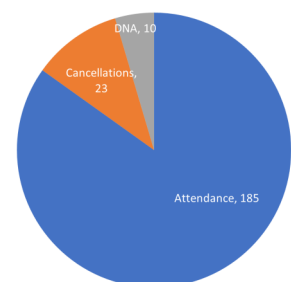


Core training attendances



Of the 44 core training courses run throughout the year, a total of 677 bookings were received of which there were 523 attendees, 90 cancellations prior to the event and 64 delegates who did not attend on the day. This makes attendance 77% of the bookings received.

Non-Core training attendances



Of the 13 non-core courses facilitated or led by LALC, 218 bookings were received in total, with 185 attendances, 23 cancellations and 10 delegates did not attend on the day. This gives an attendance figure of 85% of the bookings received.

Finally, our CiLCA training programme received a total of 16 delegates across the 2 cohorts, of which 5 have already achieved the qualification. The LALC Team would like to take this opportunity to say a huge congratulations to the following:

- * Mandy Parker—North Hykeham Town Council
- * Lucy Waller—Market Rasen Town Council
- * Rachel Popplewell—Witham St Hughs PC and Eagle & Swinethorpe PC
- * Dermot Daly – Kirkby La Thorpe PC
- * Anne Daly—St Albans PC (Nottinghamshire)

Training Report

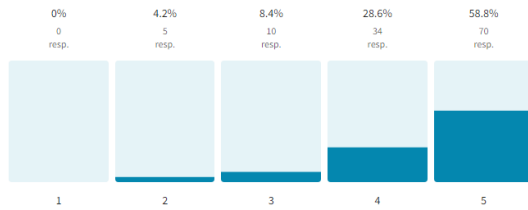
Training Feedback

Of the feedback received, it seems that the majority of delegates attending our training are extremely happy with the service they receive. 119 feedback surveys have been completed by delegates attending our courses.

What is your overall assessment of the event?

119 out of 119 answered

4.4 Average rating

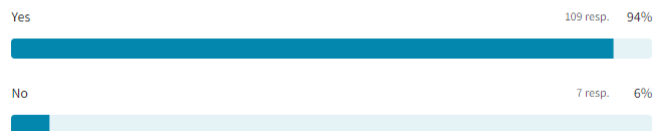


LALC received an average rating of 4.4/5 as an overall assessment of the events attended.

94% of respondents highlighted that the session they attended provided the information they were expecting.

Did the workshop provide the information you were expecting?

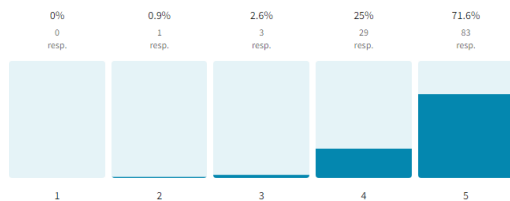
116 out of 119 answered



Please rate the organisation of the event including ease of booking, pre-course information and supporting information

116 out of 119 answered

4.7 Average rating



An average rating of 4.7/5 was received with regards to ease of booking, pre-course information and supporting information.

Very informative and appropriate for a new councillor without previous experience. Well presented and explained, plenty of chance to ask questions that were well answered, enjoyable friendly approach.

Bearing in mind the amount of detailed information imparted, it was interesting and aimed at an appropriate level

Clear and well delivered. Covered most pertinent topics and time given to ask questions.

I have done a lot of training in my many years in the NHS and the training provided by John was outstanding, informative interactive and useful

Treasurer's Report

LINCOLNSHIRE ASSOCIATION OF LOCAL COUNCILS
COUNTY COMMITTEE

TR (22) 06

Title	Executive Finance Annual Report 2021/22
Action	For NOTING / ADOPTION
Meeting	June 2022

Purpose:

This report is the annual Lincolnshire Association of Local Councils finance report for the 2021/22 financial year.

The Association maintains a system of internal controls to ensure the effectiveness and efficiency of its activities and operating procedures. A member of the executive committee with accountability for finance is appointed to scrutinise the internal controls and working practices, which has proved to be a very useful governance tool that helps improve risk identification and mitigation, whilst working closely with the leadership and administrative functions.

Report

We have continued throughout 2021/22 to work differently due to the continuing pandemic which has forced the Association and indeed local authority to work very differently, often at pace and short notice. Despite this, we have continued to move with the pandemic and adopt new practices with enthusiasm and drive. Despite a year of adversity and challenge for both the Association and its Members, it is with pleasure that I am in the position to report that the Association has closed the financial year with an underspend position for the sixth year of my tenure.

At the March 2021 County Committee meeting, it was anticipated that the year would close with a small underspend, however the position is substantially better. This is due to additional income above budget of £21k, largely attributed to the 5k grant funding from Lincolnshire County Council and additional training income.

Further income against internal audit and website management should also be noted. These are two new service lines the Association initiated during 2022 that continue to grow and gain momentum.

This year there are several areas of small overspend that are not concerning. A couple of lines such as Audit and Website management show as overspent, however these are largely pass-through costs within income to offset. The Association has one large overspend noted in Office IT cost line. This was an agreed expenditure (from capital spend if needed) to commission the development of a new customer relationship management system. This provision was £10k and had been delivered on budget.

Treasurers Report

It has been agreed that 7k will be transferred to the office relocation reserves.

My thanks to Katrina, Amy and Lindsey for their hard work and the watchful eye of the county committee during the financial year.

Reserves

The Associations reserves at the end of 2021/22 will rise to 114,511.

A change to general reserves, which is now £71.4k equating to 6 months of organisational expenditure. A change to office relocation, following £7k transfer from underspend, seeing this reserve increase to £20k.

Reserve Accounts	2020/21	2021/22
General Business Reserves	£65,586	£71,406
Staffing Reserves & Training	£7,000	£7,000
Training Programme Reserves	£11,105	£11,105
Office Relocation & Org rebranding	£13,000	£20,000
IT Reserves	£5,000	£5,000
Total	£101,691	114,511

The reserves policy and the level of reserves is reviewed annually by the Executive Committee and the internal auditor before ratification by the County Committee.

Internal Audit

The Internal Audit function provides assurance over the effectiveness of the Associations risk management, internal control and governance arrangements. Internal Audit support, advise and challenge management to assist the development of strategies, systems, policies and procedures which improve the way the Associations works and ensure the best use of resources. I am again pleased to be able to advise members that the accounts for 2021/2022 have been successfully audited, approved and signed off by the auditor Chris Hewis. The auditor remarked very positively on the custom in which the accounts and all supporting documents were presented for scrutiny. Copies of the final Financial Accounts and Balance Sheet are included on pages 17-19.

	Name	Title
Author(s)	Mike Passfield	Vice President & Executive Member for Finance
Contributor	Chris Hewis	Internal Auditor

Finance Report 2021/22

Notes to the Financial Statements for year ending 31 March 2022

Accounting Policies

Accounting convention

These financial statements have been prepared under the historical cost convention.

Affiliation fees, Training & Services, Sales of Publications, AGM and Conference fees

Amounts in respect of this income are included within the financial statements as and when they are received.

Interest on deposit account

Amounts in respect of this income are included within the financial statements as and when they are received.

Income and expenditure

All income, expenditure, creditors and debtors for the financial year ending 31 March 2022 is accounted for.

AUDIT OPINION

I have examined the accounts of the Lincolnshire Association of Local Councils for the year ended 31 March 2022, and consider them to be a true and accurate statement of the financial activities of the Association based on the information provided.

Chris Hewis – Auditor

Income and Expenditure Account – year ending 31 March 2022

<u>Income</u>	<u>1.4.20 – 31.3.21</u>	<u>1.4.21 – 31.3.22</u>
Affiliation Fees	106007	106179
Local Council Review	1138	1155
Other Publications	491	108
LALC News	439	555
Femalc	0	0
Bank Interest	220	24
LALC AGM & Conference	0	2018
Training/Seminars	22059	27493
Postage	31	16
Other Income (Donations for PD Langford)	1550	0
Local Council Award Scheme	00	0
Grants—Central Government (Covid)	10000	0
LCC Partnership Working—Training Events	5000	5000
Website Management Service (WMS)	0	6210
Internal Audit	0	2871
Additional Member Service (ZOOM)	<u>4120</u>	<u>3539</u>
TOTAL	<u>151055</u>	<u>155168</u>

Finance Report 2021/22

Expenditure

NALC Subscription	30259	30625
Administration Fee	62140	62186
Staff Travel & Subsistence	585	588
Website Management Service (WMS)	0	3950
Internal Audit	0	1194
Members Travel & Subsistence	0	588
Association Meetings - room hire	0	0
Training/Seminars (excluding staffing costs)	4027	9594
AGM & Conference - NALC	0	0
AGM & Conference -LALC	0	2151
FEMALC Expenses	18	14
Local Council Review	770	759
Other Publications	240	284
Local Council Award Scheme	0	0
HR Support (joint contract with FEMALC members)	432	432
Printing, Stationery, Photocopying	1509	1055
Office IT - repair, renewal, + website	4199	17462
Office equipment - repair and renewal	996	283
Postage & telephone costs	2000	1370
Rent and Rates	4030	4140
Electricity	1916	1563
Insurance	358	361
Audit Fee	175	175
Data Protection Fee	35	35
Bank charge & Bad debts	0	0
Advert/recruitment	0	0
Office Improvements & Move /Lease Renewal	0	7000
Additional Member Service (Zoom)	3443	3539
Donations Pd Over Re P Langford (Inc.above)	<u>1550</u>	<u>0</u>
TOTAL	<u>118682</u>	<u>149348</u>
BALANCE	<u>32373</u>	<u>5820</u>

Finance Report 2021/22

Balance Sheet as at 31 March 2022

<u>Current Assets</u>	2021	2022
Co-op Current Account	83740	100677
Co-op Deposit Account	75583	75607
Wage Control	3820	0
Debtors	62647	61276
Prepayments	0	0
VAT	<u>297</u>	<u>0</u>
	<u>226087</u>	<u>237560</u>
<u>Current Liabilities</u>		
Wage Control & Pension	5935	0
Creditors	0	0
Advance sales - Website Maint. Service	0	2700
Advance sales - Annual Training Scheme	11695	7345
Advance sales - Annual Subscriptions	106766	107938
Accruals	0	3000
Deferred Income	0	0
VAT	<u>0</u>	<u>2066</u>
	<u>124396</u>	<u>123049</u>
<u>Total Assets less Current Liabilities</u>	<u>101691</u>	<u>114511</u>
 <u>Capital and Reserves</u>		
General Reserve	33213	65586
Earmarked Reserves	36105	43105
Net Surplus for the year	<u>32373</u>	<u>5820</u>
	<u>101691</u>	<u>114511</u>
 Movement In Earmarked Reserves		
Opening Balance		
Staffing Reserves & Training	7000	7000
Staff Training Reserves	0	0
Training Reserves	11105	11105
Office Relocation /Rebrand	13000	20000
IT/Equipment Reserve	<u>5000</u>	<u>5000</u>
	36105	43105

LALC Budget 2022/23 (Income)

Affiliation fees	108109
Local Council Review	1000
Other publications	0
LALC News	600
Principal council training support	0
Partnership Working - training grants	0
Interest on deposit a/cs	150
AGM and Conference	2700
Networking Days	2700
Training courses and seminars	8000
Annual Training Scheme	14300
Postage income	0
Other income	0
Local Council Award Scheme	0
Additional Member Services	0
Grants	5000
FEMALC income	0
Website Management Service (WMS)	7380
Internal Audit Services	0
	149939

LALC Budget 2022/23 (Expenditure)

Bad debt write off	0
Local Council Review	800
Other publications	500
Training Venues	1000
Training Catering	1800
Training Providers	4500
Training Resources	500
Local Council Award Scheme	0
Staffing/Salaries	76027
Staff training	0
Training - Staff time	8500
HR Advisory Service (FEMALC)	510
NALC subscription	32477
Staff travelling and subsistence	750
Member travel/Chair allowance	500
AGM and Conference - NALC	1200
AGM and Conference - LALC	3000
Networking Days	3000
Room bookings	40
Printing	1400
Stationery	500
Photocopying	500
Office IT	3000
Postage	400
Telephone & Broadband	1300
FEMALC expenses	100
Audit fee and bank charges	175
Data Protection fee	35
Rent/rates	4200
Equipment R and R	200
Advertising/recruitment	0
Additional Support to Members	0
Insurance	400
Lease renewal	0
Electricity	2200
TOTAL EXPENDITURE	149514
NET SURPLUS/DEFICIT	425

LALC SERVICES

Plan your own training



We can offer bespoke training for your council or for you to get together with your neighbours. The recent 'Vision Day' at South Kyme Parish Council started with us in the morning, leading them towards starting to discuss their business plan and setting their priorities in the afternoon.

If you have specific needs or even just an idea you'd like to develop, get in touch. We can help plan your training and then get involved with delivery. Available for Annual Training Scheme subscribers or non-members. Costs can be discussed when we know what you would like.

Internal audit

We can also provide an internal audit for your council. You will get:

- a mid-year audit which will go over your governance in depth and
- a light touch audit at year-end when you can confidently sign off your AGAR.

Our estimate of the approximate hours involved includes both the mid-year and the year-end audits but of course the actual hours taken may vary. There is no "one size fits all" offer. Costs below allow for a standard audit which will apply to all councils, priced according to electorate, plus additional areas depending on the services that you offer. When you request an audit, we'll contact you to discuss what you need, agree the terms of the service with you and then put you in touch with an internal auditor to carry out the task.

You've already arranged an auditor through LALC for the current financial year? Talk to us about a 5% discount on our service for next year.

Electorate banding	Approx hrs	Standard Audit Fee	Allotments	Burials	Markets	Community Buildings	Other	Charity Trustees
0-250	4.5	125	10	10	10	10	10	10
251-500	5	150	10	10	10	10	10	10
501-1000	6	200	10	10	10	10	10	10
1001-2500	7	250	10	10	10	10	10	10
2501-5000	8	300	10	10	10	10	10	10
5001-7500	9	350	10	10	10	10	10	10
7501-10,000	10	400	10	10	10	10	10	10
Over 10,000	11+	450	10	10	10	10	10	10

Recruitment Support

Did you know that LALC are here to help you if you are going through the recruitment process? Not only can we advertise the jobs you have available, but we can support with providing model documents, sitting on interview panels and may even be able to assist with offering locum clerking services (subject to staff availability).

LALC SERVICES

Clerks Mentoring

Do you have a new Clerk in post? Could they use some mentoring from someone CiLCA qualified and experienced as a Clerk & Responsible Financial Officer? Great news...LALC now offer this service. Please get in touch via the enquiries system to discuss your Council's needs.

Website support

Provided by Pete Langford. To sign up for this, get in touch through [our website](#).

Level of service	Cost per month	What's included?				
		Documents uploaded to your LCC website by Pete	Access to Pete for advice, queries or problem solving	Access to current guidance documents from Pete	Updates as appropriate	Access to e-group for peer support. **
Premium	£15/ hour+ VAT (block of 10 or 20 hrs)	✓	✓	✓	✓	✓
Basic	£50/year	x	✓	✓	✓	✓
E-group**	Free	x	x	x	x	✓

*The paid services are available to LALC member councils and are additional to the membership subscription and Annual Training Scheme.

**The e-group is primarily led by clerks providing support for each other. Pete will monitor and contribute information and answers occasionally, but this won't be his priority.

E-groups

Sign up on our website [Get in touch](#) page.
Three e-groups available:

- Please add me to the e-group for clerks
- Please add me to the e-group for councillors
- Please add me to the e-group for website support

The Good Councillor's Guides

The Good Councillors Guide

The Good Councillors Guide to Being a Good Employer

The Good Councillor's Guide to Community Business

The Good Councillor's Guide To Cyber-Security

The Good Councillors Guide to Finance & Transparency

The Good Councillors Guide to Neighbourhood Planning

The Good Councillors Guide to Transport Planning

Download directly from [LALC website](#) or contact Lindsey to order copies at £3.99 each plus p&p.

DEFIBRILLATORS



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Andrew Deptford

01529 421111 - andrew@aadefib.com

TRAINING

ANNUAL TRAINING SCHEME (ATS)

The Annual Training Scheme runs from April to March each year with a subscription fee **in addition to the LALC membership fee**. Fees are charged at a sliding scale according to your electorate.

Membership of the ATS allows unlimited core training courses for councillors and clerks during the year at no further cost to your council. A charge of £10 per delegate will be invoiced after the event to cover lunch and refreshments if it is provided on face to face days.

CORE TRAINING is included in the ATS. This covers essential training that is common to all councils.

Councils that do not subscribe to the ATS may attend any courses at the following rates per delegate:

- £23.00 +VAT per person for any face to face or remote morning/afternoon/evening session
- £55.00 +VAT per person for an all day face to face event including lunch & refreshments
- £45.00 +VAT per person for an all day face to face or remote training event

NON-CORE TRAINING includes training that does not apply to all councils. It is charged at

- £23.00 +VAT per person for any face to face or remote morning/afternoon/evening session
- £55.00 +VAT per person for an all day face to face event including lunch & refreshments
- £45.00 +VAT per person for an all day face to face or remote training event

CiLCA training, Breakthrough Communications, LALC's Online Councillor e-learning and Nimble e-learning courses are **not** included in the ATS.

Bookings should be made by your clerk using the online booking form on our website.

Having problems? Please contact the office.

Those wishing to pay for their own training may do so by contacting the office.

Face to face events - light refreshments are provided.

Councils will be invoiced £10.00 per delegate to cover lunch costs for full day events.

Special Dietary Requirements – your clerk should advise us as soon as possible if a delegate has any special dietary requirements. Please note this does not include personal preferences.

Cancellations Policy - please ensure that we receive:

- **For part day courses** - cancellation at least **48 hours** in advance at our office;
- **For full day events** - at least **5 working days** cancellation notice.

This is because we need to pre-order and pay for lunches.

All members are charged 50% of the training cost when insufficient notice is received for non-attendance at training events. No shows will be charged at 100% of the course fee.

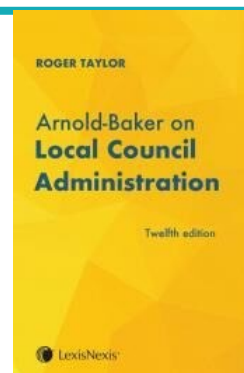
13th edition of [Arnold-Baker on Local Council Administration](#)

The comprehensive and authoritative guide to local government law has been extensively revised for its 13th edition.

List price: £164.99

Price through LALC £131.99, a saving of 20%.

Contact Lindsey to order a copy.



COURSE FOCUS — BREAKTHROUGH COMMUNICATIONS

Breakthrough Communications are NALC’s national partners for advice, guidance and services for council communications, as well as for Data Protection, GDPR and Freedom Of Information.

When and where can I attend a course?

2 hour courses run via Zoom with a range of dates throughout the year.
Morning and evening sessions may be available.

How much does it cost?

These courses are **not included** within our Annual Training Scheme.
LALC member councils can attend with a charge of £22.50 plus VAT per participant per session.

How do I book?

New arrangements: we are now part of Breakthrough Communications National Training.

1. Ask your clerk to [book directly](http://www.breakthroughcomms.co.uk/calc-training-events) at www.breakthroughcomms.co.uk/calc-training-events
2. You will see a selection of dates for each course. Your clerk can select the session that suits you.
3. Breakthrough Communications will confirm your booking both to you and LALC.
4. You attend and enjoy the course, hopefully picking up lots of ideas to take back to your council.
5. Breakthrough Communications will send an invoice to LALC.
6. LALC will invoice your council.
7. Your clerk will send payment to LALC.

Course outlines	Course suitable for	Clerks	Councillors	Clerks and councillors
Building a communications strategy for your council's public-facing communications	Everything should start with a strategy – and good communication is no different. To get the most from an increasing range of communications platforms and tools, it’s vital that your council has a strategy that supports the delivery of your council’s existing aims and objectives. We walk you through best practice for creating an effective communications strategy that fits with the needs and aspirations of your council, whilst making best use of communication opportunities available to you.			
Improving internal council communications	Effective internal communication is the cornerstone of good council operations. Yet ensuring the development and sustainability of good internal communication is often a challenge for councils of all shapes and sizes. This session explores strategies to identify gaps and challenges in internal communication, and ways to build more positive and outcome-focused communications between members and officers in the future.			
Building a two-way conversation with your community	This session will help you consider practical and effective ways for your council to systematically and proactively find out what really matters to people living within your parish, through a range of print and digital tools. Discover the tools, strategies and techniques needed to not just better promote your own messages but also to better hear and respond to the voices within your local community, and get buy-in on your vision for your community’s future.			
How to engage with young people in your community	Young people can be a particularly challenging demographic for councils to reach and engage with. We explore how to understand the issues that matter to young people, how to effectively reach and engage with them online and offline, and how best to work with them to improve different aspects of your community.			
Strategies to identify and recruit new local councillors	How can you effectively find and encourage people to stand or be co-opted as town or parish councillors? In many areas it is increasingly hard to find people who are willing to put their names forward either at election time or to be co-opted. We show you effective ways councils and councillors can encourage more people to come forward and this interactive session explores practical ways to do just that.			

COURSE FOCUS — BREAKTHROUGH COMMUNICATIONS

Course outlines	Course suitable for	Clerks	Councillors	Clerks and councillors
Creating a social media strategy for your council	Social media provides town and parish councils a unique opportunity to significantly enhance their communications – yet few councils are fully reaping the benefits on offer. Moreover, few councils have a clear social media strategy in place. This comprehensive course looks at how to build a social media strategy that seeks to promote your services and key council priorities.			
Using Facebook to enhance your council’s communications	Facebook remains the most actively-used social media platform across most demographics in the UK, and it remains the best place for local councils to build their social media presence. Discover how to build up effective two-way conversations with local communities, make use of time-saving tools and learn techniques to improve digital engagement, all within the constraints of existing officer time and resources.			
Beyond Facebook: how councils can make use of Instagram, Twitter and other platforms to get their message across	More and more councils are looking to use a range of social media platforms in order to increase their digital reach into their community. Instagram and Twitter are two key platforms that offer a range of benefits for councils. This practical session looks at how to get started and what strategies and techniques are working well for councils like yours.			
Using your website as an effective communications tool	The best council websites are effective tools for communication with your community. This session walks you through how to get more from your council’s website and how to make it work harder for your council. From complying with latest accessibility legislation guidelines to integrating with social media and online services, we walk you through examples of best practice from some of the best council websites from across the country.			
Creating accessible council documents and content	This session is all about the practical application of accessibility, and will provide you with a practical understanding of the application of accessibility from the perspective of a local council. We will teach you how to create accessible documents, content and multimedia for use for use throughout the work of your council. This session will review the basic principles of accessibility, and walk you through tools and techniques to ensure your council is working towards accessibility compliance.			
Working with local media to engage your community	Traditional media offers parish and town councils a platform to engage and communicate with their residents, but engaging journalists can be daunting. We help you build the confidence needed to succeed, exploring how you can build effective two-way relationships with journalists.			
Writing effective press releases to get local coverage	In this session we will explore the skill of writing a press release that will both get your council the coverage you are looking for and also convey the messages you want to get across. Participants will go away with a much deeper understanding of how to construct your press releases and what is most effective in getting good coverage.			
How to prepare for TV and radio interviews	This session is designed for officers and councillors who want to be better prepared for appearing on broadcast media – principally TV and radio. We will share the secrets of preparing for interviews and techniques for dealing effectively with getting your message across. Broadcast media retains very extensive reach into all communities with regional TV and radio still having a large audience making it important that local councils are engaging.			
Dealing with a crisis: planning ahead and managing crisis communications effectively	We never know when a crisis could strike. From local flooding to a council meeting going viral there are many ways in which local councils can find themselves in the eye of the media storm. This session takes participants through the detail of preparing for a crisis no matter what form it may take. Passing on expert tips and guidance on being as prepared as you can be should the worst happen.			
Embracing equality, diversity and inclusion in your council	This session will focus on understanding protected characteristics, the difference between direct and indirect discrimination and the definitions of equality, diversity and inclusion – and how the relate to the internal and external work of parish and town councils. The aim being to raise awareness to barriers to progress for diverse communities and barriers to productivity for staff.			
Emotional resilience skills for council officers	Why do some people handle whatever life throws at them, while others tend to struggle? The answer is resilience. Resilience is the ability to recover from the inevitable problems that life throws at us. This session will focus on increasing your resilience and managing it as part of your wellbeing. Looking at self-care and self-awareness, we will lead you in the first steps to improving your resilience and developing a resilience journal.			

COURSE FOCUS — BREAKTHROUGH COMMUNICATIONS

Course suitable
for

Clerks

Councillors

Clerks and
councillors

Course outlines

Managing difficult people and conversations	Managing professional relationships effectively is important, and this is particularly true for clerks and local council officers. Yet whether it's with other officers or with councillors, sometimes difficult situations will present themselves, and it's vital to have the skills to manage the challenges. This session for local council officers explores practical techniques and ideas to manage difficult relationships in a council environment.
Managing people and teams effectively	How can you get the most from your team, collectively and individually? What are the most effective strategies to manage people effectively, whether it's a team of two or a team of twenty, whether they're all working remotely or in the office or in a hybrid context? This session explores people management techniques and best practice from across the sector beyond, helping you to grow in confidence in being an effective manager, whilst getting the most from your team.
Data protection for clerks & officers	In an ever-evolving legislative landscape, it is vital that councils ensure they have the most up-to-date understanding of their data protection and related obligations. This session walks councils through the principles of GDPR and related legislation including PECR, what it means in practical terms and the systems and processes councils should have in place to ensure they are working towards sustainable compliance.
Data protection for councillors	Whether you are an experienced councillor or have only recently been elected, it is vital that you understand how data protection fits with your role as an elected member. With legislation and case law evolving, this interactive session will provide you with an opportunity to make sure you are getting the essentials right and ensure you are meeting your legal obligations as a councillor.
Freedom of Information essentials for local councils	This course looks at what requirements and obligations local councils have when it comes to Freedom of Information and related legislation. We look at what policies and procedures councils should have in place, how to ensure officers and councillors are aware of their obligations and what steps to take when you get an FOI request.
Chairing virtual meetings & events	Whether you are an experienced council or committee chair, or whether you are new to the role, getting the most from virtual meetings and events can be a real challenge for us all. We walk you through strategies to get the most out of your meetings, get the most from your fellow members and how to ensure that technology works for you, not against you.
Chairing in-person meetings & events	Effectively chairing in-person meetings and events requires a range of skills. This practical session explores strategies and techniques to help new and experienced councillors alike to get the most from the meetings they chair, including skills to encourage everyone to participate and to manage conflict when it arises.
Public speaking skills for councillors	Public speaking can be daunting, even for experienced councillors. With the advent of virtual meetings, it's more important that councillors feel confident to effectively communicate with residents at public or virtual events. Our experts will guide you through techniques and strategies to help you speak in public with flair, confidence and authenticity.
Get in front of the camera: how to build your confidence and engage with your community with video and Facebook Live	Video is one of the most effective digital communication mediums, yet even the most experienced councillors can be a little camera shy! We help you build the confidence needed to succeed with video, whether it's for live virtual meetings or pre-recorded videos, and help you discover the power of 'Facebook Live' for truly effective engagement with your local community.
Social Media Skills for Councillors	Social media offers parish and town councillors as individually-elected members a fantastic opportunity to engage and communicate with their residents. Building up two-way conversations through the power of digital platforms has never been easier, but it can be tricky to get started and to know where to focus your time and effort as an individual councillor. We walk you through the essential ways to get the most out of key social media platforms as a local councillor, and provide top tips to engage with your residents

Ask your clerk to [book directly](http://www.breakthroughcomms.co.uk/calc-training-events) at www.breakthroughcomms.co.uk/calc-training-events

CORE TRAINING COURSE OUTLINES

Included within our Annual Training Scheme for all clerks and councillors.

These courses are offered regularly. Occasionally the actual course may vary from the outline given here. Courses may be held remotely or face to face and may be split across more than one session. Timing is approximate and may change depending on the format of the course.

Dates of all courses will be sent out through our weekly newsletters and may be found on our website.

FINANCE Delivered via Zoom by [The Parkinson Partnership LLP](#)

All 90 minutes. See feature on pages 12-14

Budgeting for clerks and finance staff

Budgeting for councillors

Finance for Councillors

Internal controls

VAT for Local Councils (registered & unregistered)

The role of internal audit

Year end accounts and audit

EMPLOYMENT provided via Zoom by Chris Moses, [Personnel Advice and Solutions Ltd](#)

Employment Seminar 2 hours

Appraisal 1.5 hours

Employment law and resolving conflict 3 hours

UNDERSTANDING THE PLANNING SYSTEM

Matthew Gleadell, 3 hours

[Angle Community Development Services](#)

DATA PROTECTION Ewan Robson 3 hours

Freedom of information / Data Protection

EMERGENCY PLANNING Lincs CC 3 hours

A practical look at how we can help in a crisis.

RISK MANAGEMENT [BHIB](#) 2.5 hours

Risk management & insurance guidance

PREVENT Lincs CC 1 hour

Raising awareness of the role of local councils in safeguarding others within their communities with special reference to the Counter Terrorism and Security Act 2015.

PLAY AREAS [KOMPAN Ltd](#) 2.5 hours

Provision, safe management and risk assessment of community play areas

COURSES PROVIDED DIRECTLY BY LALC

Included in the Annual Training Scheme.

New councillor 3 hours

Introductory session looking at the role of local councils, powers and duties, policies and procedures.

New clerk 12 hours

Building on the basics for anyone who has become a clerk within the last two years.

Council procedures and meetings 6 hours

Agendas, minutes, meeting, powers, duties and policies.

Clerk 7.5 hours

In depth reminder of legislation, powers and duties, procedures, planning, finance and engagement.

Councillor 6 hours

In depth course covering topics including powers and duties, policy and procedure, employment, meetings, planning, financial management.

Chairman and Clerk 6.5 hours

For clerks and current or prospective council or committee chairmen. Can attend separately or together. Covers working together, agenda and minutes, meetings, council procedures.

Refresher 2 hours

Separate gatherings for clerks or councillors Organised in clusters by district. May include presentations from LALC partners.

Chairman 2 hours

Covers the relationship between the chairman and the vice-chairman, clerk, other councillors and members of the community.

Website maintenance—basic 5 hours

For clerks without any previous JADU experience who would like to manage their own Lincolnshire County Council website.

Website maintenance— advanced 2.5 hours

For clerks who have already received JADU training who are already managing their Lincolnshire County Council website.

NON-CORE TRAINING

NOT covered by the Annual Training Scheme and subject to an additional charge per participant per course. Some courses will be arranged when sufficient participants have been identified. Book for scheduled courses or leave an expression of interest on our [website](#).

Dates of all courses will be sent out through our weekly newsletters and on our website.

Allotments 3 x 1.5 hours

[National Allotment Society](#)

Tenancy agreements and policies
Site facilities, health and safety
Self management by association

First Aid at work 7 hours

[Medrock Training](#)

Certificated course

Burials 4 hours

[Institute of Crematorium and Cemetery Management](#)

Administration and practical management of burials.

Neighbourhood

development plans 3 hours

Matthew Gleadell,

[Angle Community Development Services](#)

Fire safety awareness

[MB Fire and Safety](#) 4 hours

Charity law

Roger Taylor,

[Weller's Law Group](#) 3 hours

CILCA



This is the recognised level 3 professional qualification for clerks. 5 units with 30 learning outcomes. Candidates need to demonstrate that they meet the assessment criteria to an expected standard, evidenced through a submitted portfolio. Training is provided by accredited trainers at LALC with assessment through [SLCC](#).

An introductory session is available for candidates to decide whether they are ready to pursue this qualification. .

Cost

- £200 payable to LALC which includes the introduction day, training spread across several sessions and mentoring for six months.
- £410 payable to SLCC upon registration

BREAKTHROUGH COMMUNICATIONS

£22.50 plus VAT per participant per course. Zoom, 2 hour courses on social media and communication
See feature on pages 15-17

INDIVIDUAL E-LEARNING COURSES £22.50 plus VAT per participant per course

A Guide to Being a Good Councillor

provided by LALC.

- * The role of a Councillor
- * The council
- * Being an employer
- * The community & local councils in the planning process
- * Meeting procedures
- * Council finances and risk

NIMBLE

Anti-bribery essentials	Home working essentials
Anti-money laundering essentials	Human factors essentials
Customer service essentials	Information security essentials
Data protection essentials	Manual handling essentials
Display screen equipment (DSE) workstation assessment	
Environmental awareness essentials	Modern slavery essentials
Equality, diversity and inclusion essentials	Personal safety essentials
Fire safety essentials	Stress management essential
Freedom of information essentials	Team leadership essentials
Health and safety essentials	Time management essentials

Full day face to face courses may involve an additional cost of £10 per participant to cover a buffet lunch.
Some courses are offered across multiple dates and participants need to attend each session.

Dates of all courses will be sent out through our weekly newsletters and on our website.

**LALC are also available for bespoke training for your council.
Please send enquiries via the [LALC website](#).**