



Cornwall Association of Local Councils

Unit 2, 1 Riverside House, Heron Way, Newham, Truro TR1 2XN

The 6th Annual General Meeting of Cornwall ALC Limited (Cornwall Association of Local Councils) will be held on Tuesday 11th November 2025 at St Erme Community Centre, 7pm.

Agenda

1. Welcome and Apologies for Absence
2. To receive and adopt the minutes of the 5th AGM held on 12th November 2024 [Page 2]
3. Appointment of Directors – to receive nominations to serve as directors for the year 2025/26 and to appoint [Page 5]
4. To receive the Annual Report to the AGM [Page 9]
 - a. Introduction from Cllr Bob Drew – Chair of the Board of Directors [Page 11]
 - b. A note from Lee Dunkley – County Executive Officer [Page 12]
 - c. Membership, Training and Support [Page 14]
 - d. Finance report – to adopt the annual accounts for 2024/25 [Page 17]

[Full Accounts 2024/25 and Reserves at 31/03/2025 attached separately]

End of AGM

Following the conclusion of the above Cllr Sarah Preece – Cornwall Council portfolio holder for Tourism, Localism and Planning – will be joined by a senior member of the Planning team to address member Councils. The presentation will include the Local Plan process amongst other items, and a Q&A session will follow.



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Minutes of the 5th Annual Meeting of Cornwall ALC Limited (Cornwall Association of Local Councils) held on Tuesday 12th November 2024 in the Council Chamber, New County Hall, Truro at 7pm.

Present: Representatives of 26 member councils:

Blisland, Camelford, Carn Brea, Falmouth, Feock, Germoe, Hayle, Helston, Illogan, Lanhydrock, Launceston, Liskeard, Mabe, Mylor, Perranuthnoe, Perranzabuloe, Portreath, Redruth, St Austell, St Breward, St Erme, St Just in Penwith, St Tudy, Stoke Climsland, Treverbyn and Truro.

In attendance: L Dunkley, Deputy County Executive Officer; B White, Finance Officer; J Calleya, Administration Officer.

1. Welcome and Apologies for Absence

Cllr Roden (Chair) welcomed representatives of 26 member councils, and the newly appointed Deputy County Executive Officer, to the Annual Meeting.

Apologies from S Mason, Company Secretary and County Executive Officer.

Apologies were received from representatives of:

Bude Stratton, Budock, Carlyon, Crantock, Hayle, Landewednack, Linkinhorne, Marazion, Marhamchurch, Mevagissey, Morwenstow, Newquay, Redruth, St Austell Bay, St Blaise, St Erth, St Ives, St Mewan, Stoke Climsland, Torpoint and Tywardreath & Par.

Apologies from the following Board Members:

Cllrs C Hearn and T Harris

2. To receive and adopt the minutes of the 4rd AGM held on 24th October 2023

RESOLVED that the minutes of the Annual General Meeting be adopted as a true record. Proposed, seconded. Unanimous.

3. Appointment of Directors – to receive nominations to serve as directors for the year 2024/25.

RESOLVED that the following Directors be elected for the following year:

Cllrs R Drew (Carn Brea), R Davies (Stoke Climsland), G Ford (Illogan), T Harris (St Ives), C Hearn (Linkinhorne), P O'Brien (Launceston), D Reeve (Redruth), R Rotchell (Camelford), S Roden (Truro), P Tisdale (Mabe)

Proposed, seconded. Unanimous.

It was noted that there were two remaining vacancies for the Board.

4. Motion to amend Articles of Incorporation (Company Article 20)

RESOLVED to amend article 20 to allow directors appointed by an AGM to remain in post until the following AGM (regardless of whether they cease to become a councillor during that year) to ensure that there are sufficient numbers in post to manage the Association and provide business continuity. Proposed Cllr Roden, seconded Cllr Drew. Unanimous.

5. To receive the Annual Report to the AGM 2024

The report had been previously circulated. The following points were raised:

- Whether quarterly meetings of member Councils took place as per before COVID. The Chair outlined that a Larger Councils group meets quarterly and a Smaller Councils group meet regularly, and that the only occasion where all member Councils meet is the CALC AGM.
- If the CALC board felt that presence at partnership engagements and meetings, such as the leadership board, were productive. The Chair outlined that the board carefully consider the time put into such meetings and believe that there are considerable benefits for CALC by being involved – in particular with access to senior officers in Cornwall Council, and the ability to have the voice of the Local Council sector heard.
- What constitutes a “Larger” Local Council. The Chair indicated that S Mason will circulate such information upon her return from illness.

RESOLVED to adopt the annual report. Proposed, seconded. Unanimous.

6. Finance - To receive and adopt the audited Annual Accounts for the year 2023/2024

The Finance Officer introduced the audited year end accounts for the financial year 2023/24. Clarification was given on the renting of a second room at Heron Way for training and meeting purposes. It was outlined that NALC had resolved to apply a 5% increase to their element of membership fees, and that the CALC board were proposing a 5% increase on their element of the membership fee.

RESOLVED to adopt the Annual Accounts, and apply a 5% increase to fees in 2025/26. Proposed, seconded – 25 in favour, 1 against.

A vote of thanks was proposed by Cllr O’Brien to B White for his hard work and skill in operating the accounts of CALC. This was unanimously agreed.

There being no further business, the Chair closed the meeting at 7:30pm.

The planned guest speaker, addressing emergency planning for the transfer to digital telephone networks, could not present due to IT issues. CALC will arrange for the presentation to be made as soon as possible at a separate online event.

The planned facilitated discussion to consider the government consultation on hybrid meetings, proxy voting and changes to the standards regime to restore sanctions on elected members did not go ahead due to the illness of S Mason (facilitator). CALC will arrange for an online event as soon as possible to discuss the issues at a separate online event.

The Chair welcomed discussion from attendees which included:

- Concerns regarding proposed removal of landline telephone networks.

- Widely held concerns about the impact of the increase in the employer rate of National Insurance and the refusal by the government to compensate parish and town councils for the increase from 13.8% to 15% - despite recognising principle authorities as eligible for compensation. There was a general consensus that central government had failed to understand that local councils are public bodies which are funded directly from taxation. It was suggested that CALC make representation to NALC and that local councils approach MPs in order to press the importance the issue. It was suggested that CALC request estimated costs of the NI increase from member councils as part of this process.



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Report to	Cornwall ALC AGM
Agenda Ref:	Item 3 – To receive nominations to serve as directors for the year 2025/6
Author:	Lee Dunkley, Company Secretary and County Executive Officer

The Articles of Association provide that there are twelve seats on the Board of Directors which meets as the Executive Committee of Cornwall ALC Ltd (CALC). As per paragraph 19.6 of the Articles of Association the Chair and Vice Chair retain their positions. This leaves ten vacancies for which fourteen candidates have come forward.

	Name	Council	Notes
	Bob Drew (Chair)	Carn Brea Parish Council	Re-appointed per Articles of Association
	Rob Rotchell (Vice Chair)	Camelford Town Council	Re-appointed per Articles of Association
1.	Richard Davies	Stoke Climsland PC	Existing Director seeking re-election
2.	Graham Ford	Illogan Parish Council	Existing Director seeking re-election
3.	Tony Harris	St Ives Town Council	Existing Director seeking re-election
4.	Carl Hearn	Linkinhorne Parish Council	Existing Director seeking re-election
5.	Paul O'Brien	Launceston Town Council	Existing Director seeking re-election
6.	Deborah Reeve	Redruth Town Council	Existing Director seeking re-election
7.	Peter Tisdale	Mabe Parish Council	Existing Director seeking re-election
8.	Paul Andrew	Helston Town Council	New candidate seeking election
9.	John Biscoe	Lanner Parish Council	New candidate seeking election
10.	Malcolm Brown	St Austell Town Council	New candidate seeking election
11.	Shaun Dale	Carn Brea Parish Council	New candidate seeking election
12.	Barbara Ellenbroek	Redruth Town Council	New candidate seeking election
13.	Rod Pascoe	Truro City Council	New candidate seeking election
14.	Richard Stokoe	Marazion Town Council	New candidate seeking election

It is recommended that the membership vote to fill the ten vacancies from the pool of fourteen candidates.

MEET THE CANDIDATES

The following candidates are seeking election to the Board for the year 2025/26:

Bob Drew (Chair) – Carn Brea Parish Council <i>Re-appointed per Articles of Association</i> I was born and educated in Saltash before leaving for a successful 37 year career in the Metropolitan Police. I am the current Chairman of Carn Brea P C. My interests lie in HR, Planning and public health and a drive to involve a more diverse community in the democratic process. This is my third period of service on the Board having previously served as Vice Chairman.
Rob Rotchell (Vice Chair) – Camelford Town Council <i>Re-appointed per Articles of Association</i> I am an experienced town councillor and former Cornwall Councillor so I understand the pressures and challenges faced at County and local levels. I have lived in Cornwall for over 25 years and have great respect for the history, traditions and language of Cornwall. I am passionate about the part Town and Parish councils play in supporting their local communities and am keen to develop increasing devolution (with appropriate funding) from Cornwall Council to local councils.
Richard Davies – Stoke Climsland Parish Council I became a parish council in 2021 with the hope of using the skills acquired throughout my working life in finance and banking. I have a keen interest in the climate change agenda and how to prepare for the changes we need to take and planning for the infrastructure needed to support them. I represent Stoke Climsland on the CAP and am also a Trustee for the Tamar Community Trust. I believe that CALC plays an essential role in empowering local councils to help make Cornwall a thriving and sustainable place for children to grow up.
Graham Ford – Illogan Parish Council I was elected to Illogan P C in 1985 and have served as the Chairman of the council three times. I am stepping down as the NALC representative after more than 15 years and I am keen to continue to support the role CALC wherever possible.
Tony Harris – St Ives Town Council After a long career in local government and education, I retired to Cornwall in 2001 and became a St Ives Town Councillor in 2017, servicing as Mayor in 2019. I also represent the council on a number of voluntary bodies in the parish.
Carl Hearn – Linkinhorne Parish Council I have served on my local parish Council (Linkinhorne) for 30 years. I have worked at all levels of local government and am keenly interested in promoting the role of local councils. I serve on the NALC Larger Councils Committee and SLCC National Forum, a LGPS Pension Board and have been privileged to represent the local council sector in Cornwall on the CALC Executive since 2012. I presently work as a Clerk/RFO to a larger Town Council.
Paul O'Brien – Launceston Town Council I have been a member of Launceston T C since 2007 and have served as Mayor for 2 consecutive terms. I became interested in the Association's work in 2010 and was elected to the Executive in 2011. I have stood down as Chairman in July 2019 and in the past have represented the Association on the Cornwall Leadership Board, the Emergency Planning Panel and South West Emergency Response Group.
Deborah Reeve – Redruth Town Council I have lived in Cornwall for over 25 years and have always been active in the local community. I have a keen interest in young people, heritage and culture and climate change and joined Redruth T C in 2013. I was elected Mayor of the Town Council in 2018 and have worked hard to promote community events including the Redruth Community Christmas Breakfast, the Twinning Association and engagement with the local Chamber of Commerce.

Peter Tisdale – Mabe Parish Council

I moved to Cornwall in May 1989 and have been a school governor and parish councillor in Mabe for 28 years. I joined the CALC Executive in 2014 and I am a member of the Cornwall Planning Partnership and was part of the first County CIL panel to distribute funds on behalf of Cornwall Council

Paul Andrew – Helston Town Council

I have been active in local government for nearly 50 years, first becoming a member of Truro City Council in 1979. After working as a priest in Cornwall, Salford, London and North Devon I came to live in Helston in 2019. Retiring in 2022, I was co-opted onto Helston Town Council and re-elected last May. I am presently Deputy-Mayor and serve on the Planning, Policies and F&GP Committees. I am also secretary and trustee of Helston Downsland Charity. Presently I am exploring how some land owned by the Charity might be used to help provide both affordable housing and housing for the homeless. Helston was one of the towns chosen by Cornwall Council to pilot the Neighbourhood Planning Statement scheme. Recent experience as a member of the working party has clearly highlighted a number of urgent and long-term local needs particularly in transport and infrastructure which I'm sure are likely to be echoed all around Cornwall and which I hope CALC can work on. I hope my answers to the previous 3 points further demonstrate my enthusiasm and some ability to fill the role applied for.

John Biscoe – Lanner Parish Council

I have served on Stithians and now Lanner Parish Councils for twenty years as Member and holding various posts including Chairman on Stithians. I have an MSc and a BSc and have forty years experience working on economic development overseas which is all about working with people and organisations to provide them with technical advice and promote its adoption. All very like local government. I have lived in Stithians all my life. I believe that Cornwall needs greater autonomy than that already available along lines similar to Wales. CALC can also assist in ensuring that voter turnout at all elections, especially local government, increases year on year. A vital democratic measure. Cornwall needs to reach out to neighbours particularly in Ireland and Europe to secure greater economic and social development. There are still huge resources available in Cornwall, geothermal energy, rare earths and minerals, tourism, agriculture, horticulture, marine products. CALC can assist Cornwall Council in working with town and parish councils to mobilise these to good advantage.

Malcolm Brown – St Austell Town Council

I have had contact with CALC over the years as a local government officer and town councillor and have valued greatly its role as a forum and leader for the sector. I acknowledge the considerable tact and diplomacy needed to hold together councils with such different challenges. I feel CALC has done remarkably well in building up its professionalism and importance and would like to help that continue. I have been attending the Larger Council Group meetings for a few years and have tried to contribute constructively at meetings and to make suggestions on topics it could consider. I have also taken ideas and proposals back to my own council which in some cases has led to it changing how it works. I am strongly committed to an effective but tactful CALC working with the full range of local councils. My experience gives me a good knowledge of Cornwall and local government. I continue to try to keep up to date with the issues and pressures affecting local units. I would enjoy working with CALC officers and other directors, many of whom I know, and contributing in ways that would help the organisation. Over the next few years, key issues on which I think CALC will need to seek to influence include involving local councils as fully as possible in the review of the Local Plan and the radical reorganisation of local government, including closer working with Devon allies, providing for a proper role for local councils.

Shaun Dale – Carn Brea Parish Council

I want to continue my personal journey within the community in which I was born and now live. I want to broaden my experiences gained over the past 6 years within Carn Brea Parish Council. A retired BT person with 40+ years of service in both engineering, management and project management, I believe I have skills that will be useful to CALC. I also have the time and willingness to learn new skills, create new networks and bring value to existing networks of people and communities. My core skills of financial management, IT skills, attention to detail and a "can do" attitude, I believe would be strengths I can offer to CALC. I would love to be engaged in the next phase of Parish Council life across the County, learning from some, sharing with others and listening to all views on any topics that are relevant. I believe IT should be embraced, but not to the detriment of those that can't or won't use it. IT has its place, alongside phone calls, face to face

meetings and personal contact with individuals. My other interests include my old Land Rovers, helping at Guide Dogs for the Blind and at an animal rescue charity. These sit alongside family commitments.

Barbara Ellenbroek – Redruth Town Council

Before I was elected to Cornwall Council, I was a member of the CALC Executive, and I really enjoyed meeting with colleagues from across Cornwall. So, I would really love to have that opportunity again. I am an experienced Councillor but also know that there is always more to learn. It is too easy to concentrate on your own area and not see what is happening elsewhere in Cornwall. I believe that there are good opportunities to share more about what is happening in Cornwall and making a difference through the Executive Board. I have been part of several initiatives in Redruth, and I currently Chair the Redruth Town Team Regeneration Group, made up of representatives of local business, councillors and residents and the Redruth Neighbourhood Plan Committee. I am also a former Town Mayor. My involvement in local organisations such as CN4C and Transformation CPR, as well as with Bethel Community Food Larder, Gwealan Tops Adventure Playground and Hideaway77 Youth Cafe all mean that I can interact with a wide variety of residents. I also represent the Town Council on our local Safer Towns Partnership, and I have recently undertaken ASIST training in Suicide First Aid. All the above show the importance of listening to and engaging with residents and are fantastic local initiatives which help to demonstrate what a real community is all about. I take part in them because they are what helps to make Redruth a better place to live.

Rod Pascoe – Truro City Council

As a Truro resident who was born, raised, and currently lives in the city, my dedication to our community is profound and long-standing. I am deeply invested in the prosperity and quality of life here, reflected in my continued contributions over many years. Professionally, I am a local businessman who understands the economic challenges and opportunities within Truro. My business experience has equipped me with practical skills in financial management, strategic planning, and effective collaboration, all of which are essential for successful civic leadership. I believe a thriving city requires a robust local economy supporting its residents. Beyond business, I have actively contributed to the city's culture and community spirit, notably through my involvement in both the city council and various volunteer roles over the years.. These roles have allowed me to build strong relationships across diverse groups and advocate effectively for local interests. I am now seeking to transition this commitment and experience into a formal capacity to give more back to both the city and the county that has given me so much. I am ready to apply my local insight and business acumen to deliver tangible improvements for all Cornish residents. Thank you for giving me this opportunity

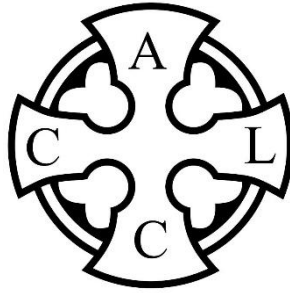
Richard Stockoe – Marazion Town Council

I am very excited about applying for the role of Board Director at CALC. I believe my 25 years' experience in hyperlocal, local, regional and national government, both in a political and officer capacity, could be extremely helpful to CALC and member councils. I worked with Members of the Cabinet in Westminster, Lords and Baronesses, MPs, Mayors of London from both of the then main parties, NALC, council leaders as well as Commissioners, Cabinet Secretaries and Chief Executives. I have sat on SMTs of local government organisations where I provided insight and ideas when it comes to anticipating challenges and opportunities organisations face. I have extensive experience helping improve organisations; communicating effectively to members and the wider public; developing strategy and delivering results that have been successful in shaping better decision making, saving money, future proofing councils and winning awards. My contacts within government, local government and the media I believe would help CALC promote the work that town and parishes do for residents. My work in academia and as a trustee demonstrates my ability to make objective decisions, suggestions and recommendations based on sound evidence. I am passionate in knowing that local government can make a genuine difference to the lives of local people. Through helping spread and share best practice I believe I could help make a positive impact for CALC, to deliver better services for the residents we all serve. I hope my LinkedIn profile helps demonstrate my skills and experience for this role - <https://www.linkedin.com/in/richardstockoe/>

NALC Representatives

Cllr Bob Drew – Carn Brea Parish Council

Cllr Rob Rotchell – Camelford Town Council



CORNWALL ASSOCIATION OF LOCAL COUNCILS

**REPORT TO THE AGM
November 2025**

Unit 2
1 Riverside House
Heron Way
Newham
TRURO TR1 2XN
Cornwall

01872 326969

enquiries@cornwallalc.org.uk

www.cornwallalc.org.uk

**CORNWALL ASSOCIATION OF LOCAL COUNCILS
REPORT TO THE AGM**

BOARD OF DIRECTORS, OFFICERS AND REPRESENTATIVES

BOARD OF DIRECTORS (EXECUTIVE COMMITTEE) as at October 2025

Chair - Cllr Bob Drew	Carn Brea Parish Council
Vice Chair - Cllr Rob Rotchell	Camelford Town Council
Cllr Richard Davies	Stoke Climsland Parish Council
Cllr Graham Ford	Illogan Parish Council
Cllr Tony Harris	St Ives Town Council
Cllr Carl Hearn	Linkinhorne Parish Council
Cllr Paul O'Brien	Launceston Town Council
Cllr Deborah Reeve	Redruth Town Council
Former Cllr Stuart Roden (outgoing)	Truro City Council
Cllr Peter Tisdale	Mabe Parish Council

County Executive Officer & Company Secretary	Lee Dunkley
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Deputy County Executive Officer	Mary Gosling
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Finance Officer	Brian White
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Administration Officer	Julie Calleya
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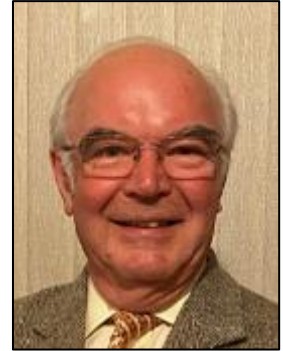
Representative to National Association of Local Councils	Cllr Bob Drew
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Deputy Representative to National Association of Local Councils	Cllr Rob Rotchell
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Introduction from Cllr Bob Drew – Chair of the Board of Directors

Welcome to this Annual Report from CALC!

The past year has been one of constant change for us all after the May elections and here at CALC we have had significant personnel changes as well. We have said 'good bye' to Sarah Mason, the longstanding County Executive Officer, accepted everywhere as the 'safest pair of hands ever' in terms of knowledge and wisdom of our sector. We also lose Cllr Stuart Roden our last Chairman, as he retires from Truro City Council. Both of them gave outstanding service, with exemplary energy and devotion. We wish them well. We have welcomed Lee Dunkley, our new County Executive Officer, and already Lee has settled in and immersed himself in the Association with complete aplomb.



During the last year CALC has endeavoured to maintain and improve its working relationship with the Unitary Authority. We see great opportunities for developing closer working ties with Cornwall Council so that a genuine partnership is created for the benefit of all our communities. So much of what we do overlaps. It should be possible to work more closely.

Legislation changes coming from Central Government which impact our sector continue to arrive thick and fast, often without the funding necessary to support the required changes. The coming year will be, as ever, a challenge for us all as we try to improve our quality of service to the communities which we represent, against a background of tight resources and competing demands.

At CALC we remain committed to supporting you in our towns and parishes, giving you the best advice and guidance possible, excellent training, and taking forward to the National Association those issues which need to be raised in Whitehall.

Lastly, please enjoy your work, remember why you do it, and if you need us, we are here.

Cllr Bob Drew FRSA
Chairman

A note from Lee Dunkley – County Executive Officer

Internally, CALC has experienced its biggest shake up in decades with the esteemed and ever-conscientious Sarah Mason leaving the organisation after 25 years of unwavering and spectacular service to the Association, its members, local government across Cornwall and nationally. As Bob Drew, Chair of the Board, remarked at a meeting of the directors earlier in the year – words cannot do justice to Sarah’s dedication and service to Cornwall. Sarah’s commitment to strengthening and supporting councils to enable them to enhance the worlds of their communities was widely recognised by a plethora of well-wishes, gifts and cash donations. Back in August this was marked by the Board with a farewell meal and event at Budock Vean Hotel at which outgoing Board member and former Chair, Stuart Roden, presented flowers and gifts as pictured. Stuart has himself put in many years of service as a Director of CALC – since before unitarisation – and has



represented Cornwall nationally as well. I’m sure you will join me in sincerely and wholeheartedly thanking Sarah and Stuart for their hard work and the positive impact they have had for local communities.



The resulting changes have led to a restructure of the staffing team at CALC. For those of you that do not know me already – a quick introduction: I have been working in local government since 2007 – most of that with Town and Parish Councils in Cornwall. I worked as a Town Development Manager for Redruth Town Council and thereafter as a Town/Parish Clerk for a number of Councils, big and small – notably St Agnes Parish Council up until 2024. I am

on the board of directors for the Society of Local Council Clerks and hold the Certificate in Local Council Administration. I started at CALC as Deputy to Sarah in September 2024 and was delighted to take on the role as County Executive Officer in April this year. Alongside this, we welcome our new Deputy County Executive Officer, Mary Gosling, who brings with her many years of experience in the sector and is well known and regarded amongst local council clerks. Mary started this month and her chief role will be member-facing as the first point of contact for advice queries and solutions – amongst a number of other functions. Julie Calleya, our dependable administration assistant has been promoted to Administration Officer with more responsibilities and hours to boot; and Brian White, our Finance Officer, will become a formal employee of CALC rather than a contractor. This restructure is designed to build a full-capacity Association which is able to both proactively and reactively meet the growing demand for services that our members require. Further to this, in the coming year there will be a review of our background IT systems, particularly around bookings for training, invoicing and accounts, to streamline our admin and provide an effective, modern, member interface. We continue to develop our training, guidance and briefing offers (see the following section for data on training) and work closely with other county associations – particularly in the south west – to build partnerships around best-practice and strategic planning for future sector demands. We are also investigating the possibility of holding a Cornwall local council conference in 2026 – more information on that to come over the coming months.

Outside of the Association and into the wider local government world there has of course been a significant shake up as a result of elections across Cornwall. These have changed the political make up of County Hall and of many Town Halls too. The efforts from Town and Parish Council officers and members to promote the elections back in the Spring were professional and commendable, though there has been a feeling of swimming against a national tide of disengagement with local council participation, which resulted in 410 local council seats (20%) remaining vacant after polling day. Despite this, a continued local drive to promote our sector and invest in training and development stands us in good stead for the coming 4 years of this Council term as these vacancies are filled through byelections and co-options. A new Statement of Assurance was piloted during this election process, which gave councillors the opportunity to sign a form to directly align themselves with a commitment to

the principles set out in the Code of Conduct. This pilot has been successful and is to be rolled out nationally. Sarah Mason was the principal author of the Statement of Assurance – and so her hard work continues to make an impact across the country even after retirement!

With the incoming new administration comes a new portfolio holder covering local councils, planning and devolution. I'm delighted that we are welcoming Cllr Sarah Preece to our AGM this year and look forward to her address to the membership. CALC are committed to continue working closely with partners in Cornwall Council and others across the sector such as the SLCC, and we commit to being present periodically at events and meetings across Cornwall – including at Community Area Partnership meetings, and at meetings of smaller councils and larger councils.

I would like to take this opportunity to thank our member councils, councillors and officers for their support during the past twelve months. From the variety of subjects and depth of questions it is clear that Cornwall's parishes and towns are working hard to serve and address the local needs of their communities. Whether you sought advice, checked the website, attended a training event or briefing, membership of CALC is there to support your council. CALC relies on a Board of Directors to oversee its management and a team of dedicated staff to serve the membership. My thanks go to in particular to Julie Calleya for her hard work and commitment to supporting the Association during a hefty period of change. As a result of member affiliation making the organisation sustainable, CALC remains well-respected and seen as a national leader in best practice. We can always do more, so if you have any suggestions as to how to expand our services do please contact us.

Lee Dunkley
County Executive Officer
Cornwall Association of Local Councils

Membership, Training and Support

Our Role and Governance

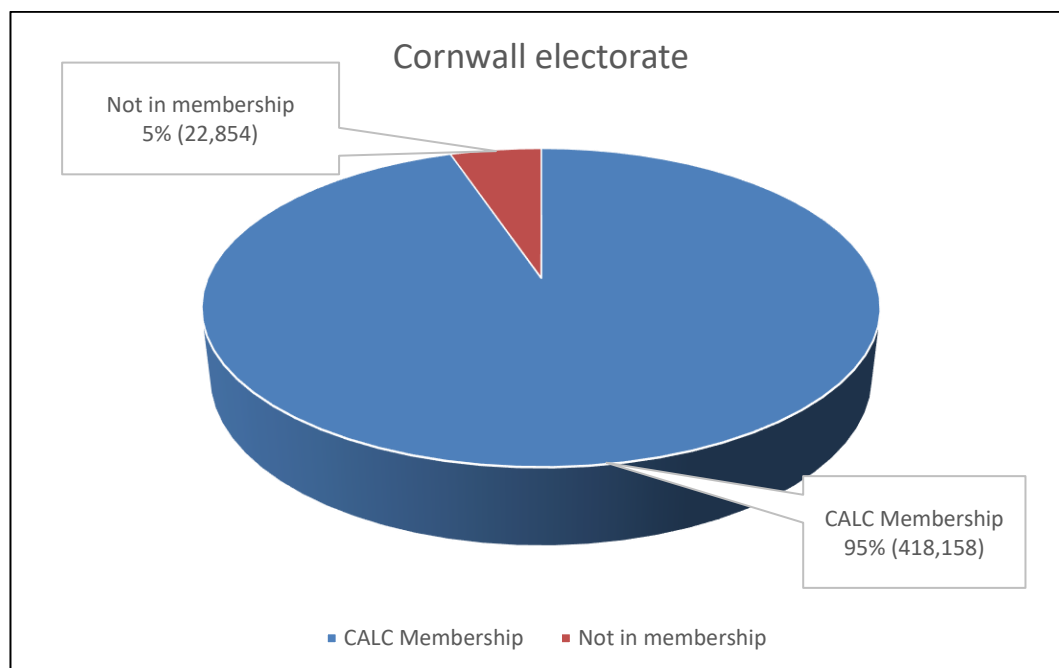
The Cornwall Association of Local Councils is a company limited by guarantee, managed by a Board of Directors made up of 12 serving parish or town councillors of councils in membership.

The Association is the professional body for local Councils in Cornwall. It exists to support its membership with technical and procedural information and positive support. Using a network of regional and nationwide contacts, it provides member councils with information and guidance on the work of their authority and also builds on this by providing training and mentoring.

CALC is an advocate for the sector, supporting the sharing of information and best practice. The Association is not a political lobbying organisation and holds no party-political affiliation or view. It is a nationally recognised stakeholder for local councils in Cornwall but cannot represent the views of any individual council.

Our Membership

All of Cornwall is parished, comprising 212 parish/town/city/community councils and parish meetings. A total of 192 councils are in membership of the Association as at October 2025 – which is 91%. Significantly, 418,158 electors in Cornwall are represented by local councils in membership, which equates to 95% coverage.



Our Services

The annual membership fee covers the membership of both the County Association and the National Association of Local Councils (NALC). The Association maintains a team of four staff to deliver our core services and to provide support to all local councils in membership. Benefits of CALC membership include:

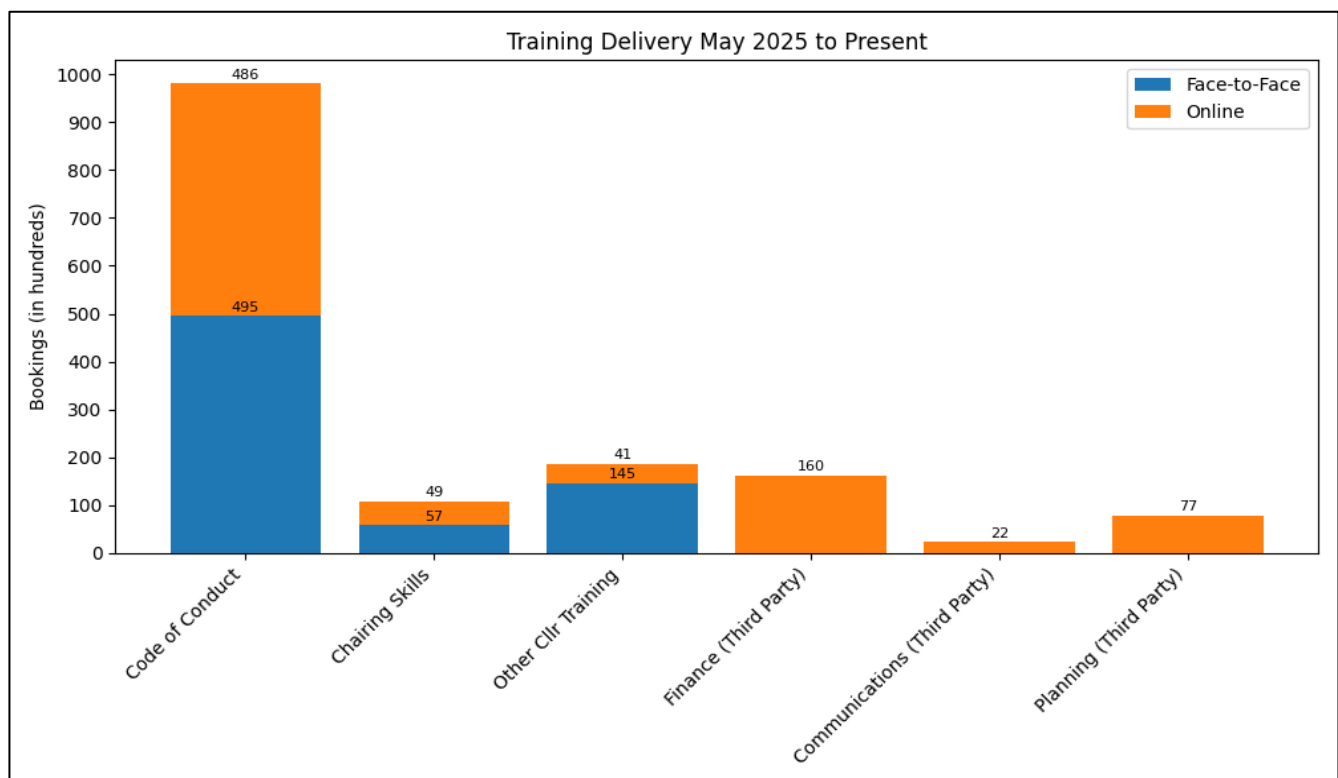
- Indemnified, reputable and formal advice and support from qualified and experienced staff.
- Access to the National Association of Local Councils' team of solicitors, and other professional firms covering aspects such as finance, law, and human resources.
- Discounted training in a variety of formats tailored to suit the needs of parish and town councillors and their staff

- Summaries, support and advice on changing legislation and new requirements
- Recruitment support and free job advertising
- Representation of the sector at county, regional and national level
- Participation in consultations and policy development
- Promotion of your council's interests through partnerships with Cornwall Council and other agencies
- Access to the member only part of the CALC and NALC websites which includes model documents, briefings and items of interest.
- Events with speakers and training sessions of interest to your members and Clerks, including opportunities to network and share best practices with other councils
- Newsletters and email briefings/updates on new legislation and opportunities with outside bodies.

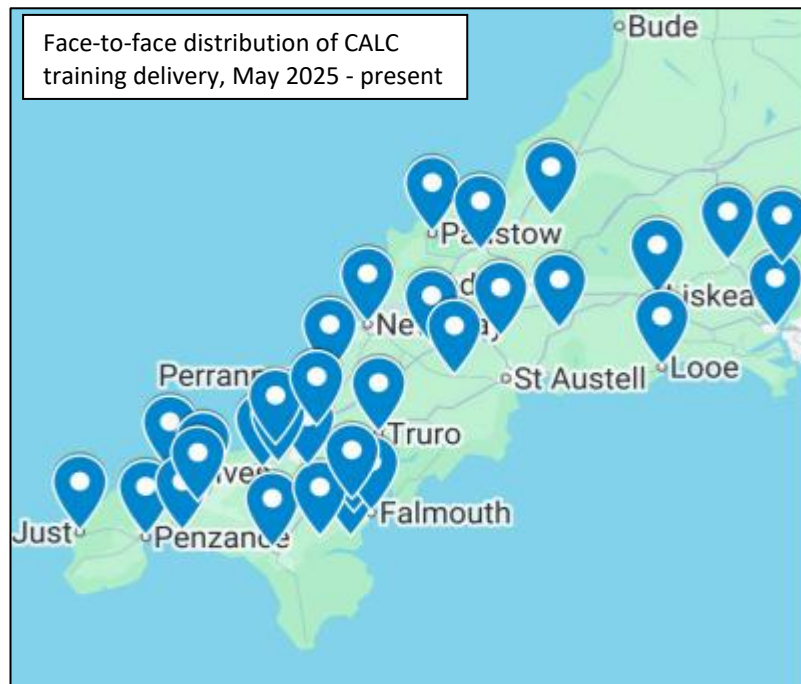
CALC aims to provide a supportive service for individual councils but occasionally a single issue will have a significant impact on a member council, its staff and the community. We have continued to develop our one-to-one services for members responding to a timely need and encourage any council to contact us to see how we can help.

Training and Development

Training delivery has been a key focus since the elections in May. Approximately 80% of seats across the sector were filled via election, giving Cornwall around 1,640 town, parish, city and community councillors – more will subsequently have been co-opted. CALC have focused on delivery of Code of Conduct training – offering more sessions than ever before. This has resulted in around 60% of councillors having been trained directly by CALC on the Code in the first 6 months of the new Council term. A total of 1,273 bookings have been made for in-house sessions since the elections and this will rise throughout the course of this municipal year.



The share of demand for online v face-to-face training is around 50/50. Therefore, the offer from CALC continues to reflect this need. A total of forty-one in-person training sessions have been delivered right across Cornwall since May.



The past year included supporting a new cohort of clerks through the national Certificate in Local Council Administration (CiLCA) qualification. Undertaking this course is a significant commitment on behalf of the officers and congratulations go to those that have completed their qualification in the past 12 months:

Richard Gates	Falmouth Town Council
James Hardy	Penzance Town Council
Andrew Moyle-Browning	Carn Brea Parish Council
Laura Murphy	Camelford Town Council
Kathy Pemberton	Padstow Town Council
Angela Retallack	Helston Town Council
David Rodda	Truro City Council

We will continue to develop a mixed calendar of events, as there is no one size fits all. Much of our training is delivered in-house meaning we can be flexible in the format to suit the delegates attending. We continue to therefore offer both in-person and online training.

Finance Report

Year End Accounts 2024/25 and Draft Budget 2026/27

The Annual Accounts for the year 2024/25 are presented to the AGM for approval. The accounts were adopted by the Board of Directors at their meeting on the 2nd June 2025.

Once again, we have struggled to find someone to provide an independent examination of the accounts, however, discussions are in hand with other County Associations in the South West to identify possible providers. The examination is not required by Companies House and the Board has taken the decision to present them to the AGM together with the Finance Officer's report.

Finance Officer's Report for the Year End Accounts 2024/5

The year ended with a surplus of £8,921, compared to the budget breakeven.

Income at £179,550 was 2% higher than budget accounting for £3,900 of the surplus. Compared to budget, training and interest income were £4,126 and £2,077 respectively higher, however, membership and other income were £2,303 lower.

Expenditure for the year, at £170,629, was 3% lower than budget accounting for £5,021 of the surplus. The reduction mainly arose from lower staff costs of £7,379, reflecting operating without an Assistant County Officer for the first five months of the year and lower general running costs of £2,421. However, these were partly offset by higher office costs of £2,949, with the move to a larger office at Newham and higher external training costs of £1,830.

The closing total funds at 31st March 2025 were £188,783, including Cash at Bank and Investments as follows:

Unity Bank current A/C	£15,121
Unity Bank savings A/C	£82,542
CCLA Public Sector Deposit Fund	£100,000

The Board resolved to use £7,900 of the surplus to enhance earmarked reserves to cover staff related costs, training and capacity building and IT. This resulted in a year end general fund of £67,783 (4.9 months of expenditure) and total earmarked reserves of £121,000.

Future Budget

The Board has started its budgeting process and the draft initial budget is summarised below. It is envisaged that final figures will be reviewed at its next meeting in December in time to publish the budget and affiliation fees before December 31st, as required in the articles of incorporation. Next year (2026/27) will be a challenging year as, historically, it is a low year for training income following the high level of code of conduct, new Councillor and elections training in this year, being the first year of the Council four-year cycle.

The initial draft budget for 2026/27 is showing a predicted deficit of £7,800 which will be funded by surpluses forecast for the current year. The draft budget currently assumes:

1. Pay inflation and general inflation is at 4%
2. Full year of staffing reflecting new structure
3. Membership levels maintained at 2025/6 levels
4. Interest rates continue to fall
5. Income and resultant contribution from training 30% lower than 2025/26

	2024/25 Actuals	2025/26 Forecast		2026/27 Draft Budget
INCOME		£		£
CALC Membership Fees	106,503	113,093		119,400
NALC Membership Fees	31,722	34,680		35,900
Training Income	21,626	35,000		25,000
Grants	12,000	12,000		12,000
Interest and Dividends	7,477	6,000		4,500
Other	222	2,500		1,250
TOTAL INCOME	179,550	203,273		198,050
EXPENDITURE				
Staff Related	122,371	145,531		151,410
Office costs incl. rent & rates	5,911	6,564		6,670
Office Running costs and Subscriptions	2,851	3,199		3,380
Meetings, Events & Committee & Governance	1,752	2,500		2,600
NALC Fees	31,700	34,680		35,900
Other costs, incl. external Training	6,044	2,074		4,890
Contingency	0	925		1,000
TOTAL EXPENDITURE	170,629	195,473		205,850
SURPLUS/(DEFICIT)	8,921	7,800		(7,800)
<i>Net Training Contribution</i>	<i>14,631</i>	<i>25000</i>		<i>17000</i>

NALC membership fees collected through subscription are passed directly to NALC.

Costs not included above which will be funded from existing earmarked reserves:

1. Gratuity to retiring County Executive Officer in 2025/26
2. Legal/professional costs of exploring pension options for CALC staff.
3. Professional costs of reviewing current administrative and financial systems deployed by CALC with a view to implementing integrated, IT based systems, which are necessary and appropriate for CALC to operate efficiently and cost effectively.

The Full 2024/25 accounts, and 2025 reserves, are attached as separate files.

Cornwall ALC Limited

Statement of Financial Activities

For the period 1 April 2024 to 31 March 2025

	Note	01.04.24 to 31.03.25 <u>2025</u> £	01.04.23 to 31.03.24 <u>2024</u> £
Income	2		
Turnover from:			
Training		21,626	31,179
Sale of Publications		0	376
Other chargeable services and income		<u>222</u>	<u>2,632</u>
		21,848	34,187
Other Operating Income from:			
Membership and NALC Fees		138,225	135,554
Grants		12,000	12,000
Interest and Dividends		7,477	6,375
Other Income		<u>157,702</u>	<u>136</u>
			154,065
Total Income		<u>179,550</u>	<u>188,252</u>
Expenditure			
Staff related costs		116,071	111,508
Administration		10,945	10,386
Rent and Rates		4,613	1,611
NALC Affiliation fees		31,700	31,126
Events and Conferences		1,618	1,070
Other, including external Training costs		5,682	6,268
Depreciation	3	0	0
Total Expenditure		<u>170,629</u>	<u>161,969</u>
Retained Surplus for the period		<u>8,921</u>	<u>26,283</u>

Cornwall ALC Limited**Registered number: 10573746****Balance Sheet as at 31 March 2025**

	Note	<u>2025</u> £	<u>2024</u> £
Fixed Assets			
Tangible assets	3	0	0
Current assets			
Debtors	4	2,160	3,854
Prepayments		0	0
Cash at bank and in hand		197,663	181,411
Creditors: amounts falling due within one year	5	<u>(11,040)</u>	<u>(5,403)</u>
Net current assets		188,783	179,862
Net assets		<u>188,783</u>	<u>179,862</u>
Capital and reserves			
Opening balance		179,862	153,579
Retained surplus for period		8,921	26,283
Funds		<u>188,783</u>	<u>179,862</u>

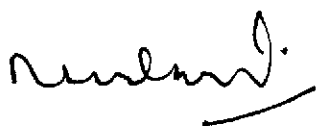
The directors are satisfied that the company is entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit in accordance with section 476 of the Act.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The accounts have been prepared and delivered in accordance with the special provisions applicable to companies subject to the small companies regime. The profit and loss account has not been delivered to the Registrar of Companies.

These financial statements were approved and authorised for issue by the Board on the 2nd June 2025.

 - Director

The notes on pages 6 to 8 form part of these accounts.

Cornwall ALC Limited

Notes to the Accounts for the period ended 31 March 2025

1. Statutory Information

Cornwall ALC Limited is a private company, limited by guarantee, domiciled in England and Wales, registration number 10573746. The registered office is Unit 2, 1 Riverside House, Heron Way, Newham, Truro, Cornwall, TR1 2XN.

2. Accounting policies

Basis of Preparation

The accounts have been prepared under the historical cost convention and in accordance with the provisions of FRS 102, The Financial Reporting as applied Standard applicable in the UK and Republic of Ireland (to small entities by section 1A of the standard).

Turnover

Turnover is measured at the fair value of the consideration received and receivable, net of discounts and value added taxes. Turnover includes revenue earned from the sale of goods and from the rendering of services. Turnover from the sale of goods is recognised when the significant risks and rewards of ownership of the goods have transferred to the buyer. Turnover from the rendering of services is recognised by reference to the stage of completion of the contract. The stage of completion of a contract is measured by comparing the costs incurred for the work performed to date to the total estimated contract costs.

Tangible fixed assets

Tangible fixed assets are measured at cost less accumulative depreciation and any accumulative impairment losses. Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost, less estimated residual value, of each asset evenly over its expected useful life, as follows:

Computer and office equipment	25% straight line
Fixtures and furniture	15% straight line

Fixed assets are capitalised if they can be used for more than one year and cost at least £250.

Debtors

Short term debtors are measured at transaction price (which is usually the invoice price), less any impairment losses for bad and doubtful debts.

Creditors

Short term creditors are measured at transaction price (which is normally the invoice price).

Taxation

As a county association of local councils, Cornwall ALC Limited is exempt from corporation tax under CTA10/S984 and ITA07/S838. It is also exempt from capital gains tax under TCGA92/S271(3).

Provisions

Provisions (ie liabilities of uncertain timing or amount) are recognised when there is an obligation at the reporting date as a result of a past event, it is probable that economic benefit will be transferred to settle the obligation and the amount of the obligation can be estimated reliably.

Pension costs

Contributions to defined contribution schemes are expensed in the period to which they relate.

Cornwall ALC Limited

Notes to the Accounts for the period ended 31 March 2025

3. Tangible fixed assets

	Computer and Office Equipment £	Fixtures and Furniture £	Total £
Cost:			
At 1 April 2024	1,301	0	1,301
Additions	0	0	0
Disposals	0	0	0
At 31 March 2025	1,301	0	1,301
Depreciation:			
At 1 April 2024	1,301	0	1,301
Charge for the period	0	0	0
Disposals	0	0	0
At 31 March 2025	1,301	0	1,301
Net Book value:			
At 31 March 2025	0	0	0
At 31 March 2024	0	0	0

4. Debtors

	<u>2025</u> £	<u>2024</u> £
Trade Debtors	2,160	3,854
	2,160	3,854

5. Creditors: amounts falling due within one year

	<u>2025</u> £	<u>2024</u> £
Trade creditors and accruals	1,698	1,362
Other tax and social security	1,631	1,997
Receipts in Advance	5,667	0
Funds held for Others	2,044	2,044
	11,040	5,403

Cornwall ALC Limited**Funds as at 31st March 2025**

	Opening Balance at 01.04.24	Surplus/ (Deficit) for Year	Additions to Reserves	Releases of Reserves	Closing Balances at 31.03.25
General Fund	66,762	8,921	(7,900)		67,783
Earmarked Reserves:					
Training & Capacity Building	12,500		2,500		15,000
Revenue Protection	40,000				40,000
Staffing Related	25,000		5,000		30,000
Operational & Contingency	20,000				20,000
Website	7,500				7,500
Professional & Legal	2,500				2,500
Capital Expenditure	5,000				5,000
IT Related	600		400		1,000
Total Earmarked Reserves	113,100	0	7,900	0	121,000
TOTAL FUNDS	179,862	8,921	0	0	188,783