

10 SEPTEMBER 2019

APPENDIX 4.1 | MANAGEMENT BOARD

NALC Activity Report

1. This report sets out progress delivering NALC's strategic plan including information on important internal issues, progress with our parliamentary and government affairs work, events, media coverage and publications and legal advice.
2. To reflect change in NALC's staffing structure it will be ordered by policy and communications, member services, finance and administration services and events and out and abouts (to reflect our focus on better understanding the needs of county associations and councils).
3. This report covers the period since the last report to National Assembly in July.
4. **Key Performance Indicators**
5. The latest set of key performance indicators is attached.
6. **Policy and Communications**
7. **Parliamentary activity**
8. The main developments have been the election by the Conservative Party of the new prime minister and the appointments to his cabinet and other ministerial roles:
 - Boris Johnson beat Jeremy Hunt to become the new prime minister, uniting the country was among his key pledges in his first speeches
 - James Brokenshire stood down as secretary of state at the ministry of Housing, Communities and Local Government (MHCLG), and was replaced by Robert Jenrick, the MP for Newark in Nottinghamshire
 - Sajid Javid promoted to Chancellor and Rishi Sunak promoted to chief secretary to Treasury, replacing Liz Truss who becomes trade secretary
 - Esther McVey is the new housing minister in MHCLG, with Jake Berry remaining a minister but jointly with Cabinet Office

- the new local government minister is Luke Hall, MP for Thornbury and Yate
 - Theresa Villiers is the new secretary of state for Environment, Food and Rural Affairs
9. We tweeted congratulations to Robert Jenrick from [@nalc](#) and our chairman, [Cllr Sue Baxter](#), and Sue has also written congratulating him on his appointment, saying she looks forward to working together to take forward the new Communities Framework and setting out our key asks for the upcoming Comprehensive Spending Review – you can read more in our news story [here](#).
 10. We are seeking meetings with relevant ministers.
 11. NALC vice chairman Cllr Keith Stevens took part in a rural housing roundtable hosted by rural affairs minister Lord Gardiner on 5 July. Sixteen organisations including NALC came together to discuss the need for affordable housing in rural areas, practical measures to stop developers land banking, the impact of the five-year land supply on planning decisions and the importance of developers getting local support for new housing developments by consulting with local councils.
 12. Additionally we also saw the publication of the Government's response to the report of the Select Committee on the Rural Economy. The response can be found [here](#). There are a few areas of interest to local councils which we are considering.
 13. Lord Gardiner also attended the Rural Coalition meeting as it might have been his last meeting due to the reshuffle, and he reflected that he had enjoyed the Coalition's support, challenge and input over the last few years, thanking members for their contributions including at recent roundtables (which NALC attended) and noted that messages received had been picked up with others, and referenced the new prime minister's commitment to digital access across the country and raising funding for schools.
 14. He fed back on the [**government's recent response to the House of Lords report on the rural economy**](#) and stressed more needed to be done to embed rural proofing across government, which the Coalition could help with, with proposals including a senior leader in each government department to ensure services reflect rural/countryside issues, and the creation of a Rural Affairs Board in Defra to act at senior level with other

departments and organisations such as the Coalition to bring in their expertise.

15. Finally he stressed that the new UK Shared Prosperity Fund needs to take account of rural areas where there is a high proportion of small businesses; NALC will be supporting this and calling for our sector to have an influence on its development and delivery
16. The **Non-Domestic Rating (Public Lavatories) Bill** had its Second Reading in the House of Lords on 10 July. This is the legislation which will provide mandatory relief from business rates and save around £6m and safeguard 4000 public conveniences; as you know this has been one of our key campaigns, working closely with the All Party Parliamentary Group (APPG) on Local Democracy. The Bill received cross-party support and I was pleased Lord Bourne and Baroness Pinnock specifically mentioned local councils and NALC.
17. Cllr Sue Baxter was at a meeting of the APPG for reform, decentralization and devolution in the UK, whose chairman is Andrew Lewer, MP for South Northamptonshire. The meeting considered the LGA's **The Future of Non-Metropolitan England: The freedom to lead local places**, and during the discussion Sue said we recognise the challenges set out in the report, support many of the recommendations, and that local councils are actually already part of the solution through our growing our role despite the challenges facing devolution. We will continue to stay in touch with Andrew and his APPG, as well as LGA, on this issue.
18. The think tank Localis has invited NALC to participate in their forthcoming *Decentralise, Democratise, Deliver* research programme of three separate but inter-related policy reports on community empowerment, national representation of local government and the incentivisation of goodwill through locally funded and controlled public services and assets.
19. **Relations with Local Government Association**
20. We attended Local Government Association (LGA) Annual Conference and Exhibition 2019 in Bournemouth in early July. The main takeaway for me interested in creating new local (parish and town) councils in unparished areas. This is something that we and county associations should redouble our efforts on!

21. Our exhibition stand was popular once again and visited by scores of delegates to discuss local councils, our special report, our *One Community* report with the LGA, as well as the work of NALC and county associations.
22. Given the time of the morning, our 08.15 breakfast fringe (kindly sponsored by Countryside) pulled in over 25 delegates (I heard of one event which only has 6 attendees!) to discuss how we can build strong communities post-Brexit, with the panel including the young directly elected mayor of Lewisham (who had been a parish councillor) – we live streamed the fringe on Facebook and you can watch it again [here](#).
23. We met with a number of people and organisations throughout the event, ranging from James Brokenshire, secretary of state for Housing, Communities and Local Government (who mentioned parishes in his speech!) to the Armed Forces Covenant, Association of Democratic Services Officers, and the Local Government Boundary Commission.
24. You can read some good speeches here: LGA Chairman, Councillor [James Jamieson](#), the Secretary of State, [Rt Hon James Brokenshire MP](#), and Governor of the Bank of England [Mark Carney](#).
25. And huge thanks to Cllr John Parker, president, Cllr Alan Thacker, chairman, and Hilary Trevorah, county officer, from the Dorset Association of Parish and Town Councils who joined us throughout the week.
26. Our joint project with the LGA on loneliness is nearing fruition and the report will be published at our annual conference. Charlotte has had some early success in securing additional support from the LGA including regional representatives liaising with county associations and support for peer review. Cllr Sue Baxter will be meeting LGA's new chairman, Cllr James Jamieson, in September.
27. **Creation of new councils**
28. There is growing interest in creating new councils as evidenced in feedback from the LGA conference and discussions with Local Trust, community organisers and others. The trend toward local government reorganization and unitary councils is accelerating this too and a priority for the coming year will be considering how we can better support this activity. A number of specific cases are worth mentioning.

29. Tower Hamlets Council in London decided not to set up a new council in Spitalfields – campaigners are considering their next steps (and won't be giving up!), and we're doing likewise about changes needed to the process such as the introduction of mandatory referendums, a right of appeal and the final decision taken away from principal authorities.
30. The more positive news is residents in Maidenhead and also Windsor have started petitions for new two new town councils.
31. Justin Griggs, head of policy and communications, was in Birmingham on 16 July at a meeting of the Moseley Regeneration Group who are exploring setting up a new council, where he and John Crossling from the Warwickshire and West Midlands Association of Local Councils answered questions on subjects ranging from budgets and staffing to training and the general power of competence, and innovation and good practice.
32. **External publications of note**
33. The Government's Communities Framework was published in July, and following representations by NALC – including through our role on the Communities Partnership Board – commits to strengthening the purpose and role of local (parish and town) councils, championing your important work, and exploring making it easier to set up new councils. You can read more in our news story [here](#).
34. The Royal Society of Arts (RSA) Food, Farming and Countryside Commission made strong calls for a Government rural strategy when it published its report *Our Future In The Land* this week. The report was produced by RSA director, Sue Pritchard, who is participating in the strengthening rural communities' workshop at our annual conference. I was particularly pleased to see the report build on their interim report which highlighted the important role of local councils, with the final report making recommendations covering neighbourhood planning, sustainable development and giving primacy to homes being built and purchased for permanent residence. You can read more in the news story [here](#).
35. The Prince's Countryside Fund has published 'The Village Survival Guide' which NALC had had input to. It features case histories, checklists and practical advice, and is intended to help those living in the countryside to utilise the talents available in their own communities. The guide references how working with local councils can deliver great initiatives: such as a volunteer car service which has been a lifeline for villagers getting to medical

appointments and for those who don't qualify for non-emergency patient transport, 'car clubs' which has helped connect schools, elderly and the disabled around the villages, and the Good Neighbours Scheme which brings volunteers in touch with residents who need support, such as gardening, DIY or even just befriending to help tackle loneliness.

36. LGA has released a report on the practical steps for councillors to use to protect themselves from intimidation. Key points from the report include: Councillors are encouraged to keep a record of any intimidatory communication or behavior; contact with unknown or anonymous individuals should be undertaken with care. **[Read the full report.](#)**
37. 25 neighbourhood plans were passed in July according to the **[All things neighbourhood planning](#)** website. This really useful resource provides an overview of plans and summarises some of their content, and as you'd expect they are very diverse including: cycle and pedestrian ways, tackling flooding, solar gain and geothermal heating, dark skies policies, biodiversity maps, healthy air policies, housing for older people, a nursery, vacant shops, second homes in coastal communities, and even cataloguing and preserving the genetic diversity of fruit trees in parish orchards! I was particularly struck by **[Goring Parish Council's](#)** explanation of why it did a neighbourhood plan – "to be in charge of our own destiny" – which I think is a fantastic slogan for neighbourhood planning. There is plenty of advice and support available for neighbourhood planning via Locality (funded by MHCLG) including how to apply for funding support, you can find out more **[here](#)**. They also **[published](#)** basic demographic and other information on neighbourhood planning areas and you can download a free report tailored to your area.
38. At least 29 local councils have declared a climate emergency according to the **[Campaign Against Climate Change](#)**, in response to warnings of the effects from the United Nations, the World Health Organisation and others. In NALC's recent LCR poll on climate change, 85% of respondents said local councils have a role to play in tackling climate change, but with 80% yet to have a climate change plan. As a response to this, I am delighted to announce we are hosting a climate change plenary panel at the annual conference which will cover practical tips on combatting climate change in communities – watch this space for more details but you can sign up to attend the conference **[here](#)**! And at their last meeting, our Policy Committee agreed to include climate change in next year's campaigns.

39. **Elections research**

40. Following a discussion on the Northamptonshire Association of Local Councils motion at our last National Assembly meeting, we have published councillor and council surveys to collect feedback on what happened in the May 2019 elections. We are also seeking feedback from county associations and gathering national data such from principal authorities. The results will be used to gain a national picture of the local election process and to highlight any on-going issues, to be raised with national organisations, such as the electoral commission or LGA. NALC also hopes to use the findings to encourage more members of the public from different backgrounds to stand for election in the future by gaining stories of best practice. You can read more in our **news story** and please complete the surveys and encourage others to do so too – we’ve received over 3,000 responses so far!

41. **NALC publications**

42. NALC and the Plunkett Foundation promoted local council support to rural community businesses by issuing a case study call to arms to all county associations. The **case study** featured Thorncombe Parish Council in Dorset and their support and revitalisation for its village shop and café, which had also seen local MP Sir Oliver Letwin volunteer in recent years. So join NALC and Plunkett in promoting the power of local councils to revitalise rural community business and **get involved!**
43. **July’s Tree Charter newsletter** was published and sent to all of our tree charter branches. NALC has partnered with The Woodland Trust and The National Union of Students to promote ten principles of protecting green spaces and trees in local areas. The newsletter highlights case studies from Falmouth Town Council, Loughton Town Council and Bishops Waltham Parish Council. A date for your diary is 30 November, the annual tree charter day, where we encourage as many people as possible to plant trees around the UK. You can apply for free trees through The Woodland Trust.
44. The latest Summer edition of *LCR* included Duncan Selbie, chief executive, Public Health England, who believes local councils are the bedrock to keeping the nation healthy, the legalities of vaping in council buildings, and a call from outgoing Local Government Association chairman Lord Gary Porter for local councils to work with their principal authorities to meet the challenges and opportunities ahead. To read more and subscribe to *LCR* go to **www.nalc.gov.uk/lcrmagine**.

45. We published in the new July edition of the Local Government Chronicle (LGC) a **special four-page report** on how local councils are revitalising local communities and innovating, and which showcases the work of several councils. This edition was published during the event and made available to the 1400 delegates – primarily leaders and chief executives of principal authorities – as well as LGC’s subscribers.
46. **Media coverage**
47. Some positive media coverage in a **LocalGov** story on how our sector is increasing investment in local services and taking on more responsibilities. The piece was prompted by our recent precept analysis and includes examples and quotes from NALC, Chippenham Town Council, Longton Parish Council and Weymouth Town Council, and cites our Comprehensive Spending Review ask of a further multi-year deal on council tax referendums.
48. **Consultations**
49. James Brokenshire announced at the LGA conference an independent post-implementation review of audit legislation and I spoke to an MHCLG official who confirmed that this will cover the regime for smaller authorities. The review will examine the existing purpose, scope and quality of statutory audits of local authorities in England and the supporting regulatory framework, and will be led by Sir Tony Redmond. We will be engaging closely with the Ministry and review team, including meeting in early September, to feed in our sectors experience and views.
50. NALC has additionally recently submitted consultation responses on the House of Lords Select Committee Rural Economy report and vehicle operator licensing. We will be responding to the *ICO Data Sharing Code of Practice consultation in the next week and also making a major submission to the Comprehensive Spending Review by September 2019. Please **[click here](#)** (you will need to log into the members’ area of the NALC site) to access all responses.
51. **NALC Annual conference 2019**
52. Much activity across all teams has focused on organizing October’s annual conference in recent months. I’m delighted that the new chairman of LGA, Cllr James Jamieson, has agreed to give a keynote speech to our annual conference in October. The leader of Central Bedfordshire Council took over from Lord Gary Porter at LGA’s own conference in Bournemouth and I’m

really looking forward to hearing James set out his vision for closer working across the tiers, building positive relationships and the future of local government. A verbal update will be given on other developments.

53. We will also be announcing that Star Council winners at our annual conference.

54. **Member Services**

55. There is a separate report elsewhere on the agenda covering this work stream. However, the following developments are worthy of note.

56. **Legal and other advice/service developments**

57. As well as dealing with 103 written queries and 114 telephone queries in June and July 2019, the legal team published significant pieces of advice and also instigated a regular more informal briefing bulletin for county officers which have been well received.

58. Model Financial Regulations were published on 9 August and includes easy-to-use templates to create financial regulations for member councils that are up-to-date with the current legislation and regulations, and guidance to help complete the templates. The financial regulations can be accessed under Templates in the member's area of the website or from your county association. You can read more in our news story [here](#).

59. New Grievance and disciplinary procedures as set out in LTN 22 will be published shortly.

60. **Sector improvement**

61. NALC's Larger Councils Committee has a long-standing ambition to introduce a peer review scheme for our largest councils, modelled on the [LGA's approach](#), as a tool for improvement, and we have invited the Super Councils Network to put themselves forward to take part.
62. On 19 July NALC and LGA hosted a peer review briefing session at NALC's offices. Attendees joined us from a range of larger local councils to become the first-ever national peer review team for the local council sector. We will be piloting the new peer review approach – an ambition set out in the Improvement and Development Strategy – with Chippenham Town Council on 10/11 September.

63. Following discussions with the LGA I'm delighted to report we have secured additional support for a second peer review pilot this financial year.
64. NALC works closely with other partners on the Improvement and Development Board (IDB) regarding CiLCA (Certificate in Local Council Administration), including on support and updating for 'recognised trainers'. The names recognised on this list are the only trainers who can deliver CiLCA training; this has recently been updated on our website and can be accessed [here](#).
65. NALC warmly welcomed Elisabeth Skinner, academic leader, Society of Local Council Clerks and students from the Community Governance course, to our offices on 26 July. The students were clerks and deputy clerks studying for an advanced Level 4 qualification, building a deeper knowledge beyond the Certificate in Local Council Administration. Elisabeth provided feedback following the first set of assignments submitted in June, topics covered included planning, finance, and both community and organisational governance.
66. The next meeting of the IDB is programmed for the end of September.
67. **Events and meetings**
68. **Out and abouts**
69. Along with several colleagues I was at the LGRC/NALC EXPO on 21 June in Droitwich, Worcestershire, which saw around 150 people visit nearly 40 suppliers, hear demonstrations and insights through a range of talks, including by myself, our chairman Cllr Sue Baxter and Harpenden Town Council on modern local councils – **you can check out our presentation slides**.
70. Our senior solicitor, Jane Moore, attended the first Cumbria Association of Local Councils summer conference on 22 June in Penrith. Jane delivered presentations to the nearly 100 delegates on conduct and standards, other subjects covered throughout the day included neighbourhood planning and chairmanship. Well done Cumbria colleagues for organising such an excellent event and for such warm hospitality!
71. The Planning Futures think tank held a breakfast event on neighbourhood planning on 27 June, featuring a panel of industry experts including NALC solicitor Gurvynda Paddan-White. Key themes were the importance of good

working relationships between local councils and principal authorities, as well as with developers, and the Government's need to provide more practical support for local councils. Around 25 attendees from a variety of legal and planning backgrounds also engaged in some lively discussions and questions on the future of neighbourhood plans within the current legislative framework.

72. Our senior solicitor, Jane Moore, and Gurvynda Paddan-White, solicitor, attended the Lawyers in Local Government (LLG) annual reception on 27 June, along with colleagues from SLCC, which included a speech from the president of LLG, Lord Beecham.
73. Given 90% of neighbourhood plans are being led by local councils, set up more local councils in unparished areas, was the message from our head of policy and communications, Justin Griggs, to the APPG for Housing and Planning on 25 June, speaking to the question of 'how do we get communities more involved in neighbourhood planning?'. Other points raised included the need for funding and support, the process to make simpler and quicker, and for plans to be given more weight and protection. The APPG was also given a copy of NALC's **new policies on neighbourhood planning** and **research report**.
74. I was pleased to attend the latest meeting of the County Officers Forum on 27 June hosted by CCLA, along with Charlotte, Linda Hammond, member services intern, and Chris Borg, policy and development manager. It was a really positive and productive meeting covering a range of topics including planning, councillor training, website accessibility regulations and human resources services county associations provide to member councils.
75. NALC chairman, Cllr Sue Baxter, and vice-chairs, Cllr Derek Liddell and Cllr Keith Stevens, and I had a productive and positive meeting with SLCC on 24 June. Topics of discussion included joint working, improving standards and the scope to work together on climate change and home-working.
76. Claire Goldfinch, policy and communications intern, and I went to the Cambridgeshire and Peterborough Association of Local Councils annual general meeting on 28 June, where we had a stand in the exhibition and gave a presentation on the work of NALC.
77. On 1 July Charlotte Eisenhart, head of member services, attended the Oxfordshire Association of Local Councils annual general meeting and gave a presentation on the changing role of the local councillor.

78. Also on 1 July, our head of policy and communications, Justin Griggs, gave a presentation at the Dorset Association of Parish and Town Councils induction training for the newly created and exiting local councils in the new Bournemouth, Christchurch and Poole Council area.
79. Jane Moore, senior solicitor and legal services manager, attended the Lincolnshire Association of Local Councils annual networking day on 4 July and delivered presentations at legal update workshop sessions on topics including standards and website accessibility.
80. Linda Hammond, member services intern, attended a really useful training session for new councillors convened by the Hertfordshire Association on 4 July.
81. Chris Borg, policy and development manager, joined our East Riding and Northern Lincolnshire Local Councils' Association colleagues on 17 July to engage with councils about membership, and also for a meeting of their district branch where Chris was on hand to provide advice on a policy motion on retrospective planning applications, which I'm sure will be winging its way to our Policy Committee quite soon!
82. Thanks to Sally Longmate, chief executive, Suffolk Association of Local Councils, for inviting me to a meeting with England's largest super district East Suffolk Council, to discuss how local councils can contribute to a really exciting initiative to set up community partnerships, bringing together other key agencies including health and police to address local concerns, with a small budget too. Great for our councils to have a seat at that table!
83. Kent Association of Local Councils hosted Beverley Brown, finance and administration officer, and Farhana Miah, executive officer on 7 August for a visit to their office;
84. Charlotte Eisenhart, head of member services, and Linda Hammond, member services intern, went to see the Essex Association of Local Councils on 9 August to find out more about their Local Council Award Scheme accreditation panel and discuss how NALC could better support county associations in this important initiative.
85. **Finance and Administration**
86. The team has been busy on significant office moves, new telephone system and IT developments; as well as their day to day important "backroom

activities”.

87. On 16 July we welcomed colleagues from Devon, Lincolnshire, West Yorkshire, Worcestershire, and Warwickshire and the West Midlands to the NALC offices for our latest induction day. These days are run to enable new staff at county associations, councillors on committees as well as new member councils to meet our staff, put names to faces as well as finding out more about our work. Our next induction day will be held 17 October 2019, please contact farhana.miah@nalc.gov.uk for more information and to book a place.

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APPENDIX 4.1 | MANAGEMENT BOARD - 10 SEPTEMBER 2019

CORPORATE PERFORMANCE MANAGEMENT DASHBOARD

FINANCE AND ADMINISTRATION

		Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19
Finance	Invoices Paid	22	114	60	31	82	93	93	53	67	91	75	33	41	113
	Average Days to Pay Invoices	8	4	5	7	5	3	3	4	3	4	4	3	3	5
	Invoices Raised	34	86	21	55	39	55	55	21	45	72	104	117	27	76
Telephone	Public Enquiries	30	33	26	29	38	32	32	21	23	28	30	38	29	32
	Councillor Enquiries	22	22	25	23	32	33	33	26	30	22	20	30	22	29
	Council Enquiry	28	26	14	12	28	26	26	29	28	20	29	24	29	33
	CALC Enquiry	39	44	27	20	33	34	34	38	35	25	33	29	28	35
	Press Enquiries	4	2	6	4	2	9	9	2	7	3	6	3	3	9
	Calls to switchboard from others	41	45	37	39	40	38	38	31	38	29	40	34	32	48
Email	Number of enquiries to nalc@nalc.gov.uk	149	75	182	142	171	204	204	212	179	219	170	214	170	195
	Average response days for enquiries to nalc@nalc.gov.uk	3	2	2	3	3	2	2	3	3	3	3	3	3	2
Committees	Committee Papers Issued	4	0	2	2	2	2	2	2	3	2	2	1	5	1
	Committee Papers Issued late / incomplete	1	0	0	1	1	0	0	0	1	0	0	0	0	0
Publications	Good Cllrs Guides sold	775	1100	1485	1910	2345	2560	2775	3100	3345	4340	6797	1576	1317	326
	Being a Good Employers sold	230	230	230	330	332	332	332	436	466	691	773	110	10	0
	LCEs sold	177	207	220	250	268	292	316	349	375	416	438	62	8	24
	Good Cllr Guide to Finance & Transparency - 2018	303	403	403	453	573	573	573	573	584	737	941	16	124	20
	Good Cllr Guide to Neighbourhood Planning	55	55	55	55	55	55	55	55	55	80	140	0	0	0

Legal - Performance Management Dashboard

[illegible]

Policy and Development - Performance Management Dashboard

[illegible]

COMMUNICATIONS KEY PERFORMANCE INDICATORS

TOPICS	ITEM		Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19
Website	Users		6,516	6,164	5,642	7,450	6,191	7,374	5,589	9,299	6,345	7,571	7,605	8,610	7,147	8,249
	Page views		30,586	28,262	28,032	33,170	31,141	37,683	25,459	44,045	30,385	35,306	40,038	40,840	33,687	37,258
	Sessions		10,176	9,363	8,831	11,152	9,551	11,302	8,064	14,366	9,658	10,948	11,844	12,360	10,943	12,227
	Returning users		2,572	2,396	2,222	2,698	2,318	2,715	2,116	3,494	2,509	2,838	3,043	3,044	2,799	3,065
Social Media	Twitter	Followers	2,847	2,871	2,874	2,895	2,961	3,009	3,032	3,080	3,146	3,188	3,230	3,279	3,332	3,398
		Tweets	18	20	16	43	78	24	26	23	12	15	18	22	52	106
		Tweet impressions	27,500	28,000	25,500	48,100	60,400	58,200	25,600	40,500	66,200	29,400	23,500	31,900	51,700	127,000
		Profile visits	1,686	1,547	1,143	2,074	3,108	1,847	2,131	1,569	1,161	1,540	1,177	1,500	1,775	2,911
		Mentions	229	190	145	171	357	249	146	103	61	158	111	186	226	236
	Facebook	Total page likes	641	647	657	668	689	700	700	720	737	761	774	790	801	827
		Total posts	13	9	7	9	7	2	3	7	5	5	1	8	15	38
		Total post reach	6,152	3,207	2,244	3,094	6,421	1,063	1,561	5,543	6,659	4,785	711	2,668	3,127	10,407
		Total post impression	10,496	5,155	3,969	5,623	9,776	1,673	2,053	7,892	8,764	6,099	1,879	5,013	6,479	20,469
	Youtube	Views														
Publications	LCR circulation		2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
	DIS circulation		152	152	152	152					17	32	33	31	32	34