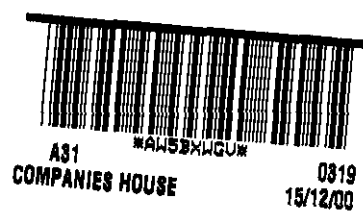


**THE LOCAL GOVERNMENT  
MANAGEMENT BOARD**

**(a company limited by guarantee)**

**Report and Financial Statements**

**31 March 2000**



**Deloitte & Touche  
Verulam Point  
Station Way  
St Albans  
AL1 5HE**

**REPORT AND FINANCIAL STATEMENTS 2000**

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**REPORT AND FINANCIAL STATEMENTS 2000**

**OFFICERS AND PROFESSIONAL ADVISERS**

**DIRECTORS**

Muhammed Afzal	(resigned 8 July 1999)
Joseph B Baldwin	(resigned 8 July 1999)
Peter Chalke CBE	(resigned 8 July 1999)
Chris Clarke	(resigned 8 July 1999)
William J Flanagan	(resigned 8 July 1999)
Elizabeth Graham	(resigned 8 July 1999)
Joan Hanham CBE	(resigned 8 July 1999)
Stan Henig	(resigned 6 May 1999)
Gerard Heywood	(resigned 6 May 1999)
John R Horrell CBE	(resigned 6 May 1999)
Sir Harry G Jones CBE	(Chair)
David Lloyd-Williams	(resigned 6 May 1999)
Tom Middlehurst	(resigned 8 July 1999)
William O'Rourke	(resigned 8 July 1999)
Linda Short	(resigned 8 July 1999)
Hilda Sterry	(resigned 6 May 1999)
Ian C F Swithenbank	
Rita Taylor	(resigned 8 July 1999)
Patrick Watters	(resigned 8 July 1999)
Brian Briscoe	(appointed 8 July 1999)
Ronald Gee OBE	(appointed 8 July 1999)
Lord Paul Hanningfield	(appointed 8 July 1999)
Sir David Reeve Williams CBE	(appointed 8 July 1999)

**SECRETARY**

John Rees

**REGISTERED OFFICE**

Layden House  
76-86 Turnmill Street  
London  
EC1M 5QU

**BANKERS**

HSBC Plc

**SOLICITORS**

Beachcroft Wansboroughs

**AUDITORS**

Deloitte & Touche  
Chartered Accountants  
Verulam Point  
Station Way  
St Albans  
Hertfordshire  
AL1 5HE

**DIRECTORS' REPORT**

The directors present their annual report and the audited financial statements for the year ended 31 March 2000.

**ACTIVITIES**

The Local Government Management Board (a company limited by guarantee) from the 1 April 1999 is a property company renting its premises to the Improvement and Development Agency for Local Government and the Employers' Organisation who are engaged in the provision of publications, advice and other services to Local Authorities in England and Wales.

**REVIEW OF DEVELOPMENTS**

The previous trading activities of the company were transferred on 1 April 1999 to two new companies: The Improvement and Development Agency for Local Government and the Employers' Organisation for Local Government. The new companies continue to provide services to Local Authorities from the premises owned by the company for an agreed rental.

**DIVIDENDS**

The articles of the company do not permit the payment of a dividend.

**FUTURE PROSPECTS**

The company will retain the freehold premises at Layden House, charging a rental to the new trading companies. It will also continue to pay and review rents in respect of other leased properties until those leases expire.

**DIRECTORS**

The names of the directors who served during the year are set out on page 1. Directors become members of the company on appointment and provide a guarantee of £1 each during the period of their appointment.

**DONATIONS**

No donations were made during the year (1999: £Nil).

**AUDITORS**

A resolution for the reappointment of Deloitte & Touche as auditors of the company is to be proposed at the forthcoming Annual General Meeting.

Approved by the Board of Directors  
and signed on behalf of the Board



30/11 2000

## STATEMENT OF DIRECTORS' RESPONSIBILITIES

Company law requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and the group as at the end of the financial year and of the profit or loss of the company for that period. In preparing those financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## AUDITORS' REPORT TO THE MEMBERS OF

## THE LOCAL GOVERNMENT MANAGEMENT BOARD

We have audited the financial statements on pages 5 to 18 which have been prepared under the accounting policies set out on pages 11.

### Respective responsibilities of directors and auditors

As described on page 3 the company's directors are responsible for the preparation of financial statements which are required to be prepared in accordance with applicable United Kingdom law and accounting standards. It is our responsibility to form an independent opinion, based on our audit, on those statements and to report our opinion to you.

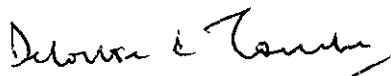
### Basis of opinion

We conducted our audit in accordance with United Kingdom auditing standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the circumstances of the company and the group, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

### Opinion

In our opinion the financial statements give a true and fair view of the state of affairs of the company and the group as at 31 March 2000 and of the deficit of the group for the year then ended and have been properly prepared in accordance with the Companies Act 1985.



Chartered Accountants and Registered Auditors

*S. Denton* 2000

**CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT**  
**Year ended 31 March 2000**

	Note	2000 £000	1999 £000
<b>INCOME</b>	2	908	20,324
Administrative expenses		(1,130)	(20,330)
Loss from interest in related companies		(29)	(3)
<b>OPERATING DEFICIT</b>	6	(251)	(9)
Interest receivable and similar income		15	215
Interest payable and similar expenditure	5	(206)	(210)
<b>DEFICIT OF INCOME OVER EXPENDITURE FOR THE YEAR</b>	16	<u>(442)</u>	<u>(4)</u>

All income and expenses in the current financial year have been derived from continuing operations.

A Statement of Total Recognised Gains and Losses has not been prepared as there have not been any recognised gains or losses other than the deficit for the year and the preceding year.

**RECONCILIATION OF MOVEMENTS IN ACCUMULATED FUNDS****Year ended 31 March 2000**

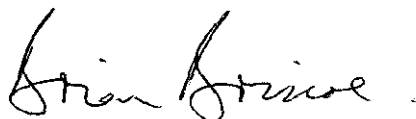
	2000 £000	1999 £000
Deficit of income over expenditure for the year	(442)	(4)
Opening accumulated funds	2,704	2,708
Closing accumulated funds	<u>2,262</u>	<u>2,704</u>

**CONSOLIDATED BALANCE SHEET**  
**31 March 2000**

	Note	2000 £000	1999 £000
<b>FIXED ASSETS</b>			
Tangible assets	9	4,794	5,038
Investments	10	-	29
		<u>4,794</u>	<u>5,067</u>
<b>CURRENT ASSETS</b>			
Stocks	11	-	241
Debtors	12	138	1,526
Investments – money market deposits		118	1,662
Cash at bank and in hand		126	2,102
		<u>382</u>	<u>5,531</u>
<b>CREDITORS: amounts falling due within one year</b>	13	<u>(785)</u>	<u>(5,082)</u>
<b>NET CURRENT (LIABILITIES)/ASSETS</b>		<u>(403)</u>	<u>449</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		4,391	5,516
<b>CREDITORS: amounts falling due after more than one year</b>	14	(1,929)	(2,143)
<b>PROVISIONS FOR LIABILITIES AND CHARGES</b>	15	<u>(200)</u>	<u>(669)</u>
		<u>2,262</u>	<u>2,704</u>
<b>ACCUMULATED FUNDS</b>	16	<u>2,262</u>	<u>2,704</u>

These financial statements were approved by the Board of Directors on

Signed on behalf of the Board of Directors



Director




PARENT COMPANY BALANCE SHEET  
31 March 2000

	Note	2000 £000	1999 £000
<b>FIXED ASSETS</b>			
Tangible assets	9	4,794	5,038
<b>CURRENT ASSETS</b>			
Stocks	11	-	241
Debtors	12	91	1,505
Investments – money market deposits		100	1,474
Cash at bank and in hand		86	2,102
		277	5,322
<b>CREDITORS: amounts falling due within one year</b>	13	(727)	(5,063)
<b>NET CURRENT (LIABILITIES)/ASSETS</b>		(450)	259
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		4,344	5,297
<b>CREDITORS: amounts falling due after more than one year</b>	14	(1,929)	(2,143)
<b>PROVISIONS FOR LIABILITIES AND CHARGES</b>	15	(200)	(669)
		2,215	2,485
<b>ACCUMULATED FUNDS</b>	16	2,215	2,485

These financial statements were approved by the Board of Directors on

Signed on behalf of the Board of Directors



Director

**CONSOLIDATED CASH FLOW STATEMENT**  
**Year ended 31 March 2000**

	Note	2000 £000	1999 £000
<b>Net cash (outflow)/inflow from operating activities</b>	i	(3,136)	126
Returns on investments and servicing of finance	ii	(191)	5
Net capital expenditure	iii	-	(113)
<b>Net cash (outflow)/inflow from returns on investment and servicing of finance</b>		(191)	(108)
Net cash (outflow)/inflow before the management of liquid resources and financing		(3,327)	18
Management of liquid resources	iv	1,544	1,647
Financing	v	(193)	-
<b>(Decrease)/increase in cash</b>		<u>(1,976)</u>	<u>1,665</u>

NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT  
Year ended 31 March 2000

## i. RECONCILIATION OF OPERATING DEFICIT TO NET CASH (OUTFLOW)/INFLOW FROM OPERATING ACTIVITIES

	2000 £000	1999 £000
Operating deficit	(251)	(9)
Depreciation	244	317
Expenditure from interest in related companies	29	3
Decrease/(increase) in current assets:		
- stocks	241	113
- debtors	1,388	(261)
(Decrease)/increase in current liabilities and provisions:		
- creditors	(4,318)	275
- provisions	(469)	(312)
<b>Net cash (outflow)/inflow from operating activities</b>	<b>(3,136)</b>	<b>126</b>

## ii. RETURNS ON INVESTMENTS AND SERVICING OF FINANCE

	2000 £000	1999 £000
Interest paid	(206)	(210)
Interest received	15	215
	<u>(191)</u>	<u>5</u>

## iii. CAPITAL EXPENDITURE

	2000 £000	1999 £000
Payments to acquire tangible fixed assets	-	(137)
Receipts from the sale of tangible fixed assets	-	24
	<u>-</u>	<u>(113)</u>

## iv. MANAGEMENT OF LIQUID RESOURCES

	2000 £000	1999 £000
Cash inflow from decrease in money market deposits	1,544	1,647
	<u>1,544</u>	<u>1,647</u>

NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT  
Year ended 31 March 2000

## v. FINANCING

	2000 £000	1999 £000
Repayment of borrowings	193	-

## vi. RECONCILIATION OF NET CASHFLOW TO NET FUNDS

	2000 £000	1999 £000
(Decrease)/increase in cash in year	(1,976)	1,665
Repayment of borrowings	193	-
Cash from reduction in liquid resources	(1,544)	(1,647)
Change in net debt	(3,327)	18
Net funds at start of year	1,364	1,346
Net funds at end of year	(1,963)	1,364

## vii. ANALYSIS OF CHANGES IN NET FUNDS

	At 1 April 1999 £000	Other changes £000	Cashflows £000	At 31 March 2000 £000
Cash at bank	2,102	-	(1,976)	126
Debt due within one year	(257)	(21)	-	(278)
Debt due after one year	(2,143)	21	193	(1,929)
Current asset investments	1,662	-	(1,544)	118
	<u>1,364</u>	<u>-</u>	<u>(3,327)</u>	<u>(1,963)</u>

## NOTES TO THE ACCOUNTS

### Year ended 31 March 2000

#### 1. ACCOUNTING POLICIES

The financial statements are prepared in accordance with applicable accounting standards. The particular accounting policies adopted are described below.

##### Accounting convention

The financial statements are prepared under the historical cost convention

##### Basis of consolidation

The group financial statements consolidate the financial statements of the company and its subsidiaries and related undertakings for the year ended 31 March 2000.

##### Related party transactions

During the year the company made charges to related undertakings for accounting and other administrative services of £Nil (1999: £1,113) and made payments to related parties of £Nil (1999: £6,725) in respect of consultancy services provided by them.

Also during the year the company rented premises to the Improvement and Development Agency for Local Government and the Employers' Organisation who are under the common control of the Local Government Association. Rent receivable is shown in note 2. In addition, on 1 April 1999, the company transferred certain assets and liabilities relating to its previous trading activities at book value to the Improvement and Development Agency for Local Government and the Employers' Organisation. In addition, a contribution of £240,000 (1999: £Nil) was made to the Improvement and Development Agency for Local Government and the Employers' Organisation.

The previous trading activities of the company were transferred, together with related trading balances, to the Improvement and Development Agency for Local Government and the Employers' Organisation on 1 April 1999.

At 31 March 2000, the company owed £286,520 to the Improvement and Development Agency for Local Government (1999: £Nil) and £1,137 (1999: £Nil) to the Employers' Organisation.

##### Tangible fixed assets

Depreciation is provided on cost in equal annual instalments over the estimated useful lives of the assets. The rates of depreciation are as follows

Freehold land and buildings	2% per annum
Computer equipment	33% per annum
Furniture and fittings	10% per annum

##### Investments

Except as stated below, investments held as fixed assets are stated at cost less provision for any permanent diminution in value.

In the consolidated accounts, shares in related companies are accounted for using the equity method of accounting. The consolidated income and expenditure account includes the group's share of the deficit of the related companies based on audited financial statements for the year ended 31 March 2000. In the consolidated balance sheet, the interest in related companies is shown at the group's share of the net assets of the related companies.

##### Income

Income represents the amount receivable as rents and services provided (excluding Value Added Tax). Note 2 gives further analysis of income.

##### Leases

Operating lease rentals are charged to income in equal annual amounts over the lease term.

**NOTES TO THE ACCOUNTS**  
**Year ended 31 March 2000**

**2. INCOME**

	<b>2000</b>	<b>1999</b>
	<b>£000</b>	<b>£000</b>
Rents received	865	86
Government grants	-	13,172
Local Authority subscriptions	-	1,728
Services recharged	43	3,896
Sales of books and publications	-	821
Examination fees	-	409
Other income	-	212
	<u>908</u>	<u>20,324</u>

**3. DIRECTORS EMOLUMENTS**

None of the directors received any emoluments in respect of their services to the company and its subsidiaries (1999: £Nil). There were no retirement benefits accruing to the directors in respect of qualifying services to the company.

**4. STAFF COSTS**

	<b>2000</b>	<b>1999</b>
	<b>No</b>	<b>No</b>
<b>Average number of persons employed:</b>		
Administration	-	103
Advisory	-	67
Negotiating	-	26
Surveys	-	20
Examinations	-	18
	<u>-</u>	<u>234</u>
	<b>£000</b>	<b>£000</b>
<b>Staff costs during the year</b>		
Wages and salaries	-	5,834
Social security costs	-	495
Pension costs	-	1,399
	<u>-</u>	<u>7,728</u>

**5. INTEREST PAYABLE**

	<b>2000</b>	<b>1999</b>
	<b>£000</b>	<b>£000</b>
Bank loans	<u>206</u>	<u>210</u>

## NOTES TO THE ACCOUNTS

Year ended 31 March 2000

## 6. OPERATING DEFICIT

	2000 £000	1999 £000
<b>Operating deficit is after charging:</b>		
Depreciation and amortisation	244	317
Rentals under operating leases		
- plant and equipment	-	389
- other operating leases	371	385
Staff costs (note 4)	-	7,728
Auditors' remuneration		
- audit fee	3	20
- non audit fees	-	4
	<u>          </u>	<u>          </u>

The amount charged to the profit and loss account of the company in respect of audit fees was £600 (1999: £18,000).

## 7. TAXATION

The Local Government Management Board is exempt from Income Tax and Corporation Tax by virtue of its status as a Local Authority Association under Sections 19(2) and 19(3) of the Taxes Act 1988. It is exempt from Capital Gains Tax under Section 271 of the Taxation of Chargeable Gains Act 1992. The subsidiaries and related companies are exempt by virtue of their status as Registered Charities or as Local Authority Associations.

## 8. DEFICIT OF PARENT COMPANY

As permitted by Section 230 of the Companies Act 1985, the income and expenditure account of the parent company is not presented as part of these accounts. The parent company's deficit for the year amounted to £269,762 (1999: surplus of £103,575) all of which was transferred to accumulated funds (note 16).

## 9. TANGIBLE FIXED ASSETS

(The Group and the Company)

	Freehold land and buildings £000	Computer equipment £000	Furniture and fittings £000	Total £000
<b>Cost</b>				
At 1 April 1999	4,793	851	469	6,113
Additions	-	-	-	-
Disposals	-	(130)	-	(130)
	<u>4,793</u>	<u>721</u>	<u>469</u>	<u>5,983</u>
At 31 March 2000	4,793	721	469	5,983
<b>Accumulated depreciation</b>				
At 1 April 1999	240	708	127	1,075
Charge for the year	96	101	47	244
Disposals	-	(130)	-	(130)
	<u>336</u>	<u>679</u>	<u>174</u>	<u>1,189</u>
At 31 March 2000	336	679	174	1,189
<b>Net book value</b>				
At 31 March 2000	<u>4,457</u>	<u>42</u>	<u>295</u>	<u>4,794</u>
At 31 March 1999	<u>4,553</u>	<u>143</u>	<u>342</u>	<u>5,038</u>

## NOTES TO THE ACCOUNTS

Year ended 31 March 2000

## 10. FIXED ASSETS INVESTMENTS

	The Group £	The Company £
<b>Shares in subsidiary undertakings</b>		
Cost and net book value at 31 March 1999 and 31 March 2000	-	101
	<hr/>	<hr/>
<b>Interest in associate companies</b>		
At 1 April 1999	29,417	50
Losses from interest in related party	(29,367)	-
	<hr/>	<hr/>
At 31 March 2000	50	50
	<hr/>	<hr/>

**Shares in subsidiary undertakings:**

*Local Government Training and Research Services Limited*, a company registered in England and Wales, is a registered charity engaged in the provision of training and research in all aspects of local government activity. The Local Government Management Board owns 100% of the issued ordinary share capital.

The Local Government Information House Limited, a company registered in England and Wales, is engaged in the provision of geographical information services on behalf of Local Government. The Local Government Management Board owns 100% of the issued ordinary share capital.

**Interest in related companies:**

Joint Initiative for Community Care Limited, a registered charity and company registered in England and Wales, is engaged in research into the 'Care in the Community' policy of local government social services. The Local Government Management Board owns 50% of the ordinary share capital of the company. The company ceased trading during 2000.

	2000 £	1999 £
Cost of investment	50	50
Group share of undistributed surpluses	-	29,367
	<hr/>	<hr/>
At 31 March	50	29,417
	<hr/>	<hr/>

All of the above companies are unlisted.

The company has no right to receive dividends from its investments, nor to participate in any distribution of assets following a winding up.



NOTES TO THE ACCOUNTS  
Year ended 31 March 2000

## 11. STOCKS

	The Group and the Company	
	2000 £000	1999 £000
Raw materials and consumables	-	138
Goods for resale	-	103
	<u>-</u>	<u>241</u>

## 12. DEBTORS

	The Group 2000 £000	The Group 1999 £000	The Company 2000 £000	The Company 1999 £000
Trade debtors	97	928	50	907
Amounts administered for other public bodies	-	30	-	30
Amounts owed by related undertakings	-	28	-	28
Other debtors	-	242	-	242
Prepayments and accrued income	41	298	41	298
	<u>138</u>	<u>1,526</u>	<u>91</u>	<u>1,505</u>

## 13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	The Group 2000 £000	The Group 1999 £000	The Company 2000 £000	The Company 1999 £000
Trade creditors	328	4,045	287	4,045
Amounts administered for other public bodies	-	77	-	77
Loans	278	257	278	257
Other taxes and social security	1	202	-	199
Other creditors	178	501	162	485
	<u>785</u>	<u>5,082</u>	<u>727</u>	<u>5,063</u>

## NOTES TO THE ACCOUNTS

Year ended 31 March 2000

## 14. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	The Group and the Company	
	2000	1999
	£000	£000
Bank loans	1,929	2,143
<b>Loan is repayable by instalments:</b>		
Due within one year	278	257
Between one and two years	303	343
Between two and five years	1,083	1,029
After more than five years	543	771
	<u>2,207</u>	<u>2,400</u>
Amounts falling due within one year	278	257
Amounts falling due after one year	1,929	2,143
	<u>2,207</u>	<u>2,400</u>

The loan is secured on the freehold premises of the company at Turnmill Street. The loan bears interest at a rate of 8.75% per annum fixed over the term of the loan. The loan is repayable in equal quarterly instalments, starting in September 1999.

## 15. PROVISIONS FOR LIABILITIES AND CHARGES

The Group and the Company	Relocation costs £000	Major repair and redecoration £000	Car lease termination £000	Total £000
Balance at 1 April 1999	389	200	80	669
Charged/(credited) to income and expenditure account	-	-	-	-
Utilisation during the year	-	-	-	-
Transferred to new company	(389)	-	(80)	(469)
Balance at 31 March 2000	<u>-</u>	<u>200</u>	<u>-</u>	<u>200</u>

The provision for relocation covers the estimated future costs of staff changes and travel and has been taken over by the Improvement and Development Agency for Local Government.

The provision for major repair and redecoration was established to spread these costs over the years in which the liabilities arise.

The car lease termination provision was established to provide for one-off costs associated with the company's employee car scheme, principally penalties for early termination of leases and has been taken over by the Improvement and Development Agency for Local Government.

**NOTES TO THE ACCOUNTS****Year ended 31 March 2000****16. STATEMENTS OF MOVEMENTS ON ACCUMULATED FUNDS**

	£000	The Group £000	£000	The Company £000
Balance at 1 April 1999		2,704		2,485
Deficit of income over expenditure for the year:				
The Company	(270)		(270)	
Subsidiary undertakings	(143)		-	
Related companies	(29)		-	
		<u>(442)</u>		<u>(270)</u>
Balance at 31 March 2000		<u>2,262</u>		<u>2,215</u>

The accumulated funds are not distributable to the members by way of dividend. The accumulated funds of the subsidiary undertakings and related companies may only be used for charitable purposes. The accumulated funds of the company are allocated as follows:

	£000
Funding of assets, less move costs	2,055
Building repair reserve	150
Contingency allowance	10
	<u>2,215</u>

**17. FINANCIAL COMMITMENTS****Operating Leases**

At 31 March 2000 the group was committed to making the following payments during the next year in respect of operating leases.

	Land and buildings 2000 £000	Land and buildings 1999 £000
Leases which expire:		
Within one year	-	-
Within 2 to 5 years	357	357
After 5 years	14	14
	<u>371</u>	<u>371</u>

**NOTES TO THE ACCOUNTS**  
**Year ended 31 March 2000**

**18. PENSION SCHEME**

The employees of the company are transferred to the Improvement and Development Agency for Local Government and the Employers Organisation for Local Government together with all liabilities under this pension scheme. The total pension cost for the group in 1999 was £1,399,000 of which £350,000 related to the cost of increases in pensions to former employees.

**19. CONTROLLING ENTITY**

The controlling entity is the Local Government Association.

**20. MEMBERS**

The company is incorporated as a company limited by guarantee having no share capital and, in accordance with the Memorandum of Association, every member is liable to contribute a sum of £1 in the event of the company being wound up. At 31 March 2000 there were 6 members.