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Data & Intelligence Services

# ANNUAL REPORT 2022

**Published 7 October 2022**

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## OUR MISSION AND PURPOSE

To be the most effective and efficient point of contact through which our members can acquire data, intelligence and knowledge to support their investigations, protecting the public purse and safeguarding the community.

The quality of our products, professional services and legal compliance will be assured and provided by a team of trained and accredited officers.

To support members and gain their trust through communication, collaboration, innovation and continuous improvement.



To be a nationally recognised centre of excellence for the acquisition and sharing of data and intelligence for the public sector.



### **Accountability – Putting Members First**

Listening and communicating with our members, ensuring transparency and building trust.

### **Professionalism and Integrity**

Showing the highest standards of occupational practice and behaviour. Operating to defined standards and targets. Valuing and treating all members with equality, dignity and respect.

### **Advocacy and Collaboration**

Working together to achieve the best outcomes for the membership on behalf of their communities through negotiations with business solution providers; working collaboratively with all stakeholders; through membership of national and regional working groups; in wider discussions with Central and Local Government.

### **Not-for-Profit**

To offer a value-for-money service driven by purpose rather than profit with membership fees and charges sufficient to cover operating costs only.

### **Agility and Continuous Improvement**

Actively seeking business improvement opportunities to enhance skills and develop the service offer to members. Responding positively and creatively to changing and emerging business needs. Demonstrating innovation and creativity in the delivery of projects, with a commitment to pursuing excellence in service provision.

# Chair's Report

**John Peerless-Mountford**  
**Brighton & Hove City Council**  
**NAFN Chair 2022**



Dear Members

Earlier this year, I was elected to the Chair of the NAFN Executive Board, replacing Wendy Poole who steered the organisation for more than ten years through a period of major change to service delivery and membership. On behalf of the Executive Board I want to acknowledge her stewardship and wish Wendy well in her retirement. I have been a Board member since 2006 and look forward to leading the organisation through what will be a period of further change and transformation.

I would like to thank members of the Executive Board for their valuable input and the NAFN Service Team for their ongoing commitment and dedication. The Executive Board was further strengthened with the addition of three new members: Nick Jennings (Hertfordshire County Council), Robert James (Birmingham City Council) and Russell Hawkins (Southampton City Council).

Looking back to 2021-22, the country was emerging from the Covid National Emergency and many organisations were forced to examine their business strategies and working practices. NAFN was no exception and the key change for the organisation was to maintain home-working and pursue opportunities to further automate the service to benefit members.

Membership is consistently strong across local authorities, housing associations and wider public sector organisations and operational efficiencies and external funding ensured that there was no requirement to increase the annual membership fee. It was disappointing that Covid-19 restrictions prevented us from hosting our Annual Conference in person, but we were able to organise a successful virtual AGM and Summit attracting over 400 delegates.

NAFN remains a trusted organisation recognised across both Central and Local Government and continues to work collaboratively and in partnership with a range of bodies providing access to data and intelligence supporting fraud prevention and investigation to protect the public and the public purse.

The Service Team continues to work closely with the Cabinet Office, Home Office, BEIS and the Department for Transport as well as the LGA, National Trading Standards and the Institute of Licensing. Last year, significant progress was made on developing the NR3S Taxi Licensing Database and expanding access to the National ANPR Service and both initiatives will enhance our service offer to members.

In 2022-23 NAFN celebrates its 25<sup>th</sup> Anniversary. I am proud to be a key part of this award winning national service which has grown from strength to strength. Members will benefit from further improvements and developments as Project Argus is relaunched and delivered.

*John Peerless-Mountford*

# Treasurer's Report

**Peter Farrow**

**Sandwell Metropolitan Borough Council and  
the City of Wolverhampton Council  
NAFN Treasurer 2010-22**



NAFN continues to remain mindful of the difficult financial circumstances you face and the need to keep costs down and service delivery up. Our fee model, we believe, helps towards this. Please be assured we remain committed to providing a value for money service to members.

## **Service Delivery**

As you are aware NAFN services are centred in one office based at Tameside Metropolitan Borough Council. The ability to provide services through local government accommodation, professional support services and further improvements in the use of technology enables NAFN to continue to operate in an efficient and effective manner. We also continue to be committed to demonstrating year on year improvement to our services. As in previous years the Executive Board has pushed forward with new services for the benefit of its members and further investment in NAFN continues to be made in order to enhance service delivery.

## **Annual Accounts**

Both the Executive Board and Members are aware that NAFN must be self-financing, largely through subscriptions and wherever possible seeking additional funding through other routes such as government grants. During the year, as demonstrated in the accompanying accounts we received funding from Central Government to work collaboratively on the Covid national emergency to address business grant fraud. However, we remain mindful that in these challenging economic times, we may not always be able to attract the level of funding that we have done in the past. Should this come into effect, then we will need to consider alternative options.

The approved reserve is held to mitigate the risks to the Host Authority for delivering the NAFN services and is agreed annually. The level of this reserve continues to be monitored and where appropriate funds are released to keep membership costs low. A significant part of the increased working reserve is to be used as part of our continuing transformation agenda, with a particular focus on our ICT infrastructure which will bring a range of additional benefits in the service we offer to our members.

The financial prospects for the future will no doubt continue to be difficult for the public sector. However, the commitment across the whole of the public sector to fighting fraud, preventing crime and protecting the public purse remains high. In light of the current climate of high inflation and rising costs, the Board will need to review membership and usage charges which have remained largely unchanged for the past four years.

## **Overview**

By successfully maintaining our membership levels, accessing government department and other grants wherever possible, and retaining the ability to use our working reserve as and when required, we continue to be able to improve and widen service delivery and help contain membership fees. We remain in a sound position financially as things currently stand but also are mindful that funding could be volatile.

*Peter Farrow*

## NAFN – Statement of Accounts 2021-22

### Income and Expenditure Account for the year ended 31 March 2022

	2021-22	2020-21
<b><u>Expenditure</u></b>		
Employee Related Costs	613,402	505,017
Premises Related Costs	986	12,000
Transport Related Costs	53	117
Supplies and Services	302,741	203,198
Project Related Costs	33,208	37,145
Specialist Services	164,851	156,869
<b>Total</b>	<b>1,115,241</b>	<b>914,346</b>
<b><u>Income</u></b>		
Specialist Services – Income	187,450	162,426
Annual Fees	895,309	805,278
BEIS, ANPR and SiD	224,245	92,789
Interest	2,303	851
<b>Total</b>	<b>1,309,307</b>	<b>1,061,344</b>
<b>Surplus/(Shortfall)</b>	<b>194,066</b>	<b>146,998</b>

### Balance Sheet as at 31 March 2022

Liabilities -	Working Reserve	976,794	782,728
	Approved Reserve	500,000	500,000
	Sundry Creditors	49,283	6,387
	<b>Total</b>	<b>1,526,077</b>	<b>1,289,115</b>
Assets -	Sundry Debtors	82,323	75,025
	Prepayments	23,780	0
	Bank	1,419,973	1,214,090
	<b>Total</b>	<b>1,526,077</b>	<b>1,289,115</b>

# Head of Service

**Mark Astley**  
**NAFN Data and Intelligence Services**



As we emerge from the Covid National Emergency my key priorities are to maintain service delivery and performance, working closely with the Executive Board and Service Team to meet the existing and emerging business needs of all NAFN members. There are challenges on many fronts including access to data and intelligence, legal compliance, delivery of service improvements and home-working.

Home-working arrangements continued throughout the year but as lockdown rules were relaxed plans were drawn up to introduce hybrid working to address a range of performance and staff development issues. Hybrid working is intended to improve morale, enhance personal development and promote innovation, all of which underpins service delivery. As with many other organisations 2021-22 was a challenging year for staff retention and recruitment. For example we were without a Project Manager for the second half of the year.

Members increasingly view NAFN as a one-stop-shop for data and intelligence to support their fraud prevention and criminal investigation activities. Increasingly, we are working with a range of partners and stakeholders to identify and pursue opportunities to meet these emerging business needs. This reinforces NAFN's role as a guardian and gatekeeper ensuring legal compliance at all times.

Significant progress was made during 2021-22 to introduce and further develop the NAFN service offer to members. These included NR3 and NAS as well as upgrades to the Equifax Public Sector Gateway and the NAFN Intelligence Search function. The NAFN e-learning and CPD platform was launched in June 2021 providing a dedicated training resource at no additional cost to members. Plans to introduce an Enhanced Intelligence Service for members was piloted successfully and the Executive Board has approved plans to create a new team to establish and rollout this offer that will streamline intelligence gathering and fraud investigation.

During 2021-22 we continued to work collaboratively with BEIS, local authority members and other stakeholders to address business grant fraud. Our involvement was reactive and led by BEIS. This joint working has been positive and we will maintain collaborative working arrangements, sharing data, intelligence and expertise to support the delivery of joined-up strategies.

Also, we continue to be closely involved and consulted on a number of national strategic and operational initiatives. This is an opportunity to represent the membership and pursue business opportunities that will enhance the service. For example, in October 2021 we established and continue to co-chair the National NR3 User Group.

Finally, I want to echo my new Chair's reference to his predecessor Wendy Poole who was my line manager throughout her time as NAFN Chair. We had a very close and successful working relationship and I hope that this will continue with John at the helm.

*Mark Astley*

# Membership and Communications Manager



**Tiren Deopel**  
**NAFN Data and Intelligence Services**

I stepped into a big pair of shoes in November, covering for Lavinia Ferguson as she embarked on maternity leave, and I hope that during my tenure I have done the function she established so well justice.

Membership retention over the past 12 months has been exceptional, and we continued to grow our community. In anticipation of the Taxi and Private Hire Vehicle Safety and Safeguarding Legislation in March, 96% of all UK licencing authorities had become NAFN members by the end of the year. We expect to increase this number during the year ahead, on target to reach our goal of 100% of UK local authorities. We have augmented our value proposition with the introduction of new services and have seen an increase in membership from social housing providers and wider public bodies, who have found centralised access to data and intelligence and wrap around training and support invaluable.

The recruitment of a dedicated Membership and Communication Officer (MCO) in November supported the delivery of more tangible benefits to members in multiple areas. We automated Webinar administration, making access to the learning curriculum consistently available to all and increasing participation by over 40%, whilst freeing valuable administrative support. We also utilised the underused space on the NAFN secure website landing page, which now acts as a dynamic notice board with content and updates posted regularly, providing the opportunity to share important messaging to as many members as possible in real time. The new member onboarding process has been streamlined, maximising time and resources whilst delivering a positive, memorable experience.

NAFN is a learning organisation, and the launch of our e-Learning platform provided an opportunity to create relevant and specific content aimed at supporting members to confidently apply for, acquire and work with the intelligence they need within the parameters of the legislation. We also embarked on a webinar digitisation programme to make the ten most popular NAFN webinars available to members 24/7, accessed through the NAFN secure website. Furthermore, we put into development three stand-alone Intelligence courses to help drive a national minimum standard for public sector Intelligence Officers, available in 2022-23 and we continue to work with stakeholders to develop a collaborative curriculum with the wider counter-fraud community.

Building upon the success of the NAFN monthly newsletter, we have consistently delivered a well-regarded source of news and timely updates and have developed an internal version of the same to ensure that the NAFN team are equally informed.

We were delighted to win the iStand Award for Information Governance this year, for innovative design in the NR3S processes to limit the risks involved in the management of data and ensure compliance. We were also honoured, once again, to be invited to judge this year's TECAs Awards, which recognise and reward outstanding performance in organisations and individuals combating economic crime.

We end the year with a pipeline of new membership applications, as current members continue to promote the value and value-for-money that being part of the NAFN community affords. I look forward to seeing many new innovative and collaborative projects come to fruition in the year ahead, for the benefit of all.

*Tiren Deopel*



# Project Manager

## Doliz Miah NAFN Data and Intelligence Services



I joined NAFN just five months ago, but have been associated with the organisation for many years delivering the IT and infrastructure support required to run the secure service. Prior to my appointment, NAFN had been without a PM for the last six months of 2021-22, and having an understanding of the organisational context has proven invaluable.

My introduction to Members has, through necessity, been via email, Teams and the monthly NAFN newsletter, and I am grateful for their willingness to collaborate and actively participate in focus groups, to achieve outcomes that benefit all. Although my main focus is on the upgrading of services by redesigning the web interface, accessing new data and working with existing and new partners to automate the enquiries, I am also responsible for managing our current IT service supplier, ICT host and general issues with our IT services.

Progress on Project Argus was highly impacted by Covid 19 and the redeployment of resources to pivot and respond to member needs. The untimely loss of both PM and Business Analyst caused further delay, however we end the year in the final stages of process analysis, moving towards the development of a technical specification that is comprehensive, fit-for-purpose and sustainable. This transformation project pays homage to the innovation and collaboration NAFN is known for, managing member expectations by enhancing and future proofing our IT capabilities.

Maintaining and improving the service remains both critical and constant, and over the past five months a range of new services and updates have been released. Major enhancements to the NAFN Intelligence Enquiry and Search facility have been successfully implemented and the Equifax PSG rewrite has been launched - both add significant operational value.

The current GSA migration to cloud and upgrade of the system was delayed by technical implications identified by the supplier, and subsequent assurances to the Home Office on the security of the solution. Delivery of the new CycComms Cloud system is programmed for early 2023, however we continue to develop and disseminate interim workarounds to support member organisations who are experiencing operational challenges.

I anticipate working closely the NAFN Leadership Team and Executive Board over the coming year to review and develop the overall transformation strategy and identify improvement opportunities for our members.

As always, members will be consulted before a preferred business solution is identified and I look forward to working through the consultation process, getting to know the members of our community better.

*Doliz Miah*

# Service Team Manager

**Sarah Cooper**  
**NAFN Data and Intelligence Services**



Over the last 12 months the NAFN Service Team have been working hard to deliver the service you have come to know and expect whilst continuing to develop and improve the options available to you as members.

We have successfully created and piloted an Enhanced Intelligence Service to provide clarified and succinct intelligence packages to support member investigations. Using this service, members will be able to submit their investigation to a NAFN Intelligence Analyst who, having gathered, reviewed and analysed data and intelligence, will provide a recommendation as to the development of the investigation. Over the coming months we will be recruiting an intelligence team who will be responsible for the roll out of this service.

NAFN also continues to represent councils and wider public authorities at a number of national working groups hosted by the Home Office. During the year, significant progress was made on professionalising the communications data SPOC role. We have helped shape the scope and content of modules relating to pre-course work, the course itself and post-course action to receive a 'Licence to Practice'. We anticipate approval to develop and host a CPD module, helping qualified SPOCs to update and retain their accreditation

Our annual inspection by the Investigatory Powers Commissioners Office took place in November and I am pleased to report another great outcome. The inspection recorded no recommendations and offered a small number of observations, which provided us with an opportunity to review processes and policies. A number of observations of good practice were also highlighted, reflecting on the high-quality service already provided by the NAFN communications data SPOCs, demand for which continues to go from strength to strength.

Following the reduction of intake seen during the pandemic I am pleased to report that NAFN members submitted 14% more enquiries this year with almost 27,000 additional enquiries submitted to the team when compared to 2020-21.

NAFN has experienced a baby boom this year with two staff members taking maternity leave. We have also welcomed a new Administrative Support Officer to the team and anticipate further growth in 2022/23. Despite the increase in intake and reduction in resource from experienced staff we have maintained performance levels and look forward to supporting you throughout the year ahead.

*Sarah Cooper*

# NAFN Executive Board Membership

## Chair

### John Peerless

Principal Trading Standards Officer  
Brighton and Hove City Council  
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Brighton  
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## Treasurer

### Peter Farrow

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## Other Executive Board Members

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**Iain O'Brien (Co-Opted)**

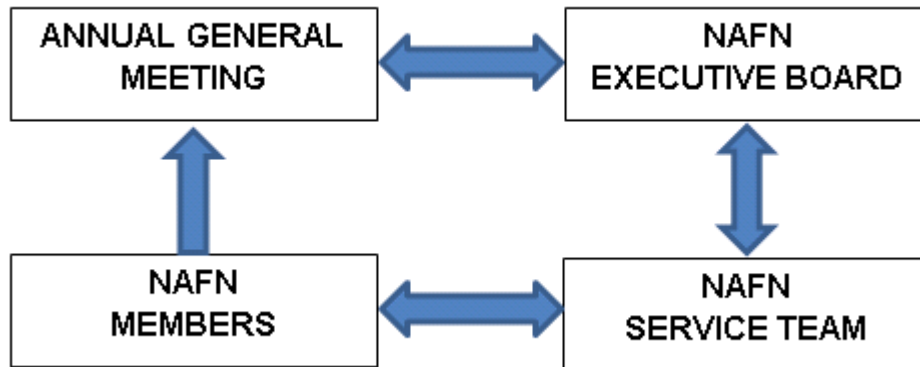
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OFCOM  
Riverside House  
2a Southwark Bridge Road  
London, SE1 9HA

Tel: 0207 783 4446

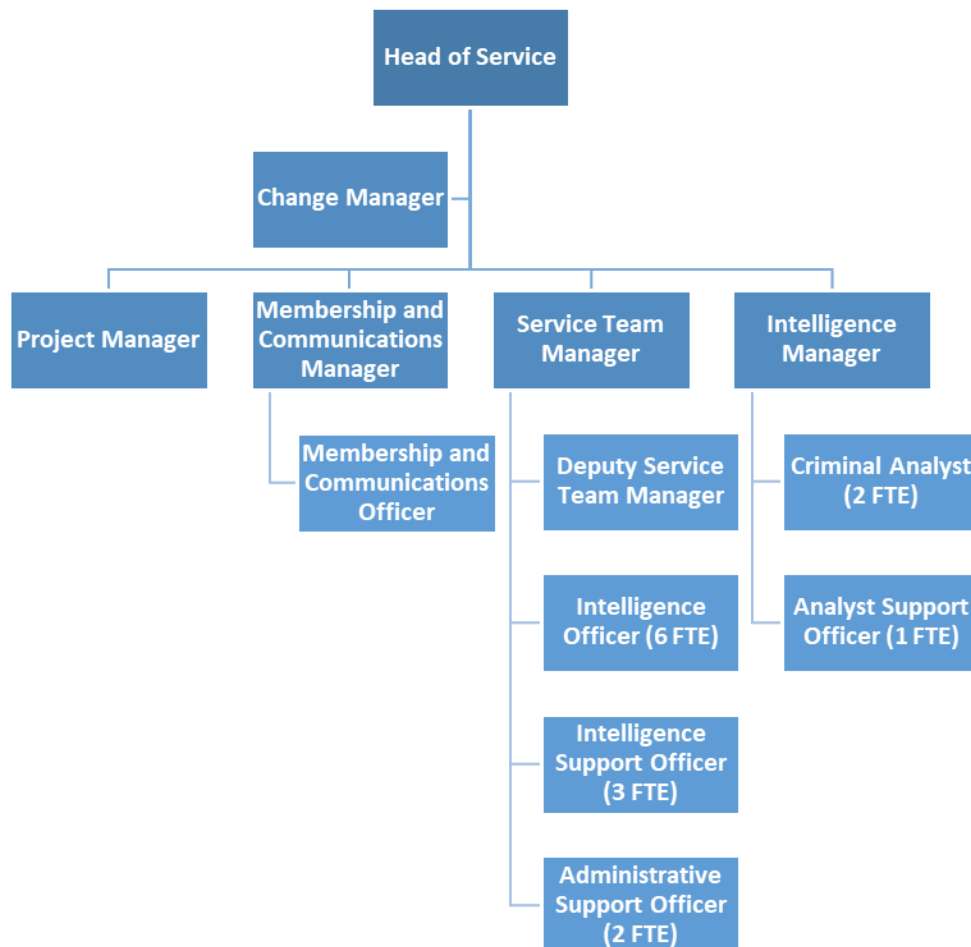
Email: [iain.obrien@ofcom.org.uk](mailto:iain.obrien@ofcom.org.uk)

# Governance and Organisational Structure

Over the past 25 years the organisational structure has remained consistent as shown in the diagram below. The Executive Board and the NAFN Service Team work with external partners and other stakeholders to maintain and enhance the services for members. The Service Team works closely with members and a range of data and business solution providers to support operations and day to day business.



The current organisational structure is set out below:



# NAFN Service Team

## HEAD OF SERVICE

**Mark Astley**  
Tel: 0161 342 3662  
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## SERVICE TEAM MANAGER

**Sarah Cooper**  
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## MEMBERSHIP AND COMMUNICATIONS OFFICER

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## INTELLIGENCE OFFICERS

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**Debbie Wright**  
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**Carly Lomas**  
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## INTELLIGENCE SUPPORT OFFICERS

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## ADMINISTRATIVE SUPPORT OFFICERS

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**Office Fax Number:**  
0345 515 0032/0345 515 0042  
**Office Email:** [general@nafn.gov.uk](mailto:general@nafn.gov.uk)

## MEMBERSHIP AND COMMUNICATIONS MANAGER

**Tirene Deopel**  
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## PROJECT MANAGER

**Doliz Miah**  
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## CHANGE MANAGER

## VACANT

Email:

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**Durga Paul**  
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**Johanna Nolan**  
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**Joanne Egerton**  
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Email: [joanne.egerton@nafn.gov.uk](mailto:joanne.egerton@nafn.gov.uk)

**VACANT**  
Tel : 0161 342 3480  
Email: [@nafn.gov.uk](mailto:@nafn.gov.uk)

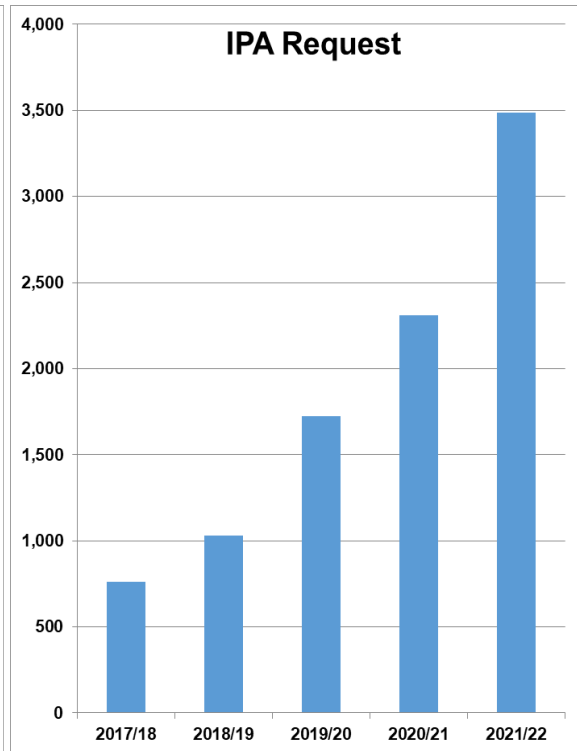
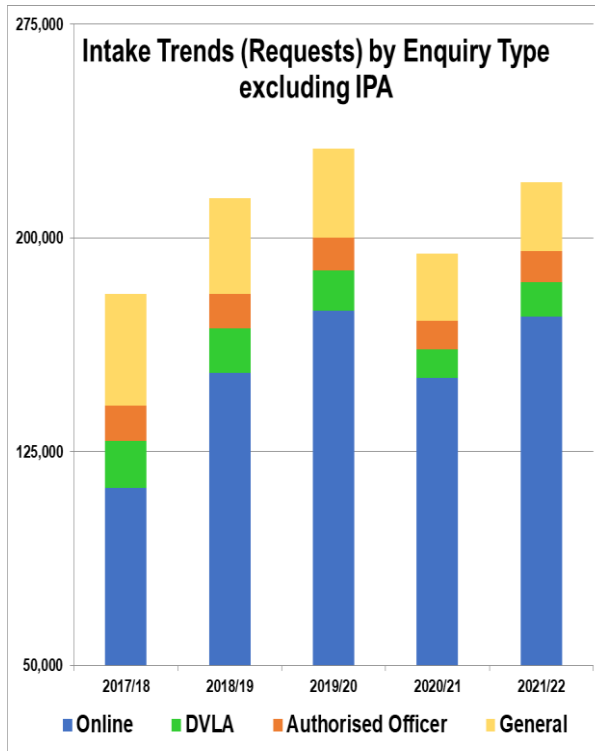
**Postal Address:**

**Tameside MBC**  
**PO Box 304**  
**Ashton-under-Lyne**  
**Tameside**  
**OL6 0GA**

# APPENDIX A

## Intake

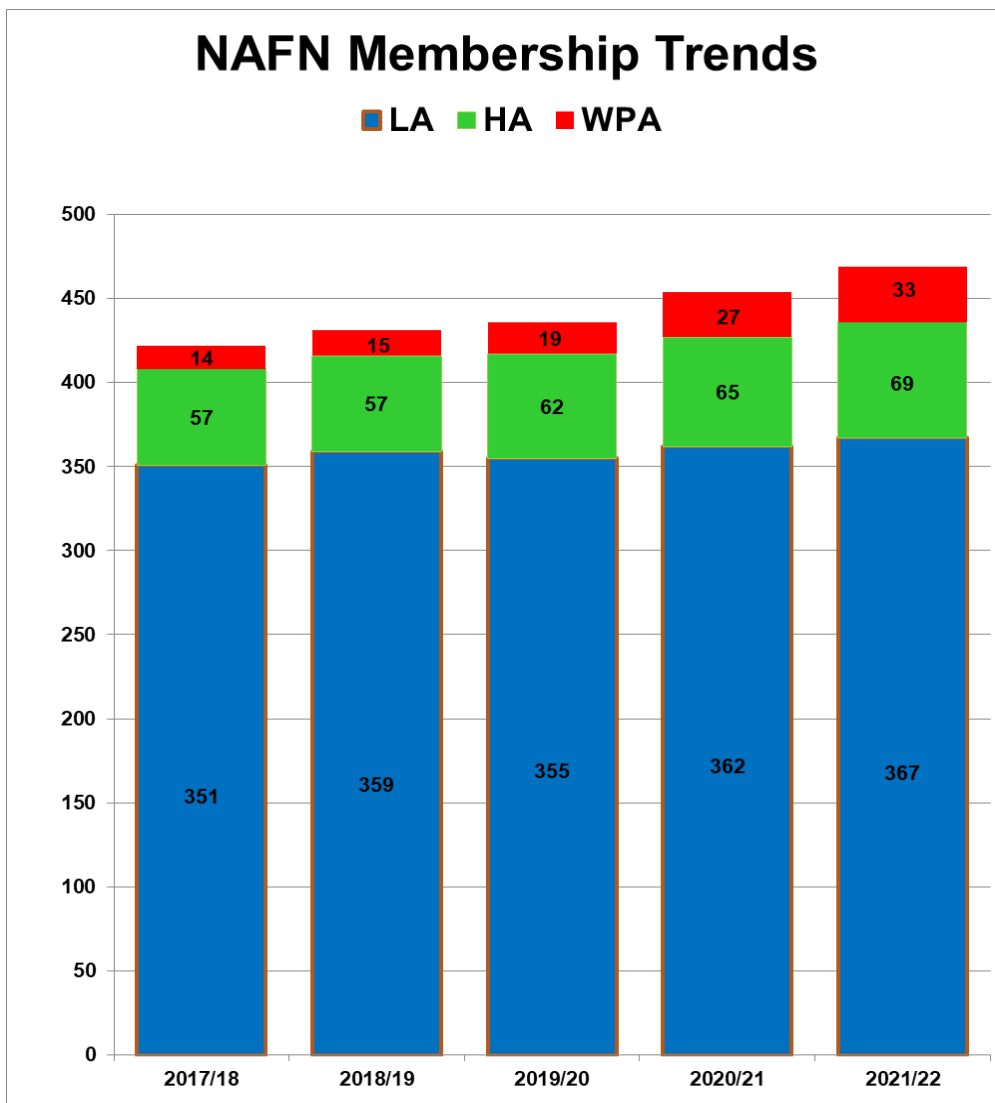
Enquiry Type	2021/22 April – March	2020/21 April - March
General Service	24,389	23,648
Authorised Officer Service	10,778	10,001
DVLA	12,217	10,082
Type 'B' Data	172,310	150,858
IPA	3,488	2,312
<b>Total Enquiries</b>	<b>223,182</b>	<b>196,901</b>



# APPENDIX B

## Membership

Organisation Type	March 2021	March 2020
Local Authority	367	362
Housing Associations	69	65
Wider Public Authorities	33	27
<b>Total</b>	<b>469</b>	<b>454</b>





# APPENDIX C

## Membership March 2021-2022

### LOCAL AUTHORITIES

Aberdeenshire Council  
Adur Worthing District Council  
Allerdale District Council  
Amber Valley BC  
Anglesey Council  
Angus Council  
Argyll & Bute Council  
Arun District Council  
Ashford Borough Council  
Babergh District Council  
Barnsley MBC.  
Barrow -in-Furness BC  
Basildon District Council  
Basingstoke & Deane BC  
Bassetlaw District Council  
Bath & North East Somerset Council  
Bedford Borough Council  
Belfast City Council  
Birmingham City Council  
Blaby District Council  
Blackburn Borough Council  
Blackpool Borough Council  
Blaenau Gwent CBC  
Bolsover District Council  
Bolton MBC  
Boston Borough Council  
Bournemouth, Poole and Christchurch  
Bracknell-Forest Borough Council  
Bradford City Council  
Braintree District Council  
Breckland District Council  
Brentwood Borough Council  
Bridgend CBC  
Brighton & Hove Council  
Bristol City Council  
Broadland District Council  
Bromsgrove District Council  
Broxbourne Borough Council  
Broxton Borough Council  
Buckinghamshire Council  
Burnley Borough Council  
Bury MBC.  
Caerphilly CBC  
Calderdale MBC.  
Cambridge City Council  
Cambridgeshire County Council  
Cannock Chase Council  
Canterbury City Council  
Cardiff Council  
Carmarthenshire County Council  
Castle Point Borough Council  
Causeway Coast and Glens DC  
Central Bedfordshire Council  
Ceredigion County Council  
Charnwood Borough Council  
Chelmsford City Council  
Cheltenham Borough Council  
Cherwell District Council  
Cheshire East Council  
Cheshire West & Chester Council  
Chesterfield Borough Council  
Chichester District Council  
Chorley MBC  
City of London Corporation  
City of Wolverhampton Council  
Comhairle nan Eilean Siar  
Conwy CBC  
Copeland Borough Council  
Cornwall Council  
Cotswold District Council  
County Durham Council  
Coventry City Council  
Craven District Council  
Crawley Borough Council  
Cumbria County Council  
Cyngor Gwynedd Council  
Darlington Borough Council  
Dartford Borough Council  
Denbighshire County Council  
Derby City Council  
Derbyshire County Council  
Devon County Council  
Doncaster Metropolitan Council  
Dorset Council  
Dover District Council  
Dudley MBC  
Dundee City Council  
East Ayrshire Council  
East Cambridgeshire DC  
East Devon District Council  
East Dunbartonshire Council  
East Hertfordshire DC  
East Lindsey District Council  
East Renfrewshire Council  
East Riding of Yorkshire Council  
East Staffs Borough Council  
East Suffolk  
East Sussex County Council  
Eastbourne Borough Council  
Eastleigh Borough Council  
Edinburgh City Council  
Elmbridge Borough Council  
Epping Forest District Council  
Epsom & Ewell Borough Council  
Erewash Borough Council  
Essex County Council  
Exeter City Council  
Falkirk Council  
Fareham Borough Council  
Fenland District Council  
Fermanagh and Omagh DC  
Fife Council  
Flintshire County Council  
Folkestone and Hythe DC  
Forest of Dean DC  
Fylde Borough Council  
Gateshead Council  
Gedling Borough Council  
Glasgow City Council  
Gloucester City Council  
Gloucestershire County Council  
Gosport Borough Council  
Gravesham Borough Council  
Great Yarmouth DC  
Guildford Borough Council  
Halton Borough Council  
Hambleton District Council  
Hampshire County Council  
Harborough District Council  
Harlow Council  
Harrogate Borough Council  
Hartlepool Borough Council  
Hastings Borough Council  
Havant Borough Council  
Herefordshire County Council  
Hertfordshire County Council  
Hertsmere Borough Council  
High Peak Borough Council  
Hinckley and Bosworth BC  
Horsham District Council  
Huntingdonshire DC  
Hyndburn Borough Council  
Inverclyde Council  
Ipswich Borough Council  
Isle of Wight Council  
Kent County Council  
King's Lynn and West Norfolk BC  
Kingston upon Hull City  
Kirklees MBC.  
Knowsley MBC.  
Lancashire County Council  
Lancaster City Council  
Leeds City Council  
Leicester City Council  
Leicestershire County Council  
Lewes DC  
Lichfield District Council  
Lincolnshire County Council  
Liverpool City Council  
LB Barking and Dagenham  
LB Barnet  
LB Bexley  
LB Brent  
LB Bromley  
LB Camden  
LB Croydon  
LB Ealing  
LB Enfield  
LB Hackney  
LB Hammersmith & Fulham  
LB Haringey Council  
LB Harrow Council  
LB Havering  
LB Hillingdon  
LB Hounslow  
LB Islington  
LB Lambeth  
LB Lewisham  
LB Merton  
LB Newham  
LB Redbridge  
LB Richmond upon Thames  
LB Southwark Council  
LB Sutton  
LB Tower Hamlets  
LB Waltham Forest  
LB Wandsworth  
Luton Borough Council  
Maidstone Borough Council  
Maldon District Council  
Malvern Hills District Council  
Manchester City Council  
Mansfield District Council  
Medway Council  
Melton Borough Council  
Mendip District Council  
Merthyr Tydfil CBC  
Mid Devon DC  
Mid Suffolk DC  
Mid Sussex DC  
Middlesbrough BC  
Midlothian Council  
Milton Keynes Council  
Mole Valley District Council  
Monmouthshire County Council  
Neath Port Talbot CBC  
Newark and Sherwood DC

New castle under Lyme Council  
New castle upon Tyne City Council  
New port City Council  
Norfolk County Council  
North Ayrshire Council  
North East Derbyshire DC  
North East Lincolnshire Council  
North Hertfordshire DC  
North Kesteven DC  
North Lanarkshire Council  
North Lincolnshire Council  
North Norfolk District Council  
North Northamptonshire Council  
North Somerset Council  
North Tyneside Council  
North West Leicestershire DC  
North Yorkshire County Council  
Northumberland County Council  
Norwich City Council  
Nottingham City Council  
Nottinghamshire County Council  
Nuneaton & Bedworth BC  
Oadby & Wigston BC  
Oldham MBC.  
Orkney Islands Council  
Oxford City Council  
Oxfordshire County Council  
Pembrokeshire County Council  
Perth & Kinross Council  
Peterborough City Council  
Plymouth City Council  
Portsmouth Borough Council  
Powys County Council  
Preston City Council  
Reading Borough Council  
Redcar & Cleveland BC  
Redditch Borough Council  
Reigate & Banstead BC  
Renfrewshire Council  
Rhondda Cynon Taff CBC  
Ribble Valley Borough Council  
Richmondshire District Council  
Rochdale MBC  
Rochford District Council  
Rossendale Borough Council  
Rother District Council  
Rotherham MBC.  
RB Greenwich Council  
RB Kensington & Chelsea  
RB Kingston upon Thames  
RB Windsor & Maidenhead  
Runnymede Borough Council  
Rushcliffe Borough Council  
Rushmoor BC

Rutland County Council  
Ryedale District Council  
Salford MBC.  
Sandwell MBC.  
Scarborough Borough Council  
Scottish Borders  
Sedgemoor District Council  
Sefton Council  
Selby District Council  
Sevenoaks District Council  
Sheffield City Council  
Shropshire Council  
Slough Borough Council  
Solihull MBC  
Somerset County Council  
Somerset West and Taunton Council  
South Ayrshire Council  
South Cambridgeshire DC  
South Derbyshire District Council  
South Gloucestershire Council  
South Hams District Council  
South Holland DC  
South Kesteven District Council  
South Lakeland DC  
South Lanarkshire Council  
South Norfolk District Council  
South Oxford District Council  
South Ribble Borough Council  
South Somerset District Council  
South Staffordshire DC  
South Tyneside MBC  
Southampton City Council  
Southend Borough Council  
Spelthorne Borough Council  
St. Helens MBC  
Stafford Borough Council  
Staffordshire County Council  
Staffordshire Moorlands DC  
Stevenage Borough Council  
Stirling Council  
Stockport MBC.  
Stockton-On-Tees BC  
Stoke City Council  
Stratford on Avon DC  
Stroud District Council  
Suffolk County Council  
Sunderland City Council  
Surrey County Council  
Surrey Heath B. C.  
Swale Borough Council  
Swansea City Council  
Swindon Borough Council  
Tameside MBC  
Tamworth Borough Council

Tandridge DC  
Teignbridge District Council  
Telford & Wrekin Council  
Tendring District Council  
Test Valley Borough Council  
Tewkesbury Borough Council  
Thanet District Council  
The Highland Council  
The Moray Council  
Three Rivers District Council  
Thurrock Borough Council  
Tonbridge & Malling BC  
Torbay Borough Council  
Torfaen CBC  
Torrington District Council  
Trafford Borough Council  
Tunbridge Wells BC  
Uttlesford District Council  
Vale of Glamorgan Council  
Vale of White Horse DC  
Wakefield District Council  
Walsall MBC.  
Warrington Borough Council  
Warwick District Council  
Warwickshire County Council  
Watford Borough Council  
Waverley Borough Council  
Wealden District Council  
Welwyn Hatfield Council  
West Berks District Council  
West Devon Borough Council  
West Dunbartonshire Council  
West Lancashire District Council  
West Lothian Council  
West Northamptonshire DC  
West Oxfordshire DC  
West Suffolk Council  
West Sussex County Council  
Westminster City Council  
Wigan MBC.  
Wiltshire Council  
Wirral MBC  
Woking Borough Council  
Wokingham BC  
Wolverhampton MBC  
Worcester City Council  
Worcestershire County Council  
Worthing Borough Council  
Wrexham CBC  
Wychavon District Council  
Wyre Borough Council  
Wyre Forest District Council  
York City Council

# Associate Members March 2021-22

## HOUSING ASSOCIATIONS

A2 Dominion	Hyde Housing	Salix Homes
Abri Housing	Irwell Valley	Settle Housing Group
Accent Housing	L & Q Group	Shepherds Bush
Arawak Walton	Livv Housing Group	Soha Housing
Arhag Housing Association	Magenta Living	Soho Housing
Aster Group	Merlin Housing Association	South Liverpool Homes
B3 Living	Metropolitan Thames Valley Housing	South Yorkshire Housing Association
Bolton at Home	Moat Homes	Southern Housing
Bromford Housing Group	Network Homes	Southway Homes
Bromsgrove Housing Trust	Nottingham City Homes	Sovereign Housing Association
Cadwyn Housing Association	Octavia Housing	St. Leger Homes of Doncaster
Clarion Housing	One Housing	Stockport Homes
Connexus Homes Limited	Onward Homes	The Charity of Elizabeth Jane Jones
Eastend Homes	Optivo Housing	Thrive Homes
Eleanor Palmer Trust	Orbit Group LTD	Torus 62 Ltd
First Choice Homes Oldham	PA Housing	Two Rivers
Gateway Housing Association	Peabody Housing	Vale of Aylesbury Housing Trust
Gentoo Group	Phoenix Housing	Vivid Homes
Great Places Housing Group	Platform Housing Limited	Wandle Housing Association
Greensquare Housing	Poplar Harca	Waterman's Housing Co-Op
Guinness Partnership	Red Kite Community Housing	Watford Community Housing
Haig Housing	Riverside Group	Weaver Vale Housing
Hexagon Housing	Rooftop Housing Group	Wyre Forest Community Housing

## WIDER PUBLIC AUTHORITIES

Department of Health	Information Commissioners Office	OFCOM
DWP	Intellectual Property Office	Office Of Immigration Services Commissioner
DWP NISSA	Mersey Internal Audit Agency	Office of Product Safety and Standards
Environment Agency	NHS CFS Wales	Police Investigation and Review Commissioner
FACT	NHS Counter Fraud Authority	Social Security Scotland
Food Standards Agency E & W	NHS Imperial	South Yorkshire Police Force
Food Standards Scotland	NHS New castle	Test and Trace
Gangmaster and Labour Authority	NHS Scotland	The Insolvency Service
Government Internal Audit Agency	NI Courts & Tribunals Service	The Pensions Regulator
HM Land Registry	NI Housing Executive	Transport For London
Humberside Police Force	NI Trading Standards Service	UK Research and Innovation