

# Terms of Reference and Acknowledgements

---

## LYONS INQUIRY TERMS OF REFERENCE

---

- Original terms of reference**
- 1 On 20 July 2004, the Deputy Prime Minister and the Chancellor of the Exchequer asked me to:
- consider, in the light of the report by the Balance of Funding Review, the detailed case for changes to the present system of local government funding;
  - make recommendations on any changes that are necessary and how to implement them; and
  - take evidence from stakeholders.
- 2 And, in particular, to:
- make recommendations on how best to reform council tax, taking into account the forthcoming revaluation of domestic property;
  - assess the case both for providing local authorities with increased flexibility to raise additional revenue, and for making a significant shift in the current balance of funding;
  - conduct thorough analysis of options other than council tax for local authorities to raise supplementary revenue, including local income tax, reform of non-domestic rates and other possible local taxes and charges, as well as the possible combination of such options; and
  - consider the implications for the financing of possible elected regional assemblies.
- 3 I was also asked to consider, as appropriate, any implications that my recommendations may have for other parts of the United Kingdom.
- Extended terms of reference**
- 4 On 20 September 2005, the Deputy Prime Minister and the Chancellor of the Exchequer extended my work to allow me to consider issues relating to the functions of local government and its future role, as well as, and prior to, making recommendations on local government funding. This work was intended to inform the Comprehensive Spending Review 2007.
- 5 In particular, I was asked to:
- consider the current and emerging strategic role of local government, in the context of national and local priorities for local services; and the implications of this for accountability;
  - review how the Government's agenda for devolution and decentralisation, together with changes in decision making and funding, could improve local services, their responsiveness to users, and efficiency;

- in light of the above, consider in particular: how improved accountability, clearer central-local relationships, or other interventions could help to manage pressures on local services; and changes to the funding system which will support improved local services;
- publish a report or reports, as appropriate, in time for the Comprehensive Spending Review 2007.

6 I have worked closely with a full range of stakeholders including local and central government in delivering this remit.

**Barker, Eddington and Leitch** 7 On 6 December 2006, the Chancellor announced that he and Ruth Kelly, Secretary of State for Communities and Local Government, had asked me to consider the implications for local government of the Eddington transport study, the Barker report on planning and the Leitch review of skills in the final report of my Inquiry into the role, function and funding of local government, and to make appropriate recommendations to government.

### ACKNOWLEDGEMENTS

---

8 I am grateful to the numerous organisations and individuals that have provided invaluable input throughout the course of my Inquiry. I would like to take this opportunity to thank all of those who have submitted formal responses and case studies, and to extend my thanks to the large number of people who have given both their time and expertise in a range of ways throughout my Inquiry.

9 At every stage of this Inquiry, I have sought to ensure that my work has been informed by a diverse range of stakeholders. This has meant ensuring that my research, public engagement, business, and councillor events were conducted to include the experience and attitudes of men and women, different age groups and people from white, and Black Minority Ethnic backgrounds. In organising my regional events, the Inquiry team endeavoured to invite a mix of people representative of the communities in the different regions.

**Submissions received** 10 All those who have provided formal submissions to my Inquiry are listed at the end of this Annex. All submissions from organisations are also available to view on the Lyons Inquiry website and in hard copy in the Communities & Local Government main library. Many of these contributors followed up their submissions in further conversations and meetings with me and the Inquiry team.

**Panel of experts** 11 I formed a panel of experts to provide input at different times over the length of my Inquiry, and I would like to thank them for their highly valued contributions, which have informed my deliberations. The group included at various times – Kate Barker, Bank of England; David Bell, Pearsons Group; Tom Bentley, Demos; Glen Bramley, Herriot-Watt University; Sir Brian Briscoe, Local Government Association; Steve Bundred, Audit Commission; Paul Coen, Local Government Association; Lucy DeGroot, Improvement and Development Agency; Steve Freer, Chartered Institute of Public Finance and Accountancy; Alan Gay, Leeds City Council; Sue Goss, Office of Public Management; Amanda McIntyre, Accord Plc; Iain McLean, Nuffield College Oxford; Mary Mitson-Woods, Suffolk Associations of Local Councils; Phil Swann, Tavistock Institute; and Tony Travers, London School of Economics.

**Other key contributors** 12 The Local Government Association Group Leaders – Lord Bruce-Lockhart; Sir Jeremy Beecham, Richard Kemp, Margaret Eaton and Keith Ross – also made regular, helpful input to my deliberations, for which I am grateful. I would also like to express my appreciation to the following individuals who have all provided valued contributions, some of them on a personal basis, at various times over the length of this Inquiry: Sir Rod Eddington; Sir Simon Jenkins; Lord Sandy

Leitch; Councillor Sir Simon Milton, Leader of Westminster City Council; Professor John Stewart, Birmingham University; Professor Gerry Stoker, now Southampton University; Matthew Taylor, now Chief Executive, Royal Society of Arts; Dr Peter Watt, Birmingham University; Ed Balls MP, Economic Secretary to the Treasury; Ed Davey MP; Rt Hon David Miliband MP, now Secretary of State for the Department of the Environment, Food & Rural Affairs; John Healey MP, Financial Secretary to the Treasury; Eric Pickles, MP; Rt Hon Nick Raynsford MP; Caroline Spelman MP and Andrew Stunell MP. I would also like to thank my clients, the Deputy Prime Minister, the Chancellor of the Exchequer and the Rt. Hon. Ruth Kelly, Secretary of State for Communities and Local Government.

**Case study councils** 13 I would like to thank the leaders, chief executives, councillors and officers of my nine case study councils: Barnet; Bristol; Essex – and within the County, Braintree, Brentwood, Colchester and Tendring; Hartlepool; Nottingham; Sheffield; Southampton; Shropshire – and within the County, Oswestry and South Shropshire; and Trafford.<sup>1</sup> Thanks also go to the numerous local authority officers, councillors, business representatives and members of the public who gave up their time to attend my engagement events over the course of the summer. This work is available on the Lyons Inquiry website.

**Speakers and lead contributors at events** 14 I would also like to thank all of the individuals who attended various events throughout my Inquiry and, in particular, the following people who spoke, chaired or led the debate:

### **Greater Local Devolution Seminar – June 2005**

Professor Vivien Lowndes, De Montfort University; Professor Steve Martin, Cardiff University; Professor Martin Smith, University of Sheffield; Professor Gerry Stoker, University of Southampton; Professor Ivan Turok, University of Glasgow; Professor Perri 6, Nottingham Trent University.

### **Rockpools Annual Local Government Seminar – April 2006**

Gillian Beasley, Peterborough City Council; Jonathan Brearley, Communities and Local Government; Hamish Davidson, Rockpools; George Krawiek, North East Lincolnshire Council; Susan Law, Doncaster Metropolitan Borough Council; Claer Lloyd Jones, Rockpools; Mary Ney, London Borough of Greenwich; Ben Page, Ipsos/Mori; Barry Quirk, London Borough of Lewisham; Nick Raynsford MP; and Steven Taylor, Local Government Leadership Centre.

### **Public Finance Round Table – April 2006**

Neil Kinghan, former Director General, Local Government, Communities & Local Government; Sir Simon Jenkins, Guardian; Sarah Wood, formerly of the Local Government Association; and Frank Wilson, Deloitte.

### **Councillor Engagement Events – July 2006**

Councillor Richard Kemp, Liverpool City Council; Councillor Sir Simon Milton, Westminster City Council; and Councillor Bryony Rudkin, Suffolk County Council.

### **Cleaner & Greener Environments Seminar – July 2006**

Nicola Beach, Essex County Council; Chris Butcher, LGA; Dr Tom Entwistle, Cardiff University; Bryn Griffiths, Suffolk County Council; Dr Dominic Hogg, Eunomia Consulting; Michael Hynes, Enterprise Plc; Councillor Nicholas Paget-Brown, Royal Borough of Kensington & Chelsea; Neil Thornton, Defra; and David Wilson, WRAP.

---

<sup>1</sup> Entwistle, T. et al., *Perspectives on Place Shaping and Service Delivery: A Report of Case Study Work*, conducted for the Lyons Inquiry 2007. Available on <http://www.lyonsinquiry.org.uk>

*Lyons Inquiry Public Deliberation Events – Office of Public Management*, November 2006. Available on <http://www.lyonsinquiry.org.uk>

### **Future Options for Adult Social Care Seminar – September 2006**

Dr Stephanie Allen, PriceWaterhouseCoopers; Professor David Bell, Stirling University; Stephen Burke, Counsel & Care; Councillor Barbara Clare, Shropshire County Council; Dr James Downe, Cardiff University; Jonathan Ellis, Help the Aged; Dr Julien Forder, London School of Economics; Anne McDonald, Department of Health; and Anne Williams, Association of Directors of Social Services.

### **Economic Prosperity – The Local Contribution Conference – September 2006**

Stephen Bates, Angle UK; James Braithwaite, South East of England Development Agency; Tom Bloxham, Urban Splash; Lord Sandy Bruce-Lockhart, LGA; David Frost, British Chambers of Commerce; Felicity Goody CBE, Salford Regeneration Company; John Healey MP, Financial Secretary to the Treasury; Professor Mark Hepworth, Birkbeck College; Sir Digby Jones, now Skills Envoy; Rt Hon Ruth Kelly, Secretary of State, Communities & Local Government; Sir Robert Kerslake, Sheffield City Council; Professor Michael Parkinson, European Institute of Urban Affairs; Elizabeth Reynolds, Industrial Performance Centre MIT; Michael Snyder, City of London; Jay Walder, Transport for London; and Rob Wye, Learning and Skills Council.

### **Health and Well-being Seminar – September 2006**

Robin Clark, Office of Public Management; Tony Elson, Consultant; Sharon Grant, Commission of Patient & Public Involvement in Health; Jane Martin, Centre for Public Scrutiny; Sara Williams, London Borough of Tower Hamlets and Professor Gerald Wistow, London School of Economics.

### **Driving Efficiency Seminar – October 2006**

Dr Neil Bentley, CBI; Councillor Mike Fisher, London Borough of Croydon; Roger Latham, Nottinghamshire County Council; Bruce Melizan, Interserve; Sue Reid, Communities & Local Government and Ian Smith, Rotherham Borough Council.

### **Local Government's role in Community Safety Seminar – October 2006**

Zoe Billingham, Audit Commission; Councillor Bob Jones, Association of Police Authorities; Professor Gloria Laycock, University College London; Ray Mallon, Mayor of Middlesbrough; and Dr John May, Consultant, Metropolitan Police Authority.

### **Local Government's role in Children's Services – November 2006**

Susanna Cheal OBE, The Who Cares? Trust; Councillor Peter Dowd, Sefton Borough Council; Paul Fallon, Association of Directors of Social Services; David Hill, Director of Social Services, London Borough of Merton; and Clare Tickell, National Children's Homes.

### **Visionary leadership in Housing – a new future for local housing strategy – hosted by the Chartered Institute of Housing – November 2006**

Richard Capie, Housing Corporation; Grenville Chappel, Beacon Community Partnership Regeneration; Nick Hooper, Bristol City Council; Roger Jarman, Audit Commission; Ian Richardson, Chartered Institute of Housing; David Rosser, SW CBI; Councillor Roger Symonds, LGA; David Trethewey, Bath & North East Somerset Council; and David Warburton, English Partnerships.

### Effective Public Engagement – November 2006

Shane Bartley, Chelmsford Borough Council; Paul Coen, LGA; Hilary Cottam, RED Design; Jude Cummins, Office of Public Management; Lucy de Groot, Improvement and Development Agency (IDeA); and Ben Page, Ipsos MORI.

### Barker Round Table Event – January 2007

Sir Howard Bernstein, Manchester City Council; John Best, Milton Keynes Council; and Adrian Penfold, British Land.

### Eddington Round Table Event – January 2007

Michael Frater, Nottingham City Council, Professor Steven Glaister CBE, Imperial College London; and Adam Marshall, Centre for Cities.

### Leitch Round Table Event – February 2007

Graham Badman, Kent County Council; Pam Meadows, National Institute of Economic and Social Research; and Marion Seguret, CBI.

**Visit to Denmark** 15 I am also keen to acknowledge those who I met and were involved in my visit to Denmark including: Marianne Hedegard and Wendy Wyver at the British Embassy; Niels Jorgen Mau Pedersen, Ib Kok Hansen and Jann Larsen from the Ministry of the Interior and Health; Jorgen Lotz, Ministry of Finance; Jens Lunde, Associate Professor, Copenhagen Business School, Department of Finance; Henrik Plougmann Olsen, and Mikkel Elkjaer, City of Copenhagen; and Per Schollert Nielsen and Frank Johansen from the Association of Municipalities.

**Central government** 16 In addition, I am grateful for the assistance that I, and my team, have received from various central government departments – most notably the Department for Communities and Local Government and HM Treasury, but also from the Department for Culture, Media and Sport; the Department for Environment, Food and Rural Affairs; the Department for Education and Skills; the Department of Health; the Home Office; the Department of Trade and Industry; the Department for Transport; the Valuation Office Agency; the Department of Work and Pensions; and the devolved administrations of Scotland, Wales and Northern Ireland.

**Inquiry team** 17 Finally, I would like to express my gratitude to Sally Burlington, team leader, for her support and to the other members of my team. They include Lee Burge, Ben Day, Alison Morris and Rik Roots who have been part of the Inquiry team since its inception, and others who have contributed to major parts of my remit: Kate Alexander; Nicola Croden; Charlotte Ellis; Stephen Evans; Sarah Phillips; Anna Randle; Mel Rich; Madeleine Rudd; Jane Todorovic; and Sara Williams.

18 I am also grateful to several others who have provided more short-term or part time support at various points during the Inquiry, including the following; Martyn Ayre; Tom Callagher; Miguel Castro Coelho; Katie Donnelly; Richard Field; Alice Gamm; Krupa Kothari; Guy Lever; Bente Nielsen; Andrew Presland; Rob Robinson; Laura Rowley; and Jo Sparkes.

### ORGANISATIONS

---

Academy for Sustainable Communities  
Accord Plc  
Action in Rural Sussex  
Advantage West Midlands  
Age Concern England  
Age Concern Essex  
Alnwick District Council  
AMICUS – the union  
Appleby-in-Westmorland Town Council  
Arun District Council  
Ashford Borough Council  
Association of Charity Shops  
Association of Chief Police Officers of England, Wales and Northern Ireland  
Association of Convenience Stores  
Association of Greater Manchester Authorities  
Association of Licensed Multiple Retailers  
Association of North East Councils  
Association of Police Authorities  
Association of Second Homeowners  
Association of Valuation Office Valuers  
Association of Wiltshire Towns  
Audit Commission  
  
B&Q plc  
Babergh District Council  
Bank of England  
Barking & Dagenham Retired Members Assoc, T&GWU  
Barnsley Metropolitan Borough Council  
Basingstoke and Deane Borough Council  
Bath and North East Somerset Council  
Bay Court Resident's Association  
Bed & Breakfast Association  
Bedfordshire Police  
Belfast City Council  
Better Government for Older People  
Biffa Waste Services  
Big Wide Talk Children's Project  
Birmingham City Council  
Blackpool Borough Council  
Blyth Valley Borough Council  
  
Boots Group Plc  
Borough of Telford & Wrekin  
Boston Borough Council  
Bournemouth Area Hospitality Association  
Bournemouth Borough Council  
Bracknell Forest Council  
Bradford Chamber of Commerce  
Bradford City Council  
Braintree Borough Council  
Branksome Park, Canford Cliffs & District Residents' Association  
Breckland District Council  
Bridgnorth District Council  
Brighton & Hove Older People's Council  
Brighton and Hove City Council  
Bristol City Council  
British Association for Monetary Reform  
British Chambers of Commerce  
British Holiday & Home Parks Association  
British Hospitality Association  
British Property Federation  
British Resorts and Destinations Association  
British Retail Consortium  
Bromsgrove District Council  
Broxtowe Borough Council  
Buckinghamshire Association of Local Councils  
Buckinghamshire County Council  
Burnley Borough Council  
Burnley Wood One Stop Shop Ltd  
BUPA  
Bury Metropolitan Borough Council  
Business in Sport and Leisure  
Butlins  
  
Calemcal Ltd  
Cambridge City Council  
Cambridgeshire County Council  
Campaign for the Protection of Rural England  
Campaign of English Regions  
Canterbury City Council  
Caterer and Hotelkeeper

Central London Partnership  
Centre for Cities  
Centre for Public Policy Seminars  
Centre for Public Scrutiny  
Centro – West Midlands Passenger Transport Executive  
Chaddesley Corbett Parish Council  
Chartered Institute of Environmental Health  
Chartered Institute of Housing  
Chartered Institute of Public Finance and Accountability  
Chartered Institute of Wastes Management  
Cheltenham Borough Council  
Chequers Inn Country Hotel & Restaurant  
Cheshire Association of Local Councils  
Cheshire County Council  
Chester City Council  
Chesterfield Borough Council  
Chichester District Council  
Chief Economic Development Officers Society  
Chief Executives London Committee  
Chief Fire Officers Association  
Chorley Borough Council  
Christchurch Borough Council  
Citizen's Advice Bureau  
Citizens Say Forest of Dean  
City and Guilds  
City of York Council  
Civil Service Pensioners Alliance  
Councillor Clinkscales, Southend on Sea  
Councillor Guest, Billericay South West Ward  
Councillor Wood, Kennett District Council  
Councillor Menell, Uttlesford District Council  
Colchester Borough Council  
Colchester Pensioners Action Group  
Colliers Robert Barry  
Colney Heath Parish Council  
Commission for Rural Communities  
Commission for Architecture & the Built Environment  
Commission for Social Care Inspection  
Confederation of British Industries  
Confederation of British Industries, Wales  
Coniston Parish Plan  
Core Cities  
Cornish Association of Holiday Home Agencies  
Cornish Constitutional Convention  
Cornwall Commercial Tourism Federation  
Cornwall County Council  
Corporation of London  
Council for National Parks  
Council of European Municipalities and Regions  
Council of Mortgage Lenders  
Country Land & Business Association  
Countryside Agency  
County Councils Network  
County Surveyors Society  
County Treasurers Department  
Crawley Borough Council  
Crewe and Nantwich Borough Council  
Civil Service Pensioners' Alliance  
Cullumpton Town Council  
Cumbria County Council  
Cyngor Gwynedd Council  
Darlington Borough Council  
Dedicated Data Systems  
De Montford University (Lowndes)  
Demos  
Denbighshire County Council  
DentonWildeSapte  
Derby City Council  
Derwentside District Council  
Destination Performance UK  
Devon & Cornwall Police  
Devon County Branch UNISON  
Devon County Council  
Devon Pensioners' Action Forum  
Dorset County Council  
Dover District Council  
Dunwich Parish Meeting  
Durham County Council  
Easington District Council  
East Midlands Chamber of Commerce  
East Midlands Regional Assembly  
East of England Development Agency  
East of England Regional Assembly

## Terms of Reference and Acknowledgements

---

East of England Tourist Board  
East Riding of Yorkshire Council  
East Sussex County Council  
Eastbourne Borough Council  
Eden District Council  
Edinburgh Tourism Action Group  
EEF Yorkshire & Humberside  
Elcena Jeffers Foundation  
Electoral Commission  
Elevate East Lancashire  
Ellesmere Port & Neston Borough Council  
Empty Homes Agency  
Energy Networks Association  
Englands Regional Development Agencies  
Equalities Review  
Essex County Council  
Evening Standard  
Exeter City Council  
Exmouth Town Council  
  
Family Holiday Association  
Fareham Borough Council  
Federation of Small Businesses  
Forest Heath District Council  
Forum of Private Business  
Freight on Rail  
  
Gateshead Council  
Glasgow Caledonian University (Bailey)  
Global Olivine  
Gloucestershire County Council  
Greater London Authority  
Greater Manchester Chamber of Commerce  
Greater Manchester Police Authority  
Growth Areas Special Interest Group  
Growth Coalitions  
Gwynedd Council – Independent Group  
  
Hambleton District Council  
Hampshire County Council  
Harborough District Council  
Harpenden Town Council  
Harrogate Borough Council  
  
Hartlepool Borough Council  
Hastings Borough Council  
Havant Borough Council  
Help the Aged  
Hereford & Worcester Fire & Rescue Authority  
Herefordshire Council  
Herriot-Watt University (Bramley)  
Hertfordshire County Council  
Hertsmere Community Partnership  
Higher Education Funding Council for England  
House of Commons:  
Graham Allen MP  
Candy Atherton MP  
Tony Baldry MP  
Celia Barlow MP  
Andrew Bennett MP  
Sir Paul Beresford MP  
Clive Betts MP  
Graham Brady MP  
Tom Brake MP  
Annette Brooke MP  
Rt Hon Stephen Byers MP  
Ian Cawsey MP  
David Cleland MP  
Vernon Coaker MP  
Patrick Cormack MP  
John Cummings MP  
Tony Cunningham MP  
Edward Davey MP  
Jonathan Djanogly MP  
Tim Farron MP  
Linda Gilroy MP  
Julia Goldsworthy MP  
Nick Harvey MP  
Ivan J Henderson MP  
Nick Herbert MP  
David Irvine MP  
David Kidney MP  
Eleanor Laing MP  
Shona McAisac MP  
Fiona Mactaggart MP  
Chris Mole MP  
George Mudie MP

Bob Neill MP	Kerrier District Council
Bill O'Brien MP	Kettering Borough Council
Bob O'Brien MP	Keynsham Town Council
Rt Hon Nick Raynsford MP	Kingston University (Connellan)
Chris Ruane MP	Kirklees Metropolitan Council
Christine Russell MP	Knowsley Metropolitan Borough Council
Adrian Sanders MP	Local Authority Co-ordinating Office on Regulatory Services
Grant Schapps MP	Labour Land Campaign
Alan Simpson MP	Lancashire Constabulary
Andrew Smith MP	Lancaster City Council
Caroline Spelman MP	Land Research Trust London
Andrew Stunell MP	Land Securities Group PLC
David Taylor MP	Land Value Taxation Campaign
Stephen Williams MP	Law Society
Mark Williams MP	Leadership Centre for Local Government
Housing Corporation	Learning & Skills Council
Hull and Humber Chamber of Commerce	Leeds City Council
Hull City Council	Leicester City Council
Humber Economic Partnership	Leicestershire County Council
Humberside Fire Authority	Leicestershire Economic Partnership
Improvement and Development Agency	London Fire & Emergency Planning Authority
Institute of Chartered Accountants	Liberal Democrat Action on Land-value Taxation & Economic Reform
Institute of Community Cohesion	Liberal Democrat Group at Oxfordshire County Council
Institute of Local Government Studies Birmingham University	Lichfield District Council Taxpayers Association
Institute for Political and Economic Governance University of Manchester	Lincolnshire County Council
Institute of Revenue, Rating and Valuation	Local Government Association
Institute for Employment Research, Warwick University	Local Government Association Independent Group
Institute for Public Policy Research	Local Government Association Liberal Democrats
Institute for Transport Studies, University of Leeds	Local Government Association New Zealand
Institute of Directors – West Midlands	Local Government for Yorkshire & Humber
Institute of Payroll and Pensions Management	Local Government Information Unit
Ipsos MORI	Local Government Ombudsman – The Commission for Local Administration in England
Ipswich Borough Council	Localise West Midlands
IRATE (Irate Ratepayers Against Tax Excesses)	London Borough of Barking & Dagenham
Isitfair	London Borough of Barnet
Isle of Wight Council	London Borough of Brent
Joseph Rowntree Foundation	London Borough of Bromley
Kent County Council	London Borough of Camden
Kent Fire & Rescue Service	London Borough of Croydon

## Terms of Reference and Acknowledgements

---

London Borough of Hammersmith & Fulham	National Association for Voluntary and Community Action
London Borough of Harrow	National Audit Office
London Borough of Haringey	National Council for Voluntary Organisations
London Borough of Havering	National Federation of Arms Length Management Organisation
London Borough of Hillingdon	National Hairdressers' Federation
London Borough of Hounslow	National Institute of Adult Continuing Education
London Borough of Islington	National Landlords Association
London Borough of Lewisham	National Pensioners Convention
London Borough of Redbridge	Neath Port Talbot County Borough Council
London Borough of Richmond-upon-Thames	New Economics Foundation
London Borough of Southwark	New Forest District Council
London Borough of Sutton	New Local Government Network
London Borough of Tower Hamlets	New Policy Institute
London Borough of Waltham Forest	New West End Company
London Borough of Wandsworth	Newark and Sherwood District Council
London Chamber of Commerce and Industry	Newcastle City Council
London Councils (formerly ALG)	Norfolk Constabulary
London First	Norfolk County Council
London Leaseholder's Network	Norfolk Police Authority
London Luton Airport	North Cornwall District Council
London Tenants Federation	North Dorset District Council
Lone Pine Residents Association	North East Assembly
Long Ashton Parish Council	North East Chamber of Commerce
Low Incomes Tax Reform Group	North East Derbyshire District Council
Luton Borough Council	North East Lincolnshire Council
Maidstone Borough Council	North Kesteven District Council
Malvern Hills District Council	North Lincolnshire Council
Manchester City Council	North Lincs. Seniors Forum – Ancholme Area Branch
Mansfield District Council	North Norfolk District Council
Mebyon Kernow – The Party for Cornwall	North Somerset Council
Medway Council	North Tyneside Council
Melton Borough Council	North Wales Police Authority
Mersey Travel	North West Federation of Town & Parish Councils
Metropolitan Police Authority	North West Regional Assembly
Microsoft Ltd	North Wiltshire District Council
Mid Devon District Council	North Yorkshire County Council
Mid Yorkshire Chamber of Commerce & Industry	North Yorkshire Police
Mill Farm Residents Association	Norwich City Council
Milton Keynes Council	Notting Hill Housing Trust
Much Wenlock Town Council	Nottingham City Council
National Association of Local Councils	Nottinghamshire County Council
National Assembly for Wales	

Nuffield College, Oxford (McLean)  
Nuneaton & Bedworth Borough Council  
Oadby & Wigston Borough Council  
Office of Fair Trading  
OneNortheast  
OpenStrategy (UK) Ltd  
Optimum Communications Development Ltd  
Organisation for Economic Co-operation and Development  
Orrest Head House  
Oxford City Council  
Oxfordshire County Council  
Passenger Transport Executive Group  
Pensioners Forum Wales  
Peterlee Town Council  
Plymouth City Council  
Plymouth Senior Citizens Forum  
Pm Group Plc  
Policy Exchange  
Policy Studies Institute  
Poole Tourism Partnership  
Portsmouth City Council  
Preston City Council  
Prudhoe Older People's Forum  
Public & Commercial Services Union  
Purbeck District Council  
Ratings Surveyors Association  
Reading Borough Council  
Redbourn Parish Council  
Regional Cities East  
Renew North Staffordshire  
Restormel Borough Council  
Retired Members Section of the Devon County Branch of UNISON  
Royal Institute of Chartered Surveyors  
Rotherham Metropolitan Borough Council  
Royal Borough of Kensington & Chelsea  
Royal Borough of Kingston-upon-Thames  
Royal Borough of Windsor and Maidenhead  
Royal Commission on Environmental Pollution  
Royal Town Planning Institute  
Ruscliffe Borough Council  
Salford City Council  
Sands Resort  
Sandwell Metropolitan Borough Council  
Scarborough Borough Council  
Selby District Council  
Sevenoaks District Council  
Sheffield City Council  
Shrewsbury & Atcham Borough Council  
Shropshire Association of Senior Citizen Forums  
Shropshire County Council  
Sidmouth Town Council  
Slough Borough Council  
Small Business Council  
Smith Institute  
Society of London Treasurers  
Society of Local Authority Chief Executives  
Society of Local Authority Chief Executives, Wales  
Solihull Metropolitan Borough Council  
Somerset County Council  
South Bank Employers Group  
South East County Leaders  
South East England Development Agency  
South Hams District Council  
South Holland District Council  
South Norfolk Council  
South Northamptonshire Council  
South Ribble Borough Council  
South Somerset District Council  
South Somerset Homes  
South Tyneside Council  
South West Conference of Local Council Associations  
South West Local Government Association  
South Yorkshire Joint Secretariat  
South Yorkshire Police Authority  
Southampton City Council  
SPARSE (Sparsity Partnership for Authorities delivering Rural Services) & Rural Services Partnership  
Special Interest Group of Municipal Authorities  
St Albans City and District Council  
St Edmundsbury Borough Council

## Terms of Reference and Acknowledgements

---

St Helens Metropolitan Borough Council  
Staffordshire County Council  
Staffordshire Moorlands District Council  
Staffordshire Parish Councils' Association  
Standards Board for England  
Stockport Metropolitan Borough Council  
Stockton on Tees Borough Council  
Stoke-on-Trent Labour Local Government Committee  
Stoke-on-Trent District Council  
Stowmarket Town Council  
Strategic Planning Advice  
Strategic Services  
Stratford-on-Avon District Council  
Suffolk Association of Local Councils  
Suffolk Coastal District Council  
Sunderland City Council  
Surrey Chamber of Commerce  
Surrey County Council  
Surrey Tax Action Group (STAG)  
Sussex Beach Leaseholders Association  
Sussex Enterprise  
Sustainable Development Commission  
Swanley Chamber of Commerce Network  
  
Transport & General Workers Union  
Tabitha Trust  
Tandridge District Council  
Taunton Deane Borough Council  
Technical Advisors Group Transport Committee  
Teesdale District Council  
Teinbridge Constituency Labour Party  
Tendring District Council  
Tesco Plc  
Tewkesbury Borough Council  
Thames Valley Chamber of Commerce Group  
Thanet District Council  
The Church in Wales  
The Liberal Institute  
Torbay Council  
Tourism Alliance  
Tourism and Conservation Partnership  
Tourism Management Institute  
  
Tourism West Midlands  
TRAC – The Road Adoption Campaign  
Transport For London  
Travelodge  
Tyne & Wear Fire & Civil Defence Authority  
Tynedale District Council  
  
UK Public Health Association  
UNISON  
Unitary Special Interest Group  
University of Gloucester (Derounian)  
University of Liverpool (Rowe)  
University of Newcastle (Alvanides)  
University of Warwick (Orton)  
Uplyme Parish Council  
Urban Futures  
Urban Policy and Sustainable Communities  
URBED: Urban & Economic Development Group  
  
Vale of White Horse District Council  
Vale Royal Borough Council  
Valuation Office Agency  
Visit Exmoor Ltd  
Vocational Centres UK  
Voice of our Age – Alnwick & District Older Persons' Forum  
  
Wakefield Metropolitan District Council  
Walsall Metropolitan Borough Council  
Warrington Borough Council  
Warwick Institute for Employment Research  
Warwickshire & West Midlands Association of Local Councils  
Warwickshire County Council  
Watford Borough Council  
Waveney District Council  
Waverley Borough Council  
Wear Valley District Council  
Wellington Town Council  
West Lancashire District Council  
West Lindsay District Council  
West Mercia Police Authority  
West Midlands Local Government Association  
West Midlands Regional Assembly

West Midlands Shire Councils	Winchester Council Tax Action Group
West Sussex – Voluntary Organisations Liaison Group	Wolverhampton City Council
West Sussex County Council	Worcestershire County Association of Local Councils
West Wiltshire District Council	Worthing Borough Council
West Yorkshire Fire Authority	Wychavon District Council
West Yorkshire Police Authority	Wycombe District Council
Westminster City Council	Wyre Forest District Council
Weston-Super-Mare Senior Citizens Forum	Yealmpton Parish Council
Wigan Metropolitan Borough Council	Yorkshire & Humber Association of Local Authorities
Wiltshire County Council	Young Foundation
Winchester City Residents' Association	
Winchester City Council	

### MEMBERS OF THE PUBLIC

---

Mr & Mrs K Aburrow	Mr C Baird	Mr E J Bewlay
Mr F D Adam	Mr A E Baker	Mrs M Bielby
Ms S Adams	Mr & Mrs T Baker	Mr J Biggs
Mr R Agier	Mrs S P Ball	Mr P Bignall
Mr T Alberici	Mr J Ballinger	Mr P Birchall
Miss M Allan	Mrs J Balquin	Mrs E S Bird
Mr J Allcroft	Mrs C Barker	Mrs A Birrell
Mr & Mrs B Allen	E Barker	Mr V B H Birtles
Mrs M T Amphlett	Mr R Barrow	Ms J Blake
Mr A H Andrews	Mr M Bartlett	Mr C Boden
Mr C Andrews	Mrs G M Bartlett	Mr M Boon
Mr A Applebee	Mr D S Barton	Mr J Bord
Mr T Appleyard	I H Bass	Mr J Borley
Revd W Armstrong	W Bazley	S E Boucher
Mr R Ashby	M M Beaumec	Mr K Bowes
Mr M Astor	Mr J W Beaumont	Mr H Bradford
Mr Steve Atkinson	Mr & Mrs D Beaver	Mrs P K Bray
Mr & Mrs D Atkinson	Mr D Bell	Miss G Brewster
Mrs B Attwood	Ms C Benfield	Ms J E Bridges
Mr SG Auld	Mr D Bennett	Mr I B Bright
Mr R Axell	Mr J Bennett	Mr D Brock
Mr B Axon	Mr N Bennett	Mrs T Brock
Mr & Mrs M Bachmann	Mr V L Benson	Mr L Brophy
Mr J H Bagley	Mr R J Berrieman	Mr C Brown
Mr W H Bailey	Mr M Beville	Mrs S Brown

## Terms of Reference and Acknowledgements

---

Mr J Brown	Mr H Collier	Dr G D Eades-Willis
Mr P Browning	Mr & Mrs Condick	Mr W Edgar
Mr J H Bulivant	Mr T Constable	Mr B Edmondson
Mr M I R Bull	Mr D Cooke	Miss M Egan
Mr D Bunting	Mrs D L Coombe	Mr R Ellams
Mr A Burchmore	Ms C Cooper	Mr D J Elliott
Mr G Burke	Mr J S Cooper	Ms J Ellwood
Ms E D Burnett	Mr D Cope	Mr R Emery
Mr M Burningham	Mr R Corfield	Mr R Etherington
Mr T Burton	Mr A C Costin	Mr D I Evans
Mr O Burton	Mr P Cotterill	Mrs J Evans
Ms S Burton	Mrs S Cottle	Mr G Ewing
Mrs A Bushell	Mr A Coulthurst	Mr M Faccini
Mr D H Bustard	P F Crabtree	Mr P Falshaw
Mr S Byrne	Mr A W Cracknell	Miss J E Fenn
Mrs R Byron	Mr R K Crick	Mr H Ferguson
Mr C Caffin	Mrs P Crisford	Mrs P Field
Mr P Calderley	Mrs B J Crockett	Mr J A Fielden
Mr A Campbell	Ms J Crowley	Mr N Fisher
Mrs C Canning	Mrs D A Cummings	Mrs E Fitch
Mr D Carter	Mrs D Currell	Mr R Fitzgerald
Mr G A Casson	Ms S Curzon	Mr E Flatman
Mr B Catallo	Mrs A M Daniels	Mr P Fleckeney
Mr D Cawthorne	Mr R Darbar	Mrs L M Fleming
Mr & Mrs A Cayley	Mrs D Davies	Mr B W Fletton
Mr N Chadwick	Mr G L Davis	Mr R Forde
Mr & Mrs J Chalk	P H Davis	Mr R Forrest
Mr D Chamberlain	Mr J Davis	E H Forrest
Mrs D J Chaplin	P A Davison	Mr D M Forrester
Ms M Chapman	Mr S Davison	Mr A Forster
Mr GC Charge	Ms H De Meyer	Mr M Forward
Mrs C Chesters	Mr F Deeks	Mr J Francis
Mrs G E Choreton	Mr M Deloughery	Mr T Franklin
Mr R Clark	Mr J Derounian	Mr R Friend
Mr M Clasper	Mr C H Dewsnap	Mr D Frost
Mr F Clements	Mr C Dilloway	Mr T Fryer
Mrs K Clinch	Mrs M Dimery	Mr J A Fuge
Mr W Clovis	Mr P J Dowler	Miss P Furihata
Mr W Cobbett	Mr W N Drysdale-Gordon	Cllr T Gandy
Mr & Mrs D Cogger	Mr D W Dukes	Mr M Garcia
B D Coke	Mr J Dunn	Mrs J Garwood
Mr G B Colbridge	Mr J R Dyson	Mr J Gater

Ms A M Gatward	Mr D Harrison	Mr M Hulme
Mr R Gee	Mr C Harrison	Mr J B Hunt
S A Gefher	Mr C Harrison	Mr P D Hunt
Mr R Gent	Mrs C Harvey	D J Hunter
Mr M Gill	Mrs S I Hatton	Mr D I Ings
Mr B Gillingham	Mr J Haw	Mr D H Ireland
Mr A Glaister	Mr P Hawes	Mr A Ironside Brown
Mr M Glass	Mrs A Hay	Mr D Irvine
Mr A Godfrey	Mr I Hazlewood	Mr I Irvine
K B Gold	Mr K Hearnden	Mr F Irwin
Mr A Goodenough	Mr D Heath	Mr K Isaac
Mr B Goodwin	Mr M Heath	Mr & Mrs J Isaacson
Mr F R Gordon	Mr T Heaton	Ms D Issitt
Mr G Grace	Mrs M S Henderson	Mr J F Jackson
R C Grant	Ms M Henderson	Mr K Jackson
Mr R Grant	Mr P E Henshaw	M G Jackson
Mrs M Grantham	Mr D J Heren	Mr W James
Mr A Graves	Mrs R A Hernandez	Mr M Jeffries
Mr B J Gray	Mr K Hewitson	C J Jenkins
C Green	Ms L Hewson	Mrs D Jobling
Ms L V Green	Mr C Heyworth	Mr D John
Mr L M Greene	Mrs H Hiam	Mr D Johnson
Mr A Griffin	Mr A Hillman	Mr J Johnson
Mr K S Grindel	Mr & Mrs K Hinchliffe	Ms J Johnson
Mr N Grossman	Mr J Hirsh	Mr R Johnson
Mr D Groves	S A Hodge	Mr & Mrs J G Johnson
Mr C W Gunnee	Mrs C Hodgson	W G Johnson
Mr D Haigham	Mr G B Hogg	Mr B J Jones
Mr A C Hall	Ms H Holdsworth	Brig J M Jones
Mr J Hall	Mr R P Hollick	Mr K Jones
Ms B Hallett	Mr G Holliday	Mr S Jones
Dr E C Hamlyn	Mr N Hood	Mr J Joseph
Mr N Hardiman	Ms H D Hook	Mr T Judge
Mr G Hardwell	Mr R Hooper	Mr D Jukes
Mr & Mrs G Harker	Ms H Howard	Mr K Kassam
Ms A Harland-Halperin	Mr M Howe	Mr & Mrs T Keegan
Mr D Harradine	Mr J Howell	Mr J Keep
Mr M Harrington	D Hughes	Ms J A Kelly
Mr C Harris	Mr D Hughes	Ms C Kempster
Mr I Harris	Mrs D Hughes	Mr & Mrs J Kent
Mrs G B Harris	Mr D J Hughes	Mr B Kenyon
Mrs J F Harris	Mrs P Hughes	Mr F Kerr

## Terms of Reference and Acknowledgements

---

C J Kerridge	Mr T MacLean	Mrs E M Moses
Mrs E M King	Mr P Madigan	Mr B Moss
Mr R King	Mr D Magnus	Mr R W Moss
Miss P M Kinghorn	Mr G Maguire	Mr T Mullaney
Mr G R Kirby	Mr P H Malan	Mr J G Mulroy
Father R Kirinich	Mrs D Mallett	Mr G Munro
Mr L Kirkup	Mr P Mallinder	Mr A Murphy
Mr R W Knight	Mr B V Marchant	Mr N D J Murton
Mr D Kwiatek	Mr F Marsden	Staff Capt. N Nash
Mr A Laing	Mr D Martin	Mr M Napier
Ms P B Lamm	Mr P Martin	Mr P Neale
Mrs A Langton	Mr M J Martin	Ms B Needham
Mr M Lanyon	Mr M Massey	Mr D Neesham
Mr R Lascelles	Mr K Matthews	Mr D Nettleton
Mr B W Lawrance	Mr A G Matthews	Ms C Neville
Mr R Lawrence	R W Max	Mrs A D Nicholls
Mr Dave Lea	Mr J May	Sqd Ldr Retd H Norcross
Mr S G Lee	Mr B Maycock	Mrs E M Norman
Mrs M Lee	Mr D McConaghty	Mr H Northcross
Mr W K Lee	C G McCormack	Mr T Oakley
Ms M Legon	Mr W G McDonald	Mr B O'Brien
I R Leitch	Mr & Mrs T R McEwan	Ms L O'Darian
Mrs S A Lever	Mr R McFarland	Mrs V O'Halloran
Mr H Levy	Mr J McPherson	Mr P O'Keeffe
Mrs M Lewin	Mr J Merrett-Bloom	Ms K Oliver
Mr C R Lewis	Cllr B Metcalfe	Mr D Osborne
Mr S Lewis	Mr S Michael	Mr J Osborne
Mr R Lewis	Mr A Miller	Mr I Owen
Mr and Mrs E Levi	S A Mills	A R Page
Mr E Liddell	Mr M Mitchell	Ms J Palmer
Mr D Litherland	C T Monk	Mr D Papworth
Ms E Lockton	Sir R Moon	Mr G F Papworth
Mrs B Lockwood	Mr N G Moore	Dr D Parker
Ms B Long	Mrs P M Moore	Mr D B V Parker
Mr B Looker	Mr & Mrs R Morgan	Mr T Parkinson
J Lupton	Mr J Morley	Wing Co. rtd A W Parr
Mr C Luther	Mr & Mrs D Morley	Mrs K Parr
Mr T Lyden	Mr D Morris	Mr K Parr
Mr G P Lyon	Mr R V Morris	Mr M J Passmore
Mrs F Lyons	Mr W Morris	Mr & Mrs M Payne
Mr G MacKay	Mr C L Morriss	Mr E Pearsall
Mr J MacKenzie	Mr C Morrison	Mr & Mrs Pearson

Mr C S Pearton	Mr J Ritson	Mr & Mrs N Sharkey
Mr P E M Peggie	Mr B Roberts	Mr G Sharpe
Mrs T Pering	Mr D Roberts	Mrs E J Sharpe
Mr A D Perry	Mr L J Robjohns	Mr S Sheinwald
J Pester	Mr J Roche	Mr A Shelton
Mr I Pettit	Mr D Rockett	Ms S Sheppard
Sir D Pettitt	Mr M Rogers	Mrs E Sherwood-Stares
R V Philips	Mrs M E Rogers	Mr G Shompton
Mr J Pincham	Mr A Rogers	Mr P Simonini
Mr M Polglase	Mr M Rose	Mr T Singh
Mr J Polkinghorn	Mr R Rose	Mr & Mrs B Skilton
Mr A Porritt	Mr D J Rose	Mr C Skinner
Mrs M Porteous	Mr T Ross	Mr J Slade
Mr D Porter	Mrs P Round	Mrs J Sleep
Mrs J Pratt	Ms C Rowlands	Mr A J Smith
Mr N Preston	Mr W F Rowlands	Ms B P Smith
Mr J C H Prior	Mr D Rowley	C G Smith
Mr I Probert	P W Rowsell-Dobson	Mr G Smith
Mr S Procter	Ms P Royston	G C Smith
Miss H A Prowse	Mr R I Rundle	Ms J Smith
S D G Pryce	S J Rushton	Mr K A Smith
Mr N Psirides	Mr & Mrs J B Russell	Mrs M Smith
Mr Peter Pym	Mr A Ryde	Mr M Smith
Mr John Randall	Mr M Sabin	Mr N Smith
Mr Raven	Ms I M Safah	Mr R Smith
Mr D J Read	Mrs M Salt	Mr B Smyth
Ms J Reddaway	Mr J Samuels	K Sorensen
Mr R Reddey	Mr T Sanchez	Ms C Spratt
Mr Rr Redman	Ms P Saunders	Ms J Staal
Mr D Reed	J P Saxby	Mr I Standing
DBC Reed	Mr A Scaife	Mr I Steedman
D A Reeve	Mr M Schofield	Ms B Steele
Mrs M Reeves	Mr N Scholes	L Steven
R G Richards	Mr A Scholes	Mrs G Stephens
Mr J K Richards	Mrs A Scott	W R Stevenson
Mrs A Richards	Mr C Scriven	Prof John Stewart
Mr A Richardson	Mr J Seaman	Ms B Stiff
Mr & Mrs B Richardson	Mr R Searle	Ms S Stockley
Mr D Richardson	Mr K Senior	Mr P Stokoe
Mr G W Riddel	Mr N C Shannon	Mr K Stone
Mrs U Ridley	Ms C L Shapley	P H Stones
Ms M Riley	Mr R E Shapley	Mr D R Stowell

## Terms of Reference and Acknowledgements

---

Mr & Mrs Sturgess	Mrs E Tupling	Mr & Mrs Wheal
Mr P G Sugden	Mr D Turner	Mr A Wheatley
Mr & Mrs R J Sullivan	Mrs C P Turnham	Mr A Wheeler
Mr B Sumpter	Ms M Tye	Mr G Wheldon
Mrs S Sykes	Mr S Tyler	Mr S White
Mr M Tapp	Mr P Upton	Mr J Whiteing
B Tarbuck	Mrs R VanDenBergh	Mr J Whitney
Mr C J Taylor	Mr S Vaughan	Mr R J Wickham
Mr J Taylor	Ms C Veal	Mrs B E Wilkinson
Miss E N Taylor	Mr T Vickers	Mr & Mrs C Wilkinson
Mrs E Y Taylor	B Virdee	Mr D Williams
Mr R Taylor	Mr M Wadsworth	Dr R Williamson
Mr & Mrs L Taylor	Mr D Wagner	Ms H Wilson
Mr R Tettenborn	Mr G Walker	Cllor M Wilson
Mr P Thomas	Mr P Walker	Mr P Winter
Mr D Thompson	Mr J Walter	Miss J Witty
Mr G Thompson	Mr M G Ward	Mr N Witty
Mr A Thompson	Mr E Ward	Mr S Wombwell
A Thorne	Mrs D A Ward	Mr J Wood
Mr H G Thorne	Mr & Mrs T Wareing	Mr J C Wood
Ms J Thornley	Mr Warner	Mr W J Woodman
Mr S Threadgold	Mr D J Wathen	Mr B Woods
Mr K Tindill	Mr R D Watkins	Mr J Woodward
Mr H Tinworth	Mr A Watson	H Wooldridge
Mr D J Tolley	Mr N Watson	Mr R Wootten
Mr A Toms	Mr C Wattam	Mr J Worthington
Ms S Tottman	Ms S Wearden	DEM Wright
Mr F Touse	Mr J Webb	Ms A Wright
Ms S Towes	Mr P Webb	Mr V F Wroth
Mr C I Travis	Mr A Welcome	Mr P Wyllie
Mr B J Trevelyan	Mr A C Wells	Mrs J Young
T R Troughton	Ms T Wenn	
Mr J Tucker	Mr A West	