

I L C M

Institute of Local Council Management

Education • Excellence • Experience

Certificate of Membership

This is to certify that

Carol Silverstone

Has been admitted as a

Member

of

The Institute of Local Council Management

*1st January 2015**

Lesley K. Swinbank

Lesley Swinbank

ILCM Officer

**Member of ILCM since 5th September 2014*

This certificate remains property of the Institute and must be returned upon demand