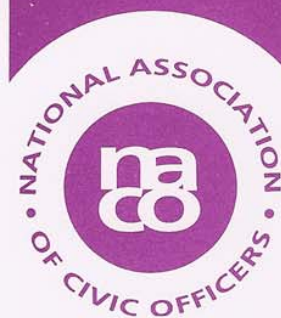


NATIONAL ASSOCIATION OF CIVIC  
OFFICERS



# Civic Handbooks:

## A best practice guide

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[www.leicester.gov.uk/naco](http://www.leicester.gov.uk/naco)



# Introduction

Civic Handbooks for your Mayors or Chairmen have been around for sometime and play a vital role in informing the Mayor what to expect and who to expect it from in the forthcoming year.

As one of NACO's main aims is to spread best practice I decided to look as many Civic Handbooks as I could and to see what advice was being given and try to codify it into some sort of NACO Civic Handbook.

I looked at many handbooks – ranging from very small councils to Unitary and Metropolitan Councils. I found good practice, interesting differences and new approaches in each of the manuals I examined. I was pleased to see that many of them covered much of what I personally thought should be included in a Civic Handbook and in many cases things I should have thought of before.

What struck me most about this exercise was that much effort had gone into some manuals to explain and direct Mayors as to how to get the best out of the Mayoral year, the boundaries they should work within and opportunities the office of Mayor afforded them.

I have used 'Mayor' as a generic term for Lord Mayor/ Mayor / Chairman. I'm sorry if this offends anyone.

It should be stressed that a Civic Handbook is not an induction – it is purely part of an effective induction. All incoming mayors should have the opportunity to meet civic staff and managers (and other staff as needed) to discuss issues in advance of the Mayoral year.

In the spirit of plagiarism I have added 21 appendices, each with extracts of various Civic Handbooks on specific topics – e.g. Civic Cars to Charing Council, in the hope that you will adapt the best bits to suit your own needs.

For sake of anonymity I have slightly altered the entries in the extensive appendices. In some cases the term "Mayor" covers Lord Mayor and Mayor and in other cases I have left the term "Chairman". All references to the names of Councils, cities, towns and villages have been replaced with a 3 letter abbreviation (e.g. ABC) and identifiable civic buildings and job titles have been replace with "... " or obviously fictional names. I have not changed the wording of the appendices entries (other than where noted) although some small formatting changes were necessary for this pamphlet.

I would like to thank all those Civic Officers who were kind enough to send me their Civic Handbooks and to Sarah Southwell of Nottingham City Council who, once again, edited my work.

# Length, font and availability

## Length

A Civic Handbook needs to explain clearly what any incoming Mayor needs to know without boring them to tears with detail that even the most nerdy civic expert would blanch to know. The Manual should be seen as a working document, both for the Mayor and the Officer and set out clearly what should be expected from each. The more that is clearly understood before the Mayoral year begins the less misunderstandings and recriminations are likely. A manual is not an academic work but a practical guide to boundaries and opportunities and should be written as such.

Of the manuals I examined their lengths ranged from under 20 pages to over 60. One of the best manuals in my opinion was 17 pages long – almost everything was in there but it consisted of short, unambiguous statements of policy written in clear, plain English. Other manuals covered their topics in greater detail but included areas of civic life of peripheral interest to a Mayor preparing for office.

There is, of course, no ideal length of a Civic Handbook but it must not be too long and ‘dull’. We want the prospective Mayor to read it and to readily refer to it during the year. It must be written with the Mayor and not the officer in mind and should look at the needs.

## Font

We want the Mayor to read the Manual. Some Manuals used “old fashioned” fonts whilst most used Ariel 12 (some 11) or Times New Roman 12. The best practice is to use the most readable fonts. Unfortunately, this is more easily said than done. Experts do not always agree which fonts are the most readable. There are thousands of fonts and font variations that could potentially be used in a Manual but my view is that “sans-serif” fonts are easier to read for most people. For a (rather inconclusive) academic viewpoint on this matter see <http://www.alexpoole.info/academic/literaturereview.html>

## Availability

I believe that any Civic Handbook should be widely available to existing Councillors and not ‘kept’ for the incoming Mayor. In order to attract candidates for the Mayoralty any manual should show the opportunities to all Councillors that being Mayor presents and this can only be achieved if the Manual is circulated freely. A generally available manual also has the advantage of educating councillors who have no interest in civic life or of becoming Mayor themselves of the role the Mayor can play in promoting the area and the corporate aims of the council. At minimum I would suggest that the manual (or an edited version of it) is issued each year to all groups and individual independent (non-group) councillors well before Mayoral nominations are required and possibly all councillors on election. A pdf version of the manual is cheap to produce and distribute and available for councillors to read at any time.

## Best practice

- Short, unambiguous guide written firmly with the Mayor in mind, in a ‘readable’ font and in plain English
- Guide to be made widely available to councillors well in time for mayoral nominations

## The rules of civic life – says who?

A Civic Handbook should, at the very least, contain the rules of civic life that the Mayor and officers must follow – no surprises for both sides and pre-agreed boundaries. If only it were that simple. How often has all that carefully explained protocol advice been pushed aside, how often has the initial willingness to agree to work together been forgotten on both sides?

If your carefully worded and wonderfully eloquent Manual is ignored or overruled by managers or Leaders it's only a brief comfort to you to have occupied the moral high ground before you realise that everyone thinks of you as 'difficult', 'obstinate' or 'a jobsworth'.

As I frequently remind people, the law on civic protocol is very thin and the rest of the time we can only fall back on previously accepted custom and practice. Arguing with your Mayor over 'line ups' is soul destroying. You know there is a good reason for the order of things but faced with wilfulness or obduracy what do you do?

Of the Manuals I read, the ones that came across as authoritative and confident are those (few) that had Full Council's approval. Such manuals/policy strategy/guidance has been submitted to Council and all councillors had agreed the 'rules' for the use of the car, accepting gifts/invitations/hospitality, the roles and responsibilities of the Mayor, the level of support for the charity etc. 'Threats' to 'go to the Leader' over some dispute are suddenly no longer viable as you are merely implementing council policy.

One council submitted its 'Mayoral policy and procedural guidance' to full Council and then adapted the approved strategy into the Mayoral handbook. Another council had approved the occasions for the use of the 'chain, badge and robes' thereby, hopefully, overcoming the wish of some Mayors to wear the robe as often as possible. Another council had formally reviewed the Mayoralty and had resolved that;

- The Mayor and Deputy Mayor be asked to reduce or eliminate attendance at civic functions of other councils outside XYZshire.
- Local invitations take precedence over invitations to visit other district councils in the county to attend social/charity events organised by other.

I realise and accept that Council is a strategic body and civic matters may come down its list of priorities. However, the adoption of a Mayoral strategy should only need to be adopted on a very few occasions and would help to shape and direct the role and conduct of the Office towards to greater aims of the council as a whole.

Other council's manuals have included introductions from their Chief Executives or 'Head of Democratic services' which gives the manual an air of authority which provides 'back-up' and 'cover' for the beleaguered civic officer when in dispute with a Mayor.

### Best practice

- Get as much Full Council/Councillor or Chief Executive support for your manual as possible in advance.
- Get firm agreement from managers as to those tricky areas of civic life in advance.

## Contents

I am suggesting a 3 part Civic Handbook.

### (i) The Mayoral candidate

I believe that any manual should prepare the Mayoral candidate for the year of office. As such, I think it is important that the councillor is fully prepared for the personal affect on them, their family and friends and their political career. I've yet to meet a councillor who came onto the council for the main purpose of being Mayor.

In Civic Ceremonial (5th edition Shaw and Son Ltd) I list a series of points which should be considered and expanded in any Manual.

- The effect of becoming Mayor on their family and friends.
- The effect on a career or job.
- The effect on a political career.
- The effect on personal and religious beliefs.
- The pomp, circumstance and protocol.
- The effect on non-Council interests.
- The effect on the Mayoral partner.
- The effect on a Mayor's relationship with other councillors.
- The effect on the Mayor's relationship with his/her constituents.
- The effect on prospective Mayor themselves.

I write about each of these factors in Civic Ceremonial but do not include these here because of copyright.

I recognise that in some councils it is sometimes difficult to find a wide pool of candidates for the Mayoralty and that some of the points above may discourage rather than encourage councillors to seek Mayoral office. However, it can be argued that the fear of the post can easily be dispelled by discussing these points in advance and showing the positive aspects of Mayoral life on say political career or job.

### (ii) The Office of Mayor

Some manuals clearly split the dual function of the Mayor – ceremonial and constitutional (as Chair of the Council). I found this split convincing and workable. The vast majority of a Mayoral year is spent on ceremonial matters and, perhaps, civic officers don't spend as much time as maybe necessary on working with their Mayor on issues relating to the chairing of Council. By splitting the Mayor's role into two the constitutional role is better defined and highlighted as an important rather than one duty amongst many.

Virtually all the manuals I read included the following topics (in no particular order)

- An introduction \*
- Roles and responsibility \*
- Precedence \*
- Engagements \*

- Clothing \*
- Chain, badges and robes \*
- Civic support staff \*
- Use of the civic car \*
- Annual events
- Speeches \*
- Charity work \*
- Acceptance and giving of gifts \*
- Budgets, allowances and hospitality \*
- Civic insignia
- History of specific mayoralty
- Coat of arms/ civic building

Some manuals also included

- An evaluation sheet \*
- An “ initial actions for the Mayor” checklist \*
- How to chair council ( including details on the use of a casting vote) \*
- Mayoral business plan \*
- Corporate priorities \*
- Flag flying \*
- The Mayor as patron, president etc \*
- Health and risk \*
- Training \*
- Neutrality and election purdah \*
- ‘Other sources of information’ \*
- A miscellany of topics – ( ‘Bits and bobs’) \*

\* - see appendices for examples of extracts of Civic Handbooks on these topics

My own original suggestions for the contents of a Civic Handbook in Civic ceremonial 5<sup>th</sup> edition are as follows:

- o the general and specific history of the/your Mayoralty and other Civic offices;
- o the powers and duties and precedence of the Mayor;
- o the civic allowance and the rules for spending it;
- o ways in which the role of Mayor can be used positively within the council and the area as a whole;
- o the civic office’s aims and goals for the forthcoming year (agreed by committee);
- o a history of your civic insignia, regalia and silver;
- o clothing rules and when to wear the chain etc.;
- o a history of your coat of arms;
- o a history of your civic building;
- o a (short) history of your Town/City
- o details of the council’s population broken down by age, religion, race, interests etc.;
- o the staff of the Mayor’s Office - who does what, and relevant telephone numbers;
- o the Civic Year - a list of fixed events which the Mayor will be expected to attend;
- o a list of organisations for which the Mayor becomes Honorary President etc., for the Year;
- o rules for use of the civic car;
- o advice on charities;
- o acceptance and presentation of gifts;
- o a note on current issues concerning the Council;

- a note on current economic/tourism etc., issues (which could be used repeatedly as a basis of the numerous speeches which the Mayor will make during the Year).

With the exception of the notes on ‘current issues’ most manuals largely cover all the topics suggested above.

### (iii) Chairing Council

Chairing council meetings is, of course, one of the few legal duties of the Mayor but is decidedly one of the least glamorous parts of the role. Nevertheless, it is an important duty of the mayor and civic officers should play a part in preparing the mayor for this role. I accept that the major players in preparing the Mayor for chairing council are more likely to be from the Chief Executive’s or Legal/Democratic Services sections but ensuring that the Mayor has time to prepare is the job of the Civic Officer. Meetings with the above staff should be included in the diary at an early stage (not necessarily an hour before the meeting – especially if anything controversial is to be discussed) and thorough preparation and, if necessary, training in handling Council meetings, needs to be addressed at the start of the year.

One handbook I examined detailed ‘word for word’ what the mayor should say at each stage of the agenda and would be useful for those Mayors less confident in such matters. Some handbooks detailed the Mayor’s role in the use of a casting vote and the mayor’s personal views on matters to be discussed at council

### Other views of manuals

A few manuals split their topics into an alphabetical list. These manuals were of a high content standard but I found the usual problem with alphabetised lists – not knowing how to categorise the issue to be discussed. I, personally, wouldn’t recommend this approach particularly as I favour the distinct split between the 2 Mayoral roles. However, this is merely my view and what is important is what works for the Mayor and the Civic officer.

One manual prominently used an “Initial actions for the Mayor” which I found appealing – a good, straightforward list of issues the Mayor needed to address almost immediately together with another list of what would be expected from the Mayor during the year. This list is included at Appendix 13

### Best practice

- 3 part manual – Mayoral candidate
  - Office of Mayor
  - Chairing Council
- Consider topics for inclusion from lists above
- Examine appendices to this pamphlet for ideas of advice and wording of topics
- Consider an “ initial actions” checklist
- Ensure the role of chairing council is given sufficient weight in both induction and throughout the year

## **Sections of the Manual**

### Introductions



I liked those manuals which started with a welcome or introduction from the Chief Executive or some very senior appropriate officer. As I noted in the 'rules of civic life' section of this pamphlet, it is useful to have a seal of approval, be it from Council itself or from the Chief Executive so that everyone knows that the rules being 'imposed' on the Mayor are collectively accepted.

I also liked the manuals which started with the word "congratulations" and offered "support".

*"Congratulations on your election as Mayor"*

*"Never hesitate to ask if you are unsure about any of the processes or your duties as Chairman"*

*"Support is available to help"*

*"We want your year of office to be enjoyable and will do everything possible to support you"*

Similarly, some manuals reminded the Mayor of the role they can play in achieving the Council's aims.

*"It is sometimes forgotten how the role of the Mayor can contribute to these objectives"*

*"... help in the promotion of the Council's objectives in the local community."*

In order to set the context of the Mayor in the area, some manuals, especially where there had been significant local government reorganisation over the past 40 years set out a short, useful history of how the council had come into being and which areas had been subsumed into it. This, I felt, gave those councillors either new to the area or young enough not to remember the upheavals of 1974 a guide to local pride and sensibilities.

*"On the re-organisation of local government the parishes within the area of the former ABC Rural District remained unchanged and a new Parish Council was formed for the area of the former DEF U.D.C..."*

## Roles and responsibilities

It is obviously important for the Mayor to understand the role and the duties that he/she will undertake during the year – and thereby, perhaps those that they won't! It is also important that the Deputy Mayor understands their role is one of substitute not second or additional civic. As I noted earlier, I liked those manuals which clearly split the 2 roles of the Mayor – civic and constitutional.

*"There are two distinct facets to the Office of Mayor:  
The Mayor is Chairman of ABC Borough Council;  
The Mayor is the First Citizen of the Borough of ABC".*

Many Councils now have job descriptions for their Mayor (but no person specification?) and if this is the case the full version should be included in the manual.

*"The Mayor is responsible for:*

- (i) upholding and promoting the purposes of the Council's constitution, the interests of the wider Council and the public;*
- (ii) presiding over meetings of the Full Council..."*

Most manuals included a list of either 'roles and responsibilities' or 'powers and duties' of the Mayor. Amongst the expected roles of the Mayor (royal visits, openings etc) I particularly liked;

*"To encourage citizenship and participation in the life of the Borough"*

*and*

*"Promote the Council at all functions attended. Remember you are the shop window for the Borough, so to speak".*

All manuals noted the role of the Mayoress/consort and the better ones, in my opinion, laid down the law as to attendance and purpose.

*"These roles are not recognised by law"*

*"Behaviour and manner will need to be appropriate at all times and not bring the Council into disrepute. They should follow the advice and guidance issued by the Mayor's Office and should not:*

- Attend any function or otherwise give support to any organisation or person whose objectives are contrary to law and/or Council policy*
- Solicit engagements or visits or otherwise procure favours by virtue of office".*

## Precedence

Your manual will need to have a section in it setting out the legal position of the Mayor relating to precedence –

*"Section 3(4) of the Local Government Act specifically provides "The Chairman of a District Council shall have precedence in the District but not so as prejudicially to affect Her Majesty's royal prerogative". (Local Government Act 1972, Schedule 22 {4} gave the same precedence to the Chairman of a Welsh District Council)".*

But you know that don't you? Of all the telephone calls I receive from NACO members the vast majority are about precedence. My reply, as some of you will know, normally starts with the phrase "the law on precedence is very thin". What passes for 'precedence' is really custom

and practice' and this varies significantly around the country. There are common sense rules and most civic staff will have a good idea of whether the Lord Lieutenant should outrank the Chief Constable etc but it is the minutiae that create the problems. If your processional order is particularly grand you can use the Social Order of Precedence in Debrett's or the Scottish Scale of Precedence but I'm guessing your problems are more to do with Town Mayors and Honorary Aldermen?

A few manuals addressed these problems head on. I'm assuming that the agreed precedence had been agreed by all affected councils and if so the inclusion of agreed precedence is marvellous – no last minute arguments, no appeals to the Chief Executive etc.

*"Inevitably, senior and prominent Members of County, District and Parish (or Town) Councils find themselves on a regular basis involved in civic, social, and ceremonial events and clear agreed and settled rules of protocol will do much to minimise unnecessary misunderstanding which may arise from time to time".*

One council detailed the precedence order in different situations:

- o *Other Events within the XYZ District*
- o *Events where the above Rules of Precedence will be waived*
- o *Church Services and Processions*
- o *Recognition of the Chairman of the XYZ District Council*
- o *Recognition of the Chairman of a Parish Council (or Town Mayor)*
- o *Functions within a particular Parish of the District of XYZ*

The thorny of problem of whom else to invite if the Mayor is carrying out an official function ( 'naming' 'opening' etc) has been solved by one Council by agreeing in advance –

*"The following people should be invited to attend:  
(a) The relevant Cabinet member;  
(b) The Chairman of any Committee or Sub-Committee responsible for the function etc..."*

Finally, one Council included a recommended position of particular individuals if they are present in the manual – excellent!

## Engagements

The first rule of civic engagements – every invitation should be routed via the civic office.

*"It cannot be stressed too strongly how essential it is that all who seek the Chairman's presence at their events be referred to the Chairman's Secretary"*

*"It is essential that every appointment is routed through the Mayoral Secretary".*

The second rule of civic engagements – don't cancel except in an emergency

*"Once an invitation has been properly accepted, it should not be cancelled unless there is an extreme emergency. All engagements are important, no matter how small. Organisers often put in a lot of effort to make their events successful and your role in promoting their activity is vital, it is not acceptable to 'change your mind' if another invitation is more to your liking".*

*"...under no circumstances swapped for a later invitation that is received and is more appealing".*

The third rule of civic engagements – is it a ‘quality engagement’?

*"A measure of the effectiveness of the Mayoralty in undertaking quality engagements is maintained. Each event attended by the Civic Party is 'scored' depending on the type of activity".*

*Promoting (5) ...  
Community (5) ...  
Civic Hosting (3) ...  
Council/statutory/traditional (3) ...  
Charities (2) ...  
Social (1.5) ...  
Civic Circuit (1) ...*

*"Successive mayors are asked to consider carefully each invitation they receive with a view to recognising the "value" of each event to the Council and to the local community".*

*"City events and engagements always take precedence over engagements outside of the city boundary".*

The fourth rule of civic engagements – was it any good?

Some councils send out a ‘customer satisfaction form’ after each civic engagement – how well did the civic office deal with the invitation; how useful was the civic engagement pro forma, did the Mayor arrive on time? how well was the speech delivered, any comments etc?

Such questionnaires are very useful in identifying problems in the service you provide and that provided by the Mayor. The tricky bit is telling the Mayor...

## Clothing

I like good clear advice

*"You are recommended to invest in the following items..."*

*"It is traditional for ladies to wear a hat for church services..."*

*"... a small selection of hats (including one dark one) for church services".*

*"When wearing official Robes and Hats, the Mayor should remove the Hat when..."*

### Chains, Badges and Robes

The most often moan from civic officers, after 'I want to go to xyz' and 'why is he in front of me?', is that the Mayor wants to wear the robe when you think it inappropriate.

Some manuals have headed this conundrum off at the pass. One council has adopted the rules for chain, badge and robe and these are published in the manual.

*"The general rules for the wearing of robe, chain and badge of office, as approved by the Council at a meeting held on the 1st April, 1974 (and amended by the Council on 27 June 2006) are set out below..."*

Other councils set out clearly, as far as possible, the occasions when it is appropriate to wear certain insignia.

*"The Chairman of the XYZ District Council wears the Chain of Office ..."*

*"The Badge of Office is normally worn when..."*

*"Functions where robe and chain appropriate ..."*

*Functions where chain is appropriate..."*

*Functions where the badge is appropriate..."*

Of course, exceptions prove the rule...

*"In attending events, ceremonies and services, the civic 'team' should take into consideration diversity and the customs, traditions and religious representation of others".*

The chain is more likely than not to be valuable, if not irreplaceable. A good manual will remind both Mayor and staff that good care in both the security and well being senses. One manual set out very clearly the responsibilities for the security and care of the insignia.

*"The Council has agreed the following guidelines for the safekeeping of the Civic Regalia. You should read these carefully and adhere to them. If you have any doubts, please contact one of the Support Officers.*

*Responsibilities:*

- 1. The Council will...*
- 2. The Chairman and Vice Chairman will...*
- 3. Specific Conditions of the Insurance...*
- 4. Other practical measures..."*

Other advice includes –

*"When undertaking "walk-about" engagements whilst wearing the Chains of Office you must be accompanied by a member of staff, if*

*there is not adequate security available it will be suggested that the replica chains be worn, the value of which is far less than the originals”.*

*“...chain it is advisable, particularly if you are outside that you do not stray from the Mayoral Officer...”*

## Civic support staff

Any good manual will set out who does what, when and why they do it. Importantly, it will also be clear about what won't be done. The greater the clarity of civic manuals the less room for confusion later.

*“Details of the specific support provided by the Mayor's office are:-...”*

*“It is their (civic office) job to establish a Mayor's requirements and change their working practices to meet those requirements”.*

It's also important that the Mayor knows who to contact –

*“Current contact details relating to the Mayor's Office are at Appendix ....”*

*“The following officers can be contacted via the switchboard at ... on 01234 555555 or on the direct office line (01234) 512345. The direct line has a voicemail facility which in addition to storing messages gives out the number of the Mayoral Officer's mobile phone in case of urgent matters.*

A couple of manuals I examined gave not only the office, work mobile and e-mail contact details but also gave personal mobile and home telephone numbers and home e-mail. One manual gave the civic officer's home address. Whilst such detail is a matter for the individual officer I would hope that this was done voluntarily and was not abused.

Support to the Mayor should not only come from the civic office. I was pleased to note that some councils ensured that the Mayor had access to the Senior Management Team on occasions.

*“Ensure there is regular liaison with the Chief Executive and Corporate Management Team to ensure the Mayor is aware of matters pertaining to the Council which may impact on the way the Mayor's duties are carried out. (At the commencement of the Mayoral Year, a meeting will be arranged for the Mayor (and Deputy Mayor) to meet CMT)”*

*“Operational support on a day-to-day basis is provided by the Mayor's Office. The Chief Executive is available to assist the Mayor when necessary”.*

Finally, I was very impressed by the manuals that addressed the “call me Fred” approach of some Mayors.

*"Due to the nature of the engagements and the time that the Civics spend in the company of employees, it can be difficult in avoiding familiarity. On all occasions staff will refer to the Civics and their partner/consort by their titles".*

*"The Mayor will always be addressed by the Mayoral Officer as Mr. Mayor and the Mayoress as Mayoress"*

## Civic Cars

The cost of the civic car and the chauffeur is not insignificant and members of the public are quick to report abuse.

*"Arriving or departing in a chauffeur driven car is a particularly 'visible' use of public funds, and is therefore susceptible to criticism. It is therefore important that the cars are used properly at all times..."*

It's important that no-one - Civic or chauffeur - is under any illusion as to when the car can be used.

*"The Civic cars can only be used by the civics when undertaking official duties-*

*An official engagement is one for which an official invitation and information has been received by the Civic Office, and for attendance at the (X) for meetings about Civic matters".*

*"Attendance of the Mayor at Committee meeting will not be classed as a Mayoral function".*

One council sets out what the chauffeur must do if the Mayor asks to go somewhere not on the official engagement sheet.

*"...the chauffeur must inform the Civic that neither he/she nor the car will be covered by insurance if he/she takes the Civic where they have asked, the chauffeur must then contact the Democratic Services Manager or the Civic Team Leader to gain approval".*

Another council has agreed a 'code of practice for staff engaged on civic chauffeuring and attendant duties' – again, a good example of setting out clearly what is expected and required of whom and when.

One council offered very practical advice on the use of the car.

*"Spare medication/toiletries/tights/snacks and drinks can be kept in the boot of the car for emergencies".*

## Speeches

Unless you're very good it is hard to write speeches for other people to deliver.

*"The Mayor's Office will not write the Mayor's speeches".*

However, making speeches is a very important part of the Mayor's role and one, in some cases, which is badly done.

*"There are no requirements for the job ... but speech making is an integral part of the duties".*

Assistance by the Mayor's officer in providing technical or factual material for speeches is useful as is advice on how to deliver speeches. NACO members will be aware of the courses run by Dilwyn Scott, Association of Speakers Club, on speech writing and making and training for under confident mayors should be suggested.

*"Speeches will come across much better if:*

- *they are written in your own words (adapted from our notes),  
and*

*if you have read the speech through, ideally, practised it aloud  
and generally familiarised yourself with it".*

One council gave useful tips on preparing a speech, making a speech and what to do whilst making the speech.

*"Read all the information provided prior to attending an appointment"*

*"Overcome your fears by taking deep breaths in through the nose..."*

*"Look pleased about having to speak..."*

## Charity

Discussion of charity work was prevalent in all manuals I saw. This is either because the civic office takes a positive view on the Mayoral charity or because it is a contentious issue. I suspect the latter.

Whatever your view is on Mayoral charities and the role of the civic office in them it is, as with other topics in this pamphlet, important that both Mayor and officer know what can be expected.

*"It is your (the Mayor's) responsibility to lead in any fund raising initiative on behalf of your charities. Staff input limited by Audit rules and regulations ...".*

*"Unfortunately the Civic Office does not have the staff resources to act as fundraisers, but assistance can be given in other ways..."*



*"...the primary role of the Chairman's Secretary and support staff is to ensure the smooth running of the Civic Events and Office of the Chairman, not charity events..."*

The majority of manuals I saw offered advice on the choice of charities and what to do.

*"...it is suggested that the Mayor adopts an existing Charity rather than creates a specific Charity."*

*"...it is expected that these are Borough based initiatives, organisations etc".*

*"It is the Mayor's responsibility to convene his or her Charity Committee at the start the mayoral year – preferably, the committee members will have been identified earlier, once the Mayor-Elect is identified in January"*

Some councils allowed/encouraged the civic office to be involved in the Mayor's charity although anecdotal evidence suggests that these are in a reducing minority. One council offered detailed guideline as to the operation of a Mayoral charity committee.

## Gifts

All the manuals I saw included advice on the giving a receiving of gifts. Some had copied, word for word, Civic Ceremonial on this matter. The important thing is to ensure the Mayor is aware of Section 51 of the Local Government Act 2000.

I liked one manual's excellent manners –

*"...arrange for letters of thanks to be issued..."*

In order to avoid "gift inflation" one manual set out guidance as to the type of gift to be given to various recipients.

## Budgets, allowances and hospitality

Some council set out the individual budget lines for the civic office in their manual. I am unsure whether this is show the Mayor how little remains in civic budgets these days or for a more helpful reason –

*"...regular reports on expenditure at your weekly meetings"*

Good manuals will spell out which items should be paid from the Mayor's allowance and which from the civic budgets.

*"The expectation is that the Chairman is required to fund a number of things from their allowance and the breakdown between the allowance and the Council Civic Ceremonial budget is shown below:..."*

Hospitality budgets aren't what they used to be so good strong guidance is useful.

*"The Civic hospitality budget is very limited and the Mayor should be wary of promising hospitality to any group or organisation (including other Council Departments) without first discussing the possibility with HDS and MSO"*

## Evaluation sheet

A few councils included an evaluation sheet with the manual and this is to be commended. How do we know how useful our wonderful manual is if we don't ask those for whom it was designed?

*"Which part of the Induction Pack did you find the most useful and why?"*

*Which part did you find the least useful and why?"*

*What topics were not covered that you think it may be useful to cover in the future?"*

*Do you have any further suggestions or comments you wish to make?"?*

## Initial actions for the Mayor

I liked this idea – all the initial actions a Mayor needs to do when he/she knows they are likely to be Mayor in one place. Some of the points raised in the checklist need explanation in further detail in the manual but a useful idea nevertheless.

*"The Mayor needs to plan most of these actions before their election at the Annual Council Meeting:- ..."*

This checklist was accompanied with a list of *"what would be expected"* from the Mayor – again a compilation of actions contained throughout the manual.

*"Throughout your term of office you will be required to..."*

*The types of activity you will undertake will be..."*

## Chairing Council

As I noted earlier, by splitting the Mayor's role into two (civic and constitutional) the constitutional role is better defined and highlighted as an important rather than one duty amongst many. I guess that less time is spent on preparing the Mayor to chair Council than on civic matters.

I believe that good manuals pay sufficient attention to the constitutional role of the Mayor – both duties and training/preparation.

*"You should ensure that you are available for all these dates."*

*The rules governing meetings of the Council are contained within the Constitution (Rules of Procedure) but are complex. You should familiarise yourself with these (again) before meetings”.*

*“The Chairman shall undertake the following duties:  
(a) to determine that meetings of the Council are properly constituted and that a quorum of members is present;  
(b) to be informed as to the business and objects of meetings;  
(c) to preserve order in the conduct of those present... etc”.*

Although the casting vote is rarely used by a Mayor I thought those manuals useful which set out the legal position relating to this vote.

### Mayoral business planning and corporate priorities

Halleluiah! A couple of manuals included a section on the corporate priorities of the council and the development and monitoring of a Mayoral business plan. I would recommend that ALL future manuals include a list of the major council priorities and a copy of the Mayoral plan that seeks to contribute to those aims.

*“The Council has reviewed its existing objectives and priorities following consultation with the public...”*

*“The Mayor has a specific role in supporting the Council to deliver this mission (...), maintaining a non-party political role”.*

*“The Civic Office will have a Business Plan which will be implemented during your term of office. It will be a clear statement of objectives and standards to be achieved. It will demonstrate how those aims and objectives contribute to the objectives of Democratic Services and ultimately reflect the Council’s aims and objectives.*

*Prior to your appointment as Mayor, the Civic Team would like to meet with you to discuss your objectives, and their own, for inclusion in the Business Plan. Once the Plan has been agreed, progress will be monitored on a regular basis.*

*The Mayor may also meet the Council’s Directors Group for the same purpose (planning civic events...)”.*

### Flag Flying

A few manuals included a section on flag flying. Whilst this is not the preserve of the Mayor, two councils had taken the opportunity to set out an agreed policy of when and what flag should be flown. Similarly, and probably more contentious, some councils had set out their policy on flying a flag at half mast, particularly for local people. Any policy agreed in advance is to be welcomed.

## Patron and Prizes

It is useful for the Mayor to understand additional roles he/she will inherit on becoming Mayor. Most manuals included a section on the ex-officio roles the Mayor inherits and the duties required of that role. One manual also included a list of 'prizes' awarded in the Mayor's name and, again, what was expected of the Mayor in these respects.

## Health and Risk

Risk assessments are becoming prevalent in most aspects of council work and the Mayor's office is no exception. One council undertakes a risk assessment for various types of civic work – from civic visits to civic lunches. Some may think this unnecessary but I can promise you that someone, somewhere, sometime, will want to see these assessments – especially if something has gone wrong or been hurt. I'm not convinced such assessments need to be in an Civic Handbook but you do need to do them!

Most manuals referred to the need of a Mayor to tell the civic officer of any health problems so that arrangements can be made to lessen any such problems but I had to smile at one manual which stated:-

*"Large amounts of food and drink, particularly alcohol, are available and individuals should consider how they are to manage continuous generosity".*

## Training

Few manuals explicitly talked about training. Why? When we move to another job our managers look at our skills and experience and identify, with us, what further training is needed for us to fulfil our new role. Why don't we do that with our Mayors? All manuals should have a section on training needs and what courses are available. Do it now!

*"A number of training courses are available which have been tailor made for Civic Heads. The Civic Office can arrange attendance on these. The principal ones are:*

- *Induction for Civic Heads*
- *Public Speaking and Speech Writing*
- *Chairing Skills*
- *Dealing with the Media"*

## Neutrality and Election purdah

I liked the inclusion of a clear statement that the Mayor should remain neutral.

*"The convention has been that during the Mayoral Year, the Mayor reduces his or her political profile".*

I also liked the inclusion in (only) one manual of the rules of election purdah – if Mayor's understand this there is less likely to be conflict between Mayor and officer on the run up to elections.

*"Special conditions apply to the issue of publicity in the period leading up to elections. During the period of six weeks or so leading up to an election..."*

## Bits and bobs

In various manuals, sections relating to 'twinning', use of mobile phones, other sources of information, first aid and a host of other topics were useful. I have included a few of these topics in the appendix 'Bits and bobs'. I have particularly included the extracts from one manual entitled 'FAQs' and 'Junior Citizen Project' as I thought them both excellent.

## Best Practice

### Introduction

- Include a "welcome" or "introduction" from your Chief Executive or Director
- Remind the Mayor of how their role can contribute to the Council's aims
- If your area has a complex re-organisational history include a short section of how the current council came into being

### Roles and responsibilities

- Make a clear split between civic and constitutional roles
- Include the Mayor's job description if they have one
- Include role of Mayoress – and what it isn't

### Precedence

- Include legal precedence
- Consider agreeing precedence for most situations intra and inter- council

### Engagements

- Every engagement via civic office
- Don't cancel except in an emergency
- Is it a "quality engagement" – NACO scoring system
- "Was it any good?" – send post visit questionnaire

### Clothing

- Clear advice of what to buy
- Clear advice as to what to wear when

### Chains, Badges and Robes

- Consider adopting agreed rules
- Consider setting guidelines for individual occasions
- Include section on care and security of Chain etc

### Civic Support staff

- Set out who does what, when and why they do it

- Set out what isn't done
- Consider arranging for the Mayor to meet the Senior Management Team at least once a year
- Consider including a section on “ familiarity”

#### Civic Cars

- Include definition of what a civic engagement is
- Consider code of practice for chauffeur/attendants

#### Speeches

- Statement as to whether you write speeches or not
- Consider including useful tips on preparing and delivering a speech.

#### Charity

- Include clear statement as to civic officer's role in any charity
- Consider offering advice as to choice of charities

#### Gifts

- Give clear guidance on giving and receiving of gifts
- Send thank you letters

#### Budgets, allowances and hospitality

- Detail, as far as possible, what is to be paid from the Mayor's allowance and what comes from the civic budgets

#### Evaluation sheets

- Include one!

#### Initial actions for the Mayor

- Include one!

#### Chairing Council

- Pay sufficient attention to this role – duties, preparation and training
- Consider section on ‘casting vote’

#### Mayoral business planning and corporate priorities

- Include copy of Council priorities and Mayoral business plan

#### Flag Flying

- Consider agreeing contentious flag flying in advance

#### Patrons and Prizes

- Include list and duties to be fulfilled

#### Health and Risk

- Include section on health related issues
- Do risk assessments – not necessarily for the manual

#### Training

- Include section on training and signpost available courses

#### Neutrality and Election purdah

- Include section on both

## Bits and bobs

- Consider various sections

## **Appendices**

I'm grateful to those civic officers who send me copies of their manuals. As noted in my introduction I have altered the entries in minor ways. There is some excellent practice out there – I've chosen selections from all the manuals for you to use/adapt. I hope you find them useful.

Paul Millward





## Appendix 1

### Introductions

“Congratulations on your election as Mayor of the Council of the Borough of ABC and thereby our community’s First Citizen. This Handbook has been produced to provide information and guidance in your new role and I hope that you will find it useful.

...

Ms A Bee  
Chief Executive”

“Congratulations on your election to the position of Chairman of the District Council. Never hesitate to ask if you are unsure about any of the processes or your duties as Chairman.

Mr C Dee  
Head ... Democratic Services”

“As Mayor you will set your own seal on your year of office. Support is available to help

...

Mr B See  
Chief Executive”

“At the heart of the new arrangements (... *LG Act 2000*) is the belief that local government must capture and retain the interest of local communities. This is vital to:

- Allow them to articulate their aspirations, needs and priorities;
- Assist in co-ordinating a Council’s work with organisations which operate locally;
- Focus and shape the future work of such organisations;
- Contribute to the achievement of sustainable development in the area; and
- To act as a representative of the Community at joyous and tragic occasions.

It is sometimes forgotten how the role of the Mayor can contribute to these objectives”.

“The Mayor can be a major influence in promoting the image and importance of MNO in a regional and national context. You can also help in the promotion of the Council’s objectives in the local community. In turn, the people of MNO continue to have the highest regard for their Mayor”

“Being a Lord Mayor is very different to being a Councillor. For those chosen it becomes clear that the rules of office for the Mayor are unlike those of Councillor.

There are different ‘rules’, different working hours, different restraints and it can often be physically and mentally tiring. It is also, if entered into with the right spirit, a hugely enjoyable and rewarding job.

This guide is intended to be a working document which can be updated – if you feel there is additional information which could usefully be included for the Civics that come after you please let us know.

We want your year of office to be enjoyable and will do everything possible to support you in your role as one of the ... high profile ambassadors”.

## Background

“On the re-organisation of local government the parishes within the area of the former ABC Rural District remained unchanged and a new Parish Council was formed for the area of the former DEF U.D.C. which resolved in terms of the Local Government Act 1972 to style itself a Town Council. Accordingly, the Chairman of that Council is entitled to the style of Town Mayor of DEF. In 1987, separate Parish Councils came into being for ABC and for GHI and the ABC Parish Council resolved to style itself ABC Town Council whereupon its Chairman became entitled to the style of Town Mayor of ABC.

Other than in name and in the style of its Chairman, there is no distinction between a Town Council and a Parish Council. Each are afforded equal status”.

“By a petition dated 25 July 1XXX, MNO was granted a charter conferring upon it status of a Borough, and accordingly, the Chairman and Vice-Chairman are respectively entitled to the style of "Mayor" and "Deputy Mayor".

The words 'Mayor' and 'Major' derive from the same Latin word 'Magnus', meaning great. The office of Mayor, together with the Domesday Book and the feudal system, were brought to this country by the Normans. As such, an office has existed on the continent since at least the fifth century.

## Appendix 2

### Roles and Responsibilities

“There are two distinct facets to the Office of Mayor:

The Mayor is Chairman of ABC Borough Council;

The Mayor is the First Citizen of the Borough of ABC.

Apart from the traditional legal duties such as chairing the meetings of full Council, the bulk of the Mayor's duties consist of the "First Citizen" function of representing the Council, and indeed the whole of the Borough, and in so doing meeting employers, voluntary organisations and other bodies, mainly within the Borough but also some further afield”.

“There are two elements to the role of Deputy Mayor:

To deputise for the Mayor at their request when the Mayor is unable to fulfil an engagement;

To support the Mayor at major civic events organised by the Council”.

#### Mayor - Job Description

The Mayor is responsible for:

- (ii) upholding and promoting the purposes of the Council's constitution, the interests of the wider Council and the public;
- (iii) presiding over meetings of the Full Council so that its business can be carried out efficiently and with regard to the rights of councillors and the interests of the community; to make rulings that are binding in the Council meeting;
- (iv) ensuring that the business of the Full Council is planned and managed effectively and transparently in the interests of the wider Council and the public, with the support of an informal cross party steering group;
- (v) to ensure that the plans and strategies that form the Council's Policy Framework are considered by Council in a planned and co-ordinated manner;
- (vi) ensuring that the Council meeting is a forum for the debate of matters of concern to the local community;

- (vii) the resolution, in accordance with the Council's standing orders, of any disagreement between the Council and the Executive Board in respect of the budget and the policy framework;
- (viii) attending such civic and ceremonial functions as the Council requires; presiding over Citizenship ceremonies to welcome new British citizens to the XYZ;
- (ix) receiving members of the Royal Family and other important visitors to XYZ".

## Roles and responsibilities

### Mayor

- To chair meetings of the Council and enable its business to be carried out in an orderly and proper manner, having regard to statutory obligations and the Constitution of the Council for the conduct of meetings.
- To preside, as ceremonial head of the whole Council and its Borough, over its civic functions, and social occasions.
- To act as signatory to the Council's official seal on documents on behalf of the Council.
- To host events, receive and welcome members of the royal family, dignitaries and visitors, observing civic protocol.
- To attend functions as a representative of the Council. Most speeches will be of thanks or welcome, if required to make a speech on the work of the Council, this must be limited to factual information, in accordance with a briefing note supplied by the relevant service unit.
- To support any charities, if chosen by the Mayor, in raising funds, (chosen charities to be announced at Mayor Making).
- To promote, raise the profile and gain publicity for projects and events that are of a good charitable or voluntary nature that benefit the citizens of the Borough, particularly smaller organisations.
- To encourage citizenship and participation in the life of the Borough.
- To celebrate success, internal as well as external to the Council".

### Powers and duties of the Mayor

“Amongst the many duties of the Mayor, including that of chairing meetings of the Council are:

- Promote the Council at all functions attended. Remember you are the shop window for the Borough, so to speak. As the Queen's representative in your Borough, you hold a very high position, and must conduct yourself with dignity. How you conduct yourself when in contact with people from other areas will reflect directly on how they perceive your Borough; know of its history, industries, population etc.
- Acting as host on behalf of the Council and its citizens of DEF Council at functions organised by the Authority.
- Receive members of the Royal family and other important visitors to the Borough.

- Represent the Borough at approximately 400 appointments per year, many locally and some further afield i.e. Royal Garden Party, HMS Boat etc.
- At the Council's discretion, choose to support a local charity.
- Attend a variety of religious services of all denominations throughout the Borough.
- Make official openings or presentations at various places in the Borough.
- Take salutes of various military and voluntary organisations who either have the right to, or request the right to, march within the Borough.

This list gives a general idea of the Mayor's duties but is by no means exhaustive”

“Carry out the duties of the post fairly and without discrimination, and in accordance with the aims and objectives of the Council”.

“The central role of the Mayor is as a representative for the local authority, the community and local democracy. The Office of Mayor can be used to:-

- Promote the Council’s aims and objectives
- Promote the Borough and economic investment
- Champion causes raising their profile
- Raise awareness of local democracy
- Celebrate success
- Be the face of the Borough in times of sadness
- Welcome visitors on behalf of the Borough”

“The Chairman is distinct from the political leadership of the Authority and this separation is sometimes not obvious to the public.

The Chairman has the opportunity to act as a link between the various groups and organisations visited and the Council and has a unique overview of the needs and concerns of the community he/she serves. The Chairman is also in a position to take out to the community the message and aims of the Council”

#### Mayoress/Consort/Escort

- “These roles are not recognised by law. The role of Mayoress was originally bestowed on the Mayor's wife. If the Mayor chooses to appoint a consort, the role may be undertaken by a spouse, partner, friend or relative of either sex and is accorded precedence alongside the Mayor. It is generally understood that they will provide assistance as follows: -
- Personal support to the Mayor
- Accompany the Mayor on engagements
- Observance of civic protocol

- Support with Mayor's charities

In carrying out their roles, the Mayor, Deputy Mayor, Mayoress, consort, or escorts, should consider the public nature of their office. Behaviour and manner will need to be appropriate at all times and not bring the Council into disrepute. They should follow the advice and guidance issued by the Mayor's Office and should not:

- Attend any function or otherwise give support to any organisation or person whose objectives are contrary to law and/or Council policy
- Solicit engagements or visits or otherwise procure favours by virtue of office”.

“On rare occasions when the Mayoress/Consort is unable to escort the Mayor to an appointment, the Mayor can choose to either attend alone or take another person to escort them. Should the Mayor wish to take another escort it is important that this person does not wear the chain and that the Mayoral Secretary is given advanced notification of the person attending so she can contact the person/organisation which had invited the Mayor”.

### Deputy Mayor

#### “Purpose of Post:

To assist the Mayor of DEF.

#### Duties and Responsibilities

1. Deputise for the Mayor, when the Mayor is unable to fulfil the duties of that post, at the request of the Mayor.
2. Support the Mayor at annual civic events and other events hosted by the Council, at the request of the Mayor.
3. Carry out the duties of the post fairly and without discrimination, and in accordance with the aims and objectives of the Council”.

## Appendix 3

### Precedence

#### District v Parish?

“Inevitably, senior and prominent Members of County, District and Parish (or Town) Councils find themselves on a regular basis involved in civic, social, and ceremonial events and clear agreed and settled rules of protocol will do much to minimise unnecessary misunderstanding which may arise from time to time.

So far as civic protocol is concerned, the Local Government Act 1972 provides at Section 3(4) that the Chairman of a District Council shall have precedence after the Sovereign over all others within his District, but not so as prejudicially to affect the Royal prerogative. For matters of civic ceremonial in the County ABC, therefore, this places the Chairmen and Mayors of the ... District and Borough Councils within the County on the same level in terms of having precedence over all others including the Chairman of the ABC County Council, within their Districts.

#### Other Events within the XYZ District

If the Chairman of the XYZ District Council is present in an official capacity at functions not organised or hosted by the XYZ District Council, then provided that no Royal personage is present, the Chairman of the XYZ District Council is entitled to be afforded precedence over all other persons present. Most Chairmen of the XYZ District Council, however, have indicated that consonant with the spirit of Her Majesty's wishes with regard to the Royal visits, they will be pleased to afford precedence in respect of events not organised by the XYZ District Council to the Chairman of the ABC County Council if he is present.

#### Events where the above Rules of Precedence will be waived

##### (a) Mayor Making

This is a meeting of the Town Council of the Town of XYZ or the Town Council of the Town of DEF and as such the respective Town Mayor shall take precedence.

(b) Crowning of XYZ Carnival Queen. The Town Mayor of XYZ is ex officio President of the Carnival Association and in that capacity will preside at the Crowning of the Carnival Queen.

#### Church Services and Processions

#### (a) Town Mayor's Sunday Service in XYZ

On the occasion of the Town Mayor of XYZ Sunday Service the civic dignitaries and principal guests will process from the ... to ... Church in the following order:

- Clergy
- Chairman of the XYZ District Council
- Lord Lieutenant of ABC
- High Sheriff of ABC
- Mace
- Town Mayor/Mayoress
- Justices of the Peace
- Member of Parliament for ....
- County Councillor for XYZ
- XYZ District Council Chief Executive
- Deputy Town Mayor
- Town Councillors
- Other guests

In respect of processions on entering the Church the above order of precedence will be recognised with the first in precedence entering the Church last, i.e. the Chairman of the XYZ District Council will be the last person to enter the Church. On leaving the Church the Chairman will lead the procession, other dignitaries following in the order narrated above.

#### Recognition of the Chairman of the XYZ District Council

...if not presiding, the place to be reserved for his use should be on the immediate right of the person presiding

#### Recognition of the Chairman of a Parish Council (or Town Mayor)

Subject to the consideration of any of the dignitaries referred to in paragraph (...), the Chairman of the Parish Council (or Town Mayor) ranks second in order of precedence within his own Parish after the Chairman of the District Council. The Chairman of a Parish Council (or Town Mayor) has no status or powers outside the area of his own Parish.

#### Functions within a particular Parish of the District of XYZ

Similar considerations apply in a parish sense to the Town Mayor of XYZ and the Town Mayor of DEF, who have no formal status or powers outside the area of the Town Council. For these reasons it is inappropriate for the Town Mayor of XYZ or the Town Mayor of DEF to be invited to officiate at functions outside the area of their respective Town Councils and they should normally not attend such functions in an official capacity unless invited by Chairman of the Parish Council concerned, or the District Council.

Where attending functions outside the Town of XYZ or the Town of DEF, within the District of XYZ either at the invitation of, or together with, the Chairman of the XYZ District Council, a Town Mayor will normally wear the badge of office, not a chain”.

#### Who else to invite?

“... when the Chairman of Council is invited to carry out duties at an official Council function (e.g. naming of a street or opening of a Council building), the following people should be invited to attend:



- (a) The relevant Cabinet member;
- (b) The Chairman of any Committee or Sub-Committee responsible for the function (if this applies);
- (c) If unavailable, the Vice-Chairman of Committee or Sub-Committee deputises (if this applies);
- (d) District members for the ward in question;
- (e) The Head of Service responsible for the function;
- (f) The Parish Chairman or Town Mayor;
- (g) Other Members and Officers agreed by the Chairman of Council, the Leader of Council or the Chairman of Committee and the Head of Service;
- (h) The Public Relations and Marketing Officer will attend appropriate functions when the press are invited.

Separate arrangements have been agreed with MNO Town Council for events in premises owned by that Council”.

“Where events are community-based, the officers arranging the event will usually invite appropriate cabinet members and ward councillors to attend”.

“Where neither the Mayor nor Deputy Mayor is able to attend an event, the organisers may be asked if the Council should be represented by a Cabinet Member or an Honorary Alderman”.

### Line ups...

“The following are the recommended positions of particular individuals if they are present:-

Lord-Lieutenant: - should accompany the Mayor

The Mace Bearers

The Mayor and Mayoress/Consort

Chief Executive

High Sheriff

Deputy Mayor and Deputy Mayoress/Consort

Members of Parliament

Honorary Freeman

Honorary Aldermen

The Leader of the Council

The Deputy Leader of the Council (No mention is made within Civic Ceremonial of the offices of Leader or Deputy Leader but ‘local custom’ has always afforded them positions with the Civic Party).

Any other Mayors: - (In the order of Lord Mayor, Borough Mayor and Town Mayor).

Councillors (It is recommended in ‘Civic Ceremonial’ that spouses of members of the Council are not to be included in processions but should go immediately to reserved seats in the Church. This Authority or (local custom)’ does not adhere to this”).

## Engagements

### Invitations

“It cannot be stressed too strongly how essential it is that all who seek the Chairman’s presence at their events be referred to the Chairman’s Secretary and that all invitations (including those that arise internally – from Officers or Councillors!) be sent to the Chairman’s Secretary to discuss with the Chairman”.

“It is essential that every appointment is routed through the Mayoral Secretary. Often the Mayor will be approached in person, by letter, over the phone, by representatives of the Charity, or an organisation asking him/her to attend a function. In this instance it is wise to refer the person to the Mayoral Secretary, who can advise on the availability of the Mayor and inform them of proper procedures and send out the appropriate form to be completed. This prevents the possibility of a clash of functions and helps greatly to plan the Civic Year.

The booking form is sent out in response to all invitations, which includes guidance notes for those persons booking the Mayor (see appendix ...). This helps the Mayor to plan a speech and lets him/her know exactly what is expected when he/she reaches the venue. The biography (see again appendix ...) and a leaflet on the Mayor’s Charity (see appendix ...), together with a letter promoting the use of the Automated Mayoral Diary (see appendix ...) are also sent to the organisers of events.

An engagement, once accepted, should not be cancelled except for most important reasons. And under no circumstances swapped for a later invitation that is received and is more appealing. The organiser of each event sees theirs as being the most important and this must be remembered.

The Mayor should attend punctually (but not too early), and be ready to take their places at the appointed time, complete with chains and robes if necessary. Failure to do so means everybody at the function is affected.

The Mayor should not attend commercial functions where his name might be used for advertising purposes, except in cases where they are clearly for the benefit of the Borough”.

“At dances or other functions that cover a lengthy period, it is not necessary to stay to the bitter end”.

“Once an invitation has been properly accepted, **it should not** be cancelled unless there is an extreme emergency. All engagements are important, no matter how small. Organisers often put in a lot of effort to make their events successful and your role in promoting their activity is vital, it is not acceptable to ‘change your mind’ if another invitation is more to your liking. You must attend punctually wearing your chain as appropriate. The timing of the event will have been taken into consideration when drawing up your diary worksheets – please endeavour to arrive on time at the agreed place”.

“It is a requirement that prior to taking up office, persons undertake training in Chairing skills and a short induction in the civic role programme will also be provided. However, account will be taken of pre-existing skills and abilities”.

“The Mayor should be in a position to accept 95% of all engagements and your Deputy should only be expected to be involved in the event of a double booking or during the Mayor’s annual holiday, unforeseen illness etc”.

### Quality engagements

“A performance indicator is kept by the Civic Office, to measure, as percentages of the total number of engagements that are within and outside the Borough boundary. Ideally, the Borough has a target of 90% within its boundary, on the basis that it is local people who are funding the Mayoralty.

A measure of the effectiveness of the Mayoralty in undertaking quality engagements is maintained. Each event attended by the Civic Party is ‘scored’ depending on the type of activity. The scores are nationally set, and fall into seven categories. (The higher the score, the more appropriate the event!) These categories also assist in determining the Mayor’s attendance at events when there is more than one invitation for the same day.

**Promoting (5)** e.g. Council initiatives, business opportunities

**Community (5)** e.g. attending local events with local people

**Civic Hosting (3)** e.g. offering hospitality to community groups

**Council/statutory/traditional (3)** e.g. Council Meetings, events relating to Freeman of the City, Citizenship Ceremonies, Remembrance Sunday etc

**Charities (2)** e.g. Charity Appeal fundraising events

**Social (1.5)** e.g. work colleagues, ward members, family

**Civic Circuit (1)** e.g. visiting other Civic Head’s events”

“Since 2005, a point-scoring system has been set up for each mayoral engagement. An engagement which promotes the Council’s objectives and/or benefits or supports the local community would, for example, score 5 points, whereas a purely social event held outside the City, which is costly in terms of transport and officer time, with no real benefit to the local community, would score just 1 point. Successive mayors are asked to consider carefully each invitation they receive with a view to recognising the “value” of each event to the Council and to the local community”.

“As these performance indicators are developed, they may well be useful as a guide to suggest which event should be accepted in preference to others, whenever there is a clash”.

“The Mayor and Deputy Mayor are asked to look closely at any invitation to attend events outside the borough and are asked to reduce or eliminate attendance at civic functions of other councils outside XYZshire. Local invitations take precedence over invitations to visit other district councils in the county to attend social/charity events organised by other county civic heads”.

“Review of the mayoralty

- The Mayor and Deputy Mayor be asked to reduce or eliminate attendance at civic functions of other councils outside XYZshire.
- Local invitations take precedence over invitations to visit other district councils in the county to attend social/charity events organised by other”

“City events and engagements always take precedence over engagements outside of the city boundary”.

#### ANALYSIS OF CIVIC INVITATIONS

	<b>2004/5</b>	<b>2005/6</b>
<b>Total Invitations Received</b>	650	605
<b>Invitations declined:</b>		
Within the Borough	18	41
Outside the Borough	102	60
<b>Total Engagements attended</b>	530	504
% of Engagements attended within the Borough	95%	94%
<b>Breakdown of Mayoral engagements:</b>		
<b>Monday to Friday:</b>		
Number of engagements commencing before 12 noon	105	104
Number of engagements after 12 noon but before 6 pm	106	108
Number of engagements after 6 pm	154	149
<b>Saturday:</b>		
Number of engagements am/pm/evening	100	73
<b>Sunday:</b>		
Number of engagements am/pm/evening	65	70
Number of events/tours hosted in the Civic Suite	(TH Closed)	40
Number of visitors to Civic Suite		2090

*These figures do not include diary and other meetings held with Mayoral staff.*

*Invitations to events outside the Borough are often declined when judged by the Mayor that their attendance would be of little or no value to the citizens of ABC. (Mostly charity events hosted by other civic heads)*

**Borough Council of JKL  
Customer Satisfaction Survey Form ...**

Please show by ticking the appropriate box, how much you agree with the following statements:

**1. Invitation**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>No Opinion</b>
<b>The letter of invitation was responded to promptly</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Enough guidance and information was given to assist with the engagement</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>The Civic Office staff were courteous with regard to enquiries, letters and phone calls</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>The information received was clear and useful</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2. Civic Pro Forma**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>No Opinion</b>
<b>The Civic Pro Form was helpful with regard to guidance given</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>The Civic Pro Forma asked the correct questions to ensure the event went smoothly</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>The Civic Pro Forma was easy to understand</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 3. Engagement

**Strongly Agree      Agree      Disagree      Strongly Disagree      No Opinion**

<b>The Mayor/Civic Party arrived at the correct time</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>The Mayor/Civic Party carried out the required duties</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>The Mayor/Deputy Mayor's speech was well delivered with the appropriate content</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>The Civic staff on duty were helpful and polite</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>The Mayor/Civic Party did not out stay their welcome</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Having the Mayor/Civic Party in attendance met expectations</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 4. Overall

**Strongly Agree      Agree      Disagree      Strongly Disagree      No Opinion**

<b>Overall the service given by the Civic Office was satisfactory</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<b>We would ask the Mayor/Civic Party to attend a future engagement</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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**5. Your Comments**

Please use page 8 for any comments or suggestions you may have on improving the Civic Office's service.

**NOTE:**

Your response will be treated in confidence but it would be useful to know whom the completed survey is from and the date of the engagement. We may need to contact you if we need to discuss anything further. This will enable us to make any appropriate action from the comments made.

..... <b>Name</b>	..... <b>Day Time Telephone Number</b>
..... <b>Representing</b>	..... <b>Date of Engagement</b>

**Data Protection:**

The information you have given on this form will be used only for the purposes of providing the staff feedback. It will not be passed to a third party without your written consent.

Thank you for taking the trouble to complete this questionnaire. Please would you return it to the ..., Town Hall,... or it may be e-mailed to ...

## Appendix 6

### Chains, Badges and Robes

“The general rules for the wearing of robe, chain and badge of office, as approved by the Council at a meeting held on the 1st April, 1974 (and amended by the Council on 27 June 2006) are set out below...”

“The Mayor should not wear the Chain of Office outside the Borough boundary without the express permission of the Council being visited. The Mayor's Office will give advice when appropriate”.

“In attending events, ceremonies and services, the civic 'team' should take into consideration diversity, and the customs, traditions and religious representation of others”.

“The Chairman of the XYZ District Council wears the Chain of Office:

- (a) At all meetings of the XYZ District Council,
- (b) At other meetings over which he may be asked to preside as the Chairman of the XYZ District Council,
- (c) When hosting social occasions within the District,
- (d) When attending formal civic functions within the District,
- (e) When representing the Council at any formal occasion within the District,
- (f) At any other occasions when it is appropriate that he should so do in the interests of the status and dignity of the office of Chairman of the XYZ District Council.

The Badge of Office is normally worn when attending less formal social occasions within the District, or when invited as guest of other civic leaders outside the District, unless otherwise requested.

The Vice-Chairman of the Council will, when deputising for the Chairman, wear the Vice-Chairman's Badge of Office and for the purpose of civic protocol will generally be accorded the same status as the Chairman.

The practice and courtesy whereby the Town Mayor of DEF, the Town Mayor of GHI and Chairmen of Parish Councils having a chain of office, approach the Chief Executive of the XYZ District Council regarding the wearing of chains of office or badges for occasions within the District, not organised or hosted by the Town or Parish Council in question, will continue.

The wearing of chains or badges of office at functions organised by the ABC County Council in the District of XYZ at which the Chairman of the County Council is acting as host will, subject to paragraph (...) above, be a matter for the Chairman of the ABC County Council.



The wearing of chains or badges of office at functions organised by a Parish or Town Council and hosted by the respective Chairman or Town Mayor will, subject to paragraphs (...) above, be a matter for the Chairman (or Town Mayor) to determine”.

“The rules governing the wearing of the Mayoral insignia varies from council to council. In the early 1970s, MNO City Council adopted the advice contained in Shaw’s publication “Civic Ceremonial” and the following guidelines are in place:

Functions where robe and chain appropriate

Public functions within MNO attended by a member of the Royal Family (subject to arrangement with the organisers)

Ceremonial Council Meeting - held in May

Civic Church Services (4 per year)

Civic wreath laying ceremonies

Greeting the High Court Judges

Mayor’s official reception

...

Functions where chain is appropriate

Functions outside MNO attended by a member of the Royal Family (providing the permission of the relevant mayor/chairman is given)

Civic receptions

Receiving or entertaining parties of visitors to the Guildhall

Civic receptions in other towns (by agreement)

Complimentary supper in honour of the Outgoing Mayor

Meetings where the Mayor presides or officiates

Opening conferences of organisations of a public character

Opening exhibitions arranged by organisations of a public character

Official University functions and ceremonies including Degree ceremonies

Speech days and school prize-givings and open days

School sports days

School carol services

Memorial services

Hospital visits

Military services

Festival of Remembrance

Inspections of units and depots of the armed forces  
Receipt of nominations for elections  
Functions of returning officer (Parliamentary elections only)  
Bazaars, carnivals  
Ordinary Council Meetings

Functions where the badge is appropriate

Functions outside the city except those specifically mentioned above  
Private church attendances  
Theatre visits  
Concerts  
Film performances  
Dances  
Dinners  
Lunches  
Annual shows of local organisations (except if performing the official opening)  
Opening/viewing exhibitions of private organisations  
Receptions of private organisations  
Sporting events  
Opening new premises of commercial organisations  
Visits to factories, works, etc”.

Chain and Badge – Safe Custody Guidelines

“The Council has agreed the following guidelines for the safekeeping of the Civic Regalia. You should read these carefully and adhere to them. If you have any doubts, please contact one of the Support Officers.

Responsibilities:

1. The Council will:

- (i) Maintain insurance cover for all civic regalia under the Corporate ‘All Risks’ Insurance Policy;
- (ii) Be responsible for the maintenance of the regalia including any damage or wear and tear, etc as set out in the exclusions section 2 to the Corporate all risks policy.

2. The Chairman and Vice Chairman will:

- (i) Ensure the specific conditions of the Council Insurance are followed as outlined in the guidance below; and
- (ii) As far as is practical follow the other guidelines as to the safe custody of the regalia.

3. Specific Conditions of the Insurance:

- (i) The regalia **must not** be left in an unattended vehicle **unless** all the doors, windows and other means of access have been secured and locked and all keys of the vehicle removed to a place of safety **and** the regalia is placed in the boot of the vehicle or is otherwise out of sight.

4. Other practical measures:

- (i) The regalia, unless being worn, should be kept in the case provided by the Council. The jewellery roll should only be used when storing the regalia in a home safe or on the way to or from a function.
- (ii) If the regalia is not required over a period of two weeks, it should be returned to ... Democratic Services for safekeeping.
- (iii) During any holiday periods or when it is likely that the member will be away from home, the regalia should be returned to ... Democratic Services for safekeeping.
- (iv) The Chairman/Vice Chairman should normally only wear the regalia on arrival at a function. In any event the regalia should be kept covered in public areas. They should seek advice from ... Democratic Services if this arrangement is not convenient.
- (v) The regalia should not be left unattended in its case or roll.
- (vi) Members should not attempt to clean the regalia other than with a soft cloth. Any damage or wear and tear should be reported to ... Democratic Services as soon as possible.
- (vii) Regalia should not be loaned or placed in the custody of any other person other than the Head of ... Democratic Services.
- (viii) The Chairman and Vice Chairman should inform ... Democratic Services immediately if their Chains of Office are lost, mislaid, stolen or otherwise missing in order that the Council's insurers can be informed".

"The Council has agreed a set of guidelines for the custody and safekeeping of the Civic Regalia. These are set out in the Guidance Section of this document. In essence you should remember that the regalia should at all times be kept in its case and treated with care, not only **when** being worn but giving thought to **where** it's worn".

"Given the value, and the age, of the civic regalia it is kept locked within the ... between engagements and overnight in the safe at ... Police station. When undertaking "walk-about" engagements whilst wearing the Chains of Office you must be accompanied by a member of staff, if there is not adequate security available it will be suggested that the replica chains be worn, the value of which is far less than the originals".

"The Chains of Office are of great value and are irreplaceable. For your own safety and that of the chain it is advisable, particularly if you are outside, that you do not stray from the Mayoral Officer, and should they feel that you are at risk they will take immediate action - please be advised by them".

## Appendix 5

### Clothing

“The Civic Office will offer advice for each civic engagement if it is not clear from the invitation however the following is suggested as a guide.

#### Male

Tradition favours Morning Dress of black jacket, black waistcoat (optional), striped trousers and grey tie for most daytime and evening functions. Alternatively you can wear a lounge suit, usually black, dark grey or navy.

Dinner jackets are usually worn for important dinners along with ... the Mayor’s jewel ...

A good quality dark overcoat and/or raincoat for inclement weather are advisable.

You are recommended to invest in the following items:

- 2 morning dress and/or lounge suits
- 1 dinner jacket and trousers
- Grey tie to go with the morning dress
- Bow tie to go with the dinner jacket
- 6 white shirts
- 1 evening shirt

#### Female

*The general advice is to dress “up” rather than “down” i.e. wear a suit, skirt or trouser or smart sari rather than casual dress. Civic occasions should be regarded similar to a wedding with a dressy suit or jacket and dress, sari or other traditional outfit.*

For evening wear cocktail dress is advisable, this can be knee length however long dresses are occasionally worn.

It is traditional for ladies to wear a hat for church services however it is entirely up to you.

The Mayoress always wears her chain, ...

The Chains of Office are heavy and have “claws” to correctly position them on your clothing. It’s advisable to have some fabric “loops” sewn into any jackets that you may wear on a regular basis to avoid damage to your clothing. The Housekeeper will sew these on”.

“At least one dark suit would be useful, as would a small selection of hats (including one dark one) for church services. When purchasing clothes as Mayoress, it would be helpful to bear in mind that she will be wearing a chain of office, which may have to be pinned to her clothing, therefore shoulder pads are always useful, and ‘Off the Shoulder’ evening wear is not advisable. It is not customary for the Mayoress to wear any necklaces with the chain of office.

Payment for the Mayoresses clothing usually comes out of the mayoral allowance and again all receipts should be kept”.

“When wearing official Robes and Hats, the Mayor should remove the Hat when:-

- Acknowledging Salutes;
- During the playing of the National Anthem;
- In the presence of a member of the Royal Family;
- During March Pasts, the Mayor should remove and replace the Hat;
- As each section passes the salute;
- When the Colours pass; and
- On an Inspection when the Mayor passes the Colours”

“It is not appropriate to wear any floral decorations, other than a poppy, whilst wearing the Chains of Office. The Mayor on occasions may be offered a buttonhole, lapel badge or ribbon whilst attending a function. It may be acceptable to wear it until the end of that engagement and remove it before attending the next one”.

## Appendix 7

### Civic Support Staff

#### What we do...

“Through past experience, the Civic Team respects the fact that all Mayors are different, in terms of their personalities, standards and requirements. It is their job to establish a Mayor’s requirements and change their working practices to meet those requirements.

In order to meet these requirements, communication will be essential; the Civic Team value constructive criticism and act upon it. They aim constantly to improve by listening to their customers.

Obviously, the “civic door” will always be open to enable issues to be discussed, but it is useful to remember that it is more practical to discuss matters at the weekly meetings rather than constantly “popping in”.

“Ensure there is regular liaison with the Chief Executive and Corporate Management Team to ensure the Mayor is aware of matters pertaining to the Council which may impact on the way the Mayor’s duties are carried out. *(At the commencement of the Mayoral Year, a meeting will be arranged for the Mayor (and Deputy Mayor) to meet CMT)*”

“Operational support on a day-to-day basis is provided by the Mayor's Office. The Chief Executive is available to assist the Mayor when necessary.

#### Support Details

Details of the specific support provided by the Mayor's office are:-

- Provide a copy of the Handbook
- Provide day to day secretarial and administrative support
- Deal with correspondence and draft letters for the Mayor's signature
- Manage the Mayor's civic diary, liaising with the County Council who host the County’s Civic Diary
- Receive and follow up invitations, write thank you letters where appropriate
- Provide appropriate stationery

- Provide information on the Mayor's allowances, how they may be used
- Provide support for the Mayor's charity appeal (if required)
- Advise on civic dress and protocols
- Assist with speeches by liaising with others to obtain information
- While messages for the Mayor can be taken by the Mayor's Office, the Office cannot undertake constituency work on behalf of the Mayor
- Advise on acceptance of engagements
- Arrange briefings
- Provide and receive background information on events
- Update the website in respect of Mayoral matters
- Liaise with local press
- Take into account the Mayor's well-being, safety and security
- Maintain and purchase civic regalia
- Arrange appropriate training for the civic 'team'
- Organise civic functions
  - Issue invitations
  - Arrange accommodation
  - Arrange menus, catering, seating, sound, floral displays, press, photographs, car parking, processions
  - Order of service
  - Civic awards and gifts
- Arrange occasional events
- Arrange Mayor's briefings for Full Council and prepare Briefing Notes
- Provide the Mayor's Chaplain with guidance in relation the duties of the Chaplain
- Prepare necessary reports for the Council
- Provide such other support that is necessary and appropriate
- Ensure there is regular liaison with the Chief Executive and Corporate Management Team to ensure the Mayor is aware of matters pertaining to the Council which may impact on the way the Mayor's duties are carried out. *(At the commencement of the Mayoral Year, a meeting will be arranged for the Mayor (and Deputy Mayor) to meet CMT)*
- Briefings will also be arranged with other officers on matters of interest or on issues that arise relevant to the Mayoral duties.

## Contact Information

Current contact details relating to the Mayor's Office are at **Appendix ...**

Support Officers:

Name	Email: Tel:
Ms A BEE	<a href="mailto:msabee@council.gov.uk">msabee@council.gov.uk</a>

Team Leader – Democratic Services	01234 567890
Mr C DEE Democratic Service Officer	<a href="#">e-mail</a> 01xxxxxxxxxx
MRS F GEE Democratic Service Officer	<a href="#">e-mail</a> 01xxxxxxxxxx
Mr H ELL Democratic Services Officer	<a href="#">e-mail</a> 01xxxxxxxxxx

“CIVIC ...

Mrs X.Y.Zee

Town Hall, ....

Office Tel: 01234 567890 (direct line)  
01234 5678901(direct line)

Home Tel: 01234 987654  
Mobile : 07XXX XXXXXX  
Personal mobile: 07XXX XXXXXX  
07XXX XXXXXX

E-mails: [civicstaff@council.gov.uk](mailto:civicstaff@council.gov.uk)  
[personal@home.email](mailto:personal@home.email)”

“The following officers can be contacted via the switchboard at ... on 01234 555555 or on the direct office line (01234) 512345. The direct line has a voicemail facility which in addition to storing messages gives out the number of the Mayoral Officer’s mobile phone in case of urgent matters.

In case of emergencies the following contact details may be useful.

Mayor’s Officer

- 1 Home Road  
Anywhere

Tel. (01234) 56789

Mob. 07XXXXXXXX”

## Familiarity

“Due to the nature of the engagements and the time that the Civics spend in the company of employees, it can be difficult in avoiding familiarity. On all occasions staff will refer to the Civics and their partner/consort by their titles. Also, it is essential that any discussion about managerial issues are not entered into with the Civic staff themselves, as these are the responsibility of the Democratic Services Manager and in their absence, the Head of Democratic Services”.

“The Mayor will always be addressed by the Mayoral Officer as Mr. Mayor and the Mayoress as Mayoress”



## Appendix 7

### Civic Cars

#### When the car can be used

“The Civic cars can **only** be used by the civics when undertaking official duties

*“an official engagement is one for which an official invitation and information has been received by the Civic Office, and for attendance at the (X) for meetings about Civic matters”.*

If a chauffeur is asked by a Civic to take him/her to a destination that is NOT shown on the Civic Engagement sheets, and the chauffeur has not received notification of this further engagement from the Civic Office, then the chauffeur must inform the Civic that neither he/she or the car will be covered by insurance if he/she takes the Civic where they have asked, the chauffeur must then contact the Democratic Services Manager or the Civic Team Leader to gain approval.

The civic cars are not available for private use (i.e. shopping or visits to relatives) or for activities associated with being an elected Councillor. Should the role of Civic and Councillor occur on the same day; every effort will be made to reduce any inconvenience if possible. It is essential, if the non-political role of the Mayor is to be preserved and public cynicism to be abated, that there is a rigid and understood rule between a Member’s role as a Councillor and that as a Civic.

The civic cars are for use by the Civic and their Lady/Consort – the Insurance Section advise that there can only be a maximum of five persons, including chauffeur in a car. The insurance will be invalid if this is exceeded. There is a bolster seat for ABC1 should there be younger persons carried in the car”.

“Attendance of the Mayor at Committee meeting will not be classed as a Mayoral function”.

“Spare medication/toiletries/tights/snacks and drinks can be kept in the boot of the car for emergencies”.

“For insurance reasons it is not possible to offer lifts in the car”.

**“The Civic car must be used for official functions only, other passengers being limited to official guests. The post-holder will be expected to make other arrangements for attending non-official functions.**

When using the car, seat belts must be worn at all times and smoking is not allowed”.

“The current practice is to hire the services of a car hire firm for selected civic and high profile events. There is a limited budget for this (see budget section below for current levels) and this must be carefully managed.

The Chairman, guided by the Chairman’s Secretary agrees in advance on those events that require the use of a car. The Chairman should be aware that the budget provision should not be exceeded without prior discussion with the Spending Control Officer (...). The means of transport should reflect the degree of formality/informality of the event.

Events where a car might be used would include:

- (i) Out of District functions;
- (ii) Other authority civic functions;
- (iii) Functions more than a certain number of miles/time from the chairman’s home;
- (iv) Functions where it is known that the organiser can provide no parking;
- (v) Functions where there is an expectation that the Chairman will have official transport.

### Using Your Own Car

It is expected that if you use your own car, the cost is met from your allowance”.

“The Office of the Mayor has access to the Mayor’s Car a BMW (CB1), in addition a hire car can be arranged for the use of the Deputy Mayor as the need arises. The requirements of the Insurance policies on the vehicles means that they are only available for use for official engagements as detailed in the Mayor’s diary. Apart from the Mayor, Mayoress (or Consort) and the Deputy Mayor and Mayoress only persons acting in an official capacity e.g. the Chief Executive or persons accompanying the Mayor, Mayoress on official engagements should be carried in the vehicles”.

### Guidelines on the use of the civic car

“Arriving or departing in a chauffeur driven car is a particularly ‘visible’ use of public funds, and is therefore susceptible to criticism. It is therefore important that the cars are used properly at all times, i.e.

- The car is not used for private purposes, but for purposes associated with the public duties of the Mayoralty; and can be justified to the public.
- The Mayor’s Attendant/Chauffeurs are responsible for transporting the Mayor in the civic car for official mayoral duties. Every effort is made to make maximum use of the vehicle so, as far as is possible, the mayoral car is also used for transporting the Deputy Mayor upon official business - although the Mayor’s use takes precedence and alternative transport is sometimes necessary for the Deputy Mayor. The car is not normally used by the Mayor or Deputy Mayor’s consorts, except when associated with accompanying the Mayor or Deputy on official business.
- Wherever possible, the mayoral party travels together in order to avoid the need for several separate journeys to and from events.
- It is the Civic Assistant’s responsibility to schedule the use of the car, in consultation with the Mayor’s Attendant/Chauffeur as necessary.
- As it is a business car it is illegal to smoke in the car and seat belts must be worn

Many Mayors are unaccustomed to using an Attendant/Chauffeur in their daily lives. The Code of Conduct for an Attendant/Chauffeur is attached at Appendix 5”

## Code of practice for staff engaged on civic chauffeuring & attendant duties

### “Vehicle – ABC1

- ABC1 **must** be kept in an immaculate condition and washed at the Town Hall on each day of use.
- ABC1 **must** be kept well maintained to a high standard and all damage/defects reported without delay
- ABC1 **must** display the Council’s flag when available
- ABC1 **must** carry a first aid kit and fire extinguisher at all times.
- ABC1 **must** carry clean rugs/blankets and umbrellas.

### Chauffeur/Attendant

- Chauffeuring staff are expected to maintain the highest level of confidentiality and discretion and are not authorised to divulge discussions overheard.
- Chauffeuring staff **must** be of neat appearance and smartly dressed in a suit and tie of corporate issue.
- Chauffeuring staff **must** familiarise themselves with routes, locations and destinations prior to collection of the Mayor/Deputy Mayor and other council personnel.
- Chauffeuring staff **must** open and close the doors for all passengers.
- Chauffeuring staff **must** assist all passengers in and out of the vehicle particularly if they are less agile or disabled.
- Chauffeuring staff should act as chaperone for the Mayor/Deputy Mayor as required by the Mayor/Deputy Mayor at external functions.
- Chauffeuring staff are responsible for ensuring that the Mayor/Deputy Mayor are wearing their robes and chains of office as appropriate and for the safety of the chains of office.
- The Mayoral chains must be stored in the Parlour of the Town Hall at all times except in very exceptional circumstances when they may be kept overnight by the Chauffeur at home by agreement with the Civic Officer or Assistant...

Chauffeuring staff should always be aware of the whereabouts of the Mayor/Deputy Mayor at functions, particularly towards the end, when the chauffeur should be aware when the Mayor/Deputy Mayor wishes to leave. They should remain fairly close at hand during engagements unless the Mayor/Deputy Mayor has told them to return at a pre-arranged time”.

### Where to sit?

“Although there are no hard and fast rules about where each Civic should sit, we would recommend that the Mayor sit behind the passenger seat, as this way you will be able to step straight onto the pavement once the door has been opened by the Chauffeur”.

### Speeches

“The Mayor's Office will not write the Mayor's speeches”.

“There are no requirements for the job, other than to have the confidence of the Council, **but** speech making is an integral part of the duties. The Head of Democratic Services, the Mayor's Secretary or another appropriate officer of the Council will assist, if requested, to draw up a standard or specific speech, or to arrange typing support for any speeches drafted by the Mayor”.

“Speeches will come across much better if:

- they are written in your own words (adapted from our notes), and
- if you have read the speech through, ideally, practised it aloud and generally familiarised yourself with it. This also helps put you at ease which will lead to better clarity and delivery.

You are high profile ambassadors for the Council and so it is important that you make the best impression possible at all public engagements. If you feel you are lacking in background information for a particular engagement ask the Civic Secretary to do more research. Similarly if you require help to improve your public speaking skills this can easily be sourced for you, something which is strongly recommended for all”.

#### Being prepared to Speak

“Read all the information provided prior to attending an appointment and make sure you are fully prepared to "sing for your supper". If you are told that you are definitely not required to speak, ring the alarm bells!

It is guaranteed that you will be asked to speak on occasions without notice. To handle situations like these you should remain calm and follow the pointers below...”

#### Making a Speech

“Overcome your fears by taking deep breaths in through the nose and out through the mouth, do not worry about the fear as it needs to be there, always be prepared, try to forget the audience and be in charge when you speak, remember people do not see what you feel.

Helpful hints to ensure that you are always prepared to speak with little notice, prepare a standard short speech that can be used at any function i.e.

- I thank you for this kind invitation.

- There has always been a high rapport between your organisation and the Council and long may it continue.
- Thank you”.

### **When Speaking**

- “Look pleased about having to speak, and remember the points made earlier about representing the Borough.
- Do not partake in a large quantity of alcohol (keep a clear head)
- Speak clearly and slowly
- Smile when you speak
- Be enthusiastic
- Look at your audience”

## **Appendix 9**

# **Charity**

### Civic Office support?

“It is your (*the Mayor’s*) responsibility to lead in any fund raising initiative on behalf of your charities. Staff input limited by Audit rules and regulations ...”.

“All administrative functions related to the Mayor's charities must be undertaken by the appropriate officers of the charity in question and not by the Mayor or the Mayor's Office”.

“It is expected that the charity will undertake all fund raising and its administration, as the Council does not have the staffing resources to support this type of activity. However, the staff in the Mayor’s office are happy to advise the charity as to the suitability of events, appropriate procedures and matters of protocol if required”.

“It is not possible for the Mayor’s Office to undertake this role (*fundraising*), although Mayoral staff will undertake to be the custodian of any funds raised. The secretarial roles involving the organisation of any specific Mayor’s Charity event is undertaken by the Charity Committee”.

“Unfortunately the Civic Office does not have the staff resources to act as fundraisers, but assistance can be given in other ways;

- By adding the details on of the charity or charities on Civic Engagement Forms
- By perhaps adding details on the Civic Christmas Cards, ie., *Spare a thought at Christmas for .....*
- By asking for a donation to the Lord Mayor’s charity or charities when he/she is asked to open or attend commercial premises”

“On advice from audit officers, official officer support must be kept to a minimal level”

“The Mayor’s Officer will not act as Charity Committee Secretary and cannot act as lead organiser, as their focus is upon the Council’s civic programme and mayoral support rather than upon the Mayor’s charities”.

### “Chairman’s Charity - A Cautionary Note

A note of caution, the primary role of the Chairman’s Secretary and support staff is to ensure the smooth running of the Civic Events and Office of the Chairman, not charity events. Staff will attempt to support the Chairman but in looking at charity events, thought must be given

as to how the Chairman can organise these without always assuming that the office will be able to staff and organise it”.

“The Mayoral Secretary deals with the Mayor’s Charity”.

“The Mayor’s Officer will act as treasurer for the committee”

“The Mayoral staff can organise **up to two major fund raising events a year**, held in the ..., in aid of the chosen charity(ies). These usually take place in October and in February...”

“The Democratic Services Manager will allow one free let, per charity, of the ... for which the organisation can arrange fund raising events”.

### Choosing a charity

“The Mayor may wish to adopt a Charity for the Mayoral Year and it has usually been the practice to do so. It must be stressed that such an undertaking is secondary to the function of the Mayor (as detailed above) and therefore the setting of fundraising targets is to be avoided. This is because the use of monetary target can lead to the ‘Mayor’s Charity’ becoming almost an overriding preoccupation of the Mayoral Year, which can detract from the role as well as requiring significant administrative support. This is not intended in any way to denigrate the remarkable fund raising achievement of some previous Mayors but in the light of experience it is suggested that the Mayor adopts an existing Charity rather than creates a specific Charity.”

“First actions for a new mayor -

- Choose a charity or charities to be supported during the year. Make sure the charity has enough volunteers to run the Charity Committee for the year and help arrange/support fundraising events
- Set up the Charity Committee for the year, including nominating the chairman and secretary (the council’s civic staff are not available to fulfil these roles)”

“It is the Mayor’s responsibility to convene his or her Charity Committee at the start the mayoral year – preferably, the committee members will have been identified earlier, once the Mayor-Elect is identified in January”

“It is customary (but not obligatory) that the Mayor has a Charity Appeal during the term of the Mayoral year. Whilst the Mayor is free to choose the beneficiaries, it is expected that these are Borough based initiatives, organisations etc. These charities will already be established and registered with the Charity Commission”.

“Set up a Charity Committee, probably to be chaired by the Deputy Mayor to raise funds for a local charity of the Mayor’s choice”.

“There is a new charity every year, beginning when a new Mayor’s name and the particular cause for that year of office have been confirmed.

Throughout the year money is received for this charity, and each contribution is recognised by an official receipt and letter from the Mayor to the donor via the Mayoral Secretary, who also monitors the charity account”.

“The Mayor is the **only** Civic to select a charity or charities to support during his Year in Office.

A really successful charitable year seems to depend on the incoming Mayor choosing his/her Charity at an early point, if possible when Deputy Mayor or Mayor Elect.

Once a charity is chosen the Civic Office will arrange a meeting for representatives of the charity and the Mayor in order to explain that he/she is prepared to be a ‘figure head’ for them during his/her Year in Office and will attend, wherever possible, an event or events organised by them to raise money and their profile.

At the end of the Year in Office cheques will be drawn for the charity or charities supported and presentations at the ... will be arranged. (Owing to Financial practice it is not usually possible to declare the definitive final totals of funds raised at the time of the outgoing Mayor’s retiring speeches.)”

### Guidelines for Mayor’s charity committee

“The Civic Officer will meet with the Mayor-Designate as soon as possible to discuss the selection of a charity.

When choosing a charity, the incoming Mayor should bear in mind that practical help is needed for running events of any description as well as promoting and selling tickets. The number of representatives who attend the committee meetings should be kept to a minimum and other help called upon when needed. Charities based locally often prove to have more volunteers willing to help. At least one member of the committee should have some experience in fund-raising and it is advisable to find someone willing and able to take on the role of secretary.

Having chosen a charity, the Mayor will then call the inaugural meeting and elect a chairman, normally the Deputy Mayor and Secretary. A representative from Accountancy who acts as Treasurer will bank any funds received, pay bills as required and report financial statements to the Committee. The Treasurer and the Civic Officer are able to sign cheques on the Mayor’s Charity Fund Account which has been set up by the Borough Council and which is balanced off at the end of each Mayoral year.

The committee will discuss ideas for a completely new programme of events for the forthcoming year. Once an outline programme of planned events is agreed the Secretary of the Committee should check the availability of the Mayor and, where necessary, through the Civic Office book the ... rooms needed for each proposed event.

If a major event is planned such as, for example, a Mayor’s Ball or a Banquet, this should be referred to the Civic Office who have expertise at planning large scale events and a member of staff will be designated to be part of the working party set up to run this event.

All printing of tickets, posters, menus etc. should be shown to the Civic Office for approval and the Office can advise on using the Council’s own printing services.

The Charity Committee must be responsible for ensuring that sufficient people are available to run any event including buying the provisions required and probably making the coffee on the day or running stalls. They will also need to find sufficient tombola/raffle prizes for events and actively help to sell tickets and promote every charity event.

It is normal for the Mayor to report to Council at the Annual Meeting the results of the charity appeal during the year and make a presentation to the charity just prior to the end of the term of office”.

## Appendix 10

### Gifts

#### Receiving

“You should treat with extreme caution any offer of gift, favour or hospitality that is made to you. The person or organisation making the offer may be doing, or seeking to do, business with the Council or may be applying to the Council for planning permission or some other kind of decision.

There are no hard or fast rules about the acceptance or refusal of hospitality or tokens of goodwill. For example, working lunches may be a proper way of doing business, provided that they are approved by the local authority and that no extravagance is involved. Likewise, it may be reasonable for a member to represent the Council at a social function or event organised by outside persons and bodies.

You are personally responsible for all decisions connected with the acceptance or offer of gifts or hospitality and for avoiding the risk of damage to public confidence in local government. A good guide is that gifts of more than a nominal value should be accepted on behalf of the Council and not retained personally. Whilst, under the local scheme relating to the Code of Conduct and Declaration of Hospitality which was adopted by the Council in 2005, the Mayor is not obliged to declare gifts and hospitality, for reasons of transparency, you are recommended to declare gifts and hospitality over an estimated value of £25.00. Such gifts or hospitality may also still need to be declared as “Code of Conduct” interests at meetings”.

“Generally minor tokens of goodwill or flowers can be accepted as personal gifts.

The code of conduct also states:

“A member must within 28 days of receiving any gift or hospitality over the value of £25, provide written notification to the Authority's Monitoring Officer of the existence and nature of that gift or hospitality.”

Advice on gifts and hospitality can be obtained from ... (Monitoring Officer) or ... (Deputy Monitoring Officer)”.

“...arrange for letters of thanks to be issued. Gifts may not be retained by the Mayor either during their Mayoral year or after and shall be passed to the Mayor's Office who shall manage such gifts on behalf of the Council”.

#### Giving

The Mayor's Officer obtains civic gifts, as required. These are used upon the following types of occasion:



Gift purpose	Typical example of a gift which may be given (this list is for guidance only)
To recognise the contribution of retired and non-elected councillors who have served for a considerable length of time or have served as Mayor;	Possibly a glass paperweight, crystal glasses, china plate or a crystal bowl bearing an inscription such as "For services to JKL Council". The type of gift will reflect the length of service. For a particularly long-serving councillor, a specific gift with a personal engraving might be appropriate. The Mayor will be consulted about the gift to be offered.
Ambassadors and other visiting dignitaries representing a city elsewhere	Possibly a JKL wooden shield or paperweight
Gifts taken to the Council's twinned and friendship cities during official visits	Possibly a clock or other suitable item, engraved with the JKL crest. The International Links Officer can advise about the appropriateness of the gift.
Presentations upon an occasion such as the wedding of an important local dignitary	Possibly a glass paperweight, crystal glasses, china plate or a crystal bowl bearing an inscription.
Small gifts for visitors such as volunteer organisations, youth organisations, etc	Badges, pens, JKL pennant, JKL literature, etc.

## Budgets, allowances and hospitality

### Budgets

There are a number of different budgets from which the expenses of the civic year are paid. A brief overview follows and a more detailed explanation can be given later, together with regular reports on expenditure at your weekly meetings.

<b>Code Exp £</b>	<b>Item</b>	<b>Budget 2007/8</b>
AB 123 2310	Vehicle Hire (Chairman's Car)	3630
AB 123 3380	In House Printing	920
AB 123 3390	Printing External	10
AB 123 3630	Chairman's Allowance	7570
AB 123 3630	Vice Chairman's Allowance	2970
AB 123 3840	Civic Hospitality (Council meetings)	2500
AB 123 3850	Other Expenses	2940
AB 123 3850	Chairman's Awards	14250

### **Who pays for what?**

The expectation is that the Chairman is required to fund a number of things from their allowance and the breakdown between the allowance and the Council Civic Ceremonial budget is shown below:

<b>Paid from the Chairman's Allowance</b>	<b>Paid from Civic Ceremonial Budgets</b>
Mileage and car parking costs	Civic awards reception and some related costs
Church service collections	Other civic events costs (E.G. Carol concert, Civic Faith Concert)
Raffle tickets at events	Catering following Council meetings but not alcoholic drinks
Correct dress for civic events (e.g. this may include the need for new clothing for not only the Chairman but for their lady/consort)	Business cards
Supply of wine following Council meetings	Headed paper

<b>Paid from the Chairman's Allowance</b>	<b>Paid from Civic Ceremonial Budgets</b>
Drinks for players at Charity Events (e.g. Buying Golfers a drink following their round)	Civic Cars (up to the limit of the available budgets)
Personal bouquets of flowers	Remembrance Sunday costs, including wreaths
Private catering/ working lunches	Official lunch meetings
Tickets for other authority Chairman's Charity Events	Special visits (e.g. High Sheriff)
Raffle Prizes for Charitable Fundraising	Members Long Service Awards
Charity Events Costs	Photography for Civic Events, Official Photographs
	Long Service Awards for Councillors

If you are in any doubt as to whether you are expected to pay for something from your allowance ask!!!

### Hospitality

“The Civic hospitality budget is very limited and the Mayor should be wary of promising hospitality to any group or organisation (including other Council Departments) without first discussing the possibility with HDS and MSO”

“Alcoholic drinks are only provided in the civic rooms for distinguished guests or VIPs at a Civic Reception. **Drinks will not be provided for your personal guests – any such drinks must be procured/paid for by you from your personal allowance. Furthermore, it is also not acceptable to ask members of staff to take drinks from another event into their private rooms**”.

“The cost of the photograph will be from the Mayor's allowance. The cost of the framing will be from the Civic Budget”.

## Evaluation

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# Induction Pack Evaluation Sheet

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I would be very grateful if you would take the time to complete this Evaluation Sheet. The information supplied would be valuable in enabling me to continuously improve the Induction Pack.

1. Which part of the Induction Pack did you find the most useful and why?
2. Which part did you find the least useful and why?
3. What topics were not covered that you think it may be useful to cover in the future?
4. Do you have any further suggestions or comments you wish to make?

It would be most appreciated if you would complete as soon as possible and return to XY,  
Chairman's Office, Town Hall, ..... Thank you.

## Initial actions for the Mayor

“The Mayor needs to plan most of these actions before their election at the Annual Council Meeting.

1. Choose a Mayoress or Mayor’s Consort
2. Appoint a chaplain, if desired
3. Appoint a Cadet, if desired
4. Choose a charity or charities to be supported during the year. Make sure the charity has enough volunteers to run the Charity Committee for the year and help arrange/support fundraising events
5. Set up the Charity Committee for the year, including nominating the chairman and secretary (the council’s civic staff are not available to fulfil these roles)
6. Provide biographic notes to the Mayor’s Office
7. Plan a theme for the year, which supports/promotes an aspect of the Council’s work, e.g. safety, environment, young people, democracy, education, care etc.  
After the Annual Meeting, discuss with the Civic Team and Director’s Group how appropriate activities can be planned during the year to promote this theme
8. Agree and implement a Business Plan for the Mayor’s Office
9. Advise the Mayor’s Office of any important dates where you will not be available during your term of office
10. Advise the Mayor’s Office of any pre-existing medical conditions or disabilities that may affect your diet or ability to carry out the role. This will enable them to advise organisers of events of any special requirements that you may have.
11. Provide the Mayor’s Office with a personal address list for invitations and Mayoral Christmas Cards

### **What will be expected?**

Throughout your term of office you will be required to:

- Carry out your Civic duties in a politically impartial way
- Chair meetings positively and assertively
- Promote the Council’s aims and objectives
- Promote the City on a local, national and international level
- Deliver speeches with confidence
- Handle interviews (press, radio and TV)
- The ability to network and socialise without prejudice, with all members of the local community
- Host events guests and delegates

The types of activity you will undertake will be:

- Chair and preside over Council Meetings. Call special meetings if necessary
- Make rulings upon whether Executive decisions are too urgent to be available for call-in
- Attend events promoting Council initiatives and business opportunities
- Support staff in their work to bring visitors, possible employers, investors etc. to the City

- Take an active interest in all aspects of the local community and related issues
- Attend local events including those organised by minority/ethnic groups' cultural, religious and other ceremonies
- As first citizen, act as an ambassador for JKL and welcome visitors, including dignitaries and in some cases members of the Royal Family
- Attend the annual programme of civic events, which currently include:
  - a. The Civic Cathedral Service
  - b. Anzac Day
  - c. The Annual ... Open Day
  - d. Veterans Day Celebrations
  - e. Remembrance Sunday
  - f. Two Minute Silence
  - g. Holocaust Memorial Day
  - h. Christmas Wreath Laying Ceremony
  - i. Any other nationally recognised services, which may be arranged
- Attend traditional/historic events as the representative of the City:
  - a. ... Fair
  - b. The Commemoration of ...
  - c. The JKL Festival
- Attend funerals and memorial services etc, as a representative of the City or Council
- Officiate at opening ceremonies and be prepared to make a speech.
- Make speeches of welcome to visiting delegates or respond as appropriate
- Make official visits. For example: the Mayor may be invited to visit our twin cities and/or host a return visit
- Speak to the media in consultation with the Communications Department
- Meet residents who wish to 'speak to the Mayor' (by appointment only)
- Host receptions in the Mayor's Parlour
- Wear the mayoral robes and chains of office when appropriate
- Act at all times as an unbiased and non-political figure
- Attend a weekly office meeting to discuss the civic diary
- It is the convention for the Mayor to run a Charities Committee, to raise funds during the Mayoral year. The Mayor's Office helps with running the annual Mayor's Ball and other events for this purpose".

## Chairing Council

### Duties

“The Chairman shall undertake the following duties:

- (a) to determine that meetings of the Council are properly constituted and that a quorum of members is present;
- (b) to be informed as to the business and objects of meetings;
- (c) to preserve order in the conduct of those present;
- (d) to confine discussion within the limits required by the business to be determined and within a reasonable period of time;
- (e) to rule on the admissibility of motions and amendments put in debate by the Members of the Council;
- (f) to formulate summaries of those issues arising in debate for the consideration of the meeting;
- (g) to adjudicate on points of order and personal explanation raised at meetings and other incidental issues;
- (h) to determine the proper and most appropriate method of voting on any question before the Council;
- (i) to put relevant questions to the meeting, secure orderly votes thereon and declare the result;
- (j) to inform the Council whether he or she will vote on any matter to be determined;
- (k) to give if appropriate a second vote or a casting vote in order to deal with an equality of votes in the circumstances set out in this protocol;
- (l) to adjourn any meeting of the Council should the circumstances justify or require it, having first of all taken such steps to establish that Members of the Council support such action;
- (m) to read out any motion to exclude the press and public from meetings and to seek the consent of the Council; and
- (n) to sign the minutes”

### Use of casting vote

“The Chairman of the Council shall, at all times, have due regard to the requirements of the Council's Standing Orders and statute law concerning the use of a "second" or "casting" vote. The Chairman shall:

- (a) give a "second" vote (after voting previously on the issue) or a "casting" vote (having not voted previously) on any issue on which there is equality of voting;
- (b) shall issue a "second" or "casting" vote in favour of the status quo unless there is a legal requirement to vote otherwise than for the status quo;
- (c) may decline to give a second or casting vote if an affirmative vote is not required on grounds of urgency or otherwise and an opportunity will arise to consider the matter again, within a reasonable period;
- (d) shall, in the circumstances outlined in (c) above, explain such a decision to the Council”.

“The Mayor has a casting vote in addition to his/her own vote and it is essential that this is exercised in the event of a tie at a Council meeting. There is no convention that the Mayor should seek to vote to protect the status quo. The law requires that the Mayor has complete freedom of conscience in exercising his or her casting vote and it is important that discretion is not seen to be fettered”.

## Council Meetings

“You should ensure that you are available for all these dates.

The rules governing meetings of the Council are contained within the Constitution (Rules of Procedure) but are complex. You should familiarise yourself with these (again) before meetings”.

“Mayor’s Personal Views and Representational Role – It should not normally be part of the Mayor’s role to comment on matters before the Council in a way which supports or opposes the issue before Council. On limited occasions this may be necessary either because of the Mayor’s duty to represent his or her constituents or where personal views are strongly felt”.



## Mayoral Business Planning

### Developing a business plan

“The Civic Office will have a Business Plan which will be implemented during your term of office. It will be a clear statement of objectives and standards to be achieved. It will demonstrate how those aims and objectives contribute to the objectives of Democratic Services and ultimately reflect the Council’s aims and objectives.

The Business Plan will set out the scope and purpose of the service provided, review performance and will detail objectives and developments for the service. It will also give details of the resources of the office, both staffing and financial and detail any training and development requirements.

It is important that the Civic Team are aware of your objectives, as they will be assisting you in achieving them, and help to make your year in office a success.

Prior to your appointment as Mayor, the Civic Team would like to meet with you to discuss your objectives, and their own, for inclusion in the Business Plan. Once the Plan has been agreed, progress will be monitored on a regular basis.

Once the Mayor is elected, he or she will discuss with the Civic Team the coming year to plan ahead for civic events. The Mayor may also meet the Council’s Directors Group for the same purpose. He or she will take officers’ advice about any issues or events arising that year which would particularly benefit from the Mayor’s involvement, and it is usual for the Mayor to select one or more themes which they would like to focus upon during their mayoral year. These discussions will guide officers in identifying those events which the Mayor should participate in, and also help the Mayor and Mayor’s Officer to assess which external invitations the Mayor should accept”.

## Corporate Priorities

The Council has reviewed its existing objectives and priorities following consultation with the public, and through the Local Strategic Partnership ( a body representing the major private and public voluntary and community organisations in ABC) and has adopted a set of longer term aims which it will implement alongside its key partners such as Health, Police and Business.

<b>Community Strategy Aims 2003 - 13</b>
Sustainable and high quality development
A community for all
A healthy, caring community
Create a high quality learning community
Sustainable and effective transport systems
Housing that meets everyone's needs
A prosperous economy
A safe community

The Council has also reviewed its own priorities and whilst the council will contribute to all of the community strategy aims, will also concentrate on a number of priority areas over the next three years, as follows:

<b>Corporate Priorities 2003-06</b>
Improving services that are not serving people well
Improving school standards
Improving the environment
Improving public transport
Giving older people the help they need to keep their independence
Providing affordable housing for those in need
Improving community leadership with partners
Creating social inclusion

### The council's mission

“The Council's mission is to improve the quality of life for the people who live in, work in, and visit the Borough of PQR.

The Mayor has a specific role in supporting the Council to deliver this mission, maintaining a non-party political role”.

## Flag Flying

### The flying of flags

“The flying of flags may be governed by local custom but guidelines are adhered to for the following:

- (a) The Department for Culture, Media and Sport issue instructions for the hoisting of the Union and other Flags on certain stipulated days such as Royal Birthdays and Saint’s Days.
- (b) The local Authority flag will be flown at half mast from the day of notification to the Authority of the death of a serving Mayor or past Mayor of PQR Council until sunset of the day of the funeral.
- (c) In respect of the death of a current or former elected member of PQR Council, the flag of PQR Council will be flown at half mast at both A and B Town Halls on the day of the funeral.
- (d) In respect of the death of a former XYZ, ABC Borough Councils or DEF Borough Council member, the flag of DEF Borough Council or ABC Borough Council will be flown at DEF Town or ABC Town Hall at half mast on the day of the funeral as appropriate to that Member’s former representation.

The Local Authority flag would also be flown on Mayor’s Sunday.

It should be noted that Remembrance Sunday the Union Flag is flown right up and NOT at half mast”.

### Occasions on which flags are to be flown at half- mast

- “From the announcement of the death until after the funeral of the Sovereign, except on Proclamation Day when they are hoisted right up.
- The funerals of members of the Royal Family, subject to special commands from Her Majesty in each case.
- The funerals of Prime Ministers and Ex-Prime Ministers of Great Britain.
- Other occasions’ by special command of Her Majesty.
- On the death of the Mayor or Mayoress’ from the announcement of the death until after the funeral.
- On the death of :-
  1. The Recorder
  2. An Alderman
  3. A Councillor or an ex Councillor
  4. A Borough Magistrate
  5. An Ex-Mayor
  6. A Freeman
  7. A Chief Official

(From the announcement of the death until after the funeral)”.

## Patron and Prizes

### Patron

The Mayor is:

Patron of:

President of:

Vice-President of:

A member of:

A trustee of.”

“The Mayoress usually holds the following offices:

...

It is incorrect for a Mayor/Mayoress to accept the Vice-Presidency/Vice-Chairmanship of any local organisation unless the organisation has a Royal personage as its President/Chairman or the Lord Lieutenant”.

### Prizes

“Prizes presented in the Mayor’s name are:

- The Mayor's Awards for Business Achievement
- The Mayor's Prize at the PQR High School
- The Mayor’s Prize at STU High School
- The Mayor's Award - Best Management Student, PQR College
- The Mayor’s Awards for the Built Environment
- The Mayor’s Civic Awards for Voluntary Service
- The Mayor’s Charity Shield (PQR Carpet Bowls Association)

During January and February the judging panel for the Mayor's Award for Business Achievement which includes the Mayor will visit those businesses which are short listed for the Award and the Award itself is presented in March at a dinner in the ....

In February the Mayor and Deputy Mayor will act as two of the judges for the Mayor’s Civic Awards for Voluntary Service and in the spring the Mayor will also act as a judge for the Design Awards and the ... Awards. All these awards are presented at ceremonies in the ... during March, April and May”.

## Neutrality and Election Purdah

### Neutrality

“The convention has been that during the Mayoral Year, the Mayor reduces his or her political profile. Mayors generally go out of their way to display their even-handedness in political matters during the year. It would be inappropriate for an individual to be associated with a contentious issue or election process, which confuses roles. The Mayor should also maintain this a-political role when chairing Council meetings”.

“Your year in office may lead you to consider how ward business can be kept up to date during the year. You should discuss this with your Group Leader and/or fellow Ward Councillors (if it is a multi-member ward)”.

### Election Purdah

“Special conditions apply to the issue of publicity in the period leading up to elections. During the period of six weeks or so leading up to an election, the Council must take special care not to issue any publicity that might conceivably be perceived as having the potential to influence the outcome of the poll. Details can be found in the Representation of the People Act 1983, the Local Government Act 1986 and the Local Authority Publicity Code of Recommended Practice published in 2001.

To ensure compliance with the various Acts and Publicity Code, the Council therefore enters a period of Purdah in the six weeks leading up to an election where it will avoid issuing any publicity in the name of or associated directly with any Councillor.

The Chairman is strongly advised to ensure the dates of major Civic events such as the Annual Civic Awards are arranged to ensure there is no conflict with the Purdah period”.

## Bits and Bobs

### European and overseas links

“The Mayor is authorised to accept one civic/partnership invitation during the municipal year, either from a twinned country (A, B, C and D) or a friendship link country (E, F and G). These visits are able to be funded by the Council only when this is possible through the Council’s twinning/international links funding, and the corporate civic budget does not cover this expenditure. Council funding will provide for appropriate transport to and from the event, for the Mayor and Mayoress/Consort, together with appropriate officer(s). The Council car and chauffeur will only travel abroad with the mayoral party if this would prove more cost-effective (taking into account all vehicle and officer costs) than travel by public transport or the accompanying officer’s car”.

### Mobile phones

“The Mayoral Officers have been issued with mobile phones that are always with them when they are on duty. This means that the Mayoral Secretary can contact them. In accordance with internal audit rules, the phone is for strictly business purposes only.

Although the phones are allocated to the drivers there may be exceptional circumstances when the Mayors need to use them. The phones are obviously issued for business purposes only, but should you need to make a personal call this can be done. However, the Mayor should note that personal calls made on a 'business' owned mobile phone creates an assumed tax liability by the Inland Revenue. The Council receives an individual breakdown of all calls and costs and the Mayor can be advised of any costs (and on-costs) as necessary”.

“Under no circumstances should this telephone be used to conduct business as a ward councillor or anything of a political nature”.

### Training

“A number of training courses are available which have been tailor made for Civic Heads. The Civic Office can arrange attendance on these. The principal ones are:

- Induction for Civic Heads
- Public Speaking and Speech Writing
- Chairing Skills
- Dealing with the Media”

## FAQs

(Often by the youngest of the Borough's Citizens!)

How much is the Chain worth?

Is the Chain heavy?

Have you met any famous people?

Did you want to be the Mayor when you were little?

What do you call the Mayoress when he is a man?

How do you become the Mayor?

How long do you serve as the Mayor?

Do you get paid?

Do you live in a big house/the Town Hall?

What is the best thing about being the Mayor?

How do you become a Councillor?

What does ABC1 (*Civic Car registration*) stand for?

How does the Council spend the money?

## Junior Citizenship Project

“The Mayoral Support Staff administer and run the Council's Junior Citizenship Project. The project is open to all young people within the Borough and aimed at year 5 & 6 students (age 9—11 years). The project aims to instil an understanding of the Office of the Mayor, the functions of the Council and to promote Citizenship and a sense of pride and belonging to the children of the Borough.

The visit consists of meeting the Mayor in the Council Chamber and being given a brief description of the role of the Mayor, Councillors and the Council by the Mayor. This is followed by an explanation of the different items of insignia (Mayor's Chain, Mace etc.) held by the Council, a brief history of the Town Hall and the history of the Council, given by the Mayor's Officer. This is followed by part of the group being shown the Mayor's Parlour whilst the other half remain in the Council Chamber and complete worksheets about the visit and learn about the voting process. Both groups then change over to allow everyone the same opportunities before the Mayor presents each child with a Certificate of Citizenship and a small gift.

Visits are normally held on Thursday mornings beginning at 10.00 a.m. during school term time and last for approximately 2 hours. Visits by other groups can be arranged in consultation with the Mayor and the Mayor's Office. Visits are booked by the schools/organisations through the Mayor's Office in full consultation with the Mayor's Diary. An information pack is provided on CD with this guide along with a copy of the Citizenship Certificate for your information”.

## Mayor's Personal Chaplain and Multi-Faith Chaplaincy Team

“These posts are honorary and as such unpaid. The Chaplain, or Imam, will offer spiritual guidance to the Mayor and support them on Civic occasions, as will the team of multi-faith Chaplains who work with the clergy of ... Church, which is the official Civic Church of XYZ Council, to ensure the Service of Welcome and Dedication for the new Mayor encompasses all faiths within (XYZ).

The composition of the multi-faith chaplaincy team reflects the main faith groups in (XYZ). It has a very important role in fostering dialogue and cohesion throughout (XYZ). The team is called upon to support many events in the Civic calendar eg: Holocaust Memorial Day, Remembrance Sunday, and Carol Service. The Chaplaincy Team is coordinated by ...”

## First Aid

“Both Mayoral Officers are qualified in providing first aid”

## Other sources of information

- “Mayor’s Office
- Mayor’s Handbook
- Former Mayors
- Some former Mayors... written note of their own experiences
- Publications
  - Local Government Management Board’s “First Citizen”
  - “Civic Ceremonial” by Paul Millward, Nottingham City Council and Chairman of the National Association of Civic Officers”

“From 2007 a suggestion has been put forward for Chairman to record their thoughts and experiences for the benefit of their successors. A comment book will be made available in the Chairman’s Office”.

## Security

“The Mayor will be away from home for much of the Mayoral Year and is advised to consider home security arrangements, particularly in light of the Mayor's diary of engagements being in the public domain”.