



## NATIONAL ASSOCIATION OF CIVIC OFFICERS – BUSINESS PLAN

<b>Document Owner</b>	NACO
<b>Dated</b>	2023
<b>Last Modified</b>	July 2023

### CHAIR'S FORWARD

I am pleased to introduce NACO's business plan for 2023 – 2026.

The **National Association of Civic Officers (NACO)** promotes excellence in local authority civic offices throughout the UK. It provides training events designed specifically for civic officers and a network of experienced professionals.

The Association was formed in 1999 from the Civic Secretaries Group, which had existed since 1992. The Association was built on the foundation of sharing and promoting best practice in civic offices in the UK and providing training to civic staff.

The Association has grown since its inception and has achieved its position as the largest and most active organization for civic staff and is well regarded amongst practitioners, government departments and think tanks.

A democratically elected Executive Committee runs NACO and everyone is encouraged to stand for election or help in other ways.

We are a friendly, helpful organisation where mutual support is one of the great benefits to be had by members.

We have come a long way since 1999. Membership has consistently increased, as has the range of services we offer to our members.

We manage to do this with no membership fee and by keeping our costs low, whilst attracting other sources of income to fund our activities.

Through implementing this business plan, I am confident that NACO will continue to grow and increase its influence across all forms of government and related sectors.

Tracy Frisby, Chair NACO

## AIMS AND OBJECTIVES

The aim of the Association is to promote best practice and knowledge of civic life at national, regional and local level throughout the United Kingdom. The objectives are to:

a	Promote the exchange of information and ideas about civic ceremonial and related issues
b	Establish a framework for the development of Civic Officers
c	Provide a voice for consultation with central and local government and other organisations
d	Provide opportunities for joint development initiatives, resources and training

## PRIORITIES

NACO Business Plan 2023-26 - Priorities Action Plan					
	Key Action	Costings	Executive Committee Lead	Target Date / Key Milestones	Progress / Comments
<b>Priority 1 – to provide leaning and development opportunities for our members</b>					
1	Targeted communications developed to attract new members in underrepresented regions and local authorities	Nominal	Chair / Secretary / Communications Officer	Welsh / NI / Scotland targets on going	<p>As of 18<sup>th</sup> July 2023:            Total number of NACO members: 1,477</p> <p>Scotland Local Authority Members: 38 (2.57%)</p> <p>Wales Local Authority Members: 31 (2.09%)</p> <p>Northern Ireland Local Authority Members: 5 (0.33%)</p> <p>England Local Authority Members: 1403 (94.98%)</p> <p><b>Action: to continue to garner membership from those areas underrepresented</b></p>
2	Evaluate annual training event and agree options for future delivery	Nil	Training Event Sub Committee	Report to Executive Committee annually in June	<p>Two virtual events have been held in 2021 and 2022, both exceeding 250 delegates and generating considerable amounts of income from delegate fees, with minimal expenses incurred.</p> <p>In person event held in Birmingham in 2023 with 92 delegates and 6 exhibitor stands, together with additional guests.</p>

					<p>Awaiting results and analysis of Survey Monkey and final Financial Report (due September 2023)</p> <p>The 2024 Training Event will be virtual, hosted with the assistance of Cartwright Communications</p>
3	Research key note speakers for forthcoming training events	Nil	Chair / Vice Chairs / Communications Officer	On going	<p>Ensure value and viability in obtaining a key note speaker</p> <p>Feedback from previous event in 2023:  55% of respondents <b>were not</b> satisfied with first key note speaker  3.7% of respondent <b>were not</b> satisfied with second key note speaker</p> <p>When looking forward to future training and understanding what our members would like:  21 respondents skipped this question  19 replied with 4 different subjects; 1 that had been covered at the event they attended</p>
4	NACO to undertake Civic Heads Training; evaluate pilot and construct programme to suit training needs of membership	Nominal	Communications Officer	On going	<p>A pilot has been undertaken and several courses have been run and received positively.</p> <p>Seeking NACO members to host regional events</p> <p>Continue hosting, building programme and supporting these events</p> <p>Website now updated with correct information</p>
5	Civic Office of the Year Award	£500	Training Event Sub Committee	February and review July	<p>The Shield is sponsored by Vaughtons and tapestry is sponsored by Stopfords, with thanks</p> <p>8 high quality nominations were received for 2023 award</p> <p>Next round to be launched in Autumn 2024 for in person event in 2025</p>
6	Evaluate and refresh & develop the website	£4,850	Chair / Secretary / Communications Officer / Vice Chair	March 2022	<p>The new website was launched in March 2022 and has more advanced features.</p> <p>Continue to work with Purple Spider</p> <p>Chair, Secretary and Communications Officer are the Web Admin team</p> <p>Website pages have been reviewed and some slight amendments made</p>

7	Research what need is there from the NACO membership about specific training courses	Nil	Vice Chair / Communications Officer		No further work has been carried out under this priority
<b>Priority 2 – To raise the profile of the Association regionally and nationally</b>					
8	Having a strong national voice	Nil	President / Vice Chairs / Communications Officer / Chair	On going	Working links established, pre-pandemic, with RBL, Privy Council, Women's Local Government Society, Royal Household, Association of LLs, High Sheriffs' Association, BBC, ITV, DLUHC and Cabinet Office.  Reinvigorate (if required) and re-establish post OLB to ensure robust collaborative working
9	Build and maintain relationships with peer Associations	Nil	Chair / Vice Chairs / Communications Officer	On going	Robust links have been made with NALC, ADSO, Guild of Macebearers and members have been encouraged to join from Police Forces and Lieutenancy Offices to ensure collaborative working on major events
10	Maintain a communications strategy to include: <ul style="list-style-type: none"> <li>• Newsletters</li> <li>• Fact Sheets</li> <li>• Web page</li> <li>• Relationships with local government</li> </ul>	Nominal	Communications Officer / Secretary	On going	There is no formal communications strategy in place, however, regular newsletters are published and emailed to all members and web site has been refreshed with Members Only and General Forums.  The website Forum is growing in use and Executive Committee members to be more proactive in responding to Forum requests / questions to share good practice
<b>Priority 3 – To maintain a sustainable and financially stable organization</b>					
11	Maintain / increase membership levels and to attract more volunteers to assist with the work output of NACO	Nominal	Secretary	On going	Membership levels rose significantly in September 2022, following the death of the Monarch. Levels have maintained and slowed  Maintain Executive Committee at capacity reflecting the skills needed to see the successful running of NACO and to ensure the robustness of the Association, consider where all documents may be stored generically and accessibly, e.g. Google Drive
12	Strengthening the Association and its Executive Committee and	Nil	Chair / Vice Chairs	On going	Practical guidance notes on roles and responsibilities of Executive Committee

	ensuring on going sustainability				Identifying and commissioning external professional expertise where required  To undertake a skills audit of the Executive Committee to ensure all key areas are covered and work can be distributed effectively
13	Review of the Constitution	Nil	Secretary	Annually	Any amendments to be recommended to the AGM each year and minuted
14	Working more effectively using technology and digital means	Nominal	Chair / Vice Chairs / Communications Officer / Secretary	On going	The website is more functional and has Members Only Forum and Executive Members only areas  A Whats App group has been created and is used by 17 members of the Executive (very handy during OLB) – 29 members on the Executive
15	Seek new income streams	Nominal	Treasurer	On going	Annually review advertising page on web site with potential to increase opportunities Review of costs of advertising
16	Aspiration to maintain zero membership fee	Nil	Chair	On going	Continue to maintain
<b>Priority 4 – to develop and use a website that is fit for purpose</b>					
17	To undertake an annual review of the website in conjunction with developer	Nominal	Website Sub Group	On going	Acheived
18	To gather data on website visitor numbers	Nominal	Website Sub Group	On going	Chair is able to access statistic on website usage / visitors to the page etc  What do we wish to use this information for?