



MINUTES OF THE MEETING OF THE NACO EXECUTIVE COMMITTEE

held at The Town Hall, Lewes, Sussex on 10 January 2018
commencing at 0915 hours

Present:

Jim Babbington RB Kensington & Chelsea Vice Chair
Jacqui Brazil London Borough of Southwark
Jackie Cansick Stevenage Borough Council
Anita Cund City of Wolverhampton Council
Fiona Garth Lewes Town Council
Penny Harrison Retired Civic Officer Secretary
Mike Hollingworth Civic Officer Charnwood Borough Council
Margaret Humphrey London Borough of Camden
Phil O'Brien, Erewash Borough Council
Alison Orde St Albans City and District Council
Pat Seager, Epping Forest District Council

Apologies:

Gill Allwright Retired Civic Officer Treasurer
Malcolm Bartlett, Retired Civic Services Manager
Christine Christensen Ipswich Borough Council
Sue Dunkley Erewash Borough Council
Tracy Frisby N E Lincolnshire Council
Alex Kowalcuk Former Civic Officer
Bryan Magan Warrington Borough Council
Hannah Marr Crewe Town Council
Paul Millward Nottingham City Council Chair
Clare Richardson North Kesteven District Council
Sandra Robinson Belfast City Council
Irene Webster Retired Civic Officer
Marsha Whiteway Canterbury City Council
Beverley Wilson Retired Clerk to the Lieutenancy

1	Welcome	
1.1	The Vice Chair thanked all for coming and welcomed, in particular, Anita Cund, who was attending her first meeting as a member of the Executive. He explained that the Chair was unable to be present because of family matters.	
2	Apologies	
2.1	Apologies for absence were as listed above.	
3.	Minutes of last meeting, 5 October 2017, held in Canterbury – accuracy and matters arising	
	Accuracy:	
3.1	The minutes were approved as an accurate record subject to the renumbering of paragraphs to ensure numerical order.	Penny
	Matters Arising not otherwise contained later in these Minutes:	
3.2	4.1 Following the meeting in Canterbury Paul and Jim had discussed further the article to be written relating to London Bridge and had decided it should be incorporated with existing protocol due for revision in April in order to keep everything together.	Paul, Jim
3.3	8.3 All Exec Members who were registered to use the Message Board were now monitors as well and would receive automatic notice of any questions.	
3.4	12.2 Jim said that the article about Royal Images was still in the pipeline but that he was in contact with Mike O’Keefe who is now the Keeper of the Royal Images.	Jim
4	Chair’s Report	
4.1	The Chair was not present and had not sent a report other than to say that he had not been able to speak to Leeds to explain that their bid to hold the Training Event there was being held over to 2019. However, the Vice Chair confirmed that he had had several discussions with the Chair.	
	Treasurer’s Report	
5.1	The Treasurer was not present but had sent a report which is attached at Appendix A	
5.2	She said that there were still about 4 unpaid invoices relating to the 2017 Training Event but she was chasing them.	Gill
5.3	The Committee asked that they be informed of which Authorities these were so that if an Executive member had a personal contact there they could approach them.	Gill
5.4	It was agreed that until an invoice was settled the Authority could not attend any future Training Event run by NACO.	

5.5	The Treasurer was asked to notify the Secretary of the names of the outstanding invoices as soon as possible.	Gill
5.4	The Chair now had the necessary paperwork to enable him to access the bank account but it had not been sent to the Secretary. It was agreed that for the sake of resilience this should be done.	Gill
5.5	Margaret said that she and the Treasurer had investigated the possibility of using Eventbrite but had decided it was not really a practical proposition. The Secretary said it did not seem to be an issue as only about 3 or 4 delegates had asked if it were possible to pay by credit card and when informed of the situation none had found it a difficulty.	
6	Secretary's Report	
6.1	The Secretary reported that membership now stood at over 600. When the Executive met in October the figure was 560 so this was a very encouraging increase.	
6.2	The Secretary said she had been in discussion with Purple Spider about a method of distributing information in one go to all members and James from Purple Spider had made a suggestion which would mean that information would go through a system for which he has a licence. This would cost NACO around £90 a year.	
6.3	Although the Secretary said she did not mind distributing the newsletters at about 30 email addresses a time it did mean that there could be occasions when some people received an advantage as they received the newsletters first. It also meant that unless she stopped midway for about an hour Outlook stopped working. She said she would like to experiment with this system if authorised to do so.	
6.4	It was agreed that NACO should pay this sum and the Secretary was authorised to speak with Purple Spider. She said she would but that she did not want to start the new system until after the Training Event in case any problems were forthcoming which might affect sending out information.	Penny
6.5	She was continuing to reply to members queries and pass them on as appropriate but also directed them to the Message Board.	
7	Training Report	
7.1	General – Unfortunately, Christine was not present as she had family matters to attend to and had not been able to send a report.	
7.2	Performance Management Training - Phil had written a piece for the newsletter but had not received any expressions of interest. It was agreed that it might be better marketed during the Training Event.	
7.3	Consideration was given to putting something about this on the Survey Monkey questionnaire.	

8	Website	
8.1	The logos of Vaughtons, Impamark and Logocloth had been removed from the Home Page of the website. There was still a statement on the front page just saying “Suppliers of Products for the Civic Office” Phil said he had not been able to remove this so he said he would contact Purple Spider to get it removed.	Phil
8.2	Members Forum – It was agreed that reference should be made to “Civic Ceremonial” as being a source of information near the heading as many answers to points raised on the Forum can be found in this book. Phil would ask Purple Spider to add this.	Phil
8.3	It was also agreed that a reminder of the book’s existence could be included in a newsletter.	Jim
8.4	Directory of Suppliers – this had some 8 advertisers and Phil was maintaining the page.	
8.5	The Vacancies Page – the Secretary said that she had had no requests for anything to go on the page for the past 3 or 4 months. It was felt that this might well be because many Authorities are incorporating the role of the Civic Officer within another role when vacancies occur.	
8.6	It was agreed to put information about the Vacancies Page and the Suppliers Page in the forthcoming newsletter.	Jim
9	Local Training Events	
9.1	Phil said that the one-day event in Perth in October 2017 had been quite a successful event with about 20 – 30 delegates and had been well organised by Perth and Kinross. It had been opened by the Lord Lieutenant and workshops on Performance Management and London Bridge had been run along with a speed networking session.	
9.2	It was agreed Scottish members should be encouraged to hold their own networking meetings to maintain the connections made at the event.	
9.3	It was agreed to see if similar events could be run as a one off in Wales and Northern Ireland	
10	NACO Training Event	
10.1	The Secretary said that there were 135 delegates, which after discussion with Margaret about the logistics, had been the maximum figure. She had a waiting list of about 20 people.	
10.2	Discussions were held as to whether or not to hold a supplementary event. It was agreed that this was not practical.	
10.3	The reason the numbers were restricted to 135 was because of the limited space available for lunch.	
10.4	After some consideration it was agreed that the programme timing could be adjusted to allow more time for the lunch break. A revised schedule was agreed and attached at Appendix B.	

10.5	By extending the lunch break more people could be accommodated and it was agreed that those currently on the Reserve List should be offered places. The Secretary would contact them.	Penny
10.6	An email would be sent to all the current delegates explaining that in order to accommodate as many people as possible there was this slight alteration to the programme and asking for their co-operation. The content of this email was agreed and prepared at the meeting.	Penny
10.7	It was agreed to have trolleys placed where the Registration Desk will have been and delegates asked to return their used crockery and cutlery there rather than to the serving stations.	
10.8	It was agreed that members of the Executive would be on hand throughout the day to look after the delegates, in particular, to act as Meeters and Greeters and to act as Cloakroom Attendants.	
10.9	Any members of the Executive not acting as a facilitator at a workshop was asked to be available to look after delegates, particularly during the networking session prior to the opening.	
10.10	Because of the increased number of delegates there would be restricted view in parts of the Council Chamber. These places would be reserved for members of the Executive and Margaret would organise the necessary reserved notices.	Margaret
10.11	No further publicity was required.	
10.12	Administration prior to Training Day would be handled by the Secretary and Margaret.	Penny, Margaret
10.13	Speaker Hosting – Phil would look after Robert Lee, the Chair and Vice Chair would look after Jonathan Spencer and Phil and Beverley host Duncan Bhaskaran Brown.	Phil, Paul, Jim, Beverley
10.14	Workshop choices – current state As at 6 January AM Tragedy 37 Protocol 17 Leaders Vision 13 Modern Office 15 PM Tragedy 21 Protocol 26 Leaders Vision 15 Modern Office 20 Total Returns 82	
10.15	It was noted that this was a fairly good distribution.	
10.16	Information about Catering is at Appendix B. Margaret said she would see whether some coffee stations could be in Workshop Rooms to help speed up service during the break.	Margaret
10.17	The Registration Desk would be run by Penny, Beverley and Irene whilst Pat, Anita, Jackie and Fiona would look after the meeting and greeting and cloakroom. Other members of the Executive would be on hand to help as required and to host delegates.	Penny, Beverley, Irene, Pat, Anita, Jackie, Fiona
10.18	Margaret would organise coat rails and a room for suitcases to be stored.	Margaret

10.19	Although the programme says that Registration is from 0900 in practical terms this means people will start arriving from around 0830 so those involved in Reception and Meeting and Greeting need to be available from around 0800.	
10.20	It was agreed not to create an App for delegates to access information. It might be considered in the future.	
10.21	After some discussion it was agreed that Delegates Packs should be issued to all. A list of the contents is at Appendix C.	
10.22	All the information for the packs must be sent to Margaret by Wednesday 28 February 2018. A list of those responsible for the items is shown on the list of contents.	Paul, Penny, Gill, Phil, Malcolm
10.23	Alison said she was happy to organise the Survey Monkey questionnaire again and would circulate the proposed questions to the Executive by 14 February.	
10.24	Pat said she was happy to act as the official Photographer.	Pat
10.25	All the speakers, other than Jonathan Spencer, would require IT facilities as they would be using power point presentations. Flip Charts and water should be available for all speakers and workshop facilitators.	Margaret
10.26	It was agreed that there should be no gift but each Delegate's Pack should contain a purple inked biro which Margaret was able to source during the meeting and would purchase.	Margaret
10.27	Margaret would purchase the purple folders and Penny would prepare the badges.	Margaret/Penny
10.28	The various risks around cancellation were discussed and it was agreed that NACO could cover these. The risk assessment for the day itself would be Camden's existing arrangements for its annual meeting and other similar events at The Town Hall	
10.29	Delegation to make urgent decisions was given to the Chair, Vice Chair, Secretary and Treasurer and Margaret	
10.30	There would be an informal Executive Pre-Meeting in Camden Town Hall at 1800 for any member of the Executive who was already in London. Margaret would organise a room.	Margaret
10.31	The Executive Committee discussed the potential income and expenditure and agreed that it was satisfactory.	
10.32	The possibility of recording the Keynote Speakers in the Council Chamber through Camden's Webcasts System was discussed but the costs were considered too high.	
10.33	Margaret said she would organise for a Ballot box to be available in the Council Chamber.	Margaret
11	AGM	
11.1	It had previously been agreed that the AGM would need to be as slick as possible to allow the revised timetable to work.	
11.2	The Top Table would consist of the Chair, Vice Chair, Treasurer and Secretary.	Paul, Jim, Gill and Penny

11.3	The Secretary said she had prepared the necessary Notice of AGM to members and the AGM Agenda which she would be circulating shortly and placing on the website along with a Nomination Form for the Executive.	Penny
11.4	The Chair, Treasurer and Secretary's Report would be in the delegates packs so again for speed very little need actually be said.	
11.5	The Secretary would maintain a record of all those nominated for the Executive.	Penny
11.6	The Secretary had been asked to look at the Constitution to see if an amendment was required to take into account the use of electronic banking. She said she had done this and also noticed that at present any 2 of the Chair, Vice Chair, Treasurer, and Secretary were authorised to sign on behalf of NACO. As the authority at the bank is currently for the previous Vice Chair, rather than the present one, she suggested a further very small change to avoid having to alter the mandate at the bank. This was agreed.	Penny
11.7	The Secretary said that she suggested that the new wording for item 9.2 in the constitution be Any two of the Chair, Treasurer, Secretary and any other member of the Executive Committee authorised by the Committee to do so, must sign all necessary documents, subject to the Treasurer being authorised to transfer money electronically up to and including the sum of £300.	
11.8	These amendments were agreed	
11.9	It was agreed that the Treasurer should be asked to make a recommendation that the annual membership fee continue to be zero.	
12	Civic Office of the Year Awards 2017	
12.1	A newflash had been sent out the previous week inviting nominations.	
12.2	It was felt that it might well be appropriate for this to be run biennially rather than annually so that the award is presented at the dinner during the 2 day event	
12.3	It was suggested that there might be some outline given to entrants as to what was required from them and Pat would discuss this with Christine.	Pat, Christine
12.4	The Award for 2017 would be presented immediately after the AGM with Christine giving the report of the Judges and, on behalf of the holder, the City of Wolverhampton, Anita.	Christine, Anita
12.5	Malcolm had confirmed that Vaughtons and Logocloth were happy to continue	
13	Newsletter(s)	
13.1	The Vice Chair would produce as newsletter around the end of January which would include articles on: The overwhelming response to the Training Event	Jim

	Civic Ceremonial The Message Board and the Vacancies and Advertising Pages. Single Commemorative Act, Significant Dates	
14	Business Plan	
14.1	The Executive considered the Business Plan and the updated version is attached at Appendix	
15	Bids for 2019 Training Event	
15.1	It was agreed that a small sub-committee consisting of the Chair, Vice Chair, Pat and Margaret would consider any bids and make a decision by the end of February 2018.	Paul, Jim, Pat, Margaret
15.2	Offers were on the table from Leeds, Wolverhampton, Cheshire West and Chester and the Nottingham Business Centre.	
15.3	An email was prepared during the meeting which Pat would distribute to the 4 bidders the day after the meeting asking them to confirm they were still interested and to detail what they could provide using the criteria established for a 2 day Training Event.	Pat
15.4	Pat would then report the replies to the other members of the Sub-Committee.	Pat
15.5	The date and venue for the 2019 Training Event would be announced at the 2018 Training Event.	
16	Single Commemorative Act	
16.1	The information about this had been updated and was on the website. A reminder about the event would be in the next newsletter.	Jim
17	Transition	
17.1	Jim said there was nothing to add on this point though our protocols would be updated following the Training Event.	
17.2	A general discussion was held about whether or not black edged paper was required and it was agreed that this was purely optional	
18	Suffragettes Project 2018	
18.1	Christine was not present but had asked that she be represented at a meeting on 24 January. Alison said she was happy to go on her behalf and Margaret, who had already hoped to go on behalf of Christine, but was now not able, said she would pass all the information she had to Alison.	Alison, Christine

19	Date and Venue of next meeting	
19.1	The next meeting would be after the AGM, probably sometime in June, and it was agreed that the venue and date would be arranged after the new Executive was known and also the venue for the 2019 Training Event.	
20	Thanks to Host	
20.1	The Chair thanked Fiona very much for hosting the meeting in difficult circumstances and for letting the NACO Executive meet in such a lovely town.	
21	Any Other Business	
21.1	It was felt that there was a lack of membership of Civic Officers representing major cities. It was agreed to target them personally if possible.	
21.2	The Secretary said she would prepare a list of the 20 most major cities outside of the London Boroughs and distribute them to the Executive so that anyone who has some sort of contact take on a particular City.	Penny
21.3	It was agreed to ask Beverley if she could approach Glasgow, Anita said she would speak with Birmingham and Phil said he would approach Manchester and Sheffield	Beverley, Anita, Phil
21.4	The Vice Chair reported that as the Commonwealth Heads of Government were meeting in London this year there may be approaches for events to take place and he knew that the "Big Lunch" this year would be linked to the meeting	
21.5	Alison mentioned National Democracy Week, 2 – 6 July and said that there was Government money available to support this. It was agreed to add these dates to the list significant dates on the website.	Penny
21.6	A member from Wales had suggested that NACO speak to the SLCC in Wales to promote NACO. Phil said he was happy to do this and the Executive agreed his expenses would be met.	Phil

The meeting concluded at 1410

Penny Harrison,
Secretary,
NACO

APPENDIX A

Report from the Treasurer 9 January 2018

I have sent an email sending my apologies for the meeting and spoken to Jim as I believe he will be chairing the meeting. Just a quick update on the account - very healthy and as at the close of play today the balance stands at £16,716.77 credit with an additional £1,350.00 in cheques yet to be paid in so all well on that front.

I did investigate using Event Brite as an alternative for authorities to pay other than cheque or BACS, but in addition to the 45p per transaction, as NACO was not VAT registered, we would have needed to pay 20% VAT. I discussed with Margaret the option of Camden registering the event to save having to pay the 20% VAT, and she was happy to do this, but as only one authority asked to pay by credit card, we thought this was unnecessary.

APPENDIX B

Revised Programme

0900	Registration and refreshments
0945	Official Opening of Training Day The Mayor of Camden, Councillor Richard Cotton,
1000	Keynote Address – Robert Lee, Royal British Legion
1035	Break
1055	Workshop 1
1205	Lunch
1330	Annual General Meeting of the National Association of Civic Officers, followed by The Presentation of the Civic Office of the Year 2017 Awards
1400	Keynote Speaker, Jonathan Spencer, Staff Officer to The Earl Marshal
1450	Workshop 2
1600	Finish

Margaret reported that she had been able to negotiate the provision of Coffee/Tea Pastries and Yoghurts on arrival, Tea/Coffee at the break and lunch for a cost of £35.

APPENDIX C

Contents of Delegates' Packs		Executive Member Responsible
A	List of Delegates	Penny
B	Programme	Penny
C	Workshop Lists including venues for each workshop	Penny
D	Any agreed advertising literature	Malcolm/Phil
E	2018 AGM Agenda	Penny
F	2017 AGM Minutes	Penny
G	Chair's Report	Paul
H	Treasurer's Report and Accounts	Gill
I	Secretary's Report	Penny.
J	Nomination Form	Penny
K	List showing venues for Councillor Skills training events	Christine/Penny
L	Criteria for 2 day event	Penny
M	Picture of website	Penny
N	Screenshot of Members Board	Penny

**Please note all required information to be sent to Margaret by 28 February
at the very latest for copying**



BUSINESS PLAN 2017 to 2020

Document Owner	
Dated	
Last Modified	8/9/2017

CHAIRMAN'S FOREWARD

I am pleased to introduce NACO's business plan for 2017-2020.

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 organisation for civic staff and is well regarded amongst practitioners, government departments and think tanks.

NACO is run by a democratically elected Executive Committee 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.

Paul Millward, Chairman NACO

AIM 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 of initiatives, resources and training.

NACO Business Plan 2017-20 Priorities Action Plan					
	Key Action	Costings	Executive Committee Lead	Target Date/Key Milestones	Progress/comments
Priority 1 – To provide learning and development opportunities for our members					
1.	Targeted communications developed to attract new members in under-represented regions and local authorities	Nominal	Secretary	Ongoing	Went to Scotland Regional meetings Welsh/NI targets Major cities
2.	Evaluate annual training day & conference and agree options for future delivery	Nil	Training Officer	Report to Executive Committee June/July	Figures attending various training days and percentage of membership
3.	Research key note speakers for forthcoming training events	Nil	Chairman	Ongoing	done
4.	Evaluate training provided for Civic Heads and civic staff by accredited trainers during the year and identify training needs for the forthcoming year	Nil	Training Officer	June	
5.	Annual Civic of the year Award	£500	Training Officer	February And review July	The Shield and tapestry are sponsored
6.	Evaluate the website and develop as appropriate		Webmaster	On going	. done
Priority 2 – To raise the profile of the Association regionally and nationally					
8.	Maintain regular contact with DCLG and other Government agencies. Keeping up to date on consultation documents and other related initiatives.	Nil	Chairman/Vice Chairman	Ongoing	RBL, Privy Council, Womens Local Government Society, Royal Household, Association of LLs, High Sheriffs' Association, BBC and ITV, MoHCLG
9.	Develop a Communications Strategy to include – Newsletters: Fact Sheets: Web Page:	Nil	Chairman/Vice Chairman		Review the implementation of plan on an ongoing basis

	Relationships with local government press.				
Priority 3 – To maintain a financially stable organisation					
10.	Maintain (increase) membership levels and attract more volunteers	Nominal	Secretary	Ongoing	Put in 2 membership numbers
11.	Succession plan for Executive Committee members	Nil	Chairman/Vice Chairman		Practical guidance notes on roles and responsibilities of Executive Committee. (This can then be used as the basis to train other members).
12.	Review of the Constitution	Nil	Secretary	January	Any amendments to be recommended to the AGM – amendment going to AGM
13.	Seek new income streams for the Association	Nominal	Treasurer	Ongoing	Income from advertising age
14	Aspiration to Maintain zero membership fee			Ongoing	