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## **CHAIRMAN'S FOREWORD**

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.

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.

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**

	<b>Key Action</b>	<b>Costings</b>	<b>Executive Committee Lead</b>	<b>Target Date/Key Milestones</b>	<b>Progress/comments</b>
<b>Priority 1 – To provide learning and development opportunities for our members</b>					
1.	Targeted communications developed to attract new members in under-represented regions and local authorities	Nominal	Secretary/ Press Officer	Welsh/NI targets On-going	<p>Successful network meeting staged in Scotland. Every major English city now engaged with and represented in membership. Every member in Wales contacted to begin expansion of membership.</p> <p>Successful presentation at Shropshire Association of Local Councils Spring 2018.</p> <p>New regional groups West Midlands and Norfolk Summer 2018.</p>
2.	Evaluate annual training day & conference and agree options for future delivery	Nil	Training Officer	Report to Executive Committee June/July	<p>Figures attending various training days and statistics showing percentage of membership reported January 2019.</p> <p>Results of Survey Monkey reported June 2019.</p>
				Discussed and 2 day event agreed	Ongoing and for discussion at the next meeting. Target announcement of venue and dates for 2021 at AGM in March 2020.
3.	Research key note speakers for forthcoming training events	Nil	Chairman	On-going	RBL Speaker secured for March 2020.
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	<p>On-going.</p> <p>Councillor Skills seminar dates for 2020 published on the website in September 2019. Hoping to ensure Exec presence at each one. Achieved with names assigned to each workshop at the January meeting.</p> <p>Verbal reports received from Training Officer at September 2018 and January 2019 and 2020 meetings.</p>

5.	Annual Civic Office of the Year Award	£500	Training Officer	February and review July	The Shield and tapestry are sponsored.  Agreed to make this a biennial event, to achieve higher profile, through presentation at the biennial dinner. Next presentation in March 2021.
6.	Evaluate the website and develop as appropriate		Webmaster	On-going	Website reviewed at each Executive Meeting. New page added to promote VE/VJ 75 initiatives.
			GDPR Officer		Information about GDPR added to membership form and amendment made to privacy links.
7.	Run a full day training event specifically about OLB		Chairman and Vice Chairman		Very successful and fully subscribed events were staged in Birmingham and Southwark, in late 2020, with representation from MHCLG, Cabinet Office, Network Rail, British Transport Police and St John Ambulance. On-going contact with these partners is established.
<b>Priority 2 – To raise the profile of the Association regionally and nationally</b>					
8.	Maintain regular contact with MHCLG and other Government agencies. Keeping up to date on consultation documents and other related initiatives.	Nil	Chairman/Vice Chairman	On-going	Working links established with RBL, Privy Council, Womens Local Government Society, Royal Household, Association of LLs, High Sheriffs' Association, BBC and ITV, MHCLG and Cabinet Office.
9	Maintain a Communications Strategy to include – Newsletters: Fact Sheets: Web Page: Relationships with local government press.	Nil	Chairman/Vice Chairman		Review the implementation of plan on an on-going basis.
			Press Officer /Newsletter Editor	On-going	Fact sheets to be refreshed and expanded.

Priority 3 – To maintain a financially stable organisation					
10	Maintain (increase) membership levels and attract more volunteers	Nominal	Secretary	On-going	<p>Membership increased from 530 in June 2017 to 750 by Summer 2019, with further increases anticipated.</p> <p>New committee members elected at AGMs in March '17, '18 and '19.</p>
11	Succession plan for Executive Committee members	Nil	Chairman/Vice Chairman		<p>Practical guidance notes on roles and responsibilities of Executive Committee. (This can then be used as the basis to train other members).</p> <p>JDs for Officers to be written Agreed July 2018.</p> <p>First drafts prepared September 2018.</p> <p>Chair, Vice, Secretary and Treasurer and to know where the information is maintained - July 2018</p>
12.	Review of the Constitution	Nil	Secretary	January	Any amendments to be recommended to the AGM – amendment going to AGM March 2018.
13.	Seek new income streams for the Association	Nominal	Treasurer	On-going	<p>Advertising page launched -March 2017</p> <p>Annual income from advertising page has reached £800pa by March 2018, sustained into '19 and '20. Opportunities to increase this need to be identified.</p>
14.	Aspiration to Maintain zero membership fee			On-going	This has been achieved for many years and there is currently no need to change this.