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CHAIRMAN'S FOREWORD

I am pleased to introduce NACO's business plan for 2020 -2023

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 2020-23

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 communication through a full membership survey, to assess on-going and new development needs of members	Survey Monkey estimate £400 max	Secretary/ Communications Officer	Issued by end 2020 Results reported to AGM in March 2021	Executive approval given for the work in October 2020
2.	Create the first online annual training day, AGM and award ceremony		Tracy Frisby to chair a sub group	Event date set as 24 March 2021 Programme to be launched and bookings opened by end November 2020	Discussions opened with Cartwright Communications to be the co-ordinator of the online event Carry forward of 2020 workshops agreed Ideas for additional workshops being considered
3.	Research key note speakers for future training events	Nil	Chairman	On-going	Ideas sought for March 2021 guest speaker
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	Oct/Jan and June Exec meetings each year	Councillor Skills seminar dates for 2020 were cancelled, with the exception of the March 2020 session in Bradford, because of Covid-19. Councillor Skills are not able to deliver the seminar online The member survey (priority 1.1) will include questions to establish future needs and the Exec will discuss if and how these can be delivered online NACO YouTube channel to be created as an online development tool

5.	Biennial Civic Office of the Year Award	£1000	Training Officer	Launch November 2020	<p>The Shield and tapestry are sponsored</p> <p>Agreed that 2021 will have two awards – one for success in maintaining the profile of the civic head throughout the pandemic and the other to recognise innovation going forward from the pandemic</p> <p>New criteria being written for the launch</p> <p>Prize fund increased to £1000, to reflect the possibility of different winners in each category</p>
6.	Evaluate the website and develop as appropriate		Webmaster	On-going	Website reviewed at each Executive Meeting
			GDPR Officer		Information about GDPR added to membership form and amendment made to privacy links
7.	Continue to update OLB guidance and circulate to membership		Chairman and Vice Chairman		<p>Guidance on OLB in the pandemic issued summer 2020</p> <p>Consideration being given to online seminars (probably on a county by county basis) to substitute for the very successful and fully subscribed events staged in Birmingham and Southwark, in late 2019, which the pandemic now prevent</p>
Priority 2 – To raise the profile of the Association regionally and nationally					
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, Website and relationships with local government press	Nil	Chairman/Vice Chairman		Review the implementation of plan on an on-going basis
			Communications Officer	On-going	<p>Newsletters and bulletins issued in 2020 to address Black Lives Matter and Remembrance Sunday, in addition to quarterly newsletters, usually published after Executive meetings</p> <p>Creation of a NACO YouTube channel being investigated (see 1.4)</p>

Priority 3 – To maintain a financially stable organisation					
10	Maintain (increase) membership levels and attract more volunteers	Nominal	Secretary	On-going	Membership approaching 1000 at the end of 2020 and still increasing New executive members elected in each of the last three years
11	Succession plan for Executive Committee members	Nil	Chairman/Vice Chairman		Practical guidance notes on roles and responsibilities of Executive Committee created, to be used as the basis to train other members Executive members are increasingly taking on roles chairing subject specific sub groups
12.	Review of the Constitution	Nil	Secretary	January	Any amendments to be recommended to the AGM in March each year
13.	Seek new income streams for the Association	Nominal	Treasurer	On-going	Advertising page continues to attract new suppliers and repeat business, with annual income at £800 If the membership survey identifies development modules that can be delivered online, delegate fee income could flow from that
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