

NOTICE is hereby given of a DEMOCRACY COMMITTEE MEETING



Date: Thursday 28 January 2016
Time: 2.30 pm
Venue: Town Hall, High Street,
Maidstone

Membership:

Councillors Butler, Chittenden, Cuming, Daley,
English, Fissenden, Mrs Hinder,
Newton and Mrs Ring

Agenda

1. Apologies for Absence
2. Notification of Substitute Members
3. Notification of Visiting Members
4. Disclosures by Members and Officers
5. Disclosures of Lobbying
6. To consider whether any items should be taken in private because of the possible disclosure of exempt information.

Continued Over/:

Issued on Wednesday 20 January 2016

The reports included in Part I of this agenda can be made available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact Tessa Ware on 01622 602621**. To find out more about the work of the Committee, please visit www.maidstone.gov.uk

**Alison Broom, Chief Executive, Maidstone Borough Council,
Maidstone House, King Street, Maidstone Kent ME15 6JQ**

7. Minutes of the Meeting Held on 3 November 2015
8. Reference from Strategic Planning, Sustainability and Transportation Committee - Clarity on members of the public speaking at Service Committee meetings
9. Reference from Heritage, Culture and Leisure Committee - Change to the committee meeting cycle for Heritage, Culture and Leisure Committee
10. Report of the Head of Legal Partnership and Monitoring Officer - Review of the Constitution
11. Report of the Head of Finance and Resources - Outside Body Review - Part One
12. Report of the Head of Finance and Resources - Mayoralty and Civic Ceremony Review

MAIDSTONE BOROUGH COUNCIL

Democracy Committee

MINUTES OF THE MEETING HELD ON TUESDAY 3 NOVEMBER 2015

Present: Councillor Fissenden (Chairman), and Councillors Butler, Cuming, English, Mrs Hinder, Mrs Joy, Newton and Mrs Ring.

Also Present: Councillors Ash, Mrs Gooch and Sargeant

13. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Chittenden.

14. NOTIFICATION OF SUBSTITUTE MEMBERS

It was noted that Councillor Joy was substituting for Councillor Chittenden.

15. NOTIFICATION OF VISITING MEMBERS

Councillors Ash, Sargeant and Gooch (from 10:40am) were in attendance for item 8 – Review of Outside Body vacancies as of October 2015.

16. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members of Officers.

17. DISCLOSURES OF LOBBYING

Councillor English declared he had been lobbied on item 8 – Review of Outside Bodies.

18. EXEMPT ITEMS

RESOLVED: that the items on the agenda be taken in public as proposed.

19. MINUTES OF THE MEETING HELD ON 13 AUGUST 2015

RESOLVED: That the minutes of the meeting held on 13 August 2015 be approved as a correct record and signed by the Chairman.

20. REVIEW OF OUTSIDE BODY VACANCIES AS OF OCTOBER 2015

The Democratic Services Officer presented the report and pointed out that recommendation 3 of the report should read:

*"That Committee approve Councillor Mrs Parvin as the Nominative Trustee of the Relief in Need Charity and the Brenchley Charity for **the next four years**".*

The Committee were informed that the outside bodies recommended for termination in the review of outside bodies in 2007 were not terminated as it was later agreed, that while they may not have had borough wide significance, they did have local significance.

The Committee discussed the relevance of outside bodies in relation to the Council's priorities. The point was made that many outside bodies, who may not have an obvious link to the Council's priorities, do contribute to Maidstone as a town. Some concern was raised regarding reducing the number of outside bodies based on assumptions. The point was made that any withdrawal of support should be evidence based.

The Committee went on to discuss the effectiveness of memberships of outside bodies. Concern was raised regarding the lack of communication between the member representatives on outside bodies and the rest of the Council. It was agreed that the right person with the right skills and interest in the work of an outside body should be appointed.

The Committee agreed the initial stage of the review would be carried out by the Democratic Services Officer, who would contact each outside body to establish how useful Councillor membership is to their organisation. Once this stage had been reported back to the Committee, the Committee would decide on the appropriateness of Member involvement in continuing the review.

A Motion to amend recommendation 1 was recommended and seconded that the review would not take place with a view to reducing the number of outside bodies supported by the Council, however this may be one of the outcomes. The review would also look at aligning each outside body with a service committee, where possible.

RESOLVED:

- a) That the Committee agreed to a review of all Outside Bodies with a view to aligning them with the relevant Service Committee;
- b) That the Committee approved the Councillor nominations to Outside Bodies as detailed in Appendices A to D, and;
- c) That the Committee approve Councillor Mrs Parvin as the Nominative Trustee of the Relief in Need Charity and Brenchley Charity for the next four years (ending 2 November 2019).

21. **DURATION OF MEETING**

10:30am to 11:29am

Agenda Item 8

MAIDSTONE BOROUGH COUNCIL

DEMOCRACY COMMITTEE

28 JANUARY 2016

REFERENCE FROM STRATEGIC PLANNING, SUSTAINABILITY AND TRANSPORTATION COMMITTEE

1. CLARITY ON THE POSITION OF MEMBERS OF PUBLIC OR EXTERNAL BODIES SPEAKING AT SERVICE COMMITTEE MEETINGS

- 1.1 At their meetings of 6 October and 11 November 2015 the Planning, Sustainability and Transportation Committee considered the draft Neighbourhood Plans from North Loose Residents Association and Staplehurst Parish Council. Representatives from the North Loose Residents Association and Staplehurst Parish Council requested to speak to the Committee and respond to questions regarding their Neighbourhood Plans.
- 1.2 The Chairman of the Committee sought advice from the Head of Legal Services who advised not to allow external speakers at meetings as it would set a precedence to others wanting to speak on strategic planning matters in the future.
- 1.3 At the meeting of 11 November 2015 a point of order was raised under the minutes of the meeting for 6 October 2015. Although the minutes were a verbatim record of what was said regarding members of the public speaking at Committee meetings, it was suggested it was worded in such a way it may leave members of the public thinking they are not allowed to speak at Committee meetings. The Council's Constitution does say members of the public can speak at meetings at the discretion of the Chairman.

2. RECOMMENDATION:

- 2.1 That the Strategic Planning and Sustainable Transport Committee make reference to the Democracy Committee to clarify the position on members of the public or external bodies speaking at Service Committee meetings and whether or not the decision to allow this was at the discretion of the Chairman.

MAIDSTONE BOROUGH COUNCIL

DEMOCRACY COMMITTEE

28 JANUARY 2016

REFERENCE FROM HERITAGE, CULTURE AND LEISURE COMMITTEE

CHANGE TO THE COMMITTEE CYCLE FOR HERITAGE, CULTURE AND LEISURE COMMITTEE

- 1.1 At its meeting on 5 January 2016 the Heritage, Culture and Leisure Committee considered a report of the Head of Finance and Resources which had been brought at the request of some Members of the Committee.
- 1.2 The report requested that Members support a Reference to the Democracy Committee to consider changing the frequency of Heritage, Culture and Leisure Committee meetings from bi-monthly to monthly as part of the review it would be undertaking of the Constitution.
- 1.3 Members felt that the Heritage, Culture and Leisure Committee should be given the same recognition as the other Service Committees, especially as the services that come under the responsibility of the Committee contribute a great deal to the visitor economy of the borough and therefore the importance of the work carried out should be fully recognised.
- 1.4 **RECOMMENDED:**
- 1.5 That the Committee consider changing the frequency of meetings of the Heritage, Culture and Leisure Committee from bi-monthly to monthly as part of its review of the Council's Constitution in recognition of the important work carried out by this Committee.

Agenda Item 10

Democracy Committee

28 January 2016

Is the final decision on the recommendations in this report to be made at this meeting?

Yes

Review of the Constitution

Final Decision-Maker	Democracy Committee
Lead Head of Service	John Scarborough, Head of Legal Partnership and Monitoring Officer
Lead Officer and Report Author	Estelle Culligan, Deputy Head of Legal Partnership
Classification	Public
Wards affected	All

This report makes the following recommendations to this Committee:-

1. To agree to carry out a review of the Constitution.
2. To set up a small working party to undertake the review.
3. To agree that the working party will report back to the Democracy Committee on 17 March 2016 with its recommendations on any amendments to the Constitution.

This report relates to the following corporate priorities:

- Keeping Maidstone Borough an attractive place for all -
 - Securing a successful economy for Maidstone Borough -
- This report relates to both priorities as the Constitution underpins the good governance of the Council

Timetable

Meeting	Date
Committee Democracy Committee	28 January 2016 and 17 March 2016
Council	13 April 2016

Review of the Constitution

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The Council adopted the committee style of governance on 23 May 2015. It also adopted a new Constitution to support the committee system.
 - 1.2 When the new Constitution was adopted, it was envisaged that the Council would review its operation and effectiveness early in 2016, after it had been in use for approximately 9 months.
 - 1.3 The purpose of this report is to recommend that the committee carries out that review and reports to Council in time for those amendments to take effect from the date of the annual meeting.
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2. INTRODUCTION AND BACKGROUND

- 2.1 The Council has operated a committee form of governance since 23 May 2015.
- 2.2 Prior to the adoption of the new Constitution to support the committee system, councillors and officers worked closely with, and took advice from, Judith Barnes of Beachcrofts Solicitors. Judith is a specialist in local authority governance.
- 2.3 The Constitution produced was a simpler version than previously, due in part to the fact that the committee system of governance is a straightforward governance model. Councillors and officers also took the opportunity to tidy up some of the anomalies in the previous document.
- 2.4 On balance, the Constitution has worked quite well and it has been easier for officers and councillors to work with. However, following practical experience, there have, on occasions, been issues about which the Constitution lacks detail, or is silent altogether. This is inevitable given the major changes there have been to the Council's system of governance.
- 2.5 It was envisaged that there would be a review of the Constitution early in 2016. Paragraph 1.3.14 of the original report dated 22 April 2014 states, "It is proposed that the Democracy Committee review the operation and effectiveness of the new Constitution early in 2016, with a view to adopting and implementing appropriate changes in April/May 2016."
- 2.6 This committee is the appropriate forum to review and make recommendations about any amendments to Council. Only Council can adopt major changes to the Constitution. (The Monitoring Officer has the authority to make ongoing minor amendments from time to time).
- 2.7 It is recommended that the committee considers appointing a small working party to carry out the review and to report back to the full committee in March 2016. The full committee could make final recommendations on

amendments to Council for its consideration on 13 April. The amended Constitution would take effect from the date of the annual meeting in May 2016.

- 2.8 The Democratic Services Officer emailed all Councillors, Heads of Service and the rest of the Democratic Service team to ask for their initial views. Comments were received from the following: The Liberal Democrat Group, 3 individual councillors, the Interim Director of Planning and Development, the Head of Planning and Development and the Head of Commercial and Economic Regeneration. The Heritage Culture and Leisure Committee also made a decision at its meeting on 5 January 2016 to recommend an increase in the frequency of its meetings. A summary of all issues raised is provided at appendix 1.

3. AVAILABLE OPTIONS

- 3.1 The first option is to “do nothing”. The committee could decide not to review the Constitution at this time. It has operated quite well during the last year. It is, for the most part, clearly written and, in general, officers and councillors have understood it. However, there have been occasions when issues have arisen about which the Constitution is unclear or silent. If the committee decides not to undertake a review, these problems will continue and may increase.
- 3.2 The second option is to delay carrying out a review until later in 2016. The benefit is that the Constitution will have run for a full year (perhaps longer), allowing for a fuller assessment of areas for review. The disadvantage is that officers, committee chairman and councillors are already aware of areas which need reviewing. A longer time before review may increase difficulties.
- 3.3 The third option – which this report recommends – is to start a review now, in time for any amendments to be made and adopted by the date of the annual council meeting.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The preferred option is to start a review of the Constitution now, in time for any changes to be approved by Council in time to take effect from the date of the annual meeting. The reasons for this preferred option are as previously set out in this report.
- 4.2 It is suggested that the committee appoints a smaller working group of councillors to work with officers to undertake the review. The working group would report back to the next meeting of the committee on 17 March 2016. The committee could then make final recommendations to the Council meeting on 13 April 2016.

5. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 5.1 If the committee agrees the recommendations, it is proposed that the working group would meet as required before the next committee meeting on 17 March to discuss and recommend any amendments.
- 5.2 It is proposed that the officers supporting the working group would be John Scarborough, Paul Riley, Tessa Ware, Debbie Snook and Estelle Culligan.
- 5.3 Officers would canvass views from all councillors and report those comments to the working group and also to group leaders.
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6. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	A clear and effective Constitution supports both corporate priorities of the Council. Reviewing the Constitution regularly ensures that it remains a "live" document.	Deputy Head of Legal Partnership
Risk Management	None	Head of Audit Partnership
Financial	None	Head of Finance
Legal	The legal implications are set out in the body of the report	Deputy Head of Legal Partnership
Equality Impact Needs Assessment	None	Policy & Information Manager

7. REPORT APPENDICES

Appendix 1 Summary of issues raised by councillors and officers

Appendix 2 Suggested Changes to the functions of the Heritage Culture and Leisure Committee

Appendix 3 Suggested Changes to the functions of the Strategic Planning, Sustainability and Transport Committee

8. BACKGROUND PAPERS

None

Appendix 1 Summary of issues raised by councillors and officers

Contents Page

1. The Contents page should show page numbers, making the Constitution easier to navigate.

Part 1 Summary and Explanation

Section 1.6 Leader of the Council

2. This section is confusing. The Constitution needs to explain what the role is and the parameters of the role. In addition, because the Leader is also Chairman of Policy and Resources Committee, there should be a cross reference advising that the Leader's role should be read and understood in relation to that Chairman's position.

Part 2 Responsibility for Functions

Section 2 Committees of the Council

3. The size of the committees should be increased. For example, Planning Committee should be increased from 13 to 15 (the same size as Policy and Resources) so that each group (comprising two councillors or more) has a seat on the committee.
4. The size of the four main service committees should be increased so that the two smaller groups (Labour and UKIP with 4 councillors) get an automatic seat on each committee. This would mean that 2 committees would have Labour representation and two would have UKIP representation.
5. There should be an Economic Development Committee to focus on revitalising the local economy. Under the old governance system there was an economic development scrutiny committee which did excellent work.
6. The terms of reference of the committees should be adjusted to make clear that committees may consider any issue that in the opinion of the committee is relevant to the formulation and delivery of its objectives as set out in the committee purposes in section 2 of the Constitution.

Part 3 Rules of Procedure

3.1 Council Procedure Rules

Rule 2 Ordinary Meetings

7. "(c) Declarations of lobbying." As currently drafted, the Constitution only states that the Mayor/Chairman will receive any declarations of

lobbying. The protocol for councillors and members of the public regarding lobbying material at meetings needs to be included.

Rule 3 Meetings

8. "R 3.2 Business" states that any councillor may put an item on a service committee agenda for consideration, via the Chairman and the Democratic Services team, subject to the committee's terms of reference. It should be made clear that it is the service committee that sets the agenda through its Chairman and Vice Chairman.
9. "R 3.2 Business". This rule should be strengthened and clarified by stating: "The Chairman of a committee, after consulting the Vice Chairman shall place the requested item on the next available committee agenda unless in the view of the Chairman, having consulted Legal Services, the matter is defamatory, offensive or frivolous."
10. This section currently only applies to "Service Committee agendas". It is arguable that a councillor should be able to put any matter on any committee agenda, subject to the matter being relevant to the committee's terms of reference. Therefore the rule should apply to all committees (except the annual general meeting of Council) and that the word "service" should be deleted throughout the section.
11. Many agendas and working papers are far too long and would not be acceptable in other parts of the public service. Committees should have the right to reject papers if they are not up to standard.

Rule 5 Visiting Members

12. Visiting members' speaking rights should be clarified. As currently drafted, this rule states that "Any Councillor may attend any meeting of a committee or sub-committee of which s/he is not a member to speak on particular items provided s/he states his/her intention when the first item is called on each agenda....." The Council needs to uphold this rule or change it, as currently the rule is not being followed. It is suggested that the rule should remain as it is and should be enforced – ie that visiting members are invited to speak after the officer introduction but before the general debate and therefore should know and state what it is they wish to raise on a specific item.

Rule 12 Questions by members of the public

13. This section currently states that at ordinary meetings of the Council, members of the public may ask questions of the Chairman of any committee on prior written notice. Political group leaders will also have the opportunity to respond. How should we deal with the situation where a Chairman replies and then his/her own group leader also

wishes to respond? As currently written, this is allowed. However, is this fair and should this continue?

14. Clarity is needed on whether members of the public can speak at committee meetings other than to ask a question. This is particularly relevant for properly constituted Residents' Associations and Parish Councils. At the moment, with the exception of the Regulatory Committees, the Constitution is silent on this issue. The convention in the past has been that the Chairman can exercise his/her discretion whether to allow it. The Chairman should have discretion to allow it. The introductory paragraph of Section 2 should be amended to state that committees may allow members of the public to address the committee or to engage in a dialogue, where, in the view of the committee, this would be conducive to the conduct of the business under discussion.

Rule 13 Questions by Councillors

15. Currently members of the Council may ask any question of a Chairman of a committee on any matter under consideration by Council (without prior notice) or on any other business of the Council (on prior written notice) or on an urgent item (if allowed by the Mayor). As written, all group leaders do not have the right of reply. They *should* have the right of reply and timing allowances should be adjusted accordingly.
16. If a councillor wishes to ask the Leader a question, s/he must ask the question of the Chairman of Policy and Resources, who is always the Leader. Councillors should have the right to question the Leader at Council meetings and not be restricted to going through the Policy and Resources Committee. NB: Under the Council Procedure Rules, rule 17 "Leader's Report on Current Issues", there is provision for councillors to ask questions of the Leader, but limited to questions about those issues raised by the Leader in his/her speech.

Rule 16 Rules of Debate

17. Clarity is requested about how we deal with amendments to recommendations which are moved at meetings. It has been asked if the head of service and the legal representative will work together to formulate the wording of an amended recommendation so that all members are clear before voting.

Rule 17 Leader's Report on Current Issues

18. R 17.2 states that the leaders of every other group shall have the right to respond to the issues raised in the Leader's report. This seems to give undue weight to parties that have only a very small representation. There should at least be a clear definition about what qualifies as a "group".

Rule 26 Provisions Relating to Planning Committees

19. Rule 26.3(b) (Planning Decisions which appear to have significant cost implications) appears to state that the Head of Planning and Development has the right to override the wishes of the Planning Committee by referring applications to the Planning Referral Committee. Officers should not have the right to override the wishes of the democratically elected councillors. This sends the wrong signal to residents of the Borough and planning applicants.

Rule 28 Election of Committee Chairman.

20. This currently states that the Chairman and Vice Chairman of each service committee shall come from different political groups. Why does this have to be the case? These positions should be filled by the people whom the committee feels are best suited for the job.

General issues raised about Council meetings

21. At Council meetings there should be a written report as part of the agenda from each committee or sub committee which has met since the last Council meeting. These reports would detail the discussions undertaken in that committee. This would enable the Council to consider issues arising from the work of the committees and would enable debate at Council. This would not prevent the committees exercising their decision making functions but would make the committees more accountable to Council, would stimulate further public debate and, hopefully, make local democracy more vibrant.
22. Feedback has been requested on any perceived demands on councillors' time, given that the committee system generates extra workload and requires extra attendance at committees. This is tied to the issue of how councillors' allowances are benchmarked and reviewed.
23. Consideration should be given to effectiveness and efficiency of Committee meetings. This should include a review of workload and actual decision making activity.

Heritage Culture and Leisure Committee

24. At its meeting on 5 January 2016, Heritage Culture and Leisure Committee approved the recommendation:
"That the Democracy Committee be recommended to revise the frequency of meetings of this Committee from bi-monthly to monthly as part of its review of the Constitution in view of the anticipated increase in workload of this Committee. " The comment has also been made that the number of meetings each year should be on the same footing as those for the Communities

Housing and Environment Committee and the Strategic Planning Sustainability and Transport Committee. It is better to have more meetings diarised and cancel them if not required.

25. Some wording amendments to the functions of the Committee are required to reflect the current remit of the Committee. These changes are attached (Appendix 2).

Strategic Planning Sustainability and Transport Committee

26. Is there is the need for a SPSTC sub committee?
27. Could we include some information about Neighbourhood Planning?
28. Some wording amendments to the functions of the Committee have been suggested to reflect the current remit of the Committee. These changes are attached (Appendix 3).

Training

29. The issue of councillor training has been raised. Suggestions raised are as follows:
- On Planning Committee – 6 compulsory modules for new planning members plus induction, all of which should be completed within 6 months.
 - Introducing a CPD session for experienced Planning Committee members.
 - Audit Governance and Standards Committee training to be in place as with other committees.
 - Training on being a Chairman and chairing meetings.

HERITAGE CULTURE AND LEISURE COMMITTEE

Membership: 9 Councillors

Purpose: To promote Maidstone as a decent place to live by providing opportunities for engagement in cultural and leisure pursuits, developing a sense of place and ensuring that everyone, no matter who they are, or where they live, has access to quality open space, sports and leisure facilities

FUNCTIONS	DELEGATION OF FUNCTIONS
To take the lead within the Council for ensuring that the Council delivers its strategic objectives with respect to Maidstone as a decent place to live by providing opportunities for engagement in cultural and leisure pursuits, developing a sense of place and ensuring that everyone, no matter who they are, or where they live, has access to quality open space, sports and leisure facilities	N/A
To take the lead in ensuring that Maidstone's Heritage and Culture together with its leisure facilities play a key role in regeneration and in improving and sustaining the Borough's economic development and health and wellbeing	N/A
To submit to Policy and Resources Committee all revenue estimates and capital programmes within the remit of the Committee with a view to P&R Committee determining the budget for submission to Council	N/A
To be responsible for all strategic budget related staffing matters within the Committee's remit	N/A
<p>Strategic Planning and Performance Management – to oversee the development, review and implementation of the Council's:</p>	
<p>Sports and Leisure Strategy</p>	Head of Commercial and Economic Development
<p>Parks and Open Spaces strategy including <u>play areas and allotmentss</u></p>	Head of Commercial and Economic Development

<p>Festivals and Events Strategy including the Hazlitt Theatre and Arts Centre contract, including Theatres, events and festivals</p> <p>Destination Management Strategy Plan; and Maidstone Culture and Leisure Business Plan.</p> <p>Museums 20 Year Development Plan Visitor Economy Strategy including the Hazlitt Arts Centre, Maidstone Museum, Tourism, the Kent Conference Bureau and Maidstone Market</p>	<p>Head of Commercial and Economic Development</p> <p>Head of Commercial and Economic Development</p>
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ROLE OF THE CHAIRMAN OF HERITAGE, CULTURE AND LEISURE COMMITTEE

To take the lead on this Committee on working with others in building a vision for the Council and community

To represent the Council on all relevant partnerships to include ~~[Town Team, Town Centre Management One Maidstone](#)~~ (TCM) in its role producing events and Maidstone Area Arts Partnership (MAAP)

To take the lead within this Committee for relationships with funders, service delivery partners including voluntary and community groups and Trusts including Maidstone Leisure Trust, Cobtree Manor Estate Trust and the Museum Trusts.

STRATEGIC PLANNING, SUSTAINABILITY AND TRANSPORTATION COMMITTEE

Membership: 9 Councillors

Purpose: To be responsible for planning, sustainability, district highways and car parking functions and transportation.

FUNCTIONS	DELEGATION OF FUNCTIONS
<p>To take the lead in ensuring that the Council delivers its strategic objectives for planning, sustainability and transportation.</p> <p>To pass a resolution that Schedule 2 to the Noise and Nuisance Act 1993 should apply in the authority's area</p> <p>To submit to Policy and Resources (P&R) Committee all revenue estimates and capital programmes within the remit of the Committee with a view to P&R determining the budget for submission to Council</p> <p>To be responsible for all strategic budget related staffing matters within the Committee's remit</p>	<p>N/A</p> <p>N/A</p>
<p>Strategic Planning and Performance Management — to oversee the development, review and implementation of the Council's:</p> <ul style="list-style-type: none"> • Spatial Planning Strategy including the Local Plan and other Spatial Planning documents (such as the Blue and Green infrastructure Plan and Landscape Character Assessment) including Development Plan documents, Development Management policies and Development briefs (subject to approval by Council)-Development Plan, including the Maidstone Borough Local Plan and Neighbourhood Plans (subject to approval by Council); • <u>Spatial Planning Documents such as Supplementary Planning Documents and Planning Policy Advice Notes;</u> 	<p>Head of Planning and Development</p> <p>Head of Planning and Development</p>

<ul style="list-style-type: none"> • <u>Master Plans and Development Briefs;</u> • <u>The Infrastructure Delivery Plan; and</u> • <u>The Community Infrastructure Levy (subject to approval by Council)</u> <p>Development Management, Enforcement, <u>Community, Building Control Infrastructure levy (CIL) and Infrastructure Delivery Plan (IDP)</u></p> <p>Car Parking Plans and Strategy</p>	<p>Director of Environment and Shared Services TBA</p>
<p>Air Quality Management Strategy, smoke free premises and control of pollution.</p> <p>Integrated Transport Strategy</p>	<p>Director of Environment and Shared Services TBA</p> <p><u>Head of Planning and Development</u></p>
<p>Park and ride and district highways functioning</p>	<p>Director of Environment and Shared Services TBA</p>

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ROLE OF THE CHAIRMAN OF STRATEGIC PLANNING, SUSTAINABILITY AND TRANSPORT

- Working with others in building a vision for the Council and Community
- To represent the Council on all partnerships relevant to the Committee
- To take the lead role in this Committee of fostering close links with key stakeholders including Parish Councils, the Developers Forum, English Heritage and transport interest groups such as Quality Bus Partnership, Transport Users Group, Rail Stakeholders Group
- To take the lead role within this Committee for responsibility for relationships with funders including Kent County Council and The Highways Agency~~Highways England~~
- To chair the Joint Transportation Board with Kent County Council in alternate years and be Vice Chairman in others.

Democracy Committee	28 January 2016
Is the final decision on the recommendations in this report to be made at this meeting?	Yes

Outside Body Review – part one

Final Decision-Maker	Democracy Committee
Lead Head of Service	Paul Riley, Head of Finance and Resources
Lead Officer and Report Author	Tessa Ware, Democratic Services Officer
Classification	Public
Wards affected	All

This report makes the following recommendations to this Committee:

1. That the Democratic Services Committee continues with the review of Outside Bodies and establishes which Outside Bodies link with the Council’s priorities and Service Committees of the Council and consider withdrawing Member involvement where links are tentative or unproductive for both parties. The review could also create a formal communication process between the Council, Member representatives of Outside Bodies and the Outside Body. For example by providing a regular item on the agenda for the relevant committee for Outside Body updates.

This report relates to the following corporate priorities:

- Keeping Maidstone Borough an attractive place for all and Securing a successful economy for Maidstone Borough – by working with external bodies in promoting the borough as a place to live, work and visit.

Timetable	
Meeting	Date
Democracy Committee	28 January 2016

Outside Body Review – part one

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 At their meeting of 3 November 2015 the Democracy Committee agreed to carry out a review of Outside Bodies with a view to aligning them with the relevant Service Committee.
- 1.2 The Committee agreed to an initial review being carried out to establish how useful Councillor membership was to the Outside Bodies. Once this stage had been reported back the Committee would decide on the appropriateness of Member involvement in continuing the review, for example through a working group.
- 1.3 This report provides details of the responses to a questionnaire sent to Outside Bodies as well as other information to help the Committee decide how and if they wish to proceed with the review.

2. INTRODUCTION AND BACKGROUND

- 2.1 A survey of Outside Bodies was carried out during November and December 2015 to establish how useful Councillor membership was to the Outside Bodies. Two reminders to respond to the survey were sent.
- 2.2 Maidstone Borough Council supports 41 Outside Bodies. Of the 41 the following were not included in the survey:

Table 1

Outside Body	Reason not surveyed
Bentliff Wing Trust	Automatic membership for the Mayor Administered by the Council
Brenchley Charity	Administered by the Council
Cutbush and Corral	Administered by the Council
Headcorn Aerodrome Consultative Committee	Administered by the Council
Mid Kent Downs Steering Group	Administered by the Council
Kent Downs AONB Joint Advisory Committee	The Chairman of the Mid Kent Downs Steering Group is automatically appointed – if an MBC chairman is not appointed we have no provision to administer this
Relief in Need Charity	Administered by the Council
Kent County Council Health Overview and Scrutiny Committee	Partner – Chairman of Communities, Housing and Environment Committee is automatically appointed
Kent County Council Youth Advisory Group	Partner

Kent and Medway Crime Panel	Partner – Leader automatically appointed
Kent Partnership	Partner – Leader automatically appointed
Local Government Association General Assembly	Partner – Leader automatically appointed
South East Employers	Partner
Youth and Community Charity	Partner
Quality Bus Partnership	Partner
Maidstone Sea Cadets	Building leased from Council until 2019 – Cabinet decision 4 December 2009

2.3 The following table shows the 22 Outside Bodies that were surveyed and whether or not they responded to the survey. Of the 22, 14 responded:

Table 2

Outside Bodies surveyed	Response received Y/N
Action with Communities in Rural Kent	Yes
Age UK	No
Allington Millennium Green Trust	Yes
Citizens Advice Bureau	Yes
Hermitage Lane Liaison Group	No
Howard de Walden Centre	Yes
Kent County Playing Fields Association	Yes
Maidstone Area Arts Partnership	Yes
Maidstone Mediation	No
Maidstone Street Pastors	Yes
Maidstone Town Centre Management/Maidstone Town Centre Liaison Group	Yes
Maidstone YMCA	No
Maidstone-Beauvais Twinning Association	Yes
Maidstone MIND	Yes
Parking And Traffic Regulations Outside London Joint Committee (PATROLJC)	Yes
Relate West and Mid Kent	No
Rochester Bridge Trust	Yes
Upper Medway Internal Drainage Board	Yes
Vinters Valley Park Trust	Yes
Kent Community Rail Partnership	No
Maidstone Cycling Forum	No
South East Rail passenger Group	No

2.4 The results of the responses received are attached as **Appendix A**. The full response from Citizens Advice Bureau is attached as **Appendix B**.

- 2.5 Where the Outside Body’s Councillor member is different in Appendix B to our records this had been noted in brackets in the final column. The Outside Body has been contacted to highlight this.
- 2.6 The Constitution provides details of some links that Chairmen of Service Committees should make with Outside Bodies. These are outlined below:

Table 3

Committee	Links with Outside Bodies in Constitution
Policy and Resources Committee	Kent Health and Wellbeing Board
Strategic Planning, Sustainability and Transportation Committee	Transport interest groups such as Quality Bus partnership, transport users groups and rail stakeholder groups
Communities, Housing and Environment Committee	Citizens Advice Bureau, Maidstone Mediation, Kent Health Overview and Scrutiny Committee
Heritage Culture and Leisure Committee	Town Centre Management, Maidstone Area Arts Partnership

- 2.7 The Council provides financial support to the Citizens Advice Bureau and provides premises for Maidstone Sea Scouts at a significantly reduced rent. The Council provides administrative support to six Outside Bodies shown in Table 1.
- 2.8 To date the following Outside Bodies have vacancies, the numbers in brackets indicates the total number of Member places on the Outside Body:
 - Action with Communities in Rural Kent – one (2)
 - Maidstone-Beauvais Twinning Association – two (4)
 - Relate West and Mid Kent – one (1)
 - South East Employers – one (2)
- 2.9 The Constitution states that the Council has responsibility for appointing councillors to sit on Outside Bodies, except for those appointments which are delegated to the Democracy Committee. The functions of the Democracy Committee include “To appoint Council nominees to outside bodies...as appropriate”. There is therefore no clarity in the Constitution about which Committee has responsibility for the appointments. However, it is recommended to the Committee for the purposes of this review, that if it recommends that the Council withdraws support for particular Outside Bodies, it refers the final decision to Council.

3. AVAILABLE OPTIONS

- 3.1 The Committee could decide to do nothing. The administration of Outside Bodies is minimal in terms of officer time except at the beginning of the municipal year. However, at the present time there is no formal process linking the Outside Bodies and the work of the Committees or the Council as a whole. This could have an adverse effect on the Council’s relationships

with Outside Bodies and the effectiveness of the relationship. There is also lack of clarity in the Constitution about responsibility for appointing councillors to Outside Bodies.

- 3.2 The Committee could decide to continue with the review and establish which Outside Bodies link with the Council's priorities and Service Committees of the Council and consider withdrawing Member involvement where links are tentative or unproductive for both parties. The review could also create a formal communication process between the Council, Member representatives of Outside Bodies and the Outside Body; for example by providing a regular item on the agenda for the relevant committee for Outside Body updates.
-

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The preferred option is 3.2 above.
 - 4.2 It would appear there is a considerable amount of Member time and energy is spent supporting Outside Bodies with no formal reporting process between the Member and the rest of the Council. Setting up a formal, non-onerous, reporting process would benefit both the Council and the Outside Body.
 - 4.3 A continuation of the review would provide further information to help the Committee decide which, if any, Outside Body memberships are dormant or unproductive and perhaps warrant the withdrawal of Council support. The absence of a response to the survey should not necessarily be considered a lack of engagement on the part of the Outside Body.
-

5. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 5.1 If the Committee decide to extend the review this could be carried out and the results reported back to the Committee at a meeting in March. If the Committee decide to withdraw support for any Outside Bodies this would allow time for any recommendations to be presented to Full Council on 13 April 2016
-

6. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Keeping Maidstone Borough an attractive place for all and Securing a successful economy for Maidstone Borough – by working with external bodies in promoting the borough as a place to live, work and visit.	Head of Finance & Resources
Risk Management		[Head of Service or Manager]
Financial	The Council does not support outside bodies through grant aid. Only the Citizen’s Advice Bureau receives a grant of this type. It is not expected that the recommendations in this report will have financial implications.	Head of Finance & Resources
Staffing		[Head of Service]
Legal	The Legal comments are incorporated into the report	Deputy Head of the Legal Partnership
Equality Impact Needs Assessment	Some outside bodies are aimed at groups of people with protected characteristics however there are no equality implications in continuing with the review.	Clare Wood, Policy & Performance Officer
Environmental/Sustainable Development		[Head of Service or Manager]
Community Safety		[Head of Service or Manager]
Human Rights Act		[Head of Service or Manager]
Procurement		[Head of Service & Section 151 Officer]
Asset Management		[Head of Service & Manager]

7. REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix A – Outside Body Responses to survey
- Appendix B – Full survey response from Citizens Advice Bureau

Outside Body	Briefly describe the purpose of your organisation	What are your organisation's current objectives – what do you want to achieve in the next two to three years?	What are your expectations of your MBC councillor representatives/s?	How do your expectations compare with what you received from your MBC Councillor representative/s?	What specific knowledge, skills and experience do you need your MBC Councillor representative/s to have?	How often and when does your committee/board meet each year?	What time of the year is best for recruiting/renewing MBC Councillor representatives?	How many MBC Councillor spaces do you have on your board/committee?	What is their role – ie Board member, observer, committee member etc.?	Who is/are your current MBC representatives?
Action with Communities in Rural Kent	Action with Communities in Rural Kent exists to help rural communities identify articulate and address their needs	We are currently working on a new strategy covering the period 1 st April 2016 – 31 st March 2021. Among the things we wish to achieve in the next two to three years are: securing a sound financial base for core services; Being able to bankroll programmes that we develop, but which pay in arrears, as opposed to passing them on to larger organisations once we've brought investment in to Kent; Creation of services that operate effectively in counties across rural England, but which no agency within Kent seems interested in supporting financially (even where saving taxpayers millions of pounds a year elsewhere)	To reflect key policies of MBC so as to inform our work and to take back to MBC information/evidence on any agendas we work on that are of interest to the statutory functions of the local authority	Very well	Knowledge / skills / experience in any of the following: regeneration, rural policy, economic development, community development, charity governance.	Six	This is not a 'deal-breaker' for us; as long as it happens somewhere during the year, there is no problem!	Our Management Committee has no reserved spaces for MBC, but the authority has the right to put forward a candidate for election. We also have a structure called the 'Council' which MBC has two reserved spaces on. This 'council' has not met for several years, but its members do receive various pieces of information on our work & invitations to events we run on specific rural community topics.	The current Management Committee representative from MBC is a committee member.	Martin Round
Allington Millennium Green Trust	The trust's main purpose is to create and maintain Allington Millennium Green, which should include significant 'natural' areas where people can enjoy Nature and wildlife at first hand. It is intended to be a semi-wild area, where people can simply walk and sit, with no provision for formal recreation of any kind. There is a huge diversity of wild plants on the Green, and it is easily the richest habitat in this respect in the whole of Allington.	We have a number of projects in hand, or planned: replacement of some fencing; repair to the concrete surface of a seating area; installation of a new bench; installation of a tool storage container; tree surgery and management; undergrowth management; wild flower meadow management; fund raising for all of the above and for the costs of insurance and other items.	Our MBC councillors have always fulfilled our expectations, by being supportive in every way, and by helping to secure funding whenever they are able to do so.	(See the previous answer.)	In particular, knowledge of available funding, and of the council's services which impinge directly on us, such as the planning process	Two or three times formally, but on many other occasions on an informal basis.	No specific time, and the MBC already has the right to appoint a Director: Councillor Daley continues to be the appointee.	No specific places at present, but we would be open to suggestions if another councillor were to be interested in joining us.	Director of Allington Millennium Green Limited, the Sole Corporate Trustee for Allington Millennium Green Trust	Councillor Dan Daley, plus a retired councillor, Brian Moss.
Citizen Advice Bureau	The Citizens Advice service provides free, independent, confidential and impartial advice to everyone on their rights and responsibilities. It values diversity, promotes equality and challenges discrimination.	See attached as Appendix B	See attached as Appendix B	See attached as Appendix B	See attached as Appendix B	Bi-monthly (6 times) plus and AGM. We also have four Committees which are Chaired by a Trustee. These meet between 4-6 times each year.	During September for our AGM	One	They are a co-opted member of the Board with full responsibilities. Sometimes they can also be the Chair of one of the Board's Committees of which there are currently 4.	Marion Ring
Howard d Walden Centre	The provision of a youth and community centre for the residents of Maidstone and its neighbourhood	The organisation currently rents rooms on a long term and short term basis at affordable rates to more than 15 local organisations and community groups including IMAGO, Little Monsters Pre School, M4S and Kent County Council. The building is used throughout the day and most evenings. Our location allows us the opportunity to reach some of Maidstone's ethnic populations, in particular the nepalese community. The building is currently occupied around 60% of the time, so over the next two to three years we plan to continue these lettings and grow the number of local groups that we support. The building is well used by groups, but under used by individuals, so we plan to reach more local individuals who may wish to hire our space for family functions in the evenings and weekends. We also have an ongoing refurbishment and improvement plan; which will continue to be implemented over the next two to three years.	To play an active role in the delivery of our aims and objectives	We have been fortunate in the quality of nominations received from Maidstone Borough Council and we value the work and commitment we have had from our Councillor representatives	It would help if they had an understanding of charity law and basic financial knowledge as well as knowing about the implications of running a building	The Board meets 6 times a year for ordinary meetings and has an AGM. Usually our meetings happen on a Monday afternoon	We have always worked in sync with the terms of office for Councillors and this has worked well for us	Two	Active Board members	Martin Cox and Ian Chittenden
Outside Body	Briefly describe the purpose of your organisation	What are your organisation's current objectives – what do you want to achieve in the next two to three years?	What are your expectations of your MBC councillor representatives/s?	How do your expectations compare with what you received from your MBC Councillor representative/s?	What specific knowledge, skills and experience do you need your MBC Councillor representative/s to have?	How often and when does your committee/board meet each year?	What time of the year is best for recruiting/renewing MBC Councillor representatives?	How many MBC Councillor spaces do you have on your board/committee?	What is their role – ie Board member, observer, committee member etc.?	Who is/are your current MBC representatives?

<p>Kent County Playing Fields Association</p>	<p>We are a charitable organisation whose main purpose is to support recreation and sport & play</p>	<p>Our main objective is to provide, maintain, encourage and enhance the provision of recreational facilities throughout Kent. Our objectives remain constant</p>	<p>To act in an observational manner only and to attend one AGM & one Council Meeting (ACM) per year</p>	<p>Councillor David Nahgi attended one council meeting in 2014</p>	<p>MBC representative should ideally be interested in sport and recreation within the community</p>	<p>Our Management Committee meets a minimum of four times per year, plus the AGM & ACM. Our Golf Committee meets two times per year plus an annual Golf Competition Fund Raise named the Cecil Leitch 5 Club Competition</p>	<p>Ideally before June each year so that Annual report & Accounts can be updated with new appointments</p>	<p>One</p>	<p>Observer</p>	<p>David Nahgi</p>
<p>Maidstone Area Arts Partnership</p>	<p>OUR VISION - Individuals and communities in Maidstone flourishing through the contribution of Arts and Culture - OUR MISSION - To represent and promote arts and culture in Maidstone and participate as a proactive partner in its artistic and cultural development</p>	<p>Help members flourish - Fully represent arts organisation in the Maidstone area - Improve public awareness of artistic and cultural activities and its benefits to individuals and communities - Contribute to development of artistic and cultural initiatives for individual and wider community benefit - Partner with key agencies to implement artistic and cultural initiatives for individual and wider community benefit - Secure funding for and undertake projects that use the arts to support community development - Secure financial viability</p>	<p>They should advise how MAAP can use the Arts to support MBS strategic initiatives, lets us know of proposed objectives/activities that afford an opportunity for MAAP to contribute, update member organisations on MBC plans, give advice where MAAP seeks support/funding from MBC - always subject to confidentiality of conflict interests. Understand the needs and aspirations of member organisations and take them into account when making decisions on behalf of MBC</p>	<p>There has been a gap between MBC cultural plans (none) and councillors knowledge of them or any relevant initiatives. The new Arts, Culture and Heritage Committee will hopefully overcome this and is very well represented on MAAP.</p>		<p>We meet quarterly on a weekday evening. The day is not fixed and is deliberately varied to ensure that dates do not consistently clash with member meeting dates.</p>	<p>Around our AGM in June, but we are happy to follow any date that is best from a councillor perspective.</p>	<p>We do not set an upper limit but have found that three is a good balance that assures attendance and enables elected representative input which is valued.</p>	<p>They attend meetings of members and are treated as such. We expect them to provide both an MBC perspective and their personal views on issues under consideration. Both are valued.</p>	<p>We currently have 3 MBC representatives. They are all councillors and are Jenni Paterson, David Pickett and Gordon Newton. We no longer have officer involvement which is a significant deficiency.</p>
<p>Maidstone Beauvais Twinning Association</p>	<p>To retain and foster the links of friendship between Beauvais and Maidstone that has existed for over 50 years as well as supporting links with others under the umbrella of the Comité de Jumelage in Beauvais.</p>	<p>To encourage and support links with schools, sports clubs and music/Choir groups. Exchange of visits for culture and leisure including the idea of using the internet wherever it is feasible to apply. To initiate social events for members. the possibility to forming links with towns in other countries.</p>	<p>To embed as working members of the committee as defined by our Constitution so as to provide a strong link with MBC as well as ensuring that the ethos of good governmentship displayed by MBS is maintained.</p>	<p>Cllr. Wendy Hinder is the acting Chair and Cllr. Richard Ash is an Executive Committee member with voting rights, both elected by MBC. Cllrs. Malcolm Cox and David Pickett are members in there own rights having been elected to serve as Executive Committee members by the last AGM. Two other MBC vacancies remain to be filled. It should be noted that early in 2015 Cllr Bryan Vizzard as Chair and Cllr Wendy Hinder as well as two other members of the executive visited Beauvais to discuss ideas for the future with our counterparts as well as staff from 5 French schools. The visit was paid out of their own pockets so as to eke out the funds of the Association</p>	<p>Someone who has an interest in developing the ideals of social and formal links with people from other cultures and countries. Language is not a barrier as we have found that there is always one with the verbal skills to assist in translations.</p>	<p>We try to arrange a meeting every 6 weeks through out the year</p>	<p>At the start of the municipal year with members able to serve, with voting rights, for up to three years.</p>	<p>Currently there are two vacancies - four in total</p>	<p>As stated in the Constitution the MBC approve Councillors are automatically members of the Executive Committee</p>	<p>Cllr Wendy Hinder and Cllr Richard Ash. Note that in the Constitution the Mayor of Maidstone or his /her Deputy is the Honorary President during the term of office and attends the AGM and receives personal invites to visit Beauvais.</p>
<p>Outside Body</p>	<p>Briefly describe the purpose of your organisation</p>	<p>What are your organisation's current objectives - what do you want to achieve in the next two to three years?</p>	<p>What are your expectations of your MBC councillor representatives/s?</p>	<p>How do your expectations compare with what you received from your MBC Councillor representative/s?</p>	<p>What specific knowledge, skills and experience do you need your MBC Councillor representative/s to have?</p>	<p>How often and when does your committee/board meet each year?</p>	<p>What time of the year is best for recruiting/renewing MBC Councillor representatives?</p>	<p>How many MBC Councillor spaces do you have on your board/committee?</p>	<p>What is their role - ie Board member, observer, committee member etc.?</p>	<p>Who is/are your current MBC representatives?</p>

<p>Maidstone Street Pastors</p>	<p>Street Pastors is an inter-denominational Church response to urban problems, engaging with people on the streets to listen care and help. A Street Pastor is a church member who has a concern for society and who is willing to engage people where they are both in terms of their thinking and their location. Each Street pastor undertakes 50 hours of training over 8 sessions, covering subjects such as counselling skills, drugs awareness, sociology, knowing your community, role and responsibility and street safety.</p>	<p>Our objectives are to maintain and if possible grow the service we currently provide. We would like to extend to operating perhaps on a Friday night as well as our usual Saturday night and also look in to the possibility of having Day Pastors.</p>	<p>Our expectations are fulfilled by our representative. She attends most meetings and provides valuable information. It is a great privilege to have her on our management team</p>	<p>As described, very good</p>	<p>Understanding, passion, compassion, informative, we have these with our representative</p>	<p>We meet around 5 - 6 times a year for management meetings but often contact them by email more frequently.</p>	<p>There is not a preferred time of year but it would seem logical to start this at the beginning of every new year.</p>	<p>One</p>	<p>Their role is on our management committee.</p>	<p>Denise Joy</p>
<p>Maidstone Town Centre Management Liaison Group</p>	<p>The MBC/TCM Liaison Group meets to allow any topics affecting either party to be spoken about informally and confidentially</p>	<p>Maidstone Town Centre Management is currently working on a merge with the Town Team and plan to live trade from 1 April 2016 as One Maidstone CIC. We share our plans, and updates with the members of the Liaison Group to ensure that they are comfortable with our work</p>	<p>We value the input of our nominated members and seek their guidance on how best to deliver our objectives whilst avoiding duplication and wherever possible meeting joint objectives of both TCM and MBC</p>	<p>I would say that our needs are met effectively by the councillors that we work with</p>	<p>The members can feed into the group the needs of the people and businesses in the wards that they represent</p>	<p>The Liaison Group meets periodically, alternating host locations approximately quarterly. However the group will no longer be required once the new CIC is formed as the nominated members will be involved through different groups</p>	<p>We have no difficulty with falling into line with whenever the nominations come through and as the new company starts to trade we will have a better idea of when/how this might best be done</p>	<p>We have three councillors on the Liaison Group and one nominated member (differing from those on the Liaison Group on our board</p>	<p>Our Liaison Group members are Cllrs Denise Joy, Daphne Parvin and Gordon Newton. Our Board member is Clive English</p>	
<p>MIND Maidstone</p>	<p>We are passionate about supporting people with mental health issues. We believe in recognising people as unique individuals and not as a diagnosis or a label. We aim to equip people with the tools they need to work towards positive well-being and self-fulfillment. We work to stamp out stigma and discrimination.</p>	<p>To provide person centred peer support and recovery services to improve the mental health and wellbeing of local people. Our long term aim is to expand our services so that all residential groups are catered for and the stigma attached to poor mental health is eradicated.</p>	<p>To promote us and raise awareness of the organisation and to keep us informed of local government direction and funding arrangements</p>	<p>We have somewhat less contact with our local members than we would like</p>	<p>Funding awareness, understanding the voluntary sector, local needs analysis and an awareness of how local policies effect the voluntary sector.</p>	<p>The Board meets every other month</p>	<p>April</p>	<p>2</p>	<p>Board Member</p>	<p>Cllrs English, Joy and Fran Wilson (Cllr Grigg)</p>
<p>PATROL - Parking and Traffic Regulations Outside London - Joint Committee</p>	<p>PATROL has been established to enable councils undertaking civil parking enforcement in England to exercise their functions under: S81 of the TMA Act 2004; Reg 17 & 18 of the Civil Enforcement of Parking Contraventions (Eng); Gen Regs 2007 (the Eng Gen Regs); Regs 12 & 13 of the Road User Charging Schemes (Penalty Charges, Adjudication and Enfc) (Eng); Regs 2013 (Road User Charging Regs)</p>	<p>N/A PATROL is the joint committee of a legal tribunal (Traffic Penalty Tribunal)</p>	<p>To attend and participate in JC meetings, raise issues as put forward by your authority for discussion.</p>	<p>The previous nomination Cllr Black attended most meetings which is preferred but attendance is not mandatory.</p>	<p>None. It is advantageous to the nomination if they have an understanding of local Highway /Parking issues however.</p>	<p>Three – January, June, October</p>	<p>N/A – You can nominate a Cllr at any point throughout the year.</p>	<p>One Cllr nomination (a named substitute (Cllr) is welcomed)</p>	<p>Committee Member</p>	<p>Cllr Clive English</p>
<p>Outside Body</p>	<p><i>Briefly describe the purpose of your organisation</i></p>	<p><i>What are your organisation's current objectives – what do you want to achieve in the next two to three years?</i></p>	<p><i>What are your expectations of your MBC councillor representatives/s?</i></p>	<p><i>How do your expectations compare with what you received from your MBC Councillor representative/s?</i></p>	<p><i>What specific knowledge, skills and experience do you need your MBC Councillor representative/s to have?</i></p>	<p><i>How often and when does your committee/board meet each year?</i></p>	<p><i>What time of the year is best for recruiting/renewing MBC Councillor representatives?</i></p>	<p><i>How many MBC Councillor spaces do you have on your board/committee?</i></p>	<p><i>What is their role – ie Board member, observer, committee member etc.?</i></p>	<p><i>Who is/are your current MBC representatives?</i></p>

Rochester Bridge Trust	Medieval charity responsible for providing crossings of the River Medway at Rochester, supporting other crossings of the river and making grants for engineering education and preservation of heritage	Efficient maintenance of the river crossings. Raise awareness and standard of education to encourage young people into civil engineering careers. Making best use of grant funds available – new funding programmes will launch in the New Year	Active participation in the activities of the charity. Good attendance record, reading the papers in advance and engaging in decision making	Mr Butler has only recently joined us but is already making a good and effective contribution to the charity	None but knowledge in one or more of our key areas of operation are useful (engineering, property management, financial investments, historical research and archives, charity governance)	Quarterly "board" meeting plus quarterly committee meeting plus approx. 6 other events per annum	There is a fixed timetable for appointments. Each 4-year term ends on 31 May so it is helpful if a replacement is in place in advance of that date in the years where an appointment is needed	One	Charity trustee (Board member)	Derek Butler
Upper Medway Internal Drainage Board	The Medway IDB was set-up under the Land Drainage Act to manage surface water and land drainage issues within its drainage district (roughly the floodplain)	To maintain current maintenance levels and manage the drainage district in an appropriate manner. To ensure new development does not increase flood risk.	They represent the public (and not the council) within their council areas. Their input and local knowledge helps in a number of areas	They are very good and helpful.	To know their area well, if they have any other skills like knowledge of finance or environmental then that's a benefit.	four times a year	no preference	2x members	Board Member	Cllr Parvin and Cllr Round
Vinters Valley Park Trust	Vinters Valley Nature Reserve is one of the few areas close to Maidstone town centre which is dedicated to the preservation and enjoyment of Nature. The Aim of the organization is to maintain this diversity and continue into the future providing a quiet oasis where all animals and plants can live and where people can experience this first hand. Visitors are welcome to enjoy the nature reserve and its many features – these may appear everyday common species but in our ever expanding fast moving world we aim to provide a public space to watch the changing seasons and enjoy the riches that Nature provides.	The current objectives are to engage the future generations. Local schools Groups, and nurseries, in engaging in preserving and identifying the local flora and fauna and taking a pride in their surroundings. To improve accessibility and to raise more funds.	To attend Trustee meetings and to bring expertise and knowledge to these meetings.	Have been very impressed with our present representative	A good understanding of meeting etiquette, good and useful contacts and advise on budgetary issues	Trustee meetings are held 4 times a year and also an AGM	At any time	One	Trustee	Martin Cox (plus Cllr Harper)

Outside Body Review - Survey Response from Citizens Advice Bureau

- ***Briefly describe the purpose of your organisation***

Our principles

The Citizens Advice service provides free, independent, confidential and impartial advice to everyone on their rights and responsibilities. It values diversity, promotes equality and challenges discrimination.

Our aims

- Provide the advice people need for the problems they face.
- Improve the policies and practices that affect people's lives.

Our Mission

The Citizens Advice Service provides free, independent, confidential and impartial advice to everyone on their rights and responsibilities. It values diversity, promotes equality and challenges discrimination.

The service aims:

- § to provide the advice people need for the problems they face.
- § to improve the policies and practices that affect people's lives.

Our Vision

Citizens Advice Maidstone aims to create an effective and dynamic advice service, which responds to the ever-changing needs of the Community. The Bureau will work in partnership with stakeholders to enhance the availability and accessibility of its service within the Borough of Maidstone and its surrounding areas, both urban and rural

In order to deliver this service to the community the Board of Trustees has agreed to 5 high level strategic values. These are

- to provide high-quality advice to our clients
 - to ensure that all who need advice know about us and can access our services conveniently
 - to carry out whatever projects we undertake economically, efficiently and effectively
 - to use our experience to offer advice on social policy and problems to central and local government
 - to promote equality and diversity
- ***What are your organisation's current objectives – what do you want to achieve in the next two to three years?***

As provided in the earlier question the Bureau has five high level strategic objectives and the Trustee Board continues to support the Bureau Management towards the delivery of these objectives. It is acknowledged that over the next few years the Bureau faces a significant reduction in its income, especially because of the prospective reduction in

funding of work under various contracts/grants. The Budget for the year 2015/16 is based on an annual income of £675,000. An important consequence of this is that there will have to be some reduction in the hours worked by specialists and other paid staff under the core Grant but increase in staff contracted under various projects.

The Board of Trustees has agreed that the Bureau's priority should be to maintain a core service of generalist advice. This means a service:

- at the Bureau's two sites in Maidstone;
- from 10 am until 4 pm (Bower Terrace) and from 9.30 am until 4 pm (Maidstone Gateway) on every weekday;
- that covers the full range of advice subjects;
- that this is not merely a sign-posting or referral service, but includes substantive advice and (in appropriate cases) action.

The Board has also agreed that the Chief Executive should continue to explore opportunities for additional funding that would enable additional services to be provided. However, an essential condition of accepting such opportunities will be that the related funding must not only cover in full all direct and indirect costs attributable to the service provided, but also must make a significant contribution to defraying central overheads.

In the light of the funding likely to be available, the Board believes that it should also be possible to provide:

- some home visiting and outreach work;
- some input from specialist staff in more complex cases.

However, it is clear that by comparison with the recent past a substantially higher proportion of the Bureau's advice will be provided by volunteer rather than paid staff. This will need to be reflected in working methods and in training. The Trustee Board is determined to ensure that the advice service continues to be provided to a high level of quality, and that the services are readily accessible to all who need to use them.

Citizens Advice Maidstone aspires to continue the present Service Level Agreement (SLA) funding relationship with Maidstone Borough Council and to develop it to reflect the move towards an outcome driven and focused approach for the SLA renewal. The Bureau intends to be an active partner with Maidstone Borough Council in developing the necessary services generated by the planned growth in housing and population within the Borough. The Bureau works closely with Citizens Advice and identifies with its strategies to expand the scope of its work within the county. Citizens Advice is currently working on an access strategy that will enable clients to access services from bureaux outside the normally established working hours, through, among other means, extended telephone and e-mail advice and interactive advice through touch screen technology. It is acknowledged that all clients do not require a holistic service and therefore the Service is attempting to establish innovative ways of providing advice. This would entail creating partnerships and collaborations with advice giving organisations with similar objectives.

The Bureau has a successful history of working for and with the community it serves. Advice and assistance has been provided to the community through innovative projects and the Bureau continues to investigate further possibilities and ways of providing its help to the people in need. The Bureau has successfully delivered various contracts funded by a wide variety of external organisations. There are positive indicators which motivate and enable staff to continue enthusiastically with their work of taking advice into the community. The

Bureau continues to work with all other voluntary and statutory organisations in the Borough to ensure that it is able to meet the needs of the community. By raising its profile through community work and advertising, the Bureau manages to attract new and diverse volunteers to enhance its successful and committed team. The Bureau works closely with the local newspaper and writes articles on local interest for publication.

- ***What are your expectations of your MBC councillor representatives/s?***

The representative from the Council usually joins the Organisation as a Trustee on the Board. All Trustees are members of the Community the Bureau serves. The MBC Councillor on the Board must take on all the responsibilities of a Trustee of an Organisation. They must conduct themselves within the Nolan principles of public life. As a Trustee they must demonstrate the seven principles of Leadership, Honesty, Openness, Accountability, Objectivity, Integrity and Selflessness.

The Organisation expects its Trustees to provide support to all the staff. Involve themselves in setting the strategic direction of the Bureau. Manage the expectations of the Organisation's Stakeholders, set strategic objectives for the Organisation and manage Risks through regular support and supervision meetings of its senior staff.

- ***How do your expectations compare with what you received from your MBC Councillor representative/s?***

From the early days prior to 1990 there were always 2 Councillors who represented Maidstone Borough Council on the Board of Trustees. In 2013 the Bureau's Constitution was changed to the one recommended by the Charity's Commission and Citizens Advice. As per the new Constitution there are fewer members on the Trustee Board and as such only one Councillor is required. All Councillors who have been Trustees have always given a 100% support for the Organisation. They have ensured that the Bureau keeps its independence and integrity even though the Council is its core funder. No Councillor/Trustee has ever had to exert any undue pressure on the Bureau to follow Council's wishes and equally vice versa. We have always received good guidance and support from our Councillor/Trustees.

- ***What specific knowledge, skills and experience do you need your MBC Councillor representative/s to have?***

Bureau Trustees need to have a number of skills and these are produced below in no order of importance. There no requirement for any Trustee to have all the required skills and each one may bring expertise in one or more area of work. This list is not exhaustive.

- Administration
- Governance
- Strategic and Business planning
- Chairing and running meetings
- Financial & Banking
- Fundraising
- Information Technology
- Marketing, Media & PR
- Networking
- Human Resources
- Management support & Supervision

DEMOCRACY COMMITTEE

28 January 2016

Is the final decision on the recommendations in this report to be made at this meeting?

No

Mayoralty and Civic Ceremony Review

Final Decision-Maker	DEMOCRACY COMMITTEE
Lead Head of Service	Paul Riley, Head of Finance and Resources
Lead Officer and Report Author	Paul Riley, Head of Finance and Resources Poppy Collier, Democratic Services Officer
Classification	Public
Wards affected	None

This report makes the following recommendations to this Committee:

1. That the findings of the Mayoralty and Civic Ceremony Working Group be noted.
2. That the Democracy Committee recommend to Council that the amendments to the Protocol to guide Councillors when electing the Mayor/appointing the Deputy Mayor and order of seniority of Councillors at Appendix I to this report (as tracked changes on document and summarised at paragraph 7 of this report), be agreed.
3. That the amendments to the protocol on Maidstone Mayoral Services at Appendix II (as tracked changes on document and summarised at paragraph 6 of this report) be agreed.
4. That the Democracy Committee support, produce a case for and recommend to Policy & Resources Committee that an additional £2000 be added to the current budget for the Mayor Making civic event, in order to develop the day into a larger event involving all communities in Maidstone.

This report relates to the following corporate priorities:

- Securing a successful economy for Maidstone Borough
- Keeping the Borough an attractive place for all

Through promoting Maidstone, the Mayor plays an important part in maintaining the successful economy of the Borough. The Mayor, through fundraising for his/her local charities, contributes to the good health and wellbeing of the Borough.

Timetable	
<i>Meeting</i>	<i>Date</i>
Democracy Committee	28 January 2016
Policy and Resources	17 February 2016
Council	2 March 2016

Mayoralty and Civic Ceremony Review

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report presents the findings and recommendations of the Mayoralty and Civic Ceremony Working Group, reflecting work undertaken during the period September 2015 – January 2016.
 - 1.2 There are no statutory requirements that govern the selection of Mayor or Deputy Mayor for nomination. As such this process varies between local authorities.
 - 1.3 The Group agreed its remit as the review of the following:
 - The Mayoral budget;
 - The selection process for the election and appointment of Mayor and Deputy Mayor;
 - Expectations of the Mayoralty and in-role support/development; and
 - The ceremonial requirements of the Mayor making event.
 - 1.4 Proposed amendments to protocols have been marked on the documents as tracked changes, and summarised within the report for clarity.
-

2. INTRODUCTION AND BACKGROUND

- 2.1 On 13 August 2015 the Democracy Committee received a report outlining options for changes to the selection process for the election of Mayor and appointment of Deputy Mayor, at Members' request.
- 2.2 As the selection process for the Mayor or Deputy Mayor was not enshrined in statute, the report included a comparison between the selection processes at neighbouring and national local authorities (attached at **appendix VI**).
- 2.3 At that meeting Members were in agreement that a wider review should take place. This was due in part to dissatisfaction with the current system, and also the length of time that had elapsed since the last review. A Mayoralty working group had met between 2005 and 2007 to consider the role of the Mayor and the selection process, and the process was changed during the municipal year 2006/07. Members felt it would be appropriate to take a contemporary look at these issues, and a Mayoralty and Civic Ceremony Working Group was established.
- 2.4 Aside from examining relevant documentation and requesting further research, the Working Group gathered evidence by interviewing the following witnesses:

Political Party Group Leaders:

Councillor Annabelle Blackmore, Conservative Party Group Leader

Councillor Fay Gooch, Spokesperson for the Independent Group
Councillor Malcolm McKay, Labour Party Group Leader
Councillor Dave Sargeant, UKIP Party Group Leader

Former Mayors of Maidstone:

Mr Mike Fitzgerald, Mayor of Maidstone 2005 -2006
Councillor Joy, Mayor of Maidstone 2008 -2009
Councillor English, Mayor of Maidstone 2013 - 2014

Officers of Maidstone Borough Council:

Laura Dickson, Marketing and Sales Manager, Maidstone Culture and Leisure (MCL)
Paul Riley, Head of Finance and Resources
Dena Smart, Head of Human Resources (HR) Shared Service
Julie Webb, Personal Assistant to the Mayor

- 2.5 Special thanks are given by the Working Group to all the witnesses who took part in the review.

3. SELECTION PROCESS

- 3.1 The current process for the selection of Mayor and Deputy Mayor (**Appendix I**) came into effect during the municipal year 2006/07, which implemented selection by order of seniority. This system lists Councillors by the date at which they became Members of the Council, and prioritises those who have served for the longest time. The longest serving – or most senior - Councillor is asked whether they would like to become the Deputy Mayor. If they refuse, the next most senior Councillor is asked, and if he/she refuses this continues until a Councillor is found who is prepared to stand.
- 3.2 At Maidstone Borough a Councillor serves as the Deputy Mayor for a year, and then is nominated to be Mayor the following year. An additional criteria applied to selection is that a Member cannot have previously served as Mayor, and therefore Members can only serve as Mayor once.
- 3.3 Prior to 2006/07 each political Group took its turn in appointing its nomination for Mayor. This was based on a four yearly cycle between four political groups.
- 3.4 Larger political groups, such as the majority party or opposition party, would have more members than smaller political groups. However under this system they each had the same number of opportunities to nominate a Councillor. In practice this meant that Members of the larger party groups would have less opportunity to become Mayor than Members of the smaller groups. This also led to the possibility that newly elected or inexperienced Members of smaller groups could become Mayor, over longer serving or more experienced Members of larger groups.
- 3.5 Members have expressed concern regarding less experienced Members becoming Mayor. This is because one of the main duties of the Mayor is to

chair Council. Because of the procedural complexity of Council informal feedback from Members has indicated that it is considered beneficial for the Mayor to have had previous experience of chairing a committee.

3.6 The Working Group considered several alternatives to the current method of selection, including advertising and seeking applications in order to appoint according to a person description for the role. However it was felt that any form of selection could introduce political considerations into a role which should be apolitical.

3.7 Members discussed the need for the process to be clear and straightforward, so that it could be used at short notice in the instance in which a Deputy Mayor loses his/her seat at election. Under these circumstances a new appointment would have to be made in the short time between the election and the Annual Meeting.

3.8 Summary comparing current selection process and past process

Selection by seniority (post 2006)	Selection via yearly circulation between Groups (pre 2006)
<p>Pros:</p> <p>Prioritises experience</p> <p>Non-partisan selection process</p>	<p>Pros:</p> <p>Allows group to put forward most suitable nominee</p> <p>Non-partisan selection process</p>
<p>Cons:</p> <p>Due to bar on having previously held the office of Mayor, less experienced Members can become Mayor</p>	<p>Cons:</p> <p>Due to difference between party sizes and equal circulation between groups, less experienced Members can become Mayor</p>

3.9 Summary on conclusions regarding the selection process

The Working Group has recommended that the order of seniority method of selection be retained but with the following amendments:

- That a Member becomes eligible for nomination once they have served as a Councillor for at least six years.
- That a Member may serve as Mayor more than once in exceptional circumstances, these being that there are no other eligible Councillors, or that no other eligible Councillors are prepared to stand for nomination. Where there is more than one Member who meets this criteria, priority will be given to the Councillor who has served as Mayor the least number of times previously in the first instance. Should this not resolve the situation lots will be drawn.

- The time at which a newly elected Councillor signs their declaration of office be recorded for the purposes of deciding a tie break between Councillors of equal seniority; and
- The method of drawing lots be used to decide between two Councillors of equal seniority until such time as all Councillors have signed a declaration of office and have a time recorded for this.

3.10 The proposed amendments have been made to the protocol to guide Councillors when electing the Mayor/appointing the Deputy Mayor and order of seniority of Councillors at appendix I, marked with tracked changes and summarised at paragraph 6 of this report.

3.11 The Working Group recommend this course of action as it retains the positive qualities of the order of seniority process, but also ensures that the nominee for Mayor has a reasonable amount of experience as a Councillor. Allowing Councillors to serve as Mayor more than once in the exceptional circumstances builds resilience into the process.

4. EXPECTATIONS OF THE ROLE OF THE MAYORALTY

4.1 The protocol on Maidstone Mayoral Services (**Appendix II**) is provided to the Deputy Mayor on appointment, and provides a comprehensive guide to the history, role and responsibilities of the Mayor and Deputy Mayor. The Group therefore decided to update and make proposed amendments to this document. The full list of proposed amendments is listed at paragraph 7.

4.2 Members found the Local Government Association's publication 'Joining the chain gang: preparing for the role of civic Mayor' (**Appendix IV**) useful, as it features tools to help prepare for and shape a Councillor's Mayoral year. Considered particularly relevant was page 8, 'Role profile – the key skills of a Mayor', and page 17 'deciding on your personal mayoral theme'. The combination of both was felt to assist in maintaining a basic standard without restricting individuality.

4.3 In addition to these the Working Group formulated a list of qualities for a Mayor to be inserted into the protocol on Maidstone Mayoral Services:

- Etiquette – knowing what kind of behaviour is required in a given situation, including knowledge of protocols
- Deportment –conducting oneself with good manners
- Chairing – having knowledge of the rules of debate and the confidence to use them, and listening to and acting on Officer's advice
- Speaking – having the ability to address a group of people, and prepare a speech for an event
- Time Commitment – having the ability to grasp the opportunities available throughout the year in the role

4.4 Members explored the issue from a human resources perspective, and identified an issue wherein a person is appointed to a role for a temporary time. In these circumstances there is a loss of accrued knowledge and skills

each time the post holder vacates. A potential solution was to extend the duration of the Mayor's post from one year to two years. However the consensus of the Working Group was that the Mayoral year was an enjoyable but extraordinarily busy time, and a period of more than one year could become too overwhelming for one person.

4.5 During the course of the review it was agreed that all Councillors bring individual skills to the role. Likewise, Councillors may appreciate assistance to address areas for personal development relevant to the role, such as voice projection or speech writing. Members were in agreement that those who were willing to take on the role of Mayor should be prepared to commit to a package of self-development.

4.6 Summary of Conclusions regarding expectations of the Mayoralty

The Working Group has recommended the following:

- That the LGA publication 'Joining the chain gang: preparing for the role of civic Mayor' should be provided to the deputy Mayor Elect on Appointment, alongside the amended protocol on Maidstone Mayoral Services
- That individually tailored coaching, mentoring and training should be offered to the Deputy Mayor Elect by the Democratic Services Team.

The proposed amendments have been made to the protocol on Maidstone Mayoral Services at appendix II and listed at paragraph 7 of this report.

5. MAYORALTY BUDGET, CIVIC CEREMONIES AND MAYOR MAKING

5.1 The Working Group noted the current running cost of the Mayoralty and Civic events was £37,000 excluding staffing costs, or £117,000 including staffing. Additional funding would need to be found from current resources such as utilising an underspend, or taking a report to Policy and Resources Committee or Council which made a case for the additional funding.

5.2 As part of the review Members considered a survey undertaken in August 2011 which summarised information regarding the civic and Mayoral events held at other local authorities (**Appendix III**). Members heard that the Mayoralty itself was not a driver for tourism, although individual Mayors who were prominent figures in their own right could be. A survey conducted in 2011 asked members of the public which non-statutory services were considered desirable. Of these, the Town Hall and civic ceremonies received 1% of the vote (**Appendix V**).

5.3 Members were in consensus that the Mayor making civic ceremony should be made into a larger, more stage managed event, involving all sections of the community. It was therefore agreed that a recommendation would be made to request an additional £2000 be added to the budget for the Mayor making civic event.

5.4 The Working Group felt that customary practices such as the use of a carriage (held at the Maidstone Carriage Museum) on Mayor making day should be retained. These should be subject to practical considerations such as the ease with which the carriage could be removed from the Carriage Museum, the risk of damage to the carriage caused by poor weather, and the availability of suitably trained horses.

6. SUMMARY OF CHANGES TO THE PROTOCOL TO GUIDE COUNCILLORS WHEN ELECTING THE MAYOR/APPOINTING THE DEPUTY MAYOR AND ORDER OF SENIORITY OF COUNCILLORS

Paragraph	Proposed Amendment
3	A Councillor shall be considered eligible for nomination when he/she is the most Senior Councillor at the Council (as set out in the order of seniority by length of service of Councillors) who wishes to take up that office, has served for a minimum of six years and who has under normal circumstances not previously held that office. On becoming eligible he/she should be appointed to the position of Deputy Mayor (or Mayor and Deputy if there are exceptional circumstances).
4	A Councillor can serve as Mayor more than once in exceptional circumstances, these being that there are no other Councillors who meet the eligibility criteria, or no other eligible Councillors who are prepared to stand. Where there is more than one Councillor who is eligible under these exceptional circumstances, priority will be given to the Councillor who has held the post of Mayor the least number of times. Where there continues to be more than one eligible Councillor, lots will be drawn.

7. SUMMARY OF CHANGES TO THE PROTOCOL ON MAIDSTONE MAYORAL SERVICES

Paragraph	Proposed Amendment
1.3	The current process is that the longest serving Councillor who has served for at least 6 years can be nominated to be Mayor. A Councillor can become Mayor more than once in the exceptional circumstances that there are no other Councillors who meet the 6 year eligibility criteria, or there are no other eligible Councillors who are prepared to stand. The members of Council then vote for his/her election.
1.7	In addition to this protocol, the Deputy Mayor Elect will be issued with a copy of the Local Government

	Association's Councillor workbook entitled 'Joining the chain gang: preparing for the role of civic mayor'. In this workbook you will find helpful tools for preparing for the role, planning your time, and designing your year in office in order to make an individual contribution to the community alongside supporting the council's wider work.										
1.9	Each Mayor brings their own skills to the role. In addition, each Mayor will have areas in which they would like to broaden their knowledge, skills or experience. As the Deputy Mayor Elect, the Democratic Services team can put you in touch with a professional coach to provide you with individually tailored learning and development. Democratic Services can also help you to secure mentoring from a former Mayor, for specific guidance relating to your role as the civic head of a Council.										
2.1	The Mayor is expected to demonstrate the following qualities: Etiquette – knowing what kind of behaviour is required in a given situation, including knowledge of protocols Department – conducting oneself with good manners Chairing – having knowledge of the rules of debate and the confidence to use them, and listening to and acting on Officer's advice Speaking – having the ability to address a group of people, and prepare a speech for an event Time Commitment – having the ability to grasp the opportunities available throughout the year in the role										
2.4	The Mayor chairs the Council meetings and is able to vote, including where appropriate a casting vote. The Democratic Services team will provide you with training in the rules of debate and interpreting the constitution.										
3.1 (b)	delete: and the place at which Members who are of the Executive are able to hold the Executive to account.										
4.1	The core civic events are: <table style="width: 100%; border: none;"> <thead> <tr> <th></th> <th style="text-align: right;">Date</th> </tr> </thead> <tbody> <tr> <td>Mayor Making and Civic Parade and Service</td> <td style="text-align: right;">21 May 2016</td> </tr> <tr> <td>Court of Survey Cruise</td> <td style="text-align: right;">2 July 2016</td> </tr> <tr> <td>Mayor's Garden Party</td> <td style="text-align: right;">27 July 2016</td> </tr> <tr> <td>Remembrance Sunday</td> <td style="text-align: right;">13 November 2016</td> </tr> </tbody> </table>		Date	Mayor Making and Civic Parade and Service	21 May 2016	Court of Survey Cruise	2 July 2016	Mayor's Garden Party	27 July 2016	Remembrance Sunday	13 November 2016
	Date										
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Court of Survey Cruise	2 July 2016										
Mayor's Garden Party	27 July 2016										
Remembrance Sunday	13 November 2016										

	The Mayor may only have capacity to undertake these events. In this instance, the Mayor could choose to delegate additional events to the Deputy Mayor.
11.2	During the Mayor Making civic event it is customary for the Mayor to make use of a carriage exhibited at Maidstone Carriage Museum. This however will be dependent upon the ease with which the carriage can be removed from the Museum, the availability of horses to draw the carriage, and the risk of damage being caused to the carriage by poor weather.
Appendix 2	-Added dates for 2016 -Removed Maidstone Scouts St Georges Day Parade -Added A Day Out in Staplehurst (Hush Heath winery and garden centre)
Appendix 3	-Inserted information regarding the Court of Survey Cruise

8. AVAILABLE OPTIONS

- 8.1 Members could consider the findings and recommendations of the Working Group.
- 8.2 Members could decide not to consider any of the recommendations of the working group. This is not recommended as the review of the Mayoralty has been requested by Members to address concerns and add value to the process and role.

9 PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

9.1 Democracy Committee are recommended to:

- Agree the changes to the Protocol on Maidstone Mayoral Services;
- Refer the amended Protocol to guide Councillors when electing the Mayor/appointing the Deputy Mayor and order of seniority to Council; and
- Refer the question for an additional £2000 to be added to the budget for the Mayor making civic event to Policy and Resources Committee.

9.2 This is the preferred option as the recommendations have been formulated using evidence gathered from a wide range of witnesses, including a number of former Mayors, and addresses concerns raised by current Councillors.

10 NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 10.1 If Democracy Committee agree the recommendations then a reference will be made to Council for consideration of the amended Protocol to guide Councillors when electing the Mayor/appointing the Deputy Mayor and order of seniority, and to request an additional £2000 be added to the current budget for the Mayor Making civic event.
- 10.2 The Protocol on Maidstone Mayoral Services will be updated to reflect the amendments and provided to the incoming Deputy Mayor Elect, alongside a copy of the Local Government Association handbook on the Mayoralty.
- 10.3 The Democratic Services Officer responsible for Member development has already researched and developed options for individually tailored coaching and mentoring, and these will be offered to the incoming Deputy Mayor Elect.
-

11 CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Through promoting Maidstone, the Mayor plays an important part in maintaining the successful economy of the Borough. The Mayor, through fundraising for his/her local charities, contributes to the good health and wellbeing of the Borough.	Head of Finance & Resources
Risk Management	NA	
Financial	None identified.	Suzan Jones, Finance
Staffing	NA	
Legal	None identified	Deputy Head of the Legal Partnership
Equality Impact Needs Assessment	None identified.	Clare Wood. Policy & Performance Officer
Environmental/Sustainable Development	NA	

Community Safety	NA	
Human Rights Act	NA	
Procurement	NA	
Asset Management	NA	

12 REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix I: Protocol to guide Councillors when electing the Mayor/appointing the Deputy Mayor and order of seniority of Councillors
- Appendix II: Protocol on Maidstone Mayoral Services
- Appendix III: Civic and Mayoral Events Survey, August 2011
- Appendix IV: Joining the Chain Gang, published by the Local Government Association March 2012
- Appendix V: Result of 12 week public consultation undertaken for the Budget Strategy 2011/12 onwards
- Appendix VI: Sample cross section of local authority protocols for the election of Mayor and appointment of Deputy Mayor

13 BACKGROUND PAPERS

None.

4.7 PROTOCOL TO GUIDE COUNCILLORS WHEN ELECTING THE MAYOR/APPOINTING THE DEPUTY MAYOR AND ORDER OF SENIORITY OF COUNCILLORS

1. Other than in exceptional circumstances, the Mayor should have held the post of Deputy Mayor in the year preceding the Mayoral election.
2. Where there are exceptional circumstances (where the Mayor has not been the Deputy Mayor) the election of the Mayor should be made on the same basis as that for the appointment of Deputy Mayor.
3. A Councillor shall be considered eligible for nomination when he/she is the most Senior Councillor at the Council (as set out in the order of seniority by length of service of Councillors) who wishes to take up that office, has served for a minimum of six years and who under normal circumstances has not previously held that office. On becoming eligible he/she should be appointed to the position of Deputy Mayor (or Mayor and Deputy if there are exceptional circumstances).
4. A Councillor can serve as Mayor more than once in exceptional circumstances, these being that there are no other Councillors who meet the eligibility criteria, or no other eligible Councillors who are prepared to stand. Where there is more than one Councillor who is eligible under these exceptional circumstances, priority will be given to the Councillor who has held the post of Mayor the least number of times. Where there remains more than one eligible Councillor, lots will be drawn.
5. At the penultimate ordinary meeting of the Council of the Municipal Year the proposed Mayor and Deputy Mayor should usually be chosen.
6. If, following discussions, there is more than one Councillor with the same seniority (ignoring ranking according to the time at which the Councillor was elected) wishing to be Deputy Mayor (or Mayor in exceptional circumstances), then the current Mayor shall draw lots and advise Councillors of the outcome to guide them when casting their votes.
7. Members of the Council will rank in the following order of seniority at Civic functions.
 - The Mayor;
 - The Deputy Mayor;
 - The Leader; and
 - Councillors, according to their date and time of election (those elected at the same time ranking according to alphabetical order)

If a person after ceasing to be a Councillor is subsequently re-elected within four years, his/her seniority will be determined by the total length of service as a Member of the Council.



MAYORAL INDUCTION

2016/17

MAYOR'S PARLOUR

PROTOCOL ON MAIDSTONE MAYORAL SERVICES

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PROTOCOL ON MAIDSTONE MAYORAL SERVICES

Welcome

Congratulations on your nominations as Mayor Elect and Deputy Mayor Elect.

As you know, the Mayoralty is the highest honour Maidstone Borough Council can bestow. As Mayor, you can be a major influence in promoting the image and importance of Maidstone in a regional and national context.

The variety of customs, traditions and privileges associated with the Mayoralty stems from our long history of democratic control of local affairs. It can be easy to forget how important the role of the Mayor is, but the people of Maidstone continue to have the highest regard for their Mayor.

We hope you enjoy your year in office and look forward to working with you.

Introduction

- 1.1 A new Mayor is elected each May and, at the present time, serves for one year only (an exception can be if a Maidstone Borough Council election is moved to coincide with the European election).
- 1.2 The Mayor is a Civic role and in order to be elected Mayor you must be a serving Councillor.
- 1.3 The current process is that the longest serving Councillor who has served for at least 6 years, can be nominated to be Mayor. A Councillor can become Mayor for a second or more time in the exceptional circumstances that there are no other Councillors that meet the 6 year eligibility criteria, or all other eligible Councillors have declined the opportunity. The Members of Council then vote for his/her election.
- 1.4 Although as a Councillor he/she will have been elected through his/her political party, the actual role of the Mayor is non-political and the office of the Mayor is not to be used to promote or support any particular political party.
- 1.5 As first citizen of the Borough, the Mayor represents all people living in the area whatever their politics, religion, or ethnic background.
- 1.6 For the Mayoralty to work effectively, it requires everyone to work together and be clear about their roles and responsibilities. We hope this document will clarify things and be a valuable resource for you to use throughout your Mayoral year.
- 1.7 In addition to this protocol, the Deputy Mayor Elect will be issued with a copy of the Local Government Association's Councillor workbook entitled 'Joining the chain gang: preparing for the role of civic mayor'. In this workbook you will find helpful tools for preparing for the role, planning your time, and designing your year in office in order to make an individual contribution to the community alongside supporting the council's wider work.
- 1.8 We are committed to ensuring that whoever is Mayor and Deputy Mayor can start to undertake their duties straight away and are conscious there may be a lot to take in. We are keen to deal with any queries you may have and are always at the end of a telephone, and would hope that you will contact us rather than struggle or not understand something.
- 1.9 Each Mayor will bring their own skills to the role. In addition, each Mayor will have areas in which they would like to broaden their knowledge, skills or experience. As the Deputy Mayor Elect, the Democratic Services team can put you in touch with a professional coach to assist you in your learning. They can also help you to secure mentoring from a former Mayor, for specific guidance relating to your role as the civic head of a council.

PROTOCOL ON MAIDSTONE MAYORAL SERVICES

Mayor's Role and Protocol

2.1 The Mayoralty is an ancient tradition and we have provided in Appendix 3 some information about the history of Maidstone. The Mayor is the First Citizen and as such not only represents the Borough Council but all its citizens in a way that is different to being a Borough Councillor. There is a lot of prestige associated with the role and people expect that the First Citizen will be shown, and will behave, in a way that deserves the greatest respect. As such the Mayor should also be afforded specific dignity – they are the Queen's representative.

The Mayor is expected to demonstrate the following qualities:

Etiquette – knowing what kind of behaviour is required in a given situation, including knowledge of protocols

Department – conducting oneself with good manners

Chairing – having knowledge of the rules of debate and the confidence to use them, and listening to and acting on Officer's advice

Speaking – having the ability to address a group of people, and prepare a speech for an event

Time Commitment – having the ability to grasp the opportunities available throughout the year in the role

2.2 As First Citizen you will be accorded precedence, but this varies depending on who has initiated the event, who else is in attendance, and the location of the event. Generally, at all events in Maidstone, you have precedence and should be treated as such, even over any visiting Lord Mayor, Mayor, Town Mayor, Chair or MP. This only changes if the High Sheriff, Lord Lieutenant or Royalty are in attendance. The Mayoral team will guide you on these occasions. If at any time the team feel the office of Mayor is being demeaned, they will discretely advise you to withdraw.

2.3 It is important that you respect and value the political neutrality of the post of Mayor and seek to maintain the tradition of the First Citizen being above political controversy. Becoming Mayor may mean surrendering membership of Borough Council committees and you should not undertake any political canvassing. Being neutral need not mean you cannot make a forceful, passionate contribution to the issues of the day; the office of Mayor can be used to champion causes and raise the profile of the community and the Borough Council, but it is wise to check with the Mayoral and Communications teams before making a speech on anything that may be thought to be controversial.

2.4 The Mayor chairs the Council meetings and is able to vote, including where appropriate a casting vote. The Democratic Services team will provide you with training in the rules of debate and interpreting the constitution.

Article 5 of The Constitution – The Mayor

3.1 The Mayor and, in his absence, the Deputy Mayor will have no authority to take executive decisions, but will have the following roles and responsibilities:

(a) **Symbol of the Council and First Citizen**

The Mayor will represent the Council at all civic and ceremonial events.

PROTOCOL ON MAIDSTONE MAYORAL SERVICES

The Mayor is the symbol of the Council and the official representative of the Crown taking precedence in the Borough over all others except Royalty or the Queen's representative, the Lord Lieutenant.

(b) **The Council Meeting**

The Mayor will preside at meetings of the full Council promoting the efficient dispatch of business and due observation of the requirements of the Constitution and, in particular, the Council Procedure Rules, have due regard to the rights of Councillors and the interests of the Public.

The Mayor in chairing the Council will seek to ensure that it is a forum for the debate of matters of concern to the local community.

(c) **Promoting the Borough**

To promote the Borough as a place to live, a place to visit, and a place for business enterprise.

To promote the qualities of the Borough for the benefit of all its citizens.

(d) **Representing the Council**

The Mayor will act as an Ambassador promoting the Council's good name and services at home and elsewhere and representing all the people of Maidstone Borough

(e) **Community Engagement**

To be attending as a visual presence, listening to and engage with community at large.

To attend at, by invitation, various organisations including supporting the Voluntary Bodies.

Role and Time Commitments

4.1 The Mayor (and Deputy) can assign as many (or few) hours as they can or wish to Mayoral duties. In addition to chairing Council throughout the year, the Mayor's core civic events are:

Mayor Making and Civic Parade and Service	21 May 2016
Court of Survey Cruise	2 July 2016
Mayor's Garden Party	27 July 2016
Remembrance Sunday	13 November 2016

The Mayor may make a choice regarding other events, and is encouraged to develop a theme for the year, however the Mayor should attempt to attend as many engagements as s/he is capable of. Outside of the Mayor's capacity events can be delegated to the Deputy Mayor.

4.2 It is helpful to let the Mayor's PA know of any private engagements as soon as possible so that they can be blocked in the Mayoral diary.

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- 4.3 Most years the Mayor and Deputy attend between 300-400 engagements, with the Mayor doing around 75% of them. The numbers of invitations vary during the year, with January and February being slow months whereas the summer months are much busier. Weekends also tend to be busier than weekdays. Most Mayors do not take holidays during their year, but the Mayor's PA will obviously honour any time off that you may have already booked.
- 4.4 All official engagements must come through the Mayoral office – an official engagement is an invitation for the Mayor (or Deputy Mayor if the Mayor is unavailable) to attend specific events, openings etc. as the Borough's representative. We particularly ask that no invitations are accepted when you are "out and about". Please refer everyone to the Mayor's PA so that they can properly check the diary and contact the organiser.
- 4.5 Most engagements will invite the Mayor and Mayoress (or Deputy Mayor and Mayoress) but the Mayoress (Deputy Mayoress) does not have to attend. The Mayor (Deputy Mayor) can take another escort, although it is useful to have the name beforehand to make sure the organisers announce and address them correctly.
- 4.6 The Deputy Mayor is not invited to engagements in their own right; the Deputy's role is only to deputise for the Mayor if he cannot go. It is the Mayor's prerogative to offer engagements to the Deputy or decline them altogether. There are a few occasions when the Deputy does attend along with the Mayor – Borough Council meetings, Dedication, and your own charity events.
- 4.7 Your Mayoress/Deputy Mayoress/Consort will need to be as well informed about engagements, protocol and key objectives as you are. Whilst they are not officially a representative of the Borough Council, they do have a responsibility to uphold the dignity of the Mayoralty. There are no legal powers to support their position and, as such, they are therefore not entitled to attend engagements in their own right.
- 4.8 Whilst it is tempting to seek invitations to places and organisations that you may like, or have links with, it is to be remembered that it could be seen to undermine the dignity of the position of Mayor to seek invitations and this should be avoided in all circumstances.
- 4.9 There will be a lot of correspondence about engagements going between you and the Mayor's PA, including copies of the engagement sheets so that you know what you have been invited to and the reason. We are conscious that this will need you to be very well organised and maintain a personal diary so that you know where you are going to be and at what time the chauffeurs will pick you up.
- 4.10 The Mayoral car and Civic Officer (CO) can only be used for official engagements. The car is available to take the Mayor and Mayoress (or Deputy Mayor and Mayoress if applicable) to an official engagement – the car will return the Mayor and Mayoress (or Deputy Mayor and Mayoress) to their home or venue of their choice, the use of the car and CO finishes at the end of the engagement.
- 4.11 Where appropriate, the Mayoral Chain can be used at all official engagements within the Borough. The Mayoral Chain and badge and Mayoress' badge are kept in the safe at the Town Hall when not being worn by the Mayor and Mayoress.
- 4.12 For engagements outside of the Borough the Mayor's PA must request permission from the appropriate Borough, Town or City for the wearing of chains or badges of office.
- 4.13 Any Mayor's visiting our Borough must apply for permission to wear chains/badges when attending engagements etc.

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- 4.14 On all engagements there should be a dedicated person to receive and escort the Mayor and Mayoress, if this is not the case then the CO's or Mayor's PA will escort the Mayor and Mayoress.
- 4.15 The CO's are given clear guidelines and times for ensuring the Mayor arrives at engagements in a timely manner.
- 4.16 Wherever possible engagements within the Borough should take precedence to those outside of the Borough.
- 4.17 There are several local organisations for which the Mayor is President, Patron or an ex-officio trustee. The usual demand on the Mayor is to attend meetings if the official diary allows. The full list is available in Appendix 1.

Prior to Annual Borough Council

- 5.1 As soon as possible after your nomination by the Group, the Mayor's PA will need some biographical details and statements about you and your year in office. These are primarily used on the Borough Council's web site and within the press release for Annual Borough Council.
- 5.2 The Mayor's Chaplain traditionally offers spiritual guidance to the Mayor and is invited to attend Borough Council meetings to say a short prayer prior to the meeting. For many years the vicar of All Saints Church has undertaken the role of Chaplain to the Mayor but you are able to appoint a Chaplain of your choice for spiritual guidance during your year. The Mayor's Chaplain will be invited to attend a number of other civic events during the year such as the Court of Survey Cruise, Armed Forces Day, the Garden Party, and Remembrance Sunday.
- 5.3 Photographs will be taken at the Annual Meeting in the Beauvais Room and it is sensible to have a selection of shots taken in and out of robes and with/with out the Mayoress/Consort. The images are available for you to choose your official image to be used on the Borough Council's web site and also hung in the entrance to the Mayor's Parlour.
- 5.4 Some thought needs to go into your clothing. The Chains of Office are heavy and will snag finer/lighter fabrics. Although we can use small safety pins on your shoulder seams to hang the chains, many Mayors opt to sew thread loops on the shoulder seam, as opposed to using the safety pins. Female Mayors and Mayoress' will want to think about adding jackets to their outfits and avoiding strapless dresses for evening functions.

PROTOCOL ON MAIDSTONE MAYORAL SERVICES

Civic Officer (CO's)

- 6.1 There are two Civic Officers (CO's) who are often referred to as chauffeurs. Their hours include the time to get to the garage from home to pick up the Mayoral car and get to the Mayor's house, and the reverse journey after an event. We would ask that the Mayor and Deputy Mayor are mindful about not staying at functions too late into the evening/early morning if there is an early start the next day.
- 6.2 There may be times when the Mayor's PA asks you to consider regretting an invitation because driving hours are already high, or CO's are not available. On these occasions, another option is to self-drive or take a taxi but that means no chains can be worn, although you may wear the Badge.
- 6.3 The CO's act as your personal attendants while you are at engagements; they will introduce you to the organisers and, if need be, get you refreshments. At most events once you have been greeted by the Organiser, the Organiser will look after you and you will need to indicate to the CO when you wish to leave. On civic occasions the CO's will act as Macebearer and Mayor's Marshall.
- 6.4 The CO's will make all the necessary arrangements for making sure you get to the engagements you have accepted, including letting you know what time they will pick you up. Whilst they will have built in time to allow for any traffic delays we would ask that you are ready at the time they indicate they are coming because they will have to dress you in the chains before departing which will take some time. They have a wealth of experience and can be relied on to know the necessary protocols about the precedence of the Mayoralty. They will politely suggest any action they feel necessary should they feel you, as the Mayor, are not being afforded the dignity and respect due. You will come to rely on them particularly in the first few months when you may be unsure about attending events and they will be discreet and professional at all times. They can be trusted completely to maintain confidentiality of information they may hear during conversations in the car or elsewhere.
- 6.5 The CO's will have calculated how long it will take to get to an event, and will always stick to the appropriate speed limit. We would ask that you respect this and do not encourage them to try to get to an event or home earlier, by breaking the law. They are personally liable for any speeding or parking fine incurred and this could cause negative publicity if it became public knowledge.
- 6.6 Because you will be spending so much time with the chauffeurs, it is important that they know of any health or medical issues in case they need to seek medical assistance in an emergency. Please do tell us, in complete confidence, if you have to regularly take medication for example. Equally, if you have any food preferences, allergies or intolerances, the Mayor's PA needs to know so that she can always ensure you get the right meal at events.

Wearing of Robes and Use of Regalia

- 7.1 Your Chain of Office is the symbol of continuity of the Mayoralty and your status as First Citizen, and it is expected that you will wear the Chain within Maidstone for all official engagements. There are some exceptions when the wearing of the Badge of Office is unnecessary, for example, an organiser may request you do not wear the Badge for your safety, e.g. when visiting a prison or if you are going to be afloat on the water or taking part in an activity.

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- 7.2 Unless express permission has been granted, out of deference to the Royalty, the wearing of Chains of Office within Royal Palace's is strictly prohibited. Please note this does include the Palace of Westminster.
- 7.3 Generally robes are only worn on civic occasions, particularly when the Mace is in attendance (although the Mayor may chose to wear robes when visiting primary and junior schools). At all other times only the chain is worn.
- 7.6 The Mayoral/civic regalia are worth a lot of money and are obviously also of historical value, the history of the regalia is given in Appendix 4. For insurance purposes the regalia such as badges, chains and mace must be securely kept locked away in the Town Hall safe when not in use.

Booking of Engagements

- 8.1 The Mayor's PA is normally in the office between 8.30am and 5pm and attends most charity and civic events. They will open the post and emails on a daily basis and look at all incoming invitations. They will check to see what existing engagements there might be and then communicate to the Mayor what has come in, what clashes if any, and ask if the Mayor wants to accept, offer to the Deputy, or decline. At this point we may not know all the details of the event. Once an invitation has been accepted the Mayor's PA will send the Organiser a questionnaire to complete that should provide all the information we need to ensure we get the Mayor to the right place at the right time and confirm who will be looking after the Mayor during the event. Despite best endeavours we do not always receive completed questionnaires, although the Mayor's PA will chase as much as they can.
- 8.2 If the Mayor's PA receives an invitation that looks like it might be for all Borough Councillors, rather than just the Mayor, or might relate to a ward issue, she will check with the organisers and forward it to the Mayor appropriately. On those occasions that it is not a Mayoral invitation, the Mayoral vehicles and staff will not be available.
- 8.3 We would suggest the Mayor comes to an agreement with the Mayor's PA about how they want to communicate and how often – a weekly meeting in the Parlour or a daily or weekly email of everything that has come in, for example.
- 8.4 The Mayor's engagements for the forthcoming week are confirmed by way of an engagement sheet that is issued each Friday. It is copied to various people within the Borough Council including the press office and circulated to the local papers.
- 8.5 Once the chauffeurs have received this sheet they will make their own arrangements for doctors' appointments, shopping etc. We monitor the number of engagements that are accepted after the engagement sheets have been issued and would ask for some understanding about asking the chauffeurs to change their personal arrangements for a 'late' engagement. As mentioned already, there is an option of a 'self-drive' in the Mayor's own car with the Mayor's badge rather than chains.
- 8.6 If the Mayor/Deputy Mayor would like to send thank you letters to organiser(s), the Mayor's PA has a standard letter that can be printed, or alternatively please provide either by dictation or e-mail your preferred words and they will be printed onto letterhead and passed to you for your signature. Please note that letters are not sent automatically following each event – they are only produced on your instruction.

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Mayoral Vehicle

- 9.1 The Mayoralty has one car that is garaged in the basement of The Mall. The CO's will regularly clean the car and have a programme of regular servicing etc, but will always make sure the car is available at all times.
- 9.2 The flag on the Mayoral car can only be flown when the Mayor is in the car and should be affixed on arrival to collect the Mayor and removed when returning the Mayor at the end of an engagement. On longer journeys to engagements outside of the Borough the flag should be affixed at an appropriate place before arriving at the engagement. The flag is not flown when driving on the motorway.
- 9.3 The Mayor should always be invited to enter the car first and then the Mayoress or any guests; on arrival at the venue the CO's should open the door for the Mayor to alight first and then proceed to open the door for the Mayoress or any guests. The only time the Mayor would not take precedence would be if a member of the Royal family or their representative e.g. the Lord Lieutenant, were present. The Mayoress or guest should be asked to remain in the car until the Mayor has alighted.
- 9.2 The CO's have official work mobile phones so that you can keep in contact, and these will be in the car as required. For your comfort, it is possible to leave a small vanity bag in the car with emergency medication and light toiletries in case of emergencies whilst you are out.
- 9.3 If the Mayor or Deputy Mayor require that a guest or Borough Councillor colleague/officer shall share their journey, then this is perfectly acceptable as long as it does not impact on the chauffeur's hours, or the ability to arrive at a Mayoral event on time.
- 9.4 Being seen in the Mayoral 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 is not normal practice for the official car to be used to undertake unofficial functions, such as personal shopping between official engagements. We expect seat belts to be worn at all times while in the vehicle and smoking is not permitted.

The Mayor's Parlour

- 10.1 The Mayor's Parlour is in the Town Hall and can be used by the Mayor for small meetings and for weekly meetings with the Mayor's PA. The Mayor's PA can arrange tea and biscuits but we do not have sufficient budget to provide anything more substantial like cakes or sandwiches on a regular basis. There is a telephone line available for the Mayor's convenience.

Civic Events

- 11.1 There are a number of key civic events during the year where the Mayor's attendance is required, and they are automatically put in the Mayoral diary as tentative engagements. Some are organised by the Mayor's PA (i.e. Mayor Making and Civic Parade and Service, Garden Party, Remembrance Sunday) and some are organised in partnership with external organisations, i.e. Court of Survey Cruise, Armed Forces Day, and QOB's service of Remembrance. The full list can be found at Appendix 2.
- 11.2 During the Mayor Making civic event it is customary for the Mayor to make use of a carriage exhibited at Maidstone Carriage Museum. This however will be dependent upon the ease with which the carriage can be removed from the Museum, the availability of horses to draw the carriage, and the risk of damage being caused to the carriage by poor weather.
- 11.3 Before any major event, the Mayor's PA will brief the Mayor/Deputy Mayor to advise arrangements including refreshments, greeting of guests, speeches etc. and to discuss any

PROTOCOL ON MAIDSTONE MAYORAL SERVICES

changes the Mayor wishes to make. The purpose of the briefing is to ensure that sufficient time is given to implement any such changes without affecting the overall effect. It should be noted that Annual Council/Mayor Making and Civic Parade and Service are our primary civic events.

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The Mayor's Charity Work

- 12.1 Once a decision has been made about the charities that will be supported, the Mayor's PA will need their charity registration number and other details so that she can make contact, and more importantly, put their details on the web pages. When selecting your charities to support, it is normal for the charities chosen to be for the benefit of the public and principally for the benefit of the inhabitants of the Maidstone area. In the case of national charities, it should be the Maidstone branch which receives the funding.
- 12.2 The Borough Council provides support to the charities in the form of the support of the Mayor's PA, the financial accountant and other items like postage, stationery etc that are not charged to the charity. Whilst the Mayor's PA will publicise charity events by way of the existing email list and displaying posters etc, it is not their role to chase people directly to encourage them to attend, or to make donations of raffle prizes etc. The success of any individual charity event and the overall amount of money collected will rest on the extent to which the Mayor, Mayoress, Deputy Mayor and Mayoress can rely on their friends, relations and other contacts to make their own contribution.
- 12.3 Much of the support for the Mayors charity events comes from other Mayors and it is expected that there will be mutual support. Mayors from as far afield as Havering regularly attend. Therefore it is expected that the Mayor of Maidstone will return the visit.
- 12.4 The existing emailing list comprises past Mayors, ex-Borough Councillors and others who have supported the Mayoralty over a long period of time, but the support of the Mayor/ Deputy to get their friends and relatives involved is vital. To save costs and staff resources it is preferred that we do not send out mailings in the post if at all possible and email is the preferred resource.
- 12.6 The other key events that take place during the year are those designed to raise money for the charity/charities that you have decided to support. The Mayor's PA has a lot of experience of organising events generally and can advise on the sorts of events that gain a lot of support, and will be happy to discuss any new ideas you may have. The charity events have to cover their own costs, and whatever is made above that is forwarded to the charities at the end of the Mayoral year. The Mayor's PA is responsible for maintaining accounts showing the income and expenditure for each event in accordance with the Borough Council's financial rules.
- 12.7 The Mayor's PA needs at least six weeks to organise an event from scratch and it must be considered this will be at the same time as organising civic events and managing the Mayoral diary and Town Hall etc. Therefore it is almost impossible to organise more than one event a month, particularly in April for example, when traditionally the Mayor's Ball is held, which is the main showcase event, and it is recommended that **no more than five** charity events are organised in a Mayoral year.
- 12.8 One of the last duties you will perform will be to present the proceeds from your charity work to your nominated charities. The charity account cannot be closed until Annual Borough Council, but once audited, the Mayor's PA will then advise you how much has been raised and ask your guidance on how it is to be donated. The Mayor's PA will normally organise a low-key event in the Parlour for you to host your charities and present the cheques.

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Financial Arrangements

- 13.1 The Mayor and Deputy Mayor are eligible to receive separate annual allowances which are currently £2000 and £800 respectively. They are taxable and subject to NI contributions.
- 13.2 These allowances are intended to meet the sorts of expenses incurred in being Mayor/Deputy Mayor, such as clothing, donations, purchase of raffle tickets and drinks, that can be significant throughout the year.
- 13.4 The Mayoral allowance is currently £6,000 and is intended to cover the cost of Mayoral events organised during the year. However, the Mayor's PA will keep you informed of the expenditure within the Mayoral Allowance during the year. It is not possible for any further funds to be made available to the allowance and if the expenditure exceeds the allowance the Mayor will have to meet the cost personally. However, the Mayor's PA will work with you to ensure that this does not happen unless you wish it to.

Gifts and Hospitality

- 14.1 In terms of gifts and hospitality, when you attend engagements, it may be that gifts are offered to the Mayor or Deputy Mayor. These gifts are usually retained in the Parlour for the benefit of all visitors in the future. They are not gifts presented to you individually, unless that is made clear at the time. The Mayor is 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. Like all elected members, the Mayor and Deputy Mayor are required to declare the offer or receipt of gifts or hospitality valued at over £50.
- 14.2 The Mayor or Deputy Mayor may retain for his/her own use the following:-
- Personal gifts [e.g. giftware dedicated in some way to the present Mayor or Deputy Mayor – this can either be retained or in some case displayed in the Mayor's Parlour at the Town Hall].
 - Flowers
 - Perishable foods
 - Small boxes of confectionary

The following should be handed to the Mayor's PA for use as prizes in raffles to raise funds for the Mayor's charities:-

- All wines and spirits
 - Larger boxes of confectionary, biscuits etc.
 - Any gifts not personalised which could be used to raise funds for the charities
- 14.2 The Mayor's PA is responsible for safekeeping of some low value gifts to give visitors and will sometimes purchase something of higher value when required for a specific visit.
- 14.3 All hospitality deemed to be over the value of £25 must be declared (e.g. dinners, sports events, concerts etc. where the Mayor/Escort/Deputies are not asked to pay).

Media

- 15.1 All contact with the media should be channelled through the Head of Communications, even if you are approached directly, and they will offer advice about how to handle issues that arise.

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Other Support

16.1 In terms of other support, we can arrange for help with speechwriting and research on specific subjects and the Mayoral team will attend civic and charity events. As Mayor/Deputy Mayor you will be expected to address many different groups and meet people from all ages, beliefs and backgrounds. Not all speeches will be pre-notified, and it has been known for a request for a speech to be thrust upon the Mayor/Deputy Mayor at the last minute. You will be expected therefore to be able to say a few words of thanks, showing that you care about those present.

Cadets

17.1 The Mayor's Cadets are appointed by the armed service cadet units across Maidstone but at present there is only the Sea Cadets participating. They are usually invited to attend specific Mayoral events such as Civic Parade and Civic Service, Garden Party, Remembrance Sunday, Court of Survey Cruise, and are presented with badges on their appointment.

End of Mayoral year

19.1 Whilst it may seem odd to be thinking about the end of the Mayoral year, you will inevitably have become used to being treated as First Citizen and some of the benefits that entails. You may be relieved when the pace slows down, but others are unprepared for the sudden loss of attention.

Guidance for Wearing Past Mayor's Badges

20.1 The general guidance for the wearing of the Past Mayor's badge is that it is appropriate to wear the badge on Civic occasions when the Mayor and Deputy Mayor have both been invited to the event and are both wearing their chains. Such occasions will include:-

- Civic events i.e. Mayor Making and Civic Parade and Service, Garden Party
- Full Council (although usually Past Mayors only wear their badges at the AGM)
- Mayor's receptions (as advised by the Mayor)
- Cathedral and Church Services for Civic Events
- Royal Visits
- Remembrance Sunday services and functions
- Formal occasions when invited to wear medals and decorations
- Funeral Services for civic figures, when the family have requested badges of office be worn (at the discretion of the Mayor)
- Other events, as invited by the Mayor

If you have any queries about when the Past Mayor's badge may be worn, please contact the Mayor's PA on 01622 602183.

Pledge

I agree to carry out my duties within the guidelines and protocols set out in this document:

Mayor of Maidstone 2015/16 **Date:**

APPENDIX 1 ~ ORGANISATIONS/CHARITIES OF WHICH MAYOR IS PATRON OR TRUSTEE

Cobtree Charity Trustee
Bentliff Wing Trustees – Trustee
Edmett & Fisher Charity - Trustee
Kent County Agricultural Society (KCAS) – Member
Maidstone Relief in Need Charities - Trustee
Maidstone Grammar School – Governor
Maidstone Girls Grammar School – Governor
Maidstone Football Club – Hon. Member
Maidstone Area Arts Council – Member
Kent County Playing Fields Assn. – Member

AGMs usually invited to attend:-

Age UK
Citizen's Advice Bureau
Bearsted Woodland Trust
Men of Kent and Kentish Men
Maidstone Mediation
Voluntary Action Maidstone

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APPENDIX 2 ~ CALENDAR OF EVENTS

Civic Events	Date	Mayoral Team Workload Rate
Mayor Making and Civic Parade and Service	21 May 2016	High
Court of Survey Cruise	2 July 2016	High
Mayor's Garden Party	27 July 2016	High
Remembrance Sunday	13 November 2016	High
 Mayoral Events		
Armed Forces Day	20 June 2016	Medium
Jeanne Hachette Festival, Beauvais	24-26 June 2016	Medium
Mayor's Christmas Party	Usually a Friday in December	Medium
Royal Garden Party	24 May 2016	Low
Queen's Own Buffs Service	18 September 2016	Low
 Suggested Charity Events		
A Day Out in Maidstone	Summer	High
Quiz Night	February (usually)	High
Spring Ball or Formal Dinner	March/April (usually)	High
A Day Out in Staplehurst (Hush Heath winery and garden centre)		High
Sunday lunch or Afternoon Tea		Medium
Cruise on the Kentish Lady	Summer/Spring	Medium
Restaurant Evening		Medium

APPENDIX 3 ~ A SMALL PIECE OF LOCAL HISTORY

Maidstone is the County Town of Kent, linked to Rochester and the Thames estuary by the River Medway. There is evidence that there was a settlement here all the way back to the Stone Age. Maidstone's charter as a town was first confirmed in 1549; and although briefly revoked, a new charter in 1551 created the town as a borough. The town's charter was ratified in 1619 under James I, and the coat of arms, bearing a golden lion and a representation of the river, was designed. More recently these arms were added to by the head of a white horse (representing Invicta, the motto of the county of Kent), a golden lion and an iguanodon. The iguanodon relates to the local discovery in the 19th century of the fossilised remains of such a dinosaur which are now displayed in the Natural History Museum in London.

Maidstone was at one time a centre of industry: brewing and paper making being among the most important. Nowadays smaller industrial units encircle the town. The site of one of the breweries is now Fremlin Walk shopping centre. The pedestrianised areas of the High Street and King Street run up from the river crossing at Lockmeadow; Week Street and Gabriel's Hill bisect this route. The town is ranked one of the top five shopping centres in the south east of England for shopping yields and with more than one million square feet of retail floor space, in the top 50 in the UK. Much of this space is provided by the two main shopping centres - The Mall and Fremlin Walk.

Other developments include the riverside Lockmeadow Centre, which includes a multiplex cinema, restaurants, nightclub, and the town's market square. The leisure industry is a key contributor to the town with the night-time economy worth approx. £75m per annum.

In 2011, the town had a population of 113,137, representing about 73 per cent of the population of the borough.

HISTORY OF REGALIA

The Chain of Office

The Mayoral chain of office dates back to 1855 and has been worn by each successive Mayor since then. The chain is gold and weighs about 0.5 kilos; it is fashioned like an anchor chain, depicting the importance of Maidstone as an inner Port at that time. The badge is made of gold and shows the River Medway and the three original parishes of Wyke, Mote and Westborough. The chain is inset with three cartouches; one is engraved with a portrait of Queen Elizabeth on a blue enamel background and text "Charter Granted by Elizabeth A.D. 1559"; another with a portrait of Edward VI and text "Incorporated by Charter of Edward VI A.D. 1548"; the third with a conjoined monogram dated 1855.

Maces

The smaller mace is silver gilt and of 16th century date. The Chamberlains' Accounts for 1576-77 noted that a sum of fifty-eight shillings was paid "for mendinge and addinge of more silver to the mace".

The larger mace is also silver gilt and of mid-17th century date. James I's charters had granted the town two sergeants-at-mace.

In 1641 one of the jurats, Ambrose Beale, gave thirty pounds towards a new mace but apparently because of the unsettled state of the county, nothing was done until 1649 when the 'little white mace' was ordered to be delivered to the Mayor, Andrew Broughton (who in the same year read out Charles I's death warrant as Clerk of the High Court of Justice in Westminster Hall), together with ten pounds bequeathed by John Bigge in order to procure a new mace. The old, second mace fetched £3 18s 4½d. The new one cost £47 3s 5d, with one pound extra for the case.

PROTOCOL ON MAIDSTONE MAYORAL SERVICES

The Restoration of Charles II meant alterations to this Commonwealth mace and these, consisting mainly of the elaborate crown, cost £23 4s 4d and were probably done in 1661 as the London date letter (D) for that year is on the crown.

Because of the existence of two maces at the beginning of the 17th century, it is difficult to divide the references concerning them. In the Chamberlains' Accounts for 1609-10 Philip Lupo, goldsmith of Maidstone was paid sevenpence for mending the mace. It is interesting to note from the Chamberlains' Accounts of 1620-21 that there were then "3 Shargaunts (sergeants-at-mace) and the crier". In the 1623-24 Accounts the sum of nineteen shillings and sixpence was paid out "for the silver Furralles one (ferrules on) the Cunstable & borshowlders staves".

The maces and corporation plate are on view in the display case on the staircase in the Town Hall.

Court of Survey Cruise

Under a Charter of Queen Elizabeth 1, dated 4 December 1559, the Queen's Town of Maidstone was granted liberties in the River Medway extending from East Farleigh to Harkwood in Burham. A Court was held annually to inspect the condition of the River Medway, to redress any disorders and remove any nuisances. The Corporation used to attend in their barges what was then called 'The Mayor's Fishing Court'.

These liberties were augmented in a Charge of King James 1, dated 12 July 1619, which granted the privilege of keeping swans and cygnets on this stretch of the Medway and marking them. From time to time, since 1559, the Mayor has traversed the River between these limits and held a Court of Survey.

The duties are listed in Burghmote Book 3, under the date 2 May 1629, amongst 'addicions to our liberties':-

To have liberty to keep Swans from East Farleigh Bridge to Hawkewood, and a Swan marke, and to alter and change the same at our pleasure, And to seise and marke all white Swans as our owne not lawfully marked, And to preserve them straying, And retake and rehave them.

The practice was revived in 1975 and the Mayor of Maidstone's Court of Survey Cruise has largely been held annually since. A Swan Master was appointed and the swans were marked by means of a number ring put on their leg. Since 1981 Bob Tuthill and the Hampstead and Yalding Cruising Club have organised the event.

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Civic and Mayoral Events Survey – August 2011

Mayoralty	Mayor Making - Do you have a similar event?	Annual Civic Parade – Do you have Parade or Service	Garden Party – Do you have one and do you charge?	Remembrance Sunday – Do you have a similar event?	Other Civic Events – do you hold other events?	Mayor’s Roles and Responsibilities – do you have something similar?
09	<p>Our event consists of the Mayor’s breakfast, which all Councillors are invited to attend, held prior to the Civic Service and followed by the Annual Meeting in the Council Chamber. This involves gifts for outgoing and incoming Mayors including a past Mayor’s Badge and a gift for the new Deputy Mayor.</p>	<p>Our event consists of a Freedom Parade for 36 Royal Engineers (Search) with various other retired military and civilian contingents who parade to Church for a service followed by a buffet for Councillors and Senior Army personnel at the Archbishops Palace.</p>	<p>Our event consists of afternoon cream tea and Pimms for approximately 180 guests made up of Members, Civic dignitaries, Parish Chairman and Mayor’s personal guests.</p>	<p>Our event consists of a Parade with 36 Engineer Regiment (Search), retired military and civil contingents with a Service at the war memorial followed by a reception for members and dignitaries at the Town Hall</p>		<p>Our Mayor:</p> <ul style="list-style-type: none"> • Represents the Council at all civic and ceremonial events such as the Civic Parade and Royal visits. • Presides at full Council. • Promotes the Borough whilst attending events such as opening of new businesses, parks and playgrounds. • Represents the Council at events such as the Queen’s Garden Party and at Beauvais Town Twinning. • Engages with the community accepting invitations to visit schools, hospitals, voluntary bodies for example. <p>Does your authority do something similar</p>

						and are there things you do that we have not touched upon.
Broadstairs	We hold our Annual Council Meeting and Mayor Making Ceremony on a Monday evening in May at the Broadstairs Pavilion. This also involves past Mayor's badge and usually a gift for Mayor's Secretary and possibly others that have helped the Mayor through the year. The meeting is followed by refreshments.	No	We charge guests to attend the Garden Party as it is a fund raising event in aid of the Mayor's charities. We would arrange refreshments ie sandwiches and either cake or fruit and cream. Usually approx 100 people. Mayor's, Chairman, Organisations and General Public are invited. We would also do a raffle.	We hold a Service at the War Memorial plus wreath laying by uniformed groups and organisations. Tea, coffee and biscuits are served in the hall for everyone that attended the Service.	We hold a Civic Service during the Mayoral year followed by a reception. Everyone invited.	Similar to MBC
Dartford	Our Mayor making is a GAC Meeting only plus the Mayor Making With a buffet at the end Past Mayors Badge/Flowers for the Mayoress	No	No	All councillors' are invited plus the local church and cadets at the end a cup of tea at the acacia hall (that's all folks)	No	Similar to MBC
Faversham	Faversham's Annual Mayor Making takes place during a Monday evening in early May. After the appointment of the new Mayor, speeches take place and the new Mayor will appoint his or her Charity and the outgoing Mayor will	No	No	The Mayor and Members of the Town Council attend a short service at the War Memorial also attended by local military and civil contingents. A full service follows at the local Parish Church and the Mayor hold a	The Mayor invites civic dignitaries' for a Carnival Reception and supper for which a charge is applied.	Yes – our Mayor's role is the same, representing the town of Faversham rather than the Borough

68	award the cheque (if appropriate) to whatever had been their Charity during their mayoralty. Bouquets are given to staff and special guests by local brownies who then, in return, will receive a small gift from the new Mayor. A reception is then held with a finger buffet for those present. A Civic Service is held on the following Sunday attended by the Mayor and Members of the Town Council – no visitors are usually invited.			small reception in the Mayor's Parlour afterwards for invited dignitaries'.		
Gravesham	Gravesham just has Annual Council. This involves gifts for outgoing and incoming Mayors including a past Mayor's Badge and a gift for the new Deputy Mayor.	Gravesham has an Annual Civic Service on the first Sunday after Annual Council. Used to be a large Parade to the church consisting of retired military contingents, councillors youth organisations, school children etc but has now dwindled down to a few councillors and military personnel with drinks and nibbles back at the Mayor's Parlour.	Yes we do have a Garden Party and we do not charge guests to attend. We invite Councillors, Civic dignitaries, Parish Chairman, Past Mayors, Freeman and Mayor's guests which consist of members of the charity organisations the Mayor is supporting and Directors of GBC.	Same as MBC	Mayor's Retiring Dinner held on the Friday before Annual Council. All Councillors are invited. New Year Civic Service held on the first Sunday in January. All Councillors, staff are invited.	Same as MBC

Hythe	The Mayor is elected at 12.00 noon and gifts are given to the Vicar, the outgoing Mayoress /Escort and staff. The meeting is then adjourned until 6.45 pm that evening. A buffet is then served to Councillors, invited guests and staff.	Civic Sunday is usually 6 weeks after the election of the new Mayor and comprises a Church Service, Parade and sit-down luncheon for Councillors, Past Mayors and invited guests.	No	In the same vein as yours.	No	In the same vein as yours with the addition of attending Armistice Day at Hythe's Twin Town of Berck-sur-Mer in France.
Medway 69	Our Mayor Making was restructured 2 years ago. Annual Council now takes the form of a 'normal' council meeting at St Georges (our usual council chamber) but we have all civic regalia out and we also decorate the room with floral displays. It is open to the public, but we no longer invite the huge civic guest list. The Mayor Elect is allowed to invite a handful of guests and we provide some drinks and nibbles post event. Outgoing Mayor and Mayoress receive a past Mayor's Badge and incoming Mayors Chaplain receives a scroll. Both outgoing	Our Civic parade is our Dedication Service. It is usually held about a month after Annual Council. This is the event we invite all civic guests to, including Chains. We have a Civic Procession to the Cathedral for a service, and then a 2-course sit-down luncheon is provided afterwards at the Corn Exchange. Although a Senior Representative from the REs and Navy are invited, there is not any armed forces participation in the procession.	Refreshments and venue are the choice of the Mayor – but it is usually a light buffet - and the guest list is approx 120. Group Leaders nominate a selection of their Members, Medway Directors nominate 3 staff per directorate, and the rest is made up of a selection from our Civic Guest List (this includes the Chain Gang), past Mayors, representatives from the Mayor's charities and Mayor's personal guests.	We have 4 main services I co-ordinate with. RBL organise the service at Rochester Cathedral, which is our biggest service – the Mayor, Chief Exec and Leader all attend and Councillors are also invited to attend. The service is followed by a parade through the High Street to the war memorial outside the Cathedral where the wreath laying happens. Medway Council hosts a reception for all participants post parade at the Corn Exchange. The Deputy Mayor	June - Armed Forces Day – organised by our events team as opposed to this office and includes march past with salute from LL and Mayor, drumhead service in Castle Gardens and refreshments July – Admiralty Court and Admirals Cruise – in honour of the Mayor's position as Admiral of the River we host this annual Court in conjunction with ROFF (Rochester Oyster Floating Fishery) and then host both an up	As above, although we are twinned with Valenciennes, Ito and Yokosuka. <ul style="list-style-type: none"> • Greet CO's of visiting RN ships who dock at Chatham. • Until her decommissioning this year, to represent the Council at HMS Chatham events – this will reinstate when another HMS Chatham is commissioned.

<p style="text-align: center;">70</p>	<p>and incoming Mayoress /Consorts and Deputy Mayoress/ Consorts receive flower arrangements / button holes (as appropriate).</p>			<p>attends the RBL service in Gillingham. Labour Group Leader attends the service in Chatham. Conservative nominee attends the service in Rainham. Liberal Democrat nominee attends the service in Brompton.</p>	<p>and down river cruise in conjunction with RCC (Rochester Cruising Club). We also hold memorial service afloat for Bulwark and Montgomery. Civic guests are neighbouring Mayors and Councillors. November – French POW Memorial – a small service at St Georges to remember the French POWs. A contingent from the French Embassy usually attend and past Mayors are invited. A small reception is hosted afterwards.</p>	
<p>New Romney</p>	<p>Annual meeting followed by dinner. .</p>	<p>Councillors and invited dignitaries form up for short procession into church (no parade). Civic Service followed by luncheon.</p>	<p>No</p>	<p>Service and reception held. Parade optional but hasn't been held recently.</p>	<p>No</p>	<p>Same as MBC</p>

71 Ramsgate	<p>Mayor making takes place at the Annual Meeting of Council in May.</p> <p>Past Mayor's Badges are given out.</p> <p>Out-going Mayoress receives a bouquet of flowers.</p>	<p>We have this but not in a specific month. We have Standard Bearers and a band, usually military, invite local community/voluntary groups and the Mayoralty from Kent and the Parade & Service are followed by refreshments in the church hall or at the Custom house.</p>	<p>Not so far but the Council is only two years old.</p>	<p>I work with the Ramsgate Branch of the British Legion on this. I invite the Mayoralty (Kent), military both retired and serving, local schools, community/voluntary groups, past Mayors and many more. There is a parade, wreath laying ceremony, service and refreshments at the RBL club.</p> <p>For Armistice Day at 11am we have a Town Service and a Church Service plus wreath laying at the 2 memorials (one of these is at 8.45am and the other is combined with the Church service).</p>	<p>National Holocaust Memorial Day in January which is organised by the Mayor's office.</p>	<p>All the above and we have a Mayor's Charity Cttee organising charity events for the Mayor's annually chosen charities.</p>
Swanscombe & Greenhithe	<p>Annual Meeting includes Mayoral appointment and presentation of Past Mayoral's badge.</p>	<p>No</p>	<p>No</p>	<p>Local church organises Memorial Service at our Memorial and service/refreshments at the church.</p>	<p>No</p>	<p>Same as MBC</p>
Thanet	<p>Our Chairman does not organise any of the events listed.</p>	<p>No</p>	<p>No</p>	<p>No</p>	<p>No</p>	
Tunbridge	<p>We have an annual</p>	<p>There is not an</p>	<p>We don't have a</p>	<p>Yes we organise the</p>	<p>The Mayor hosts</p>	<p>Our Mayor carries out</p>

<p>Wells</p> <p>72</p>	<p>Council meeting (Mayor Making) and Mayor invites guests who are then invited to a reception in the Committee Rooms afterwards (drinks and nibbles). Past Mayor and Mayoress receive badges and usually give a gift or make a donation of some kind themselves.</p> <p>There is a Church Service (Civic Service) on another date which the Mayor's Chaplain organises (we send out the invitations) and there is a reception in the Church Hall afterwards (tea and cakes).</p>	<p>annual Parade but we have held these in the Past. Not organised wholly by Mayor's Office but Events/Leisure Team.</p>	<p>Garden Party but the Mayor hosts a Marquee at Royal Tunbridge Wells Cricket Week and invites around 80 guests on 4 consecutive days. Full day's entertainment (morning coffee, salad lunch and afternoon tea/cake).</p> <p>Each day is themed – Business Day, Volunteers Day, VIP Day and Charity Day.</p>	<p>Remembrance Sunday Service and Parade at the War Memorial followed by a reception in the Council Chamber at the Town Hall for limited number of guests (approx 120).</p>	<p>a Civic Dinner and Dance and around 200 guests attend.</p>	<p>a very similar role.</p>
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Joining the chain gang: preparing for the role of civic mayor

Councillor workbook



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This councillor workbook includes references to materials published by the Local Government Group and Local Government Leadership, now both the Local Government Association (LGA).

Foreword

This workbook has been designed to help members prepare for the role of civic mayor (or the equivalent civic head of a council).

For convenience and simplification, the generic terms 'civic mayor' or 'mayor' have been used throughout the document. We realise that this term applies only to specific councils and that in other authorities in England the post may be appropriately titled lord mayor, chair or chairman of the council. Equally, we recognise that some members may choose to use other titles, including lady mayor or madam chairman.



“NACO welcomes this member workbook and encourages any potential mayor to use the booklet to plan, with officers, a useful, targeted and fulfilling year of office.”

Paul Millward, Chair, National Association of Civic Officers (NACO)

This document is not aimed at the growing number of directly-elected executive mayors who have taken office as a result of the provisions of the Local Government Act 2000 (and the further changes contained within the Localism Act 2011), even though some of the material will be of relevance to them.

Executive mayors are different to civic mayors as they are a direct product of a political process, and therefore have an electorate to satisfy and a political agenda to deliver. Their role is more akin to that of a traditional 'leader of the council'.

The workbook will not provide you with detailed advice and guidance on the specific ceremonial duties and civic responsibilities that exist within your council. The reason for this should be clear once you begin to consider the bewildering (and sometimes unique) array of customs and practices that accompany the role of civic mayor in many council areas. In some, this heritage stretches back for centuries, with an accompanying backdrop of official insignia, customary social etiquette and long-standing municipal protocols.



“An excellent workbook that will help newly appointed mayors to think through what they want to achieve in their year of office.”

Councillor Robert Davis DL, Chair, London Mayors' Association

Instead it will cover a broad outline of the key duties and responsibilities you will be taking on and provide some clear guidance about the benefits and pitfalls of the role. Much of this is drawn from the experience of the many former civic mayors and serving civic managers who generously shared their knowledge and observations with us for this document (see 'Acknowledgements' in Appendix B). As such, the workbook should serve more as a series of signposts rather than a detailed road map.

In practical terms, the document will take around **three to four hours** to work through. You do not need to complete it all in one session and you may prefer to work through the material at your own pace. The key requirement is to think about the issues presented and how the material relates to your civic office, the people you serve and the council you represent.

In working through the material contained in this workbook you will encounter a number of features designed to help you think about the role of a civic mayor. These features are represented by the symbols shown below:



Guidance – this is used to indicate research, quotations, explanations and definitions that you may find helpful.



Challenges – these are questions or queries raised in the text which ask you to reflect on your role or approach – in essence, they are designed to be thought-provokers.



Case studies – these are 'pen pictures' of approaches used by other people or organisations.



Hints and tips – these represent a selection of good practices which you may find useful.



Useful links – these are signposts to sources of further information and support, outside of the workbook, which may help with principles, processes, methods and approaches. A full list of useful additional information and support is also set out in the appendices to the workbook.

The role of the civic mayor

Preparing for the role

History and heritage

The office of a civic mayor is an important element of a council's governance structure. The role is often demanding and frequently governed by complicated rules, regulations and official procedures. The public profile accorded to the office provides little room for error. And while the powers of the civic mayor may have diminished over the years, the role has retained its importance in the history and cultural heritage of our country.

The mayor is often seen as a symbol of an open society because the role is no longer restricted to an elite group within the population. The 'first citizen', as they are sometimes known, can come from any class, gender or ethnic background and has a key democratic role to play. After being chosen and appointed by fellow councillors, he or she must act as a politically impartial chairman of the council, making sure that proper conduct takes place in the council chamber during meetings.

The civic mayor also has a duty and privilege to support local initiatives aimed at providing benefit to the council area and its diverse communities. In this role, the mayor can speak and act in multiple capacities, as ambassador, facilitator, promoter and encourager. This may involve highlighting relevant causes and helping members of the local community to receive the recognition they deserve. However, it is probably the mayor's ceremonial role that most people are familiar with. Mayors

are frequently invited to attend events in the community, such as openings and fundraising events organised by voluntary and charitable organisations. Fundraising events may also be held for charities that are chosen by the new mayor at the start of the civic year. All in all, it is potentially a busy year for any mayoral candidate.

The history of civic mayors

In Britain, the civic office of mayor brings with it over 800 years of tradition and loyalty to the crown and a direct link to the monarch through parliament. The office of mayor was first introduced by the Normans in the eleventh century, and the word itself derives from the Latin 'magnus' meaning 'great'. The first English mayor was the lord mayor of the City of London who took office in 1189.

From 1835, the title of mayor was given to the head of each municipal council, or 'corporation', in England, with the postholder being seen as the 'first citizen' who spoke for the whole town or city and gave it an identity.

The role of a mayor is covered by Section 3 of the Local Government Act 1972. This states that all local authorities must appoint a chairman. The only authorities who can use the alternative term 'mayor' are those which have been granted a Royal Charter and given the status of borough or city. Also, parishes can, by resolution, designate themselves as town councils and elect a mayor.



Exercise 1 – the history and heritage of your mayoralty

Using your existing knowledge or any research you are able to carry out on the council's intranet (or other information sources available to members), write down what you know about the history and heritage of the mayoralty in your council area.

(a) When was the office of mayor first established and what were the historical events that led to its creation (for example, the granting of a Royal Charter)?

(b) What are the key symbols of the office which help to maintain the ceremonial heritage in the minds of the public (for example clothing and insignia)?

(c) Name some of the well-known people who have occupied the position of mayor and any significant achievements they are remembered for.

(d) What support is available within the council for the office of mayor and are there written guidelines or protocols that may explain the freedoms and limitations of the role?

Look again at what you have written. It may be that you have only limited knowledge in some of these areas. If so, you will probably need to do further preparation for your role as mayor.

Understanding the requirements

It is unlikely that you first stood in a local government election in order to become a civic mayor. However, as with all other aspects of your role as an elected community leader, the office is one which can bring enormous personal satisfaction and fulfilment while enabling you to serve the interests of your constituents.

There is no 'ideal candidate' for the office of mayor and each new incumbent will (and should) bring their own particular flair and personality to the position. That said, it is important to recognise that you will need to undertake considerable preparations before your civic year begins. It is also worth noting some of the key skills that can help to ensure that your period of civic office will be a great success for all concerned (see role profile). The completion of this workbook will enable you to identify what further steps you may need to take in preparing for the tasks ahead. It will help you brush up on your skills and knowledge, and stamp your personality on the role. These can also be recorded in the 'final thoughts' section at the end of this workbook.



Role profile – the key skills of a mayor

Leadership

- advanced ambassadorial skills so you are able to represent the council in a variety of settings
- mentoring to the deputy mayor
- ability to lead civic ceremonies, promote the civic role and encourage community participation
- ability to carry out the role with dignity and gravitas, affording the office of mayor respect.

Chairing

- advanced chairing skills, in order to manage the business of full council meetings.

Organisational skills

- ability to plan and prioritise meetings and events, and entrust engagements to the deputy mayor.

Team working and relationship building

- ability to build strong, effective relationships between the council, its partners and communities
- ability to act with political neutrality
- tact, diplomacy and the ability to mediate and broker agreement across political groups.

Communication

- advanced skills in working with the media and public relations specialists
- ability to communicate the council's messages and themes out into the community and to work towards achieving the council's social, economic and environmental aims
- advanced listening and public speaking skills and basic speech-writing skills.

Knowledge

- advanced knowledge of the civic role and responsibilities, and the council's code of conduct and constitutional arrangements
- advanced knowledge and understanding of the customs and beliefs of different cultural groups which make up the diverse community of the council area
- an understanding of the council's constitution, rules and procedures and how these should be interpreted in any given situation.

First steps

Some councils have a policy of appointing as civic mayor the previous year's deputy mayor. This can provide the new mayoral candidate with invaluable exposure to the ceremonial duties and responsibilities of the civic head. They can also build good working relationships with the managers and staff who support the mayoralty behind the scenes. Much of this will depend, of course, on the extent to which the serving mayor is prepared to delegate tasks and enable the deputy mayor to effectively 'work shadow' his or her peer.



"We only serve a year, we spend six months learning the job, we then spend six months possibly trying to innovate, and then we hand it on to another ingénue who doesn't know what he is doing either and he spends six months learning the job."

Former mayor

Given the significance of the role, it was somewhat surprising to find that over a quarter of the former mayors who contributed to the research for this workbook had undertaken no formal induction training prior to the start of their civic year. Most had relied on ad hoc briefings by past mayors, political colleagues, chief officers or mayoral support staff. Only in a few cases had former mayors attended specific training courses or seminars set up by their own authority or run in conjunction with other local councils.

If available, all of these methods can be essential first steps in familiarising you with the role and expectations of the office of mayor. On the training front, you should also be aware

that for those in the Greater London area, the London Mayors' Association provides briefing and training sessions for new mayors.

Your council is likely to have its own 'civic protocol' or 'civic handbook' document which will explain the key operational duties and responsibilities of the mayor. Alongside this, you should digest all relevant sections of your council's constitution and Standing Orders to fully appreciate the rules that will govern your year of tenure. This preparatory reading is essential. But remember, as well as providing you with copies of all the relevant documentation, your mayoral support staff and chief officers should be able to advise you on any points of legality, procedure or ceremonial etiquette that are unclear to you.



"Realise that to do the role properly and be 'the people's face of the council', it will run your life's timelines."

Brian Ayling, former Mayor, Dacorum Borough Council

In addition to this formal preparation, you should give appropriate time and thought to the likely impact of the role on you personally. Think about how it might affect your relationships with family and friends, the possible effect on your career and the long-term impact on your general health and well-being. The one certainty of your civic year is likely to be the overwhelming demands on your time. So be clear from the outset about what you might be giving up by taking on the role.



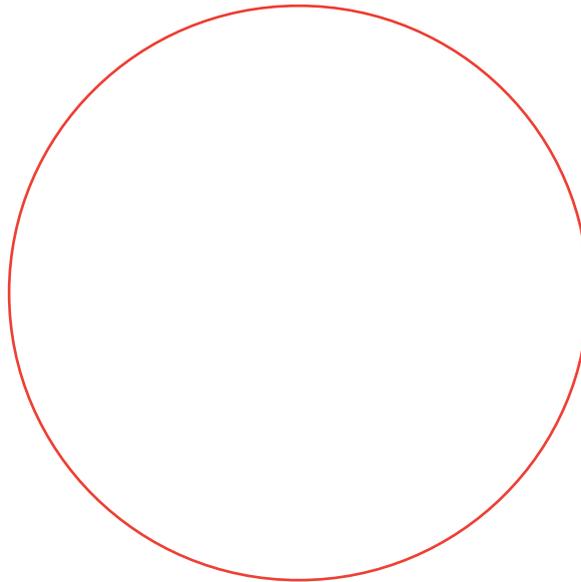
Preparing for the role: hints and tips from former mayors

Be committed	There can be a heavy time commitment. In effect you are giving up a year of your life to council duties. Belief and self-motivation are essential.
Get your family behind you	Recognise the likely impact on those close to you, especially your partner and/or any family member you have chosen as your mayoress/consort/escort. If appropriate, arrange for some extra domestic help.
Get advice	Talk to the out-going mayor and previous incumbents about anything and everything to do with the role. They will each have their own tips for survival.
Check and practice your skills	The role requires a different mix of skills from those of a general councillor, particularly in terms of self-presentation and public speaking. Recognise your shortcomings and get some practical training if you think you need it.
Talk to your officers	They are there to help you and can advise you on most aspects of the role. Invest some time early on in building good working relationships with the mayoral support staff in particular. They will be crucial to your success.
Read the handbook	Most councils have one. It will contain detailed guidance on issues such as the role, protocols, appropriate clothing, and giving and receiving gifts. This is essential preparation.
Check your wardrobe	Ensure that you have sufficient clothes of the right kind, including comfortable footwear, for all occasions. You will be invited to muddy building sites, VIP dinners, and everything in between. Recognise that you may need to budget for these yourself.
Attend events that the current mayor is attending	Watch closely. Think how you would handle the situation, and what changes you would make to be effective and create the right impression.
Stay healthy	Watch what you eat and drink. The hospitality at civic events and functions can have an adverse impact on your diet and health. Try to pace yourself and plan some time out for leisure and exercise.
Start distancing yourself from controversial matters	Once you are mayor you will need to be outside of party politics and non-partisan when chairing meetings. Don't take on the role if you are not prepared to be apolitical for a year.



Exercise 2 – planning your time

Think about how you spend your time in a typical month. How much is on family and domestic matters, and how much is on council business, leisure or other social activities? Using the pie chart below, divide it up to show the time you spend on each activity to build up a picture of how you are currently spending your waking hours.



Look again at how your time is currently spread. Now imagine that the bulk of your time is going to be taken up with your mayoral duties; most likely morning, afternoon and evening. What will you have to sacrifice? How can you build in time for other activities? Who can help you to keep the semblance of a balanced life? What steps can you plan now so you use your time more efficiently? Planning ahead now should help you to keep your head above water.

Planning and diary management

As an incoming civic mayor, you will have a brief period in which to prepare for the year ahead. Effective planning and diary management will help you to take up the role with confidence. Key to this period of initial planning will be the managers and staff designated to support you as mayor (for convenience we refer to this as the 'mayor's office', although the title of the team will vary). The mayor's office will be an invaluable source of guidance throughout the year, as well as administering to the detail of your civic activities. Early briefing meetings with these staff will therefore be essential (the role of the mayor's office is explored later in this workbook).

The chief executive and other relevant chief officers will also be available to give you some early advice, although the mayor's office should be consulted on any matters of guidance or concern in the first instance. Similarly, you may wish to consult with the leader of the council or other relevant executive members as appropriate. In this period of initial planning, you should resolve the following matters:



Preparation checklist

Diary dates

You should advise the mayor's office of any important dates of a personal nature on which you will not be available for civic duties. This is also a good time to alert the support staff to any pre-existing medical conditions or disabilities you may have that could affect your ability to carry out the role and any personal preferences you have for attending events and functions. For example, do you want to set out in advance how long your working day should be?

Mayor's theme

Most mayors choose a theme for their year of office, often one they have a personal association with. It should support the council's corporate objectives and have a community focus. It is helpful to discuss and agree it with the council leadership (the section 'Being first citizen' covers this issue in greater depth).

Mayor's charity

If you are planning to nominate a charity for your chosen year, it is useful to go public with this as soon as possible. Work may be needed to establish an independent charity committee of willing volunteers and advisors who can take on the required fundraising work.

Biographical notes

The hosts at events you will attend should be given these notes in advance so they know a bit about you. They are similarly useful for giving to the media when requested. The biography may highlight your chosen theme or charity. After your election, it is also likely that the mayor's office will arrange for a portrait photograph to be taken of you for publicity purposes.

Acceptance speech

This is part of the formality of becoming mayor. While the style and content is up to you, it is generally appropriate for the incoming mayor to thank the council for selecting them and to announce their chosen theme and/or charity.

Civic protocol

You should ensure that you are familiar with the protocols for accepting invitations and conducting yourself at engagements. This should include discussion about the range and style of clothing you will wear when performing your various duties. In many cases, your council will have its own specific guidance on these matters.

Honorary appointments

Along with appointing a deputy mayor, you may also be required to appoint people to a number of honorary positions, including a mayor's chaplain or cadet. In all cases, you should follow whatever formal arrangements have been established in your council for this purpose. Similarly, you will need to identify the person who will accompany you on ceremonial duties. If you are male, you may designate a wife, daughter or friend as your 'mayoress'. If you are female and married, you may designate your husband as the 'mayor's consort'. If you choose somebody other than your husband (eg your son) or are unmarried, your official companion will be named the 'mayor's escort'. These titles are honorary positions with no official recognition.

Being first citizen

The focus of the role

In addition to your role as chairman of the council, you will be expected as mayor to speak and act on behalf of the diverse communities represented in your council area. This may involve some or all of the following responsibilities:

- **Leading the community** in support of the council's values and vision. This may involve finding ways of improving the engagement with local people, encouraging citizenship, championing worthy causes and encouraging formal and informal partnerships to work towards the priorities and objectives of the council. This is all consistent with the move towards greater public involvement and local accountability enshrined within the Localism Act 2011.
- **Acting as first citizen** and ambassador of the council in promoting your council area, its aims and vision. One former mayor consulted in the research for this workbook described this task as 'an honour' and commented that it was 'the best product [they] ever had to sell.'
- **Presiding over civic functions** and hosting receptions for representatives of local businesses and voluntary and community groups.
- **Attending a range of functions** by outside organisations, locally, regionally and, occasionally, nationally and internationally. This may include royal events, remembrance services and awards ceremonies. As mayor, you must consider each invitation carefully and decide whether it is appropriate to attend. If you are unavailable, the deputy mayor may be delegated to attend.

- **Helping to raise funds** for specific charitable organisations identified at the start of the civic year. The main contribution you can often make as mayor is to raise the charity's profile rather than actually raising money. Outside organisations and individuals often organise fundraising activities in support of a mayor's charity appeal.
- **Observing civic protocols** when undertaking the civic and ceremonial role, eg the protocols around flag-raising or the wearing of chains of office. In some cases, you may have additional roles which come with the office, eg if you are also the admiral of a port.

In recent years there has been much debate about the extent to which a mayor should focus on a specific programme of activities and events linked to the council's strategic plans and objectives. Some have argued that such a focus can raise questions about the extent to which the mayor is acting in a truly apolitical way and instead believe that the predominant focus of mayoral activity should be on supporting and raising money for good causes.

In an era of tight fiscal control and limited financial resources, it is important to recognise that local people will expect to receive value for money from the office of mayor in the same way that they do from all other council functions. In such a climate, it will be increasingly difficult to justify a mayoral programme which has no specific aims or goals and which appears to exist purely to raise money for good causes.



The mayor's focus: supporting corporate objectives

The following is taken from Derby City Council's entry for the NACO Civic Team of the Year award 2008:

Derby City Council has worked hard to develop the role of its Mayor in supporting the council's corporate priorities. This has become a key principle in the work of the Mayor's Office Team, which invests time each year talking to each Mayor Designate, to explore which theme he or she wants to adopt, and to ensure that it can be matched to the council's corporate plan.

In this way, all of the engagements and initiatives that the Mayor embarks upon are guaranteed to be 'on theme' and supportive of the council's wider work.

In early 2007, the Mayor Designate, Councillor Pauline Latham OBE, told the Mayor's Office Team that her theme would be 'Go Green', to reflect her environmental concerns. This fitted neatly with a statement in the council's new corporate plan about Leading Derby towards a better environment with the objectives of reducing the level of carbon emissions, raising awareness of climate change and local environmental issues and care for Derby's heritage.

Initiatives introduced in line with this included:

- changing the civic car from a stretched limousine to a leased luxury saloon with a hybrid petrol/electric engine at no extra cost
- a commitment from the mayor to walk from The Council House to engagements within the inner ring-road of Derby
- a 'Derby De-Lights' campaign to encourage businesses and individuals to switch off all non-essential electrical appliances for a period of one hour on a chosen day. The resulting reduction in consumption saved the equivalent of over 84,000 boiled kettles.

From the research conducted for this workbook, it is clear that the focus on an overarching 'theme' and the promotion of 'good causes' does not have to be an 'either/or' situation. In identifying where you would like to focus most of your activity, it should be possible to identify at least one broad theme which has some resonance with you or your family. This might be supporting volunteering, regenerating local businesses or tackling homelessness. Equally, there may be particular communities you wish to represent, eg disabled people, refugees, vulnerable older people or disadvantaged children. Alternatively, your interests may lay in the cultural heritage or the buildings and architecture of the area, leading you to consider supporting something like a theatre restoration project.

Whatever personal focus you may have and whatever specific goals you may wish to identify, it is likely that these can be aligned with the corporate priorities and objectives of your council so that there is some demonstrable link between the two (see Derby City Council case study). Early discussions with the mayor's office, council leader and other relevant executive members will help to ensure that your planned focus is complementary to, rather than independent of, the council's wider work. This need not, in any way, cut across the strong personal commitment you are likely to bring to the mayoralty and any fundraising activities you wish to support.

In essence, this is about being specific from the outset about what you wish to achieve in the tenure of the post. It allows you to aim for a clear set of results to demonstrate your successes at the end of your civic year. The planning of a proactive programme will help you to steer clear of irrelevant and unnecessary tasks in the months ahead and enable you to devote your valuable and limited time to those activities which will make a real difference to your chosen theme.



Exercise 3 – deciding on your personal mayoral theme

You may already have a clear idea about the type of personal theme you wish to adopt in your year as mayor. If not, it may help to ask yourself how much you really know about the nature of your council area and the challenges which face your resident communities. By doing so, you may identify an issue or topic which you wish to research further and which could become the focus or theme for your period of office. Answering the following questions will help with this process:

What are your council's corporate aims or priorities for the area and which one do you most closely identify yourself with personally?

How many different languages are spoken in your council area? Are some minority groups in the area struggling to integrate into the settled community?

How many disabled people live in your council area? Are there any particularly disadvantaged groups that struggle to get support or recognition locally?

How many people in the council area are unemployed? What initiatives are in place locally to tackle the challenge of worklessness?

What did the most recent crime statistics reveal about offending in the council area? What initiatives have been introduced to encourage local communities to help tackle crime and disorder?

How many people locally are homeless or live in inadequate rented accommodation? Who speaks up for these people and tries to make a difference to their lives?

Dealing with rules and protocol

Your council's civic handbook (or equivalent) should provide you with all relevant information on the official procedures related to your ceremonial duties as mayor. This may include:

- **The badge or chain of office.** This is used to signify the position of mayor. Normally this would be worn whenever the mayor is on official business.
- **Appropriate clothing and insignia.** Where these exist, there are likely to be generally accepted rules for the wearing of robes, chains and other items.
- **The official car.** There are likely to be strict rules about using any official car and chauffeur. These rules may include where you sit in the vehicle during civic events. Some councils have no official transport and may require their mayor to meet any incidental expenses from the personal allowance they are granted.
- **The mayor's office and parlour.** Your council is likely to provide specific accommodation to enable you to undertake your duties and host visiting guests. Staff in the mayor's office will usually manage this accommodation and provide advice on what can and cannot be done with such assets.



Further guidance on civic protocol

The book *Civic Ceremonial* was first published half a century ago and still serves as the definitive text on civic protocol in this country. Updated to reflect recent changes affecting both the local government sector and the office of mayor, it covers a wealth of material, including the legal position of the mayor, finance and allowances, royal visits, a code of conduct, insignia and regalia, and civic ceremonial events.

Civic Ceremonial – A Handbook, History and Guide for Mayors, Councillors and Officers (5th edition), Sweet & Maxwell, 2007.

One of the areas you must pay careful attention to in your role as mayor is the acceptance of gifts and hospitality. In particular:

1. You should treat with extreme caution any offer of gift, favour or hospitality that is made to you personally. 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
2. There are no hard and fast rules about the acceptance or refusal of hospitality or tokens of goodwill. For instance, working lunches may be a proper way of doing business. Likewise, it may be reasonable for a member to represent the council at a social function or event organised by an outside body.
3. 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.

Your monitoring officer may have issued specific guidance on the acceptance and declaration of gifts that will help you decide how best to deal with any gifts or hospitality which you are offered while in office. In the absence of any specific guidance, and for the avoidance of any uncertainty, you would be wise to declare any item received by way of a gift – whether kept personally or not – whatever its notional value.

Similarly, while it would be impractical to try to place a notional value on any hospitality you receive during any formal engagements (for example on food and drink provided) you should still ‘declare’ your weekly programme of events in the spirit of openness.

Working to a proactive programme

NACO has suggested that mayors should aim to develop a proactive programme of activities for their period of office focused on ‘quality engagements’. These are engagements which contribute directly to the mayor’s personal theme or goals and which are linked, in turn, to the council’s corporate objectives (see text box below ‘Identifying a programme of quality engagements’).

There is an expectation that a large proportion of engagements should be local. With this in mind, NACO also recommends that the mayor’s office should establish a performance indicator to measure (as a percentage of the total) the number of engagements which are attended within the local authority boundary, and to work towards a target for this. Those councils that have adopted this performance indicator are typically working towards a target of 90 per cent of engagements being ‘within boundary’ on the basis that it is local people who are funding the mayoralty and that they should receive most benefit from the civic programme.

How you develop your particular programme of engagements and monitor the performance of your office will clearly be a matter for you to discuss and agree with your dedicated support staff. But some early thought about the types of engagements you might wish to give preference to will certainly help get you off on the right track. It will also ensure that everyone in your team is focused on making the best use of your limited time to achieve your stated goals.



Identifying a programme of quality engagements

NACO has classified the full range of mayoral engagements into seven main categories. While all types of engagement have their place, NACO has weighted and ranked the different categories to suggest an order of importance. These rankings can help decide which activities a mayor should focus on. These categories, and some examples of the types of events they refer to, are:

1. **promoting** – the council or partnership initiatives, inward investment
2. **community** – local amateur theatres, sports club events
3. **civic hosting** – receptions, buffets, or banquets in connection with the previous two categories
4. **council/statutory/tradition** – chairing council meetings, attending Remembrance Day ceremonies
5. **charities** – fundraising events
6. **social** – entertaining work colleagues or ward party members
7. **civic circuit** – visiting other authorities for civic dinners, church services.

Some mayor's offices now use a points-scoring system linked to these categories to identify which engagements are contributing most value to the mayoral programme.

For more information go to:

<http://naco.leicester.gov.uk/home/publications/naco-pamphlet-series/>

As part of your proactive approach, you should also discuss with the mayor's office some of the practical ways of monitoring and evaluating your engagements and activities to ensure that they are conducted in the most economic, efficient and effective manner. Some ideas you may wish to consider are the use of exit cards or feedback and evaluation forms to capture the views of people attending mayoral functions, or questionnaires for those who organised events that you were invited to attend. The latter can help in collecting feedback after the event on your promptness in responding to the initial invitation, your punctuality

in arriving at the engagement and the appropriateness of any speech you were asked to deliver.

Developing a network and making connections

One of your key challenges as mayor will be to bring together individuals and groups to promote a wider common purpose – usually the theme that you have adopted as the focus for your civic year and/or the good causes you have chosen to support for fundraising purposes.

In doing this you are likely to require the expertise not only of staff in the mayor's office, but also the public relations or communications staff employed by your council. As with any other media or communications plan, there will be four basic questions that you will need to be clear about:

- **What do you want to achieve from the campaign?** Are you just trying to broadcast information to people, or do you want to prompt a response or some action?
- **Who is your audience?** Are they local businesses, partner agencies or specific voluntary and community groups? Or is it all constituents?
- **What is your key message?** If you could distil the overall campaign message down into a few words, what would that key message be? What message would grab the headlines?
- **What is the best format for maximum impact?** Should it be a mayoral speech, press release, e-mail, blog or newsletter, or a campaign made up of all of these?

Your main aims will be to set the agenda for your mayoral campaign and to recruit supporters and allies for the successful delivery of your proactive programme. The higher your profile, the better your influence is likely to be – both inside and outside of the council.

In fact, your success may be heavily influenced by your own ability to communicate and your skills in managing media perceptions of your achievements. So if this sounds daunting, consult with your public relations specialists and consider some further media and communications training.



The risks of poor communication

- Failure to broadcast the essence of the mayor's campaign and recruit allies.
- The potential waste of resources.
- An erosion of trust between the mayor and their supporters.
- Damage to the mayor's personal reputation.
- Potential damage to the wider reputation of the council.



Exercise 4 – planning a media and communications campaign

Consider how you would plan the communications for the following mayoral campaign. In doing so, consider the following basic questions:

- What do you want to achieve from the campaign?
- Who is your audience?
- What is your key message?
- What are the best communication formats for maximum impact?

Your mayoral campaign is focused on creating some new initiatives for young people between the ages of 14 and 18. One of your ideas is to create a 'youth cabinet'. This would be a representative group of young people from the council area that can debate issues affecting their peer group and comment on council plans and services for young people.

Look again at your communications plan. Were you planning to do more than just awareness-raising on the issue? After all, you would probably want young people to come forward as potential representatives.

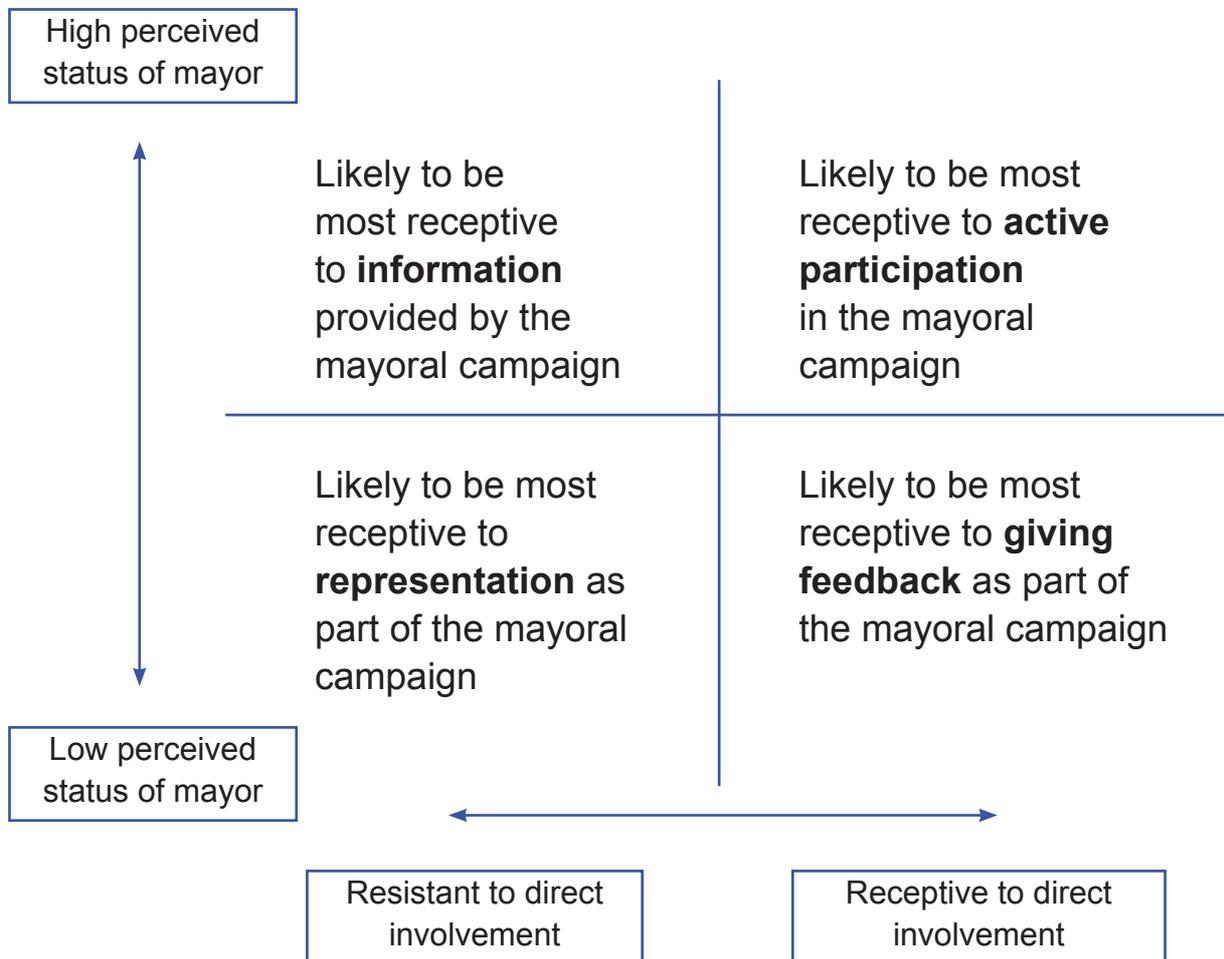
Your target audience may at first seem obvious and very specific (young people), but what about their parents or guardians, and local schools and colleges? Wouldn't you want to 'sell' the concept to them as well, to encourage a good response?

What headline grabber have you come up with? Is it sufficiently persuasive to engage, encourage and enthuse a potentially skeptical young person? And what about your chosen format – is it likely to be the best channel of communication for a media-aware and technologically-savvy audience?

In recruiting a network of supporters and allies you should recognise that not everyone will want to participate to the same extent. While some people will want to actively participate (perhaps by joining a fundraising committee), others will be content to let you represent their interests (for example major donors) or just want to be kept informed about how the campaign is going (for example your local media contacts).

Much of this will depend on people's perceptions of the status of the mayoralty and their personal willingness to get directly involved (see diagram).

The mayoral campaign – recruiting a network of supporters



How people are likely to respond to you, and what they are likely to be willing to do, depends upon how much importance they attach to your role as mayor – the perceived status – and how willing (receptive or resistant) they are to the idea of having a direct involvement. You will need to involve them in different ways depending upon where they are in the grid.

Handling the media

A key feature of your mayoral campaign is likely to be the development of a proactive relationship with your local media. This is a relationship in which you will have to invest both time and effort. While there is a generally held assumption that local government gets a 'bad press', the evidence suggests that the local media, if handled in the right way, is willing to present local government in a positive light.

Some councils have protocols governing the issuing of press releases and speaking to the local media. Check with your public relations team before planning any media communications.

At the end of the day, journalists from local press, television and radio just want a story to cover. But remember that these stories may often be the main source of information on local government for residents. You will need to use your communication skills to ensure that the stories journalists write are balanced and accurate, because this could be the main way people learn about your mayoral campaign.

Developing good media relations will require you to understand the nature of their reporting processes. In the first instance, identify all of the relevant media channels in your area. This could include newspapers, special publications, radio stations, television, internet sites, noticeboards and exhibition sites. Then make a list of contacts within these, along with telephone numbers, e-mail and postal addresses. Most importantly, find out their deadlines, publication dates and reporting guidelines. Try to develop some personal contact and rapport with the individuals concerned, and remember – you're in this for the long term.



Handling the media

Don't respond to press calls that come out of the blue. Ask for background information and a deadline, then respond when you have prepared your answer.

Think of key messages and good, punchy quotes you can give to the media.

Don't point the finger, complain or consistently say 'no comment'. This could get you a bad reputation.

Build a long-term relationship with the media. For example, write letters and suggest news stories.

Don't use jargon or council-speak, and don't use inflammatory words – these might come back to haunt you.

Act quickly and have a consistent approach to media enquiries. Be honest, concise and helpful.

Don't try to win every battle, but over time certainly aim to win the war of words.

Beyond the development of a positive, two-way relationship with your local media, the main task is to sell your campaign message in all communications. In other words, always be thinking 'how will this come across to my audience?' The following approach should help:

- Make sure the message is relevant to the intended audience. For example, don't bombard afternoon radio listeners with a long list of facts and figures about your role as mayor – many will switch off (literally).
- Ask yourself: 'what's in it for them?' Build in elements that will keep people listening or reading.
- Try to keep your communications topical. The audience is unlikely to want to hear too much about what you did as mayor six months ago.
- Keep your communications short and succinct and come straight to the point – remember your key message designed to grab the headlines.
- Build in some interesting or unusual features to get your point across when communicating with the media. Offer a good quote, one or two helpful statistics or a catchy motto or slogan (but nothing too clichéd).

- Photographs, illustrations, charts or diagrams can be a useful addition when offering a written feature to the press, but remember – 'if a picture paints a thousand words' don't use a thousand words as well.
- Make sure you have adhered to the submission guidelines or house style of the media concerned.
- Focus, wherever possible, on the human angle. People want to read about people.

Getting your point across – effective speechmaking

Civic mayors are often called upon to make speeches when attending engagements. There may be occasions when, despite having received previous assurances that there will be no talks, you are called upon to give an impromptu speech. As such, you should always be prepared to say a few words at an engagement. This reinforces the need to do your research on the people you are visiting beforehand and to read thoroughly any briefing papers you have been given prior to the event. This will help you to say something relevant.

For some individuals, public speaking holds no fears, while for others it is considered a difficult and onerous task. But in practice it becomes easier the more you get used to the role.

As with all of the other aspects of your communications, effective speechmaking can help you to get your message across and recruit supporters for your wider campaign.



Exercise 5 – grabbing the headlines

Imagine you have been asked to give a press briefing in the situation below:

Your mayoral campaign is focused on promoting local employment. In your six months in office you have worked with public, private and voluntary sector organisations to create new paid employment opportunities for around 1,000 local people and have assisted 500 others to undertake some form of training to update their skills and increase their employability.

a) Using no more than seven words identify what your key message might be.

b) List the three main things you would want to achieve from the press communication.

c) List any particular features you would want to build into your press release to ensure that your message gets across in the way that you want it to.

Staying in control

The mayor's office can help you with the administrative back-up needed during your civic year and staff will be invaluable in helping you to manage your diary. As part of your role, you may want to maintain an overview of the financial expenditure of your office to ensure that any agreed budgets are not exceeded.

You should also monitor your personal financial affairs and tax liabilities. For example, the Inland Revenue has no special rules exempting payments to mayors from tax. Unless an item of expenditure is 'wholly, exclusively necessary for the performance of duty' it will be subject to tax.

There is a lot to being first citizen and good financial, administrative and event management procedures will help you to concentrate your attention on the activities that will contribute most to your mayoral campaign.



Effective speechmaking

Adjust your style to suit the audience – from formal to informal.

Don't rush, even though this is very easy to do when you are nervous.

Break the ice with a simple, topical joke about being mayor.

Speak loudly and clearly – but don't shout.

Look at your audience – not at the floor.

Smile – but don't be over-familiar.

Practice beforehand and check your timing.

Be prepared for an impromptu speech. Carry cards of key notes in your pocket that can be held discreetly during the speech.



Being first citizen: further hints and tips from former mayors

"Set out what you want to achieve in the tenure of the post and review that as time goes on."

"Remember that when you are wearing chains, someone is always watching you."

"Always remember the courtesy, humility, responsibility and the honour of the position."

"Try to remember that you are the public face of the borough, and even if your feet are killing you, try not to show it."

"Never be a judge in competitions, particularly children's competitions – you will please a few but upset many."

"Listen to your chauffeurs – they know far more than you."

Chairing council meetings

The basics

Legally, your primary duty as civic mayor is to act as chairman in presiding over meetings of your full council. In this role, you must ensure the proper conduct of meetings in compliance with both the law and the council's own Standing Orders and procedural rules. You are also required to:

- Determine whether urgent items may be considered at a council meeting without prior notice
- Decide whether or not to call an extraordinary meeting of the council
- Exercise, if you wish to, a 'casting' vote at council in the event of an equal vote on any issues. In the role, you will be advised by the council's monitoring officer and chief executive.

During your term of office, you are expected to remain politically impartial, particularly in relation to sensitive political issues. Your political colleagues should support you in this and respect your neutrality, enabling the office of mayor to be seen as 'above politics'.

Effective chairing

Committee meetings are a mainstay of the political management process and it is your job to ensure that the business of the council is conducted effectively in the council chamber.

There are no hard and fast rules about how you chair a council meeting. The approach you take and the style you adopt will depend largely on the nature of the meeting, the people involved and your own personality.



Acting 'above politics'

"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..."

"It is important that the mayor maintains an apolitical stance especially when chairing council meetings. It is a requirement that the chairman of the council must act entirely neutrally allowing different opinions to be fully and fairly represented and debated subject to Standing Orders."

Civic Protocol, Borough of Rossendale, 2011

One of the key tasks, however, will be to encourage participation and prompt discussion. This is primarily about creating the best conditions for others to engage in debate. Only through discussion can you understand what people think and where they stand on any given subject.

Chairing council meetings can sometimes be demanding process because of the personalities involved. People respond in different and sometimes unpredictable ways when trying to convince others of their point of view, particularly when this is overlaid with the essential politics of local government. Arguments are common and conflict is not unusual. This is true enough in one to one situations, but is particularly so in committee meetings.

Recognising that people often behave differently in committees can help you, tactically, to be more effective in chairing meetings. Much of this is about watching and listening to group behaviour and using your own judgement about when to intervene and when to sit back as discussions unfold and people exchange views or come into conflict. For example:

- Who is contributing the most and least to the council's debates – are they aware of it and could you challenge them?
- Who are the silent members – is their silence about dissent or fear and could your intervention encourage them to be more vocal?
- What is the atmosphere – could you mediate to create more congenial conditions?
- Have the discussions reached a sticking point – could you broker some negotiation or compromise to move things forward?
- Who are the rebels, bullies, critics and scapegoats – can you employ different tactics to deal with each?



Importance of effective chairing

Effective chairing can:

Provide for clear leadership and direction, ensuring that discussions are held within some framework for debate, that is based on an agreed agenda and adhering to established ground-rules, Standing Orders and the ethical governance framework of the council.

Ensure that debates are focused and balanced involving discussion from all members who wish to articulate a view, particularly where conflicting opinions are being expressed.

Enable decisions to be reached, allowing members to agree on the way forward and any further action that needs to be taken, eg there may be a need to allocate scarce resources to meet agreed priorities.

Contribute to team working, allowing members to build rapport and contribute to committee discussions. This can often help to inform, unite and inspire people.

Ensure that resources are used to best effect, saving time and energy and allowing information, views and evidence to be gathered in an efficient and timely manner.

As well as dealing with the inevitable political wrangling, you must remain impartial in dealing with the personalities involved. By being seen to be firm but even-handed in your chairing role, you should be able to articulate the areas of common ground that can help in building consensus on the contentious issues.



Exercise 6 – managing the personalities

Imagine you are chairing a full council meeting and are confronted with the following characters. Identify what tactics you would employ to deal with each.

- i) A noisy and aggressive member who insists on shouting people down when they disagree with her.

- ii) A member who has a tendency to be long-winded in sharing his views, to the agitation of others.



Chairing council meetings: hints and tips from former mayors

Be seen to be apolitical	Be firm, but fair to all sides. Look in all directions when inviting contributions and note who is waiting to speak.
Know your Standing Orders	Know them without having to look them up, particularly those related to the rules of debate, motions, seconders, amendments, voting, points of order and personal explanations.
Keep to time	Be punctual, stick to the agenda and don't let individual members 'hijack' the debate.
Be attentive to the subject under discussion	Prepare well and read the agenda papers thoroughly. Know what the 'hot topics' are and the points of likely contention.
Have pre-meetings with officers	Get to know what is really going on behind the scenes so that you can distance yourself from the contentious issues.
Be human	Keep calm, remain tolerant and be polite. Remember that a sense of humour can help in the right situations. Facilitate, don't dominate.
Use the support available	Ask for the advice of your officers if you feel exposed.

The mayor as the ‘conscience of the council’

As mayor you should be seen to respond to and reflect the mood of your citizens and your councillors. This is particularly important in times of crisis and celebration. In some council constitutions this is described as being ‘the conscience of the council’.

The public outpouring of grief following events such as the death of Diana, Princess of Wales in 1997 and the World Trade Center attack in 2001 highlights the importance of this aspect of the role. After the initial shock of such events, people want to know what they can do, and what the council will do. As the public face of the council you will be expected to give a lead.

Or consider events such as the Haiti earthquake in 2010. You might need to make an early statement after a natural disaster, expressing sympathy, offering support to local citizens who may have family in the affected area and calling on the generosity of the community to support the appropriate relief committee or a relevant local aid organisation. Again this may be particularly relevant where there are close cultural links with the affected area. This could be because you are twinned with the affected place, or you have a large community originally from the area.

In these situations doing nothing is not an option and it is the mayor, as the first citizen and as chair of the council, who should give a lead to the community and speak on its behalf. There are likely to be two parts to your message:

- Sympathy to the families and communities directly affected
- Guidance to your own community on what they can do to help and how they can express their own feelings.

In some situations protocols may have to be re-written or invented to deal with the public angst.



Mayor urges Reading folk to help Haiti

The following was published on The Reading Post website www.getreading.co.uk on 26 January 2010:

The Mayor of Reading is urging the townsfolk to give as much as they can afford to help the people affected by the recent disastrous earthquake in Haiti.

Mayor Fred Pugh commended the generosity of the town’s residents but urged everyone to donate whatever they can to give further help to the many thousands of people affected by the catastrophic earthquake that hit the Caribbean island on Tuesday, January 12.

Councillor Pugh said: ‘As always, the people of Reading have already shown extraordinary generosity to the thousands of people who have lost everything - family members, friends, homes and their livelihood.

‘I thank all those who have already given so much, and I would implore anyone who still wishes to play their part in helping the people of Haiti to make a donation to the Disasters Emergency Committee, which is co-ordinating aid efforts in Britain.

‘Your donation can make a real difference to the lives of Haitians trying to recover from this terrible natural disaster.’

Civic Protocol, Borough of Rossendale, 2011

The role of the mayor's office

Throughout the civic year, the mayor's office will provide you with the essential support you need to carry out your civic and ceremonial duties. This will include:

- Managing the civic diary and providing secretarial and administrative back-up
- Sorting out your travel arrangements, including managing a civic vehicle or hiring transport
- Organising civic events and ceremonies such as parades, receptions and services
- Receiving and following up invitations to functions and engagements
- Arranging appropriate events in the mayor's parlour (these are likely to be subject to council rules and guidelines)
- Giving proper briefings and advice as necessary
- Managing the budgets for the mayoralty
- Liaising with the local press
- Providing advice on speech writing
- Providing appropriate support for your charity appeal (this may be subject to internal council rules)
- Preparing any necessary reports for the council.

It is essential that you develop good working relationships with support staff from the outset because effective two-way communication will be vital. To underpin this, you will need to do the following:

- Remember that your support staff are council employees and there are likely to be rules and guidelines about what they can and cannot do. Familiarise yourself with these and seek clarification if necessary.
- Articulate your personal goals and anticipated campaign at the start of the civic year to enable the mayor's office to build these objectives into their departmental business plan. Once this plan is agreed it will be monitored on a regular basis to ensure that everything remains on track throughout your period of office.
- Attend weekly briefing meetings with senior staff to let them know your plans and whereabouts and to enable you to keep abreast of any developments that could impact on the mayoralty. It is useful to remember that it is likely to be more practical and productive to discuss matters at regular briefing meetings rather than constantly 'popping in' unannounced.

While it is likely that you will come to see the mayor's office as part of your extended team, you should remember that these staff will not 'report to you' in a managerial sense. They will be line-managed by senior officers of the council and any comments or concerns you may have about their performance should be taken up with the appropriate manager. Their relationship with you should be professional and supportive, without being overly familiar.



Exercise 7 – who’s in your office?

Using the table below, or on a spare sheet of paper, make a list of those in your mayor’s office together with their role or job title. In the remaining column list the main ways each can help you in your role.

Name	Post or role	How they can help

You might like to discuss your responses with your civic officer or manager.

Final summary

All of the former mayors who contributed to the research for this workbook spoke affectionately about their term of office, while recognising some of the challenges and pitfalls they faced.

For some, the overwhelming memories of the civic year were the royal garden parties, remembrance services and high-profile functions they attended as first citizen. Others reflected on the warmth, generosity and diversity of the people they met of all ages and from all walks of life. Some retained, above all else, a sense of pride in what they had achieved, or inspired others to do.

Every former mayor has their own story to tell and each helped to bring their personal style and flair to the position. As one individual commented: ‘Just because something has always been done that way does not mean you cannot change it.’

For some, leaving office was an emotional and draining experience. Many reported that it was difficult to re-adjust after the intense period of the mayoralty. Their hints and tips on what to do at the end of the civic year are both helpful and revealing.



“A mayor reaches places and people that other politicians and people cannot.

‘They can be instrumental in developing things, and can encourage and make them happen [...] because they cannot be accused of some ulterior motive or some other hidden agenda.’

Former mayor of a London borough



Ending your civic year: hints and tips from former mayors

“Take a holiday to get away from it all – spend some time with your family.”

“Get back to being a councillor as soon as you can – use what you’ve learnt.”

“Sigh with relief – you’ve got your own life back.”

“Try to organise all the records of your year of office before time moves on too much, otherwise you will never get around to sorting all the press cuttings and letters.”

“Keep away from events in the first year that the incoming mayor may be at.”

“Serve as a mentor for others taking on the role (if asked).”

“Make plans to fill your life in advance – [it’s] a chance for new hobbies or interests.”



Where do you go from here?

Look back over the material contained in earlier sections of this workbook and consider the following:

(a) What further action points can you identify in your preparations for the role of civic mayor? What things might you start doing, keep doing or stop doing?

(b) Have you identified any gaps in your knowledge or shortcomings in your personal skills? If so, set these out below and identify how any further training or development might help you. Would you benefit from further reading and research, attending courses, mentoring, or work shadowing for example?

Appendix A

Sources of further information and support

Printed publications

Civic Ceremonial – A Handbook, History and Guide for Mayors, Councillors and Officers (5th Edition), Paul Millward, Sweet & Maxwell.

Civic Ceremonial – Advice on Protocol to the Mayors of the London Boroughs, edited by Robert Davis, Simon Walsh and Edward Lord, The London Mayor's Association (LMA).

Civic Handbooks: A Best Practice Guide, Paul Millward, National Association of Civic Officers (NACO).

Surviving Scrutiny: A 21st Century Civic Office, Philip O'Brien, NACO.

The Advent of the Electronic Civic Diary, Civic Support Section (Leicester City Council), NACO.

The Councillor (13th Edition), Paul Clayden, Sweet & Maxwell.

Useful websites

www.local.gov.uk

The website of the Local Government Group is an invaluable source of help and advice for all those in local government.

www.londonmayors.org.uk

The website of the London Mayor's Association (LMA) is a non-party political body which brings together all the civic mayors of the London boroughs. The LMA exists to promote and manage the civic ceremonial life of London and support the community leadership role of the civic mayor.

<http://naco.leicester.gov.uk/>

The National Association of Civic Officers was started in 1999 and is the largest and most active organisation for civic staff. Its website provides a range of resources which members may find useful, including a series of free pamphlets on a range of relevant subjects. For example, they have produced a best practice guide to civic handbooks (see 'printed publications' section above).

www.public-standards.gov.uk

This is the website of the Committee on Standards in Public Life. This includes reports and research relevant to the development of ethical governance in public bodies.

Appendix B

Acknowledgements

We would like to thank the following individuals for their contributions:

- Aileen Beckwith, London Borough of Bexley (Mayor, 2001/02).
- Angie Aspinall, Councillor Development Officer, Kirklees Metropolitan Borough Council.
- Barbara Jackson, Derby City Council (Lord Mayor 2008/09).
- Brian Ayling, Dacorum Borough Council (Mayor 2007/08).
- Brian Beckwith, London Borough of Bexley (Mayor 2006/07).
- Bob Nash, Harrogate Borough Council, (Mayor 2001/02).
- Carol Green, Dacorum Borough Council (Mayor 2003/04 and 2008/09).
- Caroline Bayliss, Harrogate Borough Council (Mayor 2005/06).
- Caroline Pond, Epping Forest District Council (Chairman 2007/08).
- Chris Ball, London Borough of Bexley (Mayor 1998/99).
- Christine Gill, Rossendale Borough Council (Mayor 2008/09).
- Denis Daniels, London Borough of Bexley (Mayor 2003/04).
- Dennis Doe, Royal Borough of Kingston upon Thames (Mayor 2003/04).
- Dorothy Ramsden, Rossendale Borough Council (Mayor 1982/83).
- Edith Macauley, London Borough of Merton (Mayor 2002/03).
- Eileen Kershaw, Rossendale Borough Council (Mayor 2003/04).
- Elaine Craven, Civic Services Officer, Rossendale Borough Council.
- Eric Broadbent, Scarborough Borough Council (Mayor 2004/05).
- Geoff Webber, Harrogate Borough Council (Mayor 2006/07).
- Geoffrey Atkinson, Rossendale Borough Council (Mayor 1993/94).
- George Grubb, Edinburgh City Council (Lord Provost 2007/12).
- Graham Pearson, Rossendale Borough Council (Mayor 1991/92).
- Ian Potts, London Borough of Ealing (Mayor 2004/05).
- Inder Singh Jamu, London Borough of Barking & Dagenham (Mayor 1998/99).
- James Grogan, Rossendale Borough Council (Mayor 2001/02).
- Jenny Barrett, Mayor's Secretary, Dacorum Borough Council.

- John Eastaugh, London Borough of Bexley (Mayor 2004/05).
- Joyce Thorne, Rossendale Borough Council (Mayor 2009/10).
- June Forshaw, Rossendale Borough Council (Mayor 2004/05).
- Karen Hopkinson, Employee Development Adviser, Ipswich Borough Council.
- Lawrence Forshaw, Rossendale Borough Council (Mayor 1996/97).
- Lesley Hinds, Edinburgh City Council (Lord Provost 2003/07).
- Linda Bailey, London Borough of Bexley (Mayor 1999/2000).
- Margaret Kidd, Mayor's Secretary, Harrogate Borough Council.
- Manjula Sood, Leicester City Council (Lord Mayor 2008/09).
- Michael Manning, Rossendale Borough Council (Mayor 1986/87).
- Mollie Disley, Rossendale Borough Council (Mayor 1998/99).
- Paul Millward, Chair, National Association of Civic Officers.
- Paul Westley, Leicester City Council (Lord Mayor 2006/07).
- Philip O'Brien, Head of Constitutional and Member Services, Derby City Council
- Robert Wilkinson, Rossendale Borough Council (Mayor 1994/95).
- Robert Davis, Chair, London Mayors' Association (and Lord Mayor of Westminster City Council 1996/97).
- Sara Bolton, Derby City Council (Lord Mayor 1999/2000).
- Sheila Conway, Rossendale Borough Council (Mayor 1979/80).
- Sheila Kettlewell, Scarborough Borough Council (Mayor 2002/03).
- Steve Holmes, Dacorum Borough Council (Mayor 2009/10).



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Result of twelve week public consultation undertaken for the Budget Strategy 2011/12 Onwards, as presented to Cabinet on 22 December 2010.

The consultation sought to identify which discretionary (non-statutory) services mattered most to local people. Democratic representation, described as Town Hall and civic events, was ranked the least important discretionary area by consultees, gaining 1% of the vote.

Service Area	Description	% of vote
Open Spaces	Parks and open spaces	20
Community Services	Community Safety, Community Development and CCTV	19
Transport Services	Support for socially desirable buses and bus shelter maintenance	16
Recreation and Sport	Leisure centre, youth and sport provision	13
Environmental Protection	Public conveniences and health promotion	12
Visitor Economy	Tourism and visitor information centre	10
Grants	Grant aid	9
Democratic Representation	Town Hall and civic events	1

Sample cross section of Local Authority protocol for election of Mayor/appointment of Deputy Mayor

Local Authority	Can be re-elected?	Selection By	Main criteria	Tie break	Refusal	Deputy Mayor
Fylde BC	No	List of seniority	Seniority	Parties to resolve through discussion, if no resolution reached then lots drawn	Asked again the following year	Selected by the Mayor of the day*
Stevenage BC	Yes, but not consecutively	List of seniority	Seniority	Never experienced tie	Asked again the following year	Next in seniority who accepts position
Rushmoor BC	Yes	List of seniority	Seniority	Highest percentage of votes at last election	Asked again the following year	Next in seniority who accepts position
Boston BC	No	List of seniority	Seniority	Draw lots or hold ballot	Asked again the following year	Selected by the Mayor of the day
Tunbridge Wells BC	Yes, but preference against	Group leaders	Aptitude	NA	NA	Serves before becoming Mayor
Dartford BC	Yes	Majority party	Not known	NA	NA	Serves before becoming Mayor
Ashford BC	Yes, but preference against	Group leaders	Not known	NA	NA	Serves before becoming Mayor
Swale BC	Yes, but preference against	Majority party	Leader asks for nominations, nominees speak at group meeting, vote is taken in their absence	NA	NA	Leader asks for nominations, nominees speak at group meeting, vote is taken in their absence
Maidstone BC	No	List of seniority	Seniority	Alphabetical	Asked again the following year	Next in seniority who accepts position

*The Mayor and Deputy Mayor are issued with a policy document outlining the responsibilities of the role and affirming the need to remain apolitical. A session is held with the Mayor, Deputy Mayor and officers to discuss the policy.