

Shadow Council



Title:	Agenda
Date:	Tuesday 20 November 2018
Time:	6.30 pm
Venue:	Conference Chamber West Suffolk House Western Way Bury St Edmunds IP33 3YU
Membership:	<p>All Councillors</p> <p>You are hereby summoned to attend a meeting of the Shadow Council to transact the business on the agenda set out below.</p>  <p>Ian Gallin Chief Executive 12 November 2018</p>
Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.
Quorum	Twenty four Members
Committee administrator:	<p>Claire Skoyles Democratic Services Officer Tel: 01284 757176 Email: claire.skoyles@westsuffolk.gov.uk</p>

Public Information



Venue:	West Suffolk House Western Way Bury St Edmunds Suffolk IP33 3YU	Tel: 01284 757176 Email: democratic.services@westsuffolk.gov.uk Web: www.westsuffolk.gov.uk
Access to agenda and reports before the meeting:	Copies of the agenda and reports are open for public inspection at the above and following address: District Offices College Heath Road Mildenhall Bury St Edmunds Suffolk IP28 7EY at least five clear days before the meeting. They are also available to view on our website.	
Attendance at meetings:	The West Suffolk Shadow Council actively welcomes members of the public and the press to attend its meetings and holds as many of its meetings as possible in public.	
Public participation:	<p>Members of the public may ask questions of Members of the Shadow Executive (Cabinet) at ordinary meetings of the Shadow Council. 30 minutes will be set aside for persons in the public gallery who live or work in the West Suffolk area to ask questions about the work of the Shadow Council. 30 minutes will also be set aside for questions at extraordinary meetings of the Council, but must be limited to the business to be transacted at that meeting.</p> <p>A person who wishes to speak must register at least fifteen minutes before the time the meeting is scheduled to start. This can be done online by sending the request to democratic.services@westsuffolk.gov.uk or telephoning 01284 757176 or in person by telling the committee administrator present at the meeting.</p> <p>Written questions, detailing the full question to be asked, may be submitted by members of the public to the Interim Monitoring Officer no later than 10.00 am on the previous working day to the meeting of the Council. Email: democratic.services@westsuffolk.gov.uk Phone: 01284 757162</p>	
Disabled access:	The public gallery is on the first floor and is accessible via stairs. There is not a lift but disabled seating is available at the back of the Council Chamber on the ground floor. Please see the Committee Administrator who will be able to help you.	
Induction loop:	An Induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter.	
Recording of meetings:	<p>The Shadow Council may record this meeting and permits members of the public and media to record or broadcast it as well (when the media and public are not lawfully excluded).</p> <p>Any member of the public who attends a meeting and objects to being filmed should advise the Committee Administrator who will instruct that they are not included in the filming.</p>	
Personal Information	Any personal information processed by Forest Heath District Council or St Edmundsbury Borough Council arising from a request to speak at a public meeting under the Localism Act 2011, will be protected in accordance with the Data Protection Act 2018. For more information on how we do this and your rights in regards to your personal information and how to access it, visit our website: https://www.westsuffolk.gov.uk/Council/Data_and_information/howweuseinformation.cfm or call Customer Services: 01284 763233 and ask to speak to the Data Protection Officer.	

Agenda

Procedural Matters

Page No

1. Minutes

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To confirm the minutes of the meeting held on 25 September 2018 (copy attached).

2. Chairman's Announcements

3. Apologies for Absence

To receive announcements (if any) from the officer advising the Chairman (including apologies for absence)

4. Declarations of Interests

Members are reminded of their responsibility to declare any pecuniary or local non pecuniary interest which they have in any item of business on the agenda **no later than when that item is reached** and, when appropriate, to leave the meeting prior to discussion and voting on the item.

Part 1 – Public

5. Leader's Statement

Paper No: **COU/SA/18/012 TO FOLLOW**

(Shadow Council Procedure Rules 8.1 – 8.3) The Leader will provide a written statement summarising important developments and activities since the preceding meeting of the Shadow Council where these have arisen. These developments and activities will solely relate to the development of the Shadow Council, and matters related to the future West Suffolk Council.

Members may ask the Leader questions on the content of both his introductory remarks and the written statement itself.

A total of 30 minutes will be allowed for questions and responses. There will be a limit of five minutes for each question to be asked and answered. A supplementary question arising from the reply may be asked so long as the five minute limit is not exceeded.

6. Public Participation

(Shadow Council Procedure Rules Section 6) Members of the public who live or work in the West Suffolk area are invited to put one question of not more than five minutes duration about the work of the Shadow Council to members of the Shadow Executive. A person who wishes to speak must register at least fifteen minutes before the time the meeting is scheduled to start.*

(Note: The maximum time to be set aside for this item is 30 minutes, but if all questions are dealt with sooner, or if there are no questions, the Shadow Council will proceed to the next business.

*Each person may ask **one** question only. A total of **five minutes will be allowed for the question to be put and answered.** One further question will be allowed arising directly from the reply, **provided that the original time limit of five minutes is not exceeded.***

***Written questions** may be submitted by members of the public to the Interim Monitoring Officer **no later than 10.00 am on Monday 19 November 2018.** The written notification should **detail the full question** to be asked at the meeting of the Council.)**

**For further information, see Public Information Sheet attached to this agenda.*

7. Civic Leadership Review

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Report No: **COU/SA/18/013**

8. Urgent Questions on Notice

The Shadow Council will consider any urgent questions on notice that were notified to the Interim Monitoring Officer by 11am on the day of the meeting.

Part 2 – Exempt

NONE

Shadow Council

Minutes of a meeting of the **Shadow Council** held on **Tuesday 25 September 2018** at **6.30 pm** at the **Conference Chamber, West Suffolk House, Western Way, Bury St Edmunds IP33 3YU**

Present: **Councillors**

Chair Sarah Stamp

Ruth Allen	Andy Drummond	David Palmer
Michael Anderson	Stephen Edwards	Robin Pilley
Trevor Beckwith	Robert Everitt	Joanna Rayner
John Bloodworth	Paula Fox	Peter Ridgwell
David Bowman	Susan Glossop	David Roach
Ruth Bowman J.P.	John Griffiths	Richard Rout
Sarah Broughton	Wayne Hailstone	Reg Silvester
Tony Brown	Diane Hind	Andrew Smith
Carol Bull	Beccy Hopfensperger	Andrew Speed
John Burns	Paul Hopfensperger	Clive Springett
Louis Busuttil	Ian Houlder	Peter Stevens
Mike Chester	Victor Lukaniuk	Jim Thorndyke
Patrick Chung	Carol Lynch	Julia Wakelam
Max Clarke	Margaret Marks	Patricia Warby
Terry Clements	Elaine McManus	James Waters
Simon Cole	Sara Mildmay-White	
Roger Dicker	David Nettleton	

29. **Minutes**

The minutes of the meeting held on 17 July 2018 were confirmed as a correct record and signed by the Chair.

30. **Chairman's Announcements**

No announcements were made by the Chair on this occasion.

31. **Apologies for Absence**

Apologies for absence were received from Councillors Barker, Burt, Simon Brown, Crooks, Evans, Harvey, Midwood, Millar, Pollington, Pugh, Richardson, Robbins, Roman, Stanbury and Frank Warby.

Councillors Appleby, Marston, Mason, Nobbs, Noble, Thompson and Williams were also unable to attend the meeting.

(Councillor Diane Hind joined the meeting during the consideration of this item.)

32. Declarations of Interests

Members' declarations of interests are recorded under the item to which the declaration relates.

33. Leader's Statement

Councillor John Griffiths, Leader of the Shadow Council, presented his Statement, as contained in Paper No: COU/SA/18/009.

In his introductory remarks, Councillor Griffiths paid tribute to Councillor Alaric Pugh, former SEBC Portfolio Holder for Planning and Growth, who had recently and reluctantly taken the decision to resign from SEBC's Cabinet and the Shadow Executive for personal reasons. Reiterating that Councillor Pugh was not resigning as a councillor, Councillor Griffiths took the opportunity to acknowledge Councillor Pugh's many achievements and dedicated service to St Edmundsbury Borough Council and West Suffolk, and particularly for his sterling contribution towards driving the Councils' considerable growth agenda.

He then announced his intention to nominate Councillor Susan Glossop to the Shadow Executive (Cabinet) (see minute 36 below) following her recent appointment to SEBC's Cabinet, thus replacing Councillor Pugh. Subject to approval, Councillor Griffiths took the opportunity to welcome Councillor Glossop to the Shadow Executive.

In response to a question from Councillor David Nettleton, Councillor Griffiths stated that it was his understanding that the findings of the Local Government Boundary Commission for England's ward boundary review would be received on or by 23 October 2018; however this date could not be guaranteed.

34. Public Participation

No members of the public in attendance had registered to speak.

35. Referrals report of recommendations from the Shadow Executive (Cabinet) (Report No: COU/SA/18/010)

The Shadow Council considered the Referrals Report of Recommendations from the Shadow Executive (Cabinet) contained within Report No: COU/SA/18/010.

(A) Referrals from Shadow Executive (Cabinet): 18 September 2018

1. Arrangements for the Appointment of External Auditors for the West Suffolk Council and West Suffolk Shadow Authority

Approval was sought for arrangements for the external audit of the accounts for the Shadow Authority and for West Suffolk Council.

The new West Suffolk Council was required to confirm its external audit arrangements to appoint a local auditor to audit its accounts for 2019/2020. Forest Heath District and St Edmundsbury Borough Councils had previously in 2016, agreed to 'opt-in' to the Public Sector Audit Appointments (PSAA) audit arrangements; however, as these arrangements could not transition across to West Suffolk Council, the Shadow Executive (Cabinet) had recommended that the Councils' present commitment to option 3, which was to 'opt-in' to the PSAA arrangements, should be reaffirmed.

The Shadow Executive (Cabinet) had also recommended proposed arrangements for auditing the accounts of the West Suffolk Shadow Authority (WSSA). The WSSA met the criteria of a 'smaller authority' and following consideration of alternative options, as set out in Attachment A to Report No: EXC/SA/18/009, the Shadow Executive had considered that opting-in to the Smaller Authorities' Audit Appointments scheme would be the most cost-efficient route whilst also providing a well-established audit regime.

Councillor Ian Houlder, one of the Shadow Executive Members with the responsibility for Resources and Performance, drew relevant issues to the attention of the Shadow Council. Councillor Stephen Edwards, the other Shadow Executive Member with the responsibility for Resources and Performance, acknowledged the work of the officers in managing to secure a pragmatic and extremely cost effective method for auditing the accounts for the Shadow Authority.

On the motion of Councillor Houlder, seconded by Councillor Edwards and duly carried, it was:

RESOLVED:

That:

West Suffolk Council

- (1) Option 3, to 'opt-in' to the sector led body (Public Sector Audit Appointments Limited) for the independent appointment of the Council's External Auditor, beginning with responsibilities for the financial year 2019-2020, as set out in Report Nos: PAS/SE/18/025 and PAS/FH/18/024, be approved.

West Suffolk Shadow Authority

- (2) Agreement be given for the External Audit of the West Suffolk Shadow Authority Accounts to be prepared under the Smaller Authority audit

procedures, as set out in Attachment A of Report No: EXC/SA/18/009; and

- (3) approval be given for the S151 Officer to write to the Smaller Authorities' Audit Appointments (SAAA) informing them that the West Suffolk Shadow Authority would like to be treated as 'opted in' to the smaller authorities scheme and as such the auditor would be PKF Littlejohn (the appointees for Suffolk).

2. Transfer of Joint Policies to West Suffolk Council

Approval was sought for transferring the existing suite of joint policies adopted by Forest Heath District and St Edmundsbury Borough Councils to West Suffolk Council, together with giving delegated authority for officers to make minor drafting changes to existing and additional joint policies due to be adopted between September 2018 and 31 March 2019.

Councillors Ruth Bowman and Carol Bull, Shadow Executive Members with the responsibility for Future Governance, drew relevant issues to the attention of the Shadow Council.

On the motion of Councillor Ruth Bowman, seconded by Councillor Bull and duly carried, it was:

RESOLVED:

That:

- (1) the existing suite of joint policies adopted by Forest Heath District and St Edmundsbury Borough Councils be transferred to West Suffolk Council, as detailed in paragraph 1.1.3 of Report No: EXC/SA/18/010;
- (2) delegated authority be given to Officers, in consultation with relevant Portfolio Holders, to make necessary minor drafting changes to existing policies and then agree them for West Suffolk Council, as detailed in paragraph 1.1.4; and
- (3) delegated authority be given to Officers, in consultation with relevant Portfolio Holders, to make necessary minor drafting changes and then agree the additional joint policies that are adopted by Forest Heath District and St Edmundsbury Borough Councils between September 2018 and March 2019, as detailed in paragraph 1.1.4 and 1.1.5.

36. **Appointment of Shadow Executive Member**

The Shadow Council considered a narrative item which sought a nomination to appoint to the Shadow Executive (Cabinet) to replace Councillor Alaric Pugh following his recent resignation from St Edmundsbury Borough Council's Cabinet and the Shadow Executive.

Unlike appointments to Forest Heath District and St Edmundsbury Borough Councils' Cabinets, appointments to the Shadow Executive required a vote by the Shadow Council on the nomination.

Councillor John Griffiths, Leader of the Shadow Council nominated Councillor Susan Glossop to be appointed to the Shadow Executive, which was duly seconded by Councillor James Waters, Deputy Leader of the Shadow Council.

No other nominations were proposed.

On the motion of Councillor Griffiths, seconded by Councillor Waters, and duly carried, it was:

RESOLVED:

That, Councillor Susan Glossop be appointed to the Shadow Executive (Cabinet), thus replacing Councillor Alaric Pugh, for the remainder of the 2018/2019 Shadow Authority year.

37. Appointment of Independent Remuneration Panel (Report No: COU/SA/18/011)

The Shadow Council considered this report, which sought approval for the appointment of members to the West Suffolk Independent Remuneration Panel.

Following approval given by the Shadow Council in June 2018 regarding the process to be undertaken to appoint an Independent Remuneration Panel (IRP) for the West Suffolk Council, a selection panel had been established to interview shortlisted applicants. This panel's recommendations on whom to appoint to the IRP were now being considered by the Shadow Council. Five individuals had unanimously been recommended by the selection panel and paragraph 1.2.2 of the report included short biographies on each for Members' consideration.

Councillor Ruth Bowman, one of the Shadow Executive Members with the responsibility for Future Governance, drew relevant issues to the attention of the Shadow Council, including that whilst the Shadow Council had agreed to appoint an advisor to the IRP, the two candidates interviewed by the selection panel for this post were not considered to offer the full, rounded skillset that was required and therefore an appointment for the role of advisor had not been recommended. Instead, the panel had recommended that support to the IRP would be provided by the Councils' officers directly, details of which were provided in the report.

In response to a question, Councillor Ruth Bowman explained that the IRP would receive an initial briefing on what a Members' Allowance Scheme should contain, as set out in the Regulations, as well as bringing the Panel's attention to other key issues that should form part of the review. With the support of appropriate officers, as listed in paragraph 2.2, a fair and appropriate scheme was envisaged to come forward for consideration and adoption by the Shadow Council in February 2019, for implementation by West Suffolk Council.

On the motion of Councillor Ruth Bowman, seconded by Councillor Carol Bull, and duly carried, it was:

RESOLVED:

- (1) That Laura Austin, Derek Blake, Richard Cooper, Sandra Cox and Chris Mattinson be appointed to the West Suffolk Independent Remuneration Panel (WSIRP) and that no appointment be made to the post of Advisor to the West Suffolk Independent Remuneration Panel.

38. Urgent Questions on Notice

No urgent questions on notice had been received.

39. Report on Special Urgency

The Leader reported that no executive decisions had been taken under the Special Urgency provisions of the Shadow Constitution.

The Meeting concluded at 6.50 pm

Signed by:

Chairman

Shadow Council



Title of Report:	Civic Leadership Review	
Report No:	COU/SA/18/013	
Report to and date:	Shadow Council	20 November 2018
Shadow Executive (Cabinet) Members:	Ruth Bowman Tel: 01638510896 Email: ruth.bowman@forest-heath.gov.uk	Carol Bull Tel: 01953681513 Email: carol.bull@stedsbc.gov.uk
Lead officer:	Jen Eves Assistant Director (Human Resources, Legal and Democratic Services) Tel: 01284 757015 Email: jennifer.eves@westsuffolk.gov.uk	
Purpose of report:	To review civic leadership across St Edmundsbury Borough Council and Forest Heath District Council in preparation for the introduction of West Suffolk Council in April 2019.	
Recommendation:	<p>It is <u>RECOMMENDED</u> that the Shadow Council:</p> <p>(1) Agrees to the proposed requirements and priorities for the role of the future civic leader, as set out in section 18.2 and 18.3 of the Civic Leadership Review report attached to Report No: COU/SA/18/013 , and to delegate the writing of a new protocol encompassing these elements to the Assistant Director (HR, Legal and Democratic Services);</p> <p>(2) works more closely with town and parish councils by:</p> <p>(a) engaging with all town and parish councils to seek further ways of supporting them with civic leadership at a local level;</p> <p>(b) exploring with Bury St Edmunds Town Council possible options for them to lead on town centred ceremonial duties; and <i>continued over....</i></p>	

	<p>(3) takes a vote on whether the Shadow Council should convene a special meeting for the purpose of deciding whether to apply for borough status and to suspend paragraph 13.1 of the Council Procedure Rules for this vote, so that it may only be passed should a two thirds majority of those present and voting at the meeting wish the Shadow Council to apply for borough status.</p>
<p>Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i></p>	<p><i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/></p>
<p>Consultation:</p>	<p>A wealth of information has been gathered utilising a range of different methods. This includes; an online survey, focus groups and a random telephone review of those that have invited the St Edmundsbury Borough Council Mayor/Forest Heath District Council Chairman to events over the last 12 months.</p> <p>A wide range of media materials were prepared for raising awareness and encouraging engagement in communities including:</p> <ul style="list-style-type: none"> • numerous news releases; • use of social media tools including posting into more than 40 local groups and pages; • a Facebook Live session (chaired by the local press) which was made public across the wider social media network and which received in excess of 6,800 views; • written materials, including advertisements, posters and template news releases (these were also sent to town and parish councils and Members for use in local publications); • providing materials at West Suffolk Council customer access points, namely, West Suffolk House, Forest Heath District Council Offices, Newmarket and Haverhill, as well as at the following locations, the Apex, West Stow Country Park and Moyse’s Hall Museum; and • engagement with partners through the Suffolk Communications Network, (this includes health organisations and Suffolk County Council) who were asked to promote the review in doctor’s surgeries and libraries where possible.

Alternative option(s):	The legal position is that West Suffolk Council will be a district with a chairman on 1 April 2019. With this in mind, the alternative option is to accept this legal position and do nothing other than determining the Chairman's Protocol for the new role.
Implications:	
<i>Are there any financial implications? If yes, please give details</i>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> As outlined in the report, one of the next steps is to re-write the protocol for the civic leader for West Suffolk and then to establish the budget. However, this will not be an additional financial cost for the new West Suffolk Council, i.e. the new civic leader will not cost more than is currently budgeted collectively for the Forest Heath District Council Chairman/St Edmundsbury Borough Council Mayor. There is a cost to apply for borough status. The basic one-off costs associated with borough status are £2,200 which covers the costs of the Privy Council Office to proof the text of the charter, as well as printing it on vellum and sealing it.
<i>Are there any staffing implications? If yes, please give details</i>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> As outlined in the report, as the new protocol for the civic leader is prepared, further consideration will be given to whether there is a requirement for a driver. Also dependent on the decisions made with regards to whether the civic leader will be a mayor/chairman, the role of the macebearers could also be affected.
<i>Are there any ICT implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<i>Are there any legal and/or policy implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<i>Are there any equality implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Not applicable			
Ward(s) affected:		Not applicable	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		Not applicable	
Documents attached:		<p>Attachment: Civic Leadership Review Report and its 15 Appendices:</p> <p>Appendix 1: Online survey questions Appendix 2: Focus group questions Appendix 3: Telephone survey questions Appendix 4: Mayoralty Protocol 2016 Appendix 5: Chairman Protocol Appendix 6: Royal Borough Status Appendix 7: Understanding Borough Status - National Context Appendix 8: Town Council Case Studies Appendix 9: Overview of how civic leadership is carried out in the 8 largest authorities in England Appendix 10: Comparison of regional information Appendix 11: Detailed overview of alternative approaches to civic leadership Appendix 12: Ward councillor questions Appendix 13: Portfolio holder questions Appendix 14: Detailed overview of survey respondents Appendix 15: Geographic breakdown of survey respondents</p>	

1. Key issues and reasons for recommendations

1.1 Overview of key findings

- 1.1.1 The new West Suffolk Council will be the seventh largest district-tier council in England, with a population of 179,385. It will be 74.9% rural (using the 2011 Rural Urban Classification).
- 1.1.2 Currently the civic leadership function for Forest Heath District Council is carried out by a chairman and for St Edmundsbury Borough Council it is undertaken by a mayor. (The current civic titles are used throughout this paper and in the report, although it is recognised there are opportunities to review the title in future).
- 1.1.3 With the creation of the new West Suffolk Council on 1 April 2019, there is an opportunity to redefine the arrangements for civic leadership in order to support West Suffolk Council's ambitions to drive growth and prosperity in local communities. The new arrangements need to look to the future while recognising and building on the traditions of the past.
- 1.1.4 There were three main areas that need to be considered when defining the new role for civic leadership for West Suffolk Council:
- Requirements of the role;
 - The priorities for the civic leader; and
 - Format for how the role will be delivered.
- 1.1.5 A wide range of information has been gathered utilising a range of different methods to help inform decision making on the way forward. These are outlined in Part 3 of the main report.
- 1.1.6 Before considering the way forward there are some interesting findings and themes that have arisen from all the information that has been accumulated through the comprehensive review:
- A mayor and chairman have the same powers and they are both apolitical roles. There are many similarities in the core roles/purpose of the civic leader, particularly in terms of the ceremonial and ambassadorial functions regardless of whether this is undertaken by a mayor/chairman.
 - Borough and district have exactly the same powers, for example in relation to issuing Freedoms.
 - There are differing opinions with regards to the new West Suffolk Council status. On the one hand, there are those that feel that the continuity of history and symbolism of the St Edmundsbury Borough should not be lost (St Edmundsbury has been a Borough since 1974). Alternatively others consider that district status would be most appropriate for a progressive, new West Suffolk Council with a largely rural area.

- Only boroughs can have a mayor but you can have a borough with a chairman. However, research shows that all authorities that are boroughs do have a mayor.
- Town councils can resolve to have a mayor as their civic leader by voting at Full Council to do so. Town mayors/chairmen are official representatives of their town and they act as an ambassador for the town council and can make official visits to their twin towns. They are responsible for promoting the town, networking and taking an interest in all aspects of the local community. Haverhill and Newmarket Town Councils currently have a mayor, although these are carried out in different ways. The Haverhill Town Mayor wears robes as well as a chain of office depending on the function they are attending, whereas the Newmarket Town Mayor does not wear robes, but has a chain of office. It is a matter of choice for the town council as to how their town mayor will be dressed.
- Research into how other authorities across the country carry out their civic leadership functions shows that in general, where a civic leader is a mayor, they tend to attend more events, up to 550 events, compared to around 100-200 for chairmen. Also, where there are mayors, the costs of civic leadership is almost always higher, reflecting the larger number of events and support required to undertake the bigger role.
- The survey showed that it was predominately Bury St Edmunds residents who do not want to lose the historic aspect and tradition and ceremony attached to having a mayor. They have expressed the importance of the ceremonial aspects of this role and good press coverage/PR/profile raising that can be achieved. The review of written press coverage and the telephone survey suggests that the St Edmundsbury Mayor currently attracts more coverage. However, the attendance of the St Edmundsbury Mayor or Forest Heath Chairman was equally appreciated by those requesting their attendance at events.
- The survey also found a commonly expressed view that local people will not relate to a distant mayor of a large authority; a successful mayor is one who is largely known by local population and one whom they can identify as one of their own.

1.1.7 While it is recognised that a decision around borough status and whether to have a mayor/chairman may be subject to further debate by the new West Suffolk Council in the future, the present review is considered by the Civic Leadership Working Group to provide the most comprehensive assessment that can be reasonably undertaken at this time to help the Shadow Council to reach a decision.

1.1.8 During the course of the review it has become evident that there is a need for a revised approach for the civic leader of the new West Suffolk Council because of the following issues that have been identified:

- Events attended by St Edmundsbury Mayor and Forest Heath Chairman focus on the towns within St Edmundsbury and mainly Bury St Edmunds town.
- Rather than supporting the priorities of the Councils, the agenda can be individualised and changed every year. Therefore there is not a strong correlation between events that the current civic leaders attend and the Councils' priorities, particularly in relation to growth and housing. Education and local growth are currently the least frequent events that are supported by either civic leader.
- There is confusion over what civic leadership is and how the different civic roles work together. Two towns in west Suffolk currently have mayors. Having both town mayors and a St Edmundsbury Borough Mayor tends to result in confusion and duplication of event coverage.
- There is not presently any co-ordination of attendance at events with ward councillors and cabinet members.
- The geographic size of the new West Suffolk Council means consideration has to be given to making sure that the role is deliverable by one person in terms of numbers of commitments and distances to be travelled.

1.2 **Requirements of the role of civic leader**

- 1.2.1 Having considered a range of different ways that civic leadership can be carried out, the proposal is to continue to appoint a civic leader from within the existing 64 elected councillors of the new West Suffolk Council (as per the Constitution) and to retain the approach of appointing one civic figurehead and one deputy, who maintain political neutrality.
- 1.2.2 The length of the term of office shall remain as one year.
- 1.2.3 A more coordinated and team-based approach is required to ensure that civic leadership is woven into the fabric of the council and is supported by other councillors and portfolio holders and vice versa, thereby reducing the need for joint attendance at some events and maximising the benefits where attendance is carried out together.
- 1.2.4 It is important to ensure that there is a more equitable approach to recognising communities across west Suffolk, removing the focus from being on key towns and this needs to be reflected when determining what events the civic leader should attend.
- 1.2.5 Maximising communication methods and promoting the civic leadership role internally and externally are critical success factors, ensuring that press coverage reflects the work of the wider communities and businesses of west Suffolk, which goes hand-in-hand with the role being reflective of the broader area.
- 1.2.6 There is a need to consider how the civic leader can gain greater buy-in from young people, raising awareness about democracy and the role of the

council. There are a range of options that could be considered, from appointing a cadet civic leader to hosting youth engagement events in the council chambers.

- 1.2.7 There is a requirement for more involvement of and closer consultation with town and parish councils. It is also worth noting that it is intended to undertake a review of the connection between West Suffolk Council and its town and parish councils in 2019/2020 and this needs to consider how the civic leader of the West Suffolk Council can complement and support the work of towns and parishes better and vice versa and to consider how some functions could be undertaken differently.

1.3 **Priorities for the civic leader/supporting the aims and ambitions of West Suffolk Council**

- 1.3.1 Regardless of title, what is required in the future, is a professional, progressive and accessible civic leader, well connected to the aims of the new West Suffolk Council.
- 1.3.2 The ambassadorial function remains a central part of the new role; championing and supporting local communities/businesses. Being non-political means the civic leader's views can be widely heard.
- 1.3.3 The civic leader can be a major influence in promoting the image and importance of West Suffolk Council in the regional and national context, as well as supporting local communities and businesses.
- 1.3.4 The working group recommend that the following principles apply to the new civic leader role:
- To support economic growth and development in partnership with key stakeholders, such as the BID and Chamber of Commerce and American Airbases;
 - To continue to chair council meetings;
 - To continue to support key national and military events in a ceremonial role;
 - To continue to host countywide events such as the Harvest Festival, Battle of Britain commemorations and so on;
 - To continue to support educational events, but to ensure where these are undertaken they are linked to a broader remit rather than being, for instance, specific to one school;
 - To reach out and engage with local communities and to continue to champion the contributions of local citizens, groups and businesses;
 - To remove twinning responsibilities and support them through the town councils, as they are in some cases already;
 - To support charities but not to be responsible for hosting or organising specific charity events to raise funds; and
 - To reduce the number of events attended by the civic leader, ensuring there is a more focused approach on supporting key strategic events, likely to have the biggest impact across West Suffolk communities.
- 1.3.5 To recognise and thank the contributions of citizens, including, for example, thanking people by attending events, hosting receptions for community

groups and volunteers, granting Freedom awards and also by making best use of the advertising/promotion of events.

1.4 **Format for how the role will be delivered: West Suffolk Council Status**

1.4.1 While the legal order laid down by Government is that West Suffolk Council will be a district with a chairman on 1st April 2019, there are various options councillors can look at as to whether the new Council will be a borough or district or have a mayor or a chair after this date. These are detailed within the report and outlined in section 2 below.

1.4.2 The branding for the new West Suffolk Council will not change whichever decision is made regarding borough or district status.

2. **Additional supporting information**

2.1 There are three overarching options for how the civic leadership role could be undertaken:

- a) West Suffolk chooses not to apply for borough status and accepts district status, adopting a chairman as their civic leader.
- b) West Suffolk applies for borough status and if granted then chooses whether to adopt a mayor or chairman as their civic leader.
- c) West Suffolk applies for borough status, but fails to attain this and thus becomes a district council with a chairman as their civic leader.

2.2 In terms of deciding the format for which option will be adopted, there is a need for a staged approach to decision making.

2.3 The Shadow Council initially needs to decide whether to apply to the Privy Council for borough status. Once the outcome of this is known, further consideration could then be given to deciding whether the civic leader will be a mayor/chairman, if and as required.

2.4 The decision to apply to the Privy Council for borough status requires a two-thirds majority vote in favour (excluding abstentions) at a specially convened Shadow Council meeting.

2.5 If councillors vote in favour of convening this meeting, then the plan will be to arrange this in December 2018. It is for this reason that it is recommended that the Shadow Council suspends paragraph 13.1 of the Council Procedure Rules when voting whether to convene the special meeting, so that it may only be passed should two thirds majority of those present and voting at the meeting wish the Shadow Council to do so, thus replicating the later voting requirements that would be required at the special meeting if called.

2.6 The implications for whether the Shadow Council request the convening of a special meeting to decide on borough status or not are outlined below:

Decision not to convene a special meeting:

- Legal position prevails in May 2019 of district status and a chairman.
- Consult with town and parish councils on the impact and opportunities for them given the changes to civic leadership for the new West Suffolk Council for the longer term.

Decision to convene a special meeting:

- The special meeting is convened in December 2018.
- If the special meeting achieves two thirds majority, immediately make an application to the Privy Council.
- Consult with town and parish councils on the impact and opportunities for them with particular focus on the interim year ahead 2019/2020, whilst the Shadow Council awaits the outcome of the application.
- Await to hear from the Privy Council as to whether borough status is granted and then, if it is, make a decision as to whether the civic leader should be a mayor or a chairman.

2.7 Following the decisions made by the Shadow Council, the next steps are as follows:

- Writing of the protocol for the new civic leader (as outlined in the recommendations);
- Developing implementation options from 1 April 2019 (as required) which includes consulting with town and parish councils; and
- Agreeing the budget/resourcing requirements for supporting the civic leader.



Civic Leadership Review

**A review of civic leadership across St Edmundsbury
Borough Council and Forest Heath District Council in
preparation for the introduction of West Suffolk
Council in April 2019**

12 October 2018

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Executive Summary

The new West Suffolk Council will be the seventh largest district-tier council in England, with a population of 179,385. It will be 74.9% rural (using the 2011 Rural Urban Classification). Currently the civic leadership function for Forest Heath District Council is carried out by a Chairman and for St Edmundsbury Borough Council it is undertaken by a Mayor¹. However, with the creation of the new West Suffolk Council on 1 April 2019, there is an opportunity to redefine the arrangements for civic leadership in order to support West Suffolk Council's ambitions to drive growth and prosperity in local communities. The new arrangements need to look to the future while recognising and building on the traditions of the past.

While the legal order laid down by Government is that West Suffolk Council will be a district with a chairman on 1st April 2019, there are various options councillors can look at as to whether the new Council will be a borough or district or have a mayor or a chair after this date. The decision to apply to the Privy Council for Borough status would require a two-thirds majority vote in favour at a specially convened Shadow Council meeting.

There are three main areas that need to be considered when defining the new role for civic leadership for West Suffolk Council, which are;

- requirements of the role,
- the priorities for the civic leader, and
- format for how the role will be delivered.

As a result of this review, a wealth of information has been gathered utilising a range of different methods to help inform decision making on these aspects. This includes information that has been obtained from; an online survey, focus groups, a review of current working practices, including a random telephone review of those that have invited the Mayor/Chairman to events over the last 12 months, a review of regional and national perspectives and a media review. All of these different elements should be given equal weight when considering the issue, rather than relying on one aspect alone.

An overview of the key findings are as follows;

National and legislative context

- The branding for the new West Suffolk Council will not change whichever decision is made regarding borough or district Status.
- A mayor and chairman have the same powers and they are both apolitical roles. There are many similarities in the core roles/purpose of the civic leader, particularly in terms of the ceremonial and ambassadorial functions, regardless of whether this is undertaken by a mayor/chairman.
- Borough and district have exactly the same powers e.g. in relation to issuing Freedoms.

¹ The current titles for the civic leaders, as outlined in the current council constitutions are used throughout this document. It is recognised that these may be reviewed in the future.

- Since 2000, only seven councils nationally have applied to change from a district council to a borough council and only four have done this since 2009.
- In general, district councils have a higher percentage of rural residents and there is a perception that boroughs are more town/urban related (west Suffolk would become the new highest rural borough if this was agreed). There is, also, a perception that boroughs have a higher status, carrying more weight. Indeed, other parts of the country that have more recently adopted borough status, e.g. Basildon and West Lancashire specifically make reference to this point as to why they decided to apply for borough status.
- Only boroughs can have a mayor, but you can have a borough with a chairman. However, research shows that all authorities that are boroughs do have a mayor.
- Comparisons with the other districts/boroughs shows that, in general, where a civic leader is a mayor, they tend to attend more events, which ranges between 200-550 events, compared to 50-200 for a Chairman, with one exception, Maldon (275). Where there are mayors, the costs of civic leadership is almost always higher, reflecting the higher number of events and support required to undertake the bigger role.
- There is no option to separate out the chiring of council meetings from the wider civic functions of a mayor/chairman. This specific role is mandated in the Local Government Act 1972.

Local context

- Events attended by St Edmundsbury Borough Council Mayor are mainly in Bury St Edmunds and likewise the Forest Heath District Council Chairman, also, attends a number of events in Bury St Edmunds, as they are often invited to attend too.
- Education and local growth are currently the least frequent events that are supported by either civic leader.
- There is not a strong correlation between events that the current civic leaders attend and the council's priorities, particularly in relation to growth and housing.
- Having town mayors as well as a St Edmundsbury Borough Council Mayor can result in duplication of event coverage. Also, this can cause confusion for residents over what civic leadership is and how the different civic roles work together.
- Across west Suffolk, there are different arrangements across the town councils. Two towns in west Suffolk currently have mayors, with others considering adopting the role. These are undertaken in different ways. For example, the Haverhill Mayor wears robes and a chain and the Newmarket Mayor only wears a chain. The costs associated with this function in the towns are similar, in the region of £5,800-£6,450.
- It has been suggested, through both focus groups and the online survey, that there is the potential to further promote local arrangements to support civic

leadership and for greater co-ordination between the local authority and towns with regards to the management of, and attendance at, civic functions in the future. This view was supported for a number of reasons; promoting local delegation and empowerment, avoiding duplication and confusion and making the roles manageable and effective, while ensuring there is good support for communities.

- There are occasions when both civic leaders and ward councillors/cabinet members attend events together, which may be desirable on some occasions. However, it is difficult to specify exactly to what extent this occurs and any benefits from joint attendance.
- Predominately Bury St Edmunds residents do not want to lose the historic aspect and tradition and ceremony attached to mayor in Bury St Edmunds. They have expressed the importance of the ceremonial aspects of this role and good press coverage/PR/profile raising that can be achieved.
- The review of written press coverage, and the telephone survey suggests that St Edmundsbury Borough Council Mayor currently attracts more coverage. However, the attendance of St Edmundsbury Borough Council Mayor or Forest Heath District Council Chairman at events was equally appreciated by communities.
- The current budgets for St Edmundsbury Borough Council Mayor/Forest Heath District Council Chairman are not directly comparable for a number of reasons. However, it is recognised that the budget will reflect the form of the future civic leader. At this stage, it is considered that the likely fixed costs of a future civic leadership function is in the region of £71,500, with variable costs being in the region of £47,500, which will depend on the size of role and how it is undertaken.

Considering all of the above, regardless of title, what is required in the future is a professional, progressive and accessible civic leader, well-connected to the aims of the Council. The ambassadorial function remains a central part of the new role; championing and supporting local communities/businesses, as well as promoting west Suffolk. Some of the key considerations for the new role are:

- The need for a revised approach to how the civic leader carries out the role owing to; a) the geographic size of the new Council which means consideration has to be given to making sure that the role is deliverable by one person, in terms of numbers of commitments and distances to be travelled b) the need to ensure that the civic leader supports the priorities of the new West Suffolk Council, rather than the agenda being individualised and changed every year.
- The need for more involvement of, and closer consultation with, town and parish councils, with a focus on considering how the civic leader of the Council can complement and support the work of Towns and Parishes better and, also, to consider how some functions could be undertaken differently.
- Better communications and a team approach across the Council with ward members and portfolio holders jointly supporting the civic leader to champion and promote west Suffolk.

- Rewarding and recognising the contributions of citizens, including, for example, thanking people by attending events, hosting receptions for community groups and volunteers, granting Freedom awards and, also, by making best use of the advertising/promotion opportunities.

In terms of deciding the format for the new civic leader, there is a need for a staged approach to decide how the role should be undertaken in the future. The Shadow Council initially needs to decide whether to apply to the Privy Council for borough status. Once the outcome of this is known, further consideration can then be given to deciding whether the civic leader will be a mayor/chairman, if and as required. It is important to highlight that interim arrangements will be required for the first year of the new West Suffolk Council should borough Status and mayor be the preferred option (i.e. a chairman) because of the timing of the decision and the need to maintain a civic function.

Analysing all the information from this extensive review, councillors must decide upon the best way forward for the new West Suffolk Council with regards to civic leadership. Bearing all of this in mind, the recommendations are as follows:

- 1) To agree to the proposed requirements and priorities for the role of the future civic leader, as set out in section 18.2 and 18.3, and to delegate the writing of a new protocol encompassing these elements to the Assistant Director (HR, Legal and Democratic Services).
- 2) To work more closely with town and parish councils by;
 - 2a) Engaging with all town and parish councils to seek further ways of supporting them with civic leadership at a local level.
 - 2b) Exploring with Bury Town Council possible options for them to lead on town centred ceremonial duties.
- 3) To take a vote on whether the Shadow Council should convene a special meeting for the purpose of deciding whether to apply for borough status and to suspend paragraph 13.1 of the Council Procedure Rules for this vote, so that it may only be passed should 2/3 majority of those present and voting at the meeting wish the Shadow Council to apply for borough status.

Introduction

Civic leadership is defined as "...any individual or group activity done with the intent to advocate on behalf of the public."² It is demonstrated by those who are recognised as figureheads within their local communities and who volunteer their time, skills, knowledge and enthusiasm to engage with and have a positive impact on individuals, communities and organisations as outlined below:

"Citizens acting alone or together to protect public values or make a change or difference in the community are common types of civic engagement... The goal of civic engagement is to address public concerns and promote the quality of the community."³

All councillors demonstrate civic leadership as part of their role. However, the 'civic leader' role at a district or borough council is mainly the responsibility of a chairman or mayor. All councils must have a chairman. For some councils, who have a borough charter, this role can be taken by a mayor, if they choose to do so. Therefore, if West Suffolk Council successfully applied for a borough charter, it could have either a mayor or chairman as its civic figurehead⁴.

One of the elements of this review is to identify and highlight how the civic leadership of West Suffolk Council could operate in conjunction with other civic leaders, including mayors and chairmen of parish and town councils, because they, also, help to champion local communities. However, while there are opportunities to share feedback ascertained through this review, there will not be any specific recommendations to changes to the leadership roles of parish and town councils across the area, it is purely focused on defining the civic function for the new West Suffolk Council.

In determining the future role for the civic leader of West Suffolk Council, it is important to acknowledge that they will be a figurehead for the new, bigger geographical area of West Suffolk Council, representing the council at important events, championing local communities and businesses. Therefore, the role of the civic leader needs to be redefined given the greater scale and new dynamics of the council. This review is therefore concerned with:

- The role and priorities of civic leadership, namely, how residents engage with and understand the council and how the council demonstrates support for its communities, encourages civic pride in its area and promotes local democracy, and;
- How civic leadership supports the aims and ambitions of West Suffolk Council.

² Delli, Michael. "Civic Engagement". APA.Org. American Psychological Association, 25 Apr. 2016

³ "The Definition of Civic Engagement". The New York Times. 2003-07-07. ISSN 0362-4331.

Part 1 – Approach to review

1. Overview

1.1 Background

1.1.1 Currently, the civic leadership function for Forest Heath District Council is carried out by a chairman and for St Edmundsbury Borough Council it is undertaken by a mayor.

1.1.2 With the creation of the new West Suffolk Council on 1 April 2019, there is a unique opportunity to change and redefine the arrangements for civic leadership, considering what the functions will be in the future and how these will be carried out. In so doing, it is important to highlight that the new West Suffolk Council will be the seventh largest district-tier council in England, with a population of 179,385 and it will be 74.9% rural (using the 2011 Rural Urban Classification).

1.2 Purpose

1.2.1 The purpose of this review is to understand and reflect on the current approaches to civic leadership across both councils and in other places, with a view to, outlining the role of civic leadership, as well as what the best model of civic leadership would be for the new West Suffolk Council which will be formally created on 1 April 2019.

2. Terms of reference

2.1 Objectives

2.1.1 The objectives of the review were as follows:

- To determine how the civic leader will collaboratively work with local members, establishing those areas of activity and the role local members will play to complement the civic leader's role.
- To determine the role of civic leadership when assessing the objectives in the Single Council business plan, and how civic leadership should support the aims and ambitions of West Suffolk Council.
- To identify how the civic leadership should operate in conjunction with other civic leaders and dignitaries across west Suffolk, including the High Sheriff and Lord Lieutenant and mayors and chairmen of parish and town councils.
- To establish and identify the priorities for the civic leader's commitments, identifying where the civic leadership offers greatest value representing west Suffolk – for example supporting businesses, supporting community events, supporting arts and cultural events, charity fundraising, campaign work and promoting local democracy.

- To advise West Suffolk Council on how it might most effectively recognise the contributions of local citizens, groups and businesses.
- To advise West Suffolk Shadow Council on whether, given the role and function of the civic leadership, and the relative arguments, West Suffolk Council should have a Mayor, which would require the council to apply for borough status.

3. Approach

3.1 Review process

- 3.1.1 To oversee and lead the review, the West Suffolk Shadow Council (a separate organisation with responsibility for making sure everything is ready for the new council on 1 April 2019) established a working group of councillors who were supported by officers.
- 3.1.2 The working group was responsible for overseeing the approach to the review and endorsing the outcomes and recommendations on behalf of the Shadow Council.
- 3.1.3 The public engagement activity took place between the following dates 9 July 2018 until 2 September 2018 (a total of eight weeks).

3.2 Summary of research methods

- 3.2.1 The primary aim of the engagement work was to collate views and opinions, to draw on people's experiences and to find out what the value of a civic function means to local communities to help inform decisions taken by the Shadow Council. To determine the role of a civic leader within West Suffolk Council, the following work was undertaken during July and August 2018:
- Review of the current position with regards to civic leadership in Forest Heath District Council and St Edmundsbury Borough Council, considering the similarities and differences in how the roles are carried out and the financial context.
 - Review of the role of ward councillors and cabinet members, in terms of supporting local events, considering their current position and how this could be developed in the future.
 - Review of all events attended by the civic leaders and their deputies in both councils over the last two years.
 - A random-sample telephone survey of those organisations that have invited St Edmundsbury Borough Council Mayor/Forest Heath District Council Chairman to events over the last year.
 - Engagement with schools, businesses, community groups, councillors and dignitaries, town and parish councils and the wider community through the use of focus groups, one-to-one meetings and an online survey.

- Review of media coverage relating to St Edmundsbury Borough Council Mayor and Forest Heath District Council Chairman over the last three months.
- Review of national/regional approaches to civic leadership.

3.3 Methodology for surveys/focus groups

3.3.1 The information provided below outlines the approach to the main survey methods:

Online survey

- An online survey was posted on West Suffolk Councils' website, and the link disseminated widely (see media tools below). The survey was built using survey software, so that users were taken through a series of screens asking them to give their views on the issues covered in the scope of the review. Participants were asked for their priorities for civic leadership, so as to inform the thinking of the Shadow Council in reaching a decision. They were, also, asked to comment on the advantages and disadvantages of the different options for civic leadership. The full set of questions is attached at Appendix 1.
- The survey sample was not representative of the population of west Suffolk, as completing the survey was purely voluntary, and no random or stratified sampling framework was used. Instead, it allowed interested parties to give their views on the key elements of the review. Participants were asked to give their location (by postcode zone) and some key equality monitoring information, but their responses remained anonymous. This monitoring information allowed officers to assess how the characteristics of the sub-population of respondents compared to the characteristics of the overall population of west Suffolk.

Focus groups

- The focus group questions were split into two parts; the first group of questions focused on defining the role of the civic leader and the second group of questions encouraged participants to consider the benefits/concerns of being a borough and the benefits/concerns of having a mayor. The questions asked during the focus groups are available in Appendix 2.
- Six schools/academies agreed to hold focus groups. Young people participating came from across school years 9-13 (aged 13-18 years). The schools that participated were, IES Breckland (Brandon), Newmarket Academy, King Edward VI School (Bury St Edmunds), County Upper School (Bury St Edmunds), Sybil Andrews (Bury St Edmunds) and Castle Manor Academy (Haverhill). There was, also, a focus group with the Special Educational Needs and Disability (SEND) Champions. In order to maximise participation, the format of these sessions were an introductory structured discussion before facilitating the young people to undertake the online survey.

- In total four town councils took part in a focus group: Bury St Edmunds, Haverhill, Clare and Newmarket; and one parish council, also, contributed: Mildenhall. Unfortunately, it was not possible to arrange a meeting in Brandon in the timescale. All other parish councils were encouraged to complete the online survey.
- Two focus groups were held with community groups; the Bury Assembly of Associations and Mildenhall Disability Forum (numerous other requests were made but it was not possible to make arrangements to attend).
- All councillors were offered the opportunity to attend a focus group and previous Mayors/Chairmen over the last three years were offered the opportunity to attend an individual discussion. Five focus groups were held with councillors and there were six one-to-one sessions. Out of 72 members across west Suffolk, a total of 25 councillors attended either the focus group or one-to-one meeting. Nineteen of these were St Edmundsbury Borough Council members and six were Forest Heath District Council. It is recognised that some members attended their town council meeting instead of coming to a separate focus group.
- The working group, also, held a separate meeting open to all councillors to discuss the review.

Telephone survey

- A telephone survey of events attended by both St Edmundsbury Borough Council Mayor and Forest Heath District Council Chairman during 2017/2018 was undertaken. The questions are available in Appendix 3.
- With regards to St Edmundsbury Borough Council Mayor, in total, there were 270 organisations that could have been contacted (having removed duplicate events, or events linked to council business, events attended out of the area and so on). Thirty-nine organisations/events were selected at random and 24 responded.
- With regards to Forest Heath District Council Chairman, in total, there were 36 organisations that could have been contacted (having removed duplicate events, or events linked to council business, events attended out of the area and so on). Nine organisations/events were selected at random and six responded.

3.4 Media tools

3.4.1 A wide range of media materials were prepared for raising awareness and encouraging engagement in communities including:

- numerous news releases,
- use of social media tools including posting into more than 40 local groups and pages,

- a Facebook Live session (chaired by the local press) which was made public across the wider social media network and which received in excess of 6,800 views,
- written materials, including advertisements, posters and template news releases (these were, also, sent to town and parish councils and members for use in local publications),
- providing materials at West Suffolk Council customer access points, namely, West Suffolk House, Forest Heath District Council Offices, Newmarket and Haverhill, as well as the Apex, West Stow Country Park and Moyses Hall, and
- engagement with partners through the Suffolk Communications Network, (this includes health organisations and Suffolk County Council) who were asked to promote the review in doctor's surgeries and libraries, where possible.

Part 2 – The review in context

4. Civic leadership approaches in West Suffolk

4.1 Overview of St Edmundsbury Borough Council Mayor/Forest Heath District Council Chairman roles

- 4.1.1 As already outlined in section 1, at present, the civic leader for Forest Heath District Council is the Chairman, and for St Edmundsbury Borough Council, the Mayor.
- 4.1.2 There is no difference in powers and responsibilities between a chairman and a mayor. The chairman or mayor can be any councillor and they are voted in annually by full Council.
- 4.1.3 There is a Deputy Chairman appointed at Forest Heath District Council and a Deputy Mayor appointed at St Edmundsbury Borough Council. The deputy supports Forest Heath District Council Chairman/St Edmundsbury Borough Council Mayor and often uses the opportunity to learn the role, normally then being appointed as Forest Heath District Council Chairman/St Edmundsbury Borough Council Mayor the following year. They will also support Forest Heath District Council Chairman or St Edmundsbury Borough Council Mayor at civic events and substitute for them when they are unavailable for commitments.
- 4.1.4 The civic leader will, also, appoint a consort to assist them during their term of office. This role does not need to be fulfilled by a councillor.
- 4.1.5 One of the primary roles of the chairman or mayor is to preside over council meetings as confirmed by s.5 of Schedule 12 of the Local Government Act 1972: *"At a meeting of a principal council the chairman, if present, shall preside."*
- 4.1.6 While still a ward councillor, the civic leader, when acting in their capacity as mayor or chairman, is primarily concerned with the council's ceremonial and community role. It is a non-political role. The types of things a civic leader might do include representing the council at social, charitable and civic events such as Remembrance Day services and religious events, hosting other events and parades and supporting local businesses, voluntary, youth or charity groups. However, they cannot make decisions about the council's business except when casting votes at Council meetings or spending their locality budget.
- 4.1.7 It is the Leaders of the Councils who have political control. They select members of Cabinet, chair the cabinet meetings and has responsibility for taking decisions on matters relating to overall policy and strategy collectively with their Cabinet.
- 4.1.8 St Edmundsbury Borough Council Mayor/Forest Heath District Council Chairman is seen as the First Citizen, giving precedence only to the Royal family and the Queen's representative (Lord Lieutenant); "The chairman of a district council shall have precedence in the district, but not so as prejudicially to affect Her Majesty's royal prerogative." (Local Government Act, Section 3 (4)). As First Citizen, St Edmundsbury

Borough Council Mayor/Forest Heath District Council Chairman acts as a focal point, having precedence in their area and 'leading' the community in times of crisis, celebration or tragedy. However, First Citizen is not a legal or formal title and has no real status (National Association of Civic Offices).

4.2 Exploring the role of St Edmundsbury Borough Council Mayor

- 4.2.1 St Edmundsbury Borough Council Mayor is the First Citizen of the Borough, whose primary role is to chair meetings of the Council and to support the Council's local community by attending a vast array of community, voluntary, charitable, business, educational, entertainment and sporting events.
- 4.2.2 At present, St Edmundsbury Borough Council Mayor has a set protocol, which outlines the Mayor may be required to attend up to 250 events in a year. In practice, they often attend far more than this (see Appendix 4 - Mayor Protocol). As outlined within the protocol, the motive for undertaking an engagement must be the consideration of promoting and rewarding the work and achievements of the people and Borough of St Edmundsbury, and, therefore, local engagements are considered a priority.
- 4.2.3 St Edmundsbury Borough Council Mayor's Secretary liaises with the Mayor as to which engagements should be accepted and these are usually considered in the following order:
- a. royal visits
 - b. freedom events
 - c. prestigious events which will promote the borough
 - d. prestigious events involving the Lord-Lieutenant
 - e. significant local events
 - f. attendance at Royal Garden Parties
 - g. borough council events
 - h. cathedral events
 - i. invitations from the military
 - j. charity fundraising
 - k. minor local events such as openings, fund raising events and social events (accepted in the order in which they are received)
 - l. events arranged by nearby local authorities (with the consent of the mayor or chairman of that borough or district), and
 - m. other events outside of the borough (with the consent of the mayor or chairman of that borough or district).
- 4.2.4 They host a number of local events, such as a civic service, a civic dinner, the Jankyn Smith Memorial (an event to recognise the role of charitable fundraising within Bury St Edmunds), as well as hosting some events on behalf of the county, such as the remembrance parade and the harvest festival.
- 4.2.5 St Edmundsbury has official twinning links with Kevelaer in Germany and Compiègne in France. It is party to a Charter of Friendship with Huy in Belgium, and has friendly links with Ehringhausen in Germany. The

Borough, also, has links with a number of organisations who have been awarded Freedom of the Borough status (see section 5.4) and have the right to parade through the town centre, including local military forces, HMS Vengeance and the TS St Edmund (Mayors' Own) Sea Cadets.

- 4.2.6 St Edmundsbury Borough Council Mayor wears a robe of office, together with a chain and badge of office, on all formal ceremonial occasions. If the ceremony is out of doors, the Mayor wears a hat, which in the case of a man, is a black cocked hat and for a lady, a black tricorn hat. For normal day to day civic occasions, the Mayor wears only the chain and badge of office with formal clothing suited to the occasion. St Edmundsbury Borough Council Mayor is expected to wear the robe and chain of office for council meetings and their consort, also, is provided with a badge of office to be worn, as appropriate.
- 4.2.7 St Edmundsbury Borough Council Mayor selects at least one charity for the year and organises several events to raise money for their chosen charities. The choice of who they support is left to their discretion, although it tends to be a locally based charity. Alternatively, it could be the local branch of a national charity, if their aims and objectives are consistent with St Edmundsbury Borough Council's policy framework, or if they are carrying out a particular project to the benefit of the borough.

4.3 Exploring the role of Forest Heath District Council Chairman

- 4.3.1 Forest Heath District Council Chairman is the First Citizen of the District, whose primary role is to chair meetings of the Council, and support the Council's local community by attending a range of community events.
- 4.3.2 Forest Heath District Council Chairman does not have a separate protocol, but as outlined in Appendix 5, the role is defined within the Constitution of the Council (Article 5). Forest Heath District Council Chairman, also, attends civic events, and acts as the civic representative of the Council, as outlined in the extract from the Constitution below:

Civic and ceremonial role

The Chairman is the ceremonial head of the council and will be its representative at civic and ceremonial events. He/she maintains an apolitical stance, especially when chairing full Council meetings. This part of the role includes:

- a. representing and promoting the whole district during his/her term of office
- b. enhancing the image of the district
- c. encouraging understanding of the council's role, priorities and partnerships
- d. promoting public involvement in the council's activities.

- 4.3.3 The civic and ceremonial role, as outlined above is defined in similar circumstances to the Mayoral Protocol. The number of civic events that Forest Heath District Council Chairman attends is usually less, in part reflecting the considerably smaller size of the district.

- 4.3.4 Forest Heath District Council Chairman supports community causes, for example, by attending local community groups and fetes and they are a key part of the liaison team with the airbases, as well as representing the authority during royal visits.
- 4.3.5 Forest Heath District Council Chairman organises events related to their civic role, rather than the wider community role – for example, civic carol service and the Chairman’s reception. The number of these events is smaller than in St Edmundsbury.
- 4.3.6 Forest Heath District Council Chairman wears the chain of office with formal clothing to suit the occasion and their consort has a badge of office to be worn, as appropriate.
- 4.3.7 Forest Heath District Council Chairman can support charities during their term should they choose to do so, and most will, however, fundraising/donations usually takes place at existing civic events, rather than scheduling events specifically to raise funds for charity.

4.4 Financial overview of St Edmundsbury Borough Council Mayor and Forest Heath District Council Chairman roles

- 4.4.1 Both St Edmundsbury Borough Council Mayor and Forest Heath District Council Chairman have an allowance/budget available for use to reimburse expenses incurred during their year in office. This is utilised/applied for throughout the year, as needed.
- 4.4.2 While it is down to the individual civic leaders how this allowance is used, the types of expenditure the allowance can cover includes:
- a. formal clothing, as required by attendance at formal events
 - b. consort’s clothing and expenses
 - c. travel (except when the civic car is used for authorised engagements)
 - d. telephone calls and postage undertaken outside St Edmundsbury Borough Council Mayor’s office
 - e. tickets to events hosted by other councils
 - f. expenses associated with St Edmundsbury Borough Council Mayor’s own charity events and all expenses associated with twinning
 - g. St Edmundsbury Borough Council Mayor’s tickets to his/her own charity events and the Mayor’s Charity Ball
 - h. donations, raffle tickets and prizes, and so on
 - i. civic Christmas cards
 - j. sending flowers, and
 - k. personal hospitality.
- 4.4.3 The table below shows the allowances for St Edmundsbury Borough Council Mayor and Forest Heath District Council Chairman over the last five years:

Table 1 – St Edmundsbury Borough Council Mayor and Forest Heath District Council Chairman’s allowance 2014-2018

Mayor	£4,300.00
Deputy Mayor	No set allowance (utilises Mayor’s allowance as required)
Chairman	£4,795.00
Vice Chairman	£1,210.00

- 4.4.4 As well as receiving the allowance above, the Forest Heath District Council Chairman gets a special responsibility allowance (SRA) of £2,792.70. Likewise, the vice-chairman gets an SRA amounting to £1,396.35. There is no SRA for St Edmundsbury Borough Council Mayor/St Edmundsbury Borough Council Deputy Mayor.
- 4.4.5 In addition to the budget/allowance for expenses shown in Table 1, St Edmundsbury Borough Council Mayor, Forest Heath District Council Chairman, St Edmundsbury Borough Council Deputy Mayor and Forest Heath District Council Deputy Chairman all continue to receive their member’s allowances, as part of the wider remuneration of councillors.
- 4.4.6 Both the SRA and the members allowance/budget are not direct costs budgeted against the role of chairman/mayor, they are costed against the wider members allowance budgets. Therefore, they are not shown in the budgets provided in this report.
- 4.4.7 The Shadow Council is in the process of appointing an Independent Remuneration Panel (IRP) to undertake a review of their allowances and expenses, which falls outside the scope of the current review.
- 4.4.8 The financial costs associated with St Edmundsbury Borough Council Mayor/Forest Heath District Council Chairman are predominantly based on what the figurehead role does, rather than the type of role. The actual spend against St Edmundsbury Borough Council Mayor’s budget over the last financial year (2017/2018) was £114,876.48 (including internal recharges which reflect the actual cost of administering the civic office) compared to Forest Heath District Council Chairman’s budget for the same year, which was £6,538.11. Table 2 on the next page (page 22) shows the breakdown of expenditure over the last five years.
- 4.4.9 There is a significant difference in the funding that is used to support civic functions, such as costs associated with events such as, Jankyn Smyth, Battle of Britain Commemorations, the County Harvest Festival, Remembrance, and so on. While the costs associated with these events fluctuate each year, this is budgeted on average at £25k per annum (combining both Forest Heath District Council and St Edmundsbury Borough Council budgets). As an indication of the current spend on civic functions, for 2017/2018 the total costs of these was in the region of £23k; £20.5k St Edmundsbury Borough Council and £2,200 Forest Heath District Council.
- 4.4.10 Whilst interpreting the costs associated with the roles, it is important to note that all of the salary costs are currently reflected only in St

Edmundsbury Borough Council Mayor's budget. While there are some specific resources linked to St Edmundsbury Borough Council Mayor, such as the Mayor's Officer (driver) and the Macebearers (which totals around £18k), St Edmundsbury Borough Council Mayor's Secretary supports both the Forest Heath District Council Chairman and the Mayor of St Edmundsbury Borough Council and is, therefore, a cost associated with both civic leaders (accepting the demands of supporting St Edmundsbury Borough Council Mayor do take a greater proportion of the officer's time currently owing to the volume of events). Likewise, the wider council recharges linked to support services and building costs are all predominantly reflected against St Edmundsbury Borough Council Mayor's budget.

- 4.4.11 It is important to bear in mind that the new civic leader will require resourcing support to undertake their role, and there will be wider council costs charged to the budget (building and service recharges), thus regardless of whether the civic leader is a mayor or a chairman, the minimum costs of these aspects alone are likely to be circa £71,500, without taking into consideration financial support required for civic events, and so on. Therefore, the distinction between the two budgets cannot be taken on face value when considering the financial costs of a mayor compared to a chairman. The budget for the future civic leader will depend on a range of factors, as well as how the role is undertaken. (See section 18.4 for further discussion around the future budget for the civic leader).

Table 2 – St Edmundsbury Borough Council Mayor and Forest Heath District Council Chairman’s outline budgets 2014-2018

Mayorality & Civic Functions - SEBC Spend					
Description	2017/18	2016/17	2015/16	2014/15	Comments
	Actuals	Actuals	Actuals	Actuals	
Salaries	61,537.09	54,649.20	54,670.98	52,254.87	Salaries include Secretary, 3 Macebearers and Mayor's Officer (driver)
Buildings	4,862.72	5,441.00	4,775.77	9,830.83	Recharge of the yearly running of the building
Mayors Vehicle Cost	2,117.02	3,119.63	2,394.82	2,891.02	Total yearly running costs of Mayors Car
Catering	13,576.34	9,044.33	14,527.15	17,475.86	E.g. Civic Dinner, Remembrance Parade, Carol Service etc.
Public/Civic Functions	6,995.99	7,632.58	5,043.44	7,638.98	E.g. Civic Dinner, Remembrance Parade, Harvest Festival, Carol Service etc.
Civic Regalia & Insignia	1,058.17	1,420.20	52.17	2,425.00	Upkeep of mayors chains/items
Mayor's/Chairman's Allowance	4,300.00	4,300.00	4,300.00	4,300.00	Mayors Allowance
Support Services	21,682.92	20,344.05	20,481.61	21,975.00	Charges from various support services across the Council such as finance, ICT (this charge is factored into all Council budgets)
Depreciation	1,925.00	0.00	0.00	0.00	Depreciation on Mayors Car
Income	-3,864.88	-6,445.76	-7,336.95	-6,457.91	Income from ticket sales for certain events
Totals	114,876.48	100,380.40	102,647.78	117,274.25	
Mayorality & Civic Functions - FHDC Spend					
Description	2017/18	2016/17	2015/16	2014/15	Comments
	Actuals	Actuals	Actuals	Actuals	
Insurance - Premises	888.96	814.89	754.73	0.00	
Public/Civic Functions	2,171.25	2,631.94	0.00	4,914.69	Breakdown in Event Summary
Civic Regalia & Insignia	0.00	143.24	0.00	0.00	
Mayor's/Chairman's Allowance	2,936.53	5,795.37	4,641.04	0.00	Chairman Allowance
Support Services	941.37	802.44	851.37	729.00	Charges from various support services across the Council such as finance, ICT (this charge is factored into all Council budgets)
Income	-980.00	-750.00	0.00	0.00	income from ticket sales for certain events
Reserve Funding	0.00	0.00	0.00	-3,000.00	
Totals	5,958.11	9,437.88	6,247.14	2,643.69	

*The depreciation figure shown under the SEBC budget relates to the mayor's car, which was bought new in 2017/2018. *

*The reserve funding in the FHDC budget equates to the use of reserves to increase the event budget for the role. *

*Building costs relate to the yearly running of the building and this includes the storage costs for the Mayor's car. *

4.5 Charity support

4.5.1 As outlined in sections 4.27 and 4.37, St Edmundsbury Borough Council Mayor and Forest Heath District Council Chairman can choose to support a charity. However, there is a different approach to this currently.

4.5.2 In Forest Heath District Council, the Chairman has a chosen charity and makes a donation, but they do not host events to raise money. There is only information relating to this for the past three years, which is shown in the table below:

Table 3 – Forest Heath District Council Chairman’s charity donations 2015-2019

Year	Donations/money raised
2015-2016	£750
2016-2017	£750
2017-2018	£764

4.5.3 In St Edmundsbury Borough Council, a number of charity fundraising events are held, such as wine tastings, dinners, golf days and parties, as well as hosting raffles at events, and the table below summarises the number of events that have been hosted and the total sum of money donated to charities:

Table 4 – St Edmundsbury Borough Council Mayor’s charity donations 2014-2019

Year	Number of events hosted	Donations/money raised
2014-2015	5	£14,412.65
2015-2016	8	£24,943.91
2016-2017	12	£11,907.95
2017-2018	11	£7,486.17

*Note the money raised is the total sum donated to charity once the costs of hosting and running the events have been removed. *

4.5.4 However, it is important to note that, what is not reflected within these figures, and cannot easily be costed, is the officer time that is taken to organise and support the events being held. This is one of the reasons that beyond the budgeted St Edmundsbury Borough Council Mayor’s Secretary, additional administrative support is provided from the wider democratic services team, to support the civic leaders. Should there be a desire to continue with this approach in the future, this needs to be factored into the resourcing that is required for the civic leader function.

5. District/borough status

5.1 Local context

- 5.1.1 In 1974, there was a comprehensive revision made to the Local Government Structure and the county councils of west and east Suffolk were merged, to create Suffolk County Council. This led to a realignment of district boundaries within west Suffolk, which saw the division of the Liberty, creating Forest Heath District Council and St Edmundsbury District Council. However, in December 1973, St Edmundsbury District Council petitioned Her Majesty to be granted borough status. They requested to be called the "Rural Borough of St Edmundsbury". Once the petition, once accepted (shortly before the council took responsibility for functions in April 1974), the council was officially called the 'Borough of St Edmundsbury'.
- 5.1.2 Therefore, currently St Edmundsbury is a Borough Council and Forest Heath is a District Council.
- 5.1.3 The new branding for West Suffolk Council makes no reference to whether the authority is a district or a borough.

5.2 Exploring requirements for borough status

- 5.2.1 The new West Suffolk Council will legally be a district council. However, the new council will have the option of applying for a borough charter, to be a borough council. The charter would cover the whole of the area of the new council – that is, the area previously covered by Forest Heath District Council and St Edmundsbury Borough Council.
- 5.2.2 The Local Government Act 1972 provides Her Majesty in Council with the power to confer borough status on petitioning district councils, through the grant of a borough charter. The conferring of borough status is purely honorific, and the council remains a district council in legal, financial and all other senses. If borough status is granted then the district council becomes a borough council and as a result they can choose to have a mayor and deputy mayor. The change in status has no impact on the functions or responsibilities of the local authority.
- 5.2.3 There are no particular qualifications to become a borough. The chairman of a borough is entitled to be a mayor (and usually is), but this is not compulsory.
- 5.2.4 A borough charter can only be granted to local government districts or equivalent in England, Wales and Northern Ireland, not to town or parish councils.

- 5.2.5 In order to apply for borough status, a consultation exercise is needed to allow a council to give due consideration to the issues arising out of the consultation. Following this, should the decision be taken that a council would like to apply for borough status, then a resolution needs to be passed at a meeting convened by the Council especially to consider this matter, who have to agree by the required 2/3 majority of those voting, as stated in Section 245(2) of the Local Government Act 1972, in order to petition Her Majesty for the grant of a borough charter. This decision can either be made by the West Suffolk Shadow Council (before 1 April 2019) or West Suffolk Council (after 1 April 2019).
- 5.2.6 The basic one-off costs associated with borough status are £2,200, which covers the costs of the Privy Council Office to proof the text of the charter, as well as printing it on vellum and sealing it.
- 5.2.7 There is, also, an option to consider Royal Borough Status, which is a rare honour. Further information is provided in Appendix 6.

5.3 National overview of borough councils

- 5.3.1 Appendix 7 provides an overview of the national context of borough status, including all borough charters granted since 1974.
- 5.3.2 Post 1974, there have been 30 applications from local councils (non-unitary) to apply for borough status. Of these, 12 were done within four years of the Local Government Act 1974. Since 2000, only seven councils have applied to change from a district council to a borough council and four have done this since 2009. The table below shows all those councils who, post 1974, have decided to apply for borough status (with details of the population and rural urban classification of the new West Suffolk Council, for comparison purposes:

Table 5 - Borough charters granted under section 245 of the Local Government Act 1972 post 1974 (excluding unitary authorities)

	District	Population (ONS, 2017)	Rural urban classification (2011)	Year of charter
	New West Suffolk Council	179,385	74.9%	
1	Basildon	184,500	0.5%	26 October 2010
2	Cheshire East	378,800	39.2%	April 2009
3	Cheshire West and Chester	338,000	26.2%	2009

4	West Lancashire	113,900	38.3%	2009
5	Wokingham	165,000	17.5%	2007
6	Welwyn Hatfield	122,300	11.8%	2006
7	Telford and Wrekin	175,800	14.4%	2002
8	North Lincolnshire	171,300	45.6%	1996
9	Brentwood	76,600	28.1%	10 March 1993
10	Corby	69,500	7.3%	28 October 1992
11	Allerdale	97,200	100%	4 June 1992
12	East Staffordshire	117,600	34.6%	11 May 1992
13	Castle Point	89,800	0%	1992
14	Amber Valley	125,900	19.2%	17 May 1989
15	Dacorum	153,000	36.5%	10 October 1984
16	Waverley	125,000	64.6%	21 February 1984
17	Tonbridge and Malling	128,900	34.8%	12 December 1983
18	Redditch	85,200	3.1%	15 May 1980
19	Swale	146,700	63.7%	20 January 1978
20	Runnymede	86,900	2%	20 January 1978
21	Basingstoke and Deane	175,300	35.9%	20 January 1978
22	Chelmsford	176,200	19.7%	10 November 1977
23	Broxtowe	112,700	0.4%	10 November 1977
24	Dartford	107,500	11.5%	22 April 1977
25	Hertsmere	104,000	15%	15 April 1977
26	Test Valley	124,000	36.5%	22 October 1976
27	Pendle	90,700	25.7%	15 September 1976
28	Taunton Deane	117,400	41.4%	1975
29	Sefton	274,600	1.5%	1975
30	Erewash	115,300	1.8%	1975

5.3.3

In order to provide some further context, around whether the new West Suffolk Council should apply for borough status, the two case studies below are the two most recent authorities to apply, which provides a more detailed consideration of their reasons for wanting to change than outlined in table 5:

Basildon Council (changed to borough status in 2010)

Basildon Council has a population of 114,500 and is classified as 0.5% rural. In October 2010, Basildon Council was granted borough status and the position of Chairman was replaced by the role of Mayor. The reason for applying for borough status was related to their desire to have a Mayor. An article from the Basildon Echo, in October 2010, also outlined that the council leaders felt switching from a district to a borough would bring benefits to the community:

“Although the way we work hasn’t changed there are some added benefits that come with borough status. It will assist in raising our status and attracting new investment to the area. Many people are not familiar with the workings of local government, but having a mayor can help people understand what we do and how they are a part of a borough on the up.”

Toby Ball (Leader of Council at time of change)

The costs associated from changing from district to borough were minimised as the council’s logo did not change and any signs were only replaced when needed. The first Mayor of the borough decided not to purchase any mayoral robes or mayoral accessories due to the ‘economic climate’. However, the council confirmed in August 2018, that they have recently sourced and purchased mayoral robes.

West Lancashire Borough Council (changed to borough status in 2009)

West Lancashire has a population of 113,900 and is classified as 38.3% rural. In October 2008, at an extraordinary meeting, the district council considered a report recommending a petition to grant borough status.

The reasons for the application were that:

- Past chairmen had expressed views that the status of chairman had not always been regarded the same as mayor. The report gave the example of the chairman’s visits to schools which they said had to be accompanied with explanations about why the chairman is ‘really like the

mayor'. They also felt that public and private sector bodies sometimes regarded the chairman's status as inferior to the Mayor of another authority.

- Historically, there had been a perception that the status of chairman is inferior to the mayor of another authority and the town mayor.
- Other mayors in Lancashire had commented on how their role had given them access to all sections of the community and changed the way they saw their subsequent work as a councillor.

The council concluded that the symbolism and prestige associated with the Mayor is deemed as 'special' by the community, but more importantly "...the Mayor's role could be seen as vital in selling the locality to industrialists and tourists". Borough status, it was argued would give the authority added 'Civic Dignity' and enhance the esteem of the role of the first citizen amongst the community.

The current budget for their Mayor is £55,730 which includes the chauffeur's salary (£26,500), the mayor's allowance (£9,000) and the Deputy Mayor's allowance (£1,780). The mayor attends approximately 250 events per year ranging from charity balls, Local Democracy Week, switching on Christmas lights in the borough and Christmas visits to the local Royal Mail sorting offices.

A BBC article from October 2008 cited the council's leader as saying he hoped applying for borough status would promote the area and increase tourism. The article also highlighted how West Lancashire was the only district in the county at the time to not have borough status. The leader was quoted as saying:

"I'm proud that the council has made this decision as it will help boost the image of West Lancashire and raise its profile. It will mean that West Lancashire will have a mayor instead of a chairman and this will also help promote the area to industrialists, potential investors and tourists. We've always punched above our weight in the local government arena and having borough status will give us that extra dose of civic prestige and dignity that we deserve."

5.4 Freedom of the Borough

- 5.4.1 Freedom of the Borough is a mark of distinction given to a person and is the highest honour which a borough/district council can bestow. The Freedom carries no privilege, but is a recognition of significant and valuable services to the borough. The awarding of the Freedom of the Borough to service units entitles the unit 'to march through the streets of the borough with bayonets fixed, drums beating and Colours flying'.

5.4.2 District councils can, also, award Freedom of the District. At present, Forest Heath District Council has not awarded any such freedoms.

5.4.3 The West Suffolk Shadow Council is liaising with the Ministry for Housing, Communities and Local Government (MGCLG), so that any existing honorary statuses, including the title of 'Freeman' or 'Freewoman' is transferred to the new West Suffolk Council.

6. Contributions of ward councillors and cabinet members/portfolio holders

6.1 Role of ward councillors

6.1.1 Ward councillors have an important role in community leadership and strategic decision making, representing the electors (voting residents) of their ward, championing causes that relate to the interests of the community, campaigning for improvements and using local knowledge gained through listening to the needs of local people when considering policy proposals and decision making. In so doing, councillors balance the needs and interests of their local area, residents and voters, community groups, local businesses and political party (if they belong to one) and the council.

6.1.2 Some of the key functions of a ward councillor are outlined below:

- **Elected representative:** the ability to connect with all parts of the community and represent everyone fairly, balancing local concerns with their elected manifesto and the priorities of the council.
- **Community advocate:** be a skilled advocate for people from different backgrounds, cultures, and values; have the confidence to speak freely and challenge the executive.
- **Community leader:** exercise community development skills – support local projects and initiatives, and educate people about local participation; be a good communicator – explain what political decisions and structures mean to constituents and community organisations; be sensitive to difference and issues of diversity and equality; have knowledge and skills to engage people in a variety of ways (not just meetings); be a conflict broker.
- **Service transformer:** understand the complex business of local government and services provided both by the council and others; have the confidence and ability to hold service providers to account; be able to work in partnership with a range of agencies and interests; ability to understand local problems and use this knowledge locally and strategically in

local action planning; setting and monitoring service standards.

- **Place shaper:** being a local figurehead/role-model that people feel they can turn to; be able to shape the very local environment – ability to identify priorities, work with officers and service providers to address public realm problems, manage delegated locality budgets.
- **Knowledge champion:** be the primary source of local intelligence flowing between the community and the council; have the skills to collect and analyse local information and use it to benefit the community.

(<https://www.jrf.org.uk/report/ward-councillors-and-community-leadership-future-perspective>)

6.1.3 With the exception of the 'political representative' element to the role, it is apparent that there are ways that the role supports/overlaps with the civic leader, particularly around communities and place and transforming services.

6.2 Role of cabinet members/portfolio holders

6.2.1 Each cabinet member is responsible for a different area of the council's work, 'a portfolio' and they have authority to make key decisions about policies and services within their portfolios. The portfolio holders act as spokespersons for their service areas, promoting the interests of residents, businesses, other organisations and stakeholders and in so doing, help to contribute to the council's priorities. They have a key role in community leadership, involving the development of good and effective links and partnerships with all sectors and will often attend openings of new facilities that relate to their area of responsibility, for example new road/industrial unit for Growth; new community project for Families and Communities, which can be done in conjunction with the civic leader. They are, also, focused on communicating priorities clearly and consulting and maintaining a dialogue with residents and service users, taking responsibility for making change happen with their expert knowledge in their subject. This is where there is some join up with the civic leader and how council business and community development are collectively supported.

6.2.2 Further detail about both roles (ward councillors and portfolio holders) are available in the following extract from the constitution: <http://svr-mgov-01:9070/documents/s12196/Part%203%20-%20Functions%20and%20Responsibilities%20-%20Section%205%20-%20Member%20Job%20Descriptions.pdf>

7. Town and parish councils

7.1 Overview of town and parish councils

7.1.1 Town and parish councils are the most localised tier of civic leadership for communities. There is no legal difference between a parish and a town council; they both have the same powers and functions. However, Section 245 (6) of the Local Government Act 1972, gave parish councils the power by resolution to give themselves the title of town council. The chairman of a town council is entitled to the title of 'town mayor'. Parish councils are led by a chairman. However, a town mayor has the same rights and duties as a parish council chairman or a town council chairman.

7.1.2 Town mayors/chairmen are official representatives of their town and they act as an ambassador for the town council and can make official visits to their twin towns. They are responsible for promoting the town, networking and taking an interest in all aspects of the local community. The mayor/chairman chairs the meetings of the town council, with political neutrality, as well as having an important role communicating the council's messages and themes in the community.

7.1.3 The current town councils across Forest Heath District and St Edmundsbury Borough areas are shown below, including how they carry out their leadership:

Table 6 - Current approaches to town council leadership in west Suffolk

Town	Mayor/Chair
Brandon	Chair
Haverhill	Mayor
Bury St Edmunds	Chair
Clare	Chair
Newmarket	Mayor

7.1.4 Appendix 8 provides a detailed overview of Haverhill and Newmarket Town Councils, who currently operate with a mayor (funded by each town council), to give an overview of how this is undertaken.

7.1.5 There are some interesting findings about the current connections between town councils and the current civic leaders provided through the focus group feedback (see section 15).

8. National perspectives

8.1 Comparisons of largest boroughs/districts

8.1.1 Comparisons have been drawn with the current largest boroughs/districts nationally to find out how the civic leadership is undertaken and to look at budgets assigned to their civic functions.

8.1.2 Eight of the biggest authorities have been reviewed and the detailed results are shown in Appendix 9. It is important to note that the budgetary information provided varies, and this could be a result of how this is recorded by individual councils, rather than representing the total spend. The research has shown that this is captured differently in each area, making direct comparisons difficult. Likewise, because the support that is provided to the civic leader varies, it is hard to conclusively determine the resourcing support for each authority.

8.1.3 The table below summarises some of the key statistical information obtained from these comparisons:

Table 7 - Overview of approaches to civic leadership in the top eight largest authorities in England

Council	Population ONS	Rural Urban Classification	Form of Leadership	Nos of Engagements	Budget
New West Suffolk Council	179,385	74.9%	TBC	TBC	TBC
Northampton Borough Council	225,700	0.5%	Mayor	450	£123,191
Aylesbury Vale District Council	196,000	57.1%	Chairman	100	£38,6000
Colchester Borough Council	190,100	57.1%	Mayor	500	£112,200
Basildon Borough Council	184,500	0.5%	Mayor	200	£19,173
Charnwood Borough Council	180,400	14.4%	Mayor	450	£101,900
New Forest District Council	179,600	45.3%	Chairman	140	£20,670

Huntingdon District Council	177,000	80.8%	Chairman	200	£8,031
Wycombe District Council	174,800	29.2 %	Chairman	112	£25,498

8.1.4 The following points are, also, of note from the information obtained:

- All of the borough councils have decided to appoint a mayor.
- In general, where a civic leader is a mayor, they tend to attend more events, which ranges between 200-500 events, compared to 100-200 for a chairman.
- Looking at the average number of events, there are only three boroughs/districts that attend in excess of 200 events.
- There are a variety of different approaches to support provided to the civic leader, such as having a chauffeur, and this is not exclusive to whether the civic leader is a mayor/chairman. For example, Aylesbury Vale have a chairman as their civic leader and appoint a driver to support them.
- There is a mixed approach to supporting charities. Five of the authorities specify it as common practice for their civic leader, whereas Charnwood Borough Council and Wycombe District Council have this as an option for their civic leaders to consider. Interestingly, it was not possible to confirm whether the Chairman of Huntingdonshire District Council supports charities, but it is worth noting that that the council's website specifically mentions the role of the Town Mayor in supporting charities.
- There are a variety of support provided for the civic offices, with some specifically mentioning having dedicated officers, such as Colchester Borough Council and Charnwood Borough Council.
- There are many similarities in the core roles/purpose of the civic leader, particularly in terms of the ceremonial and ambassadorial functions regardless of whether this is undertaken by a mayor/chairman.
- Wycombe District Council specifically mentioned the need for prudence in all areas of civic spending owing to financial pressures.

8.2 Civic leadership in towns in national boroughs/districts

8.2.1 Some research was conducted to look at whether there was any consistent approach between the civic leadership functions of

borough and district councils and town and parish councils. The research carried out suggested that there is no direct comparators that can be drawn between:

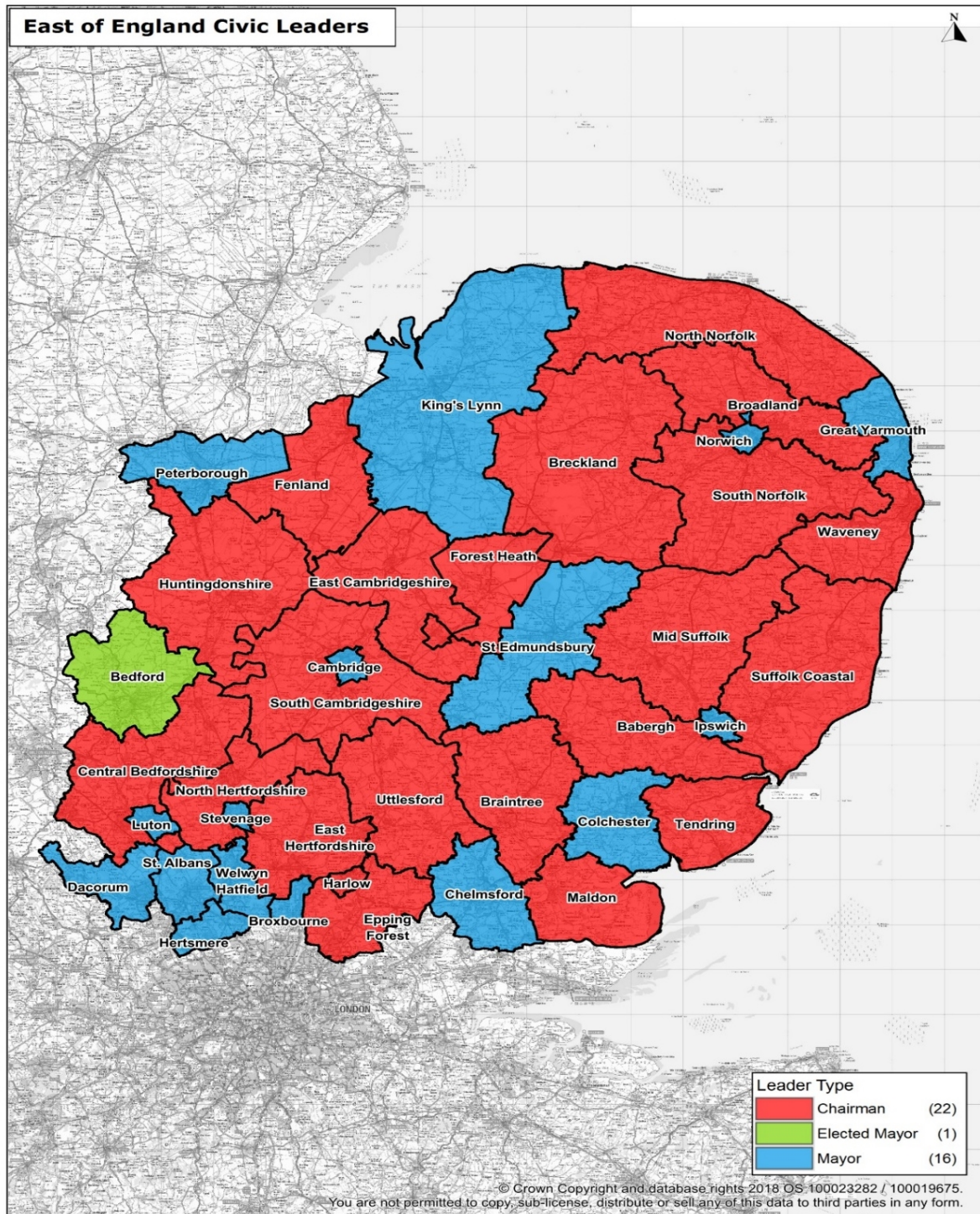
- District councils who have a chairman and whether town councils in these areas have mayors; nor
- Borough councils who have a mayor and whether in these areas, town mayors wear chains or wear robes.

9. Regional perspectives

9.1 Regional overview

9.1.1 From a regional perspective, across East Anglia, there is a mixed approach to whether a mayor or a chairman undertakes the civic leadership function on behalf of the council, which is shown in the map on the next page.

Map 1 - Civic leadership types across East Anglia



9.1.2 Further comparisons have been drawn between the councils above to compare population sizes with formats of civic leadership, number of engagements and sizes of budgets. Some caution needs to be drawn to the interpretation of the budgets for the same reasons as outlined in section 8.1.2. The full results are shown in Appendix 10.

- 9.1.3 The charts on the following pages give an overview of the key comparators in terms of rural/urban classification, numbers of engagements and budgets.
- 9.1.4 There is a mixed approach to whether the civic leader has a car and the staff costs of the civic office, making any comparisons on these factors difficult.

Diagram 1 - Comparison of eastern region local authorities by rural/urban classification across the region

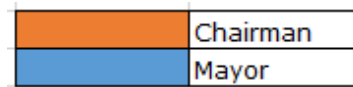
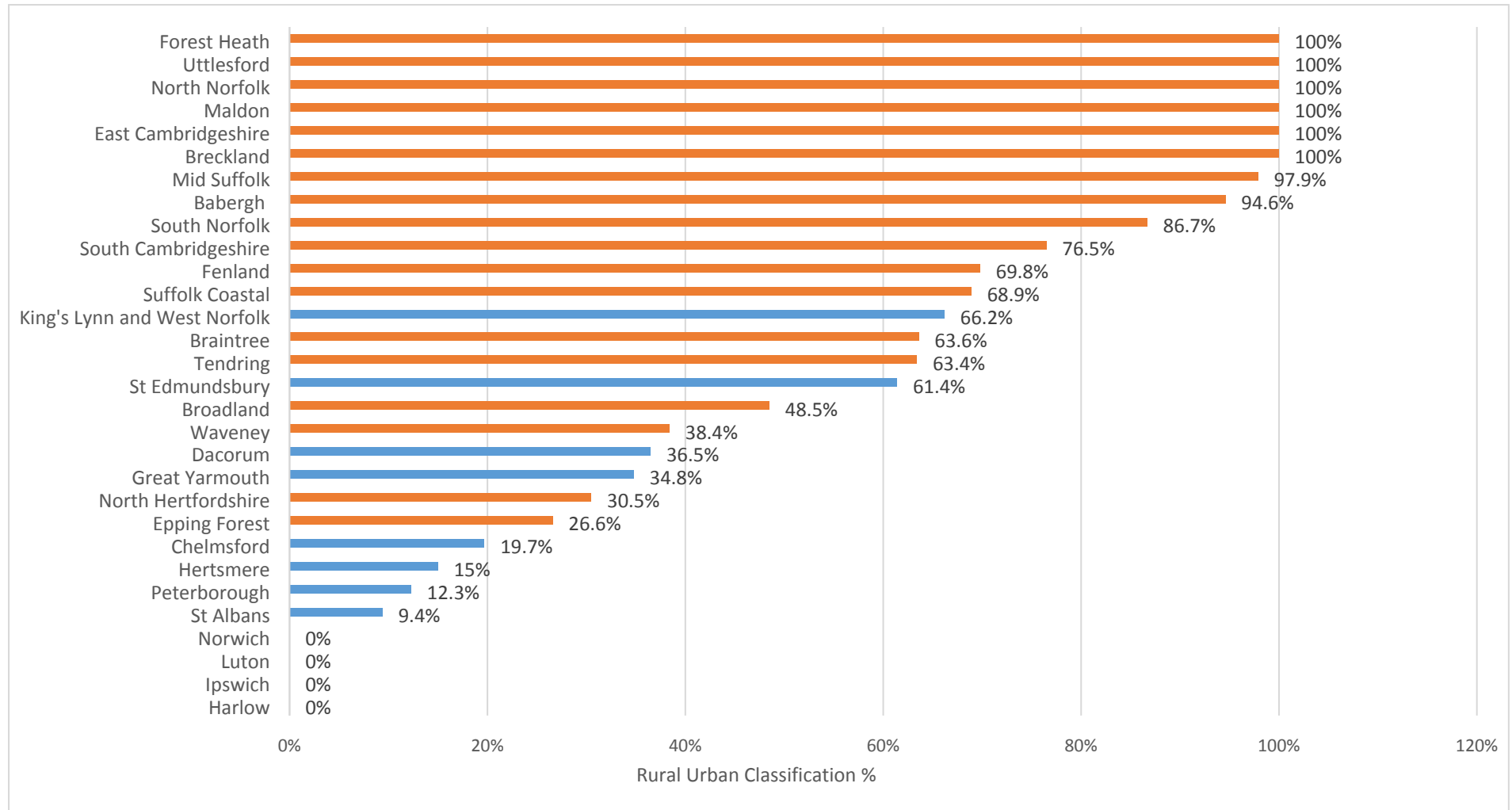


Diagram 2 - Comparison of engagements per annum for civic leaders across the region

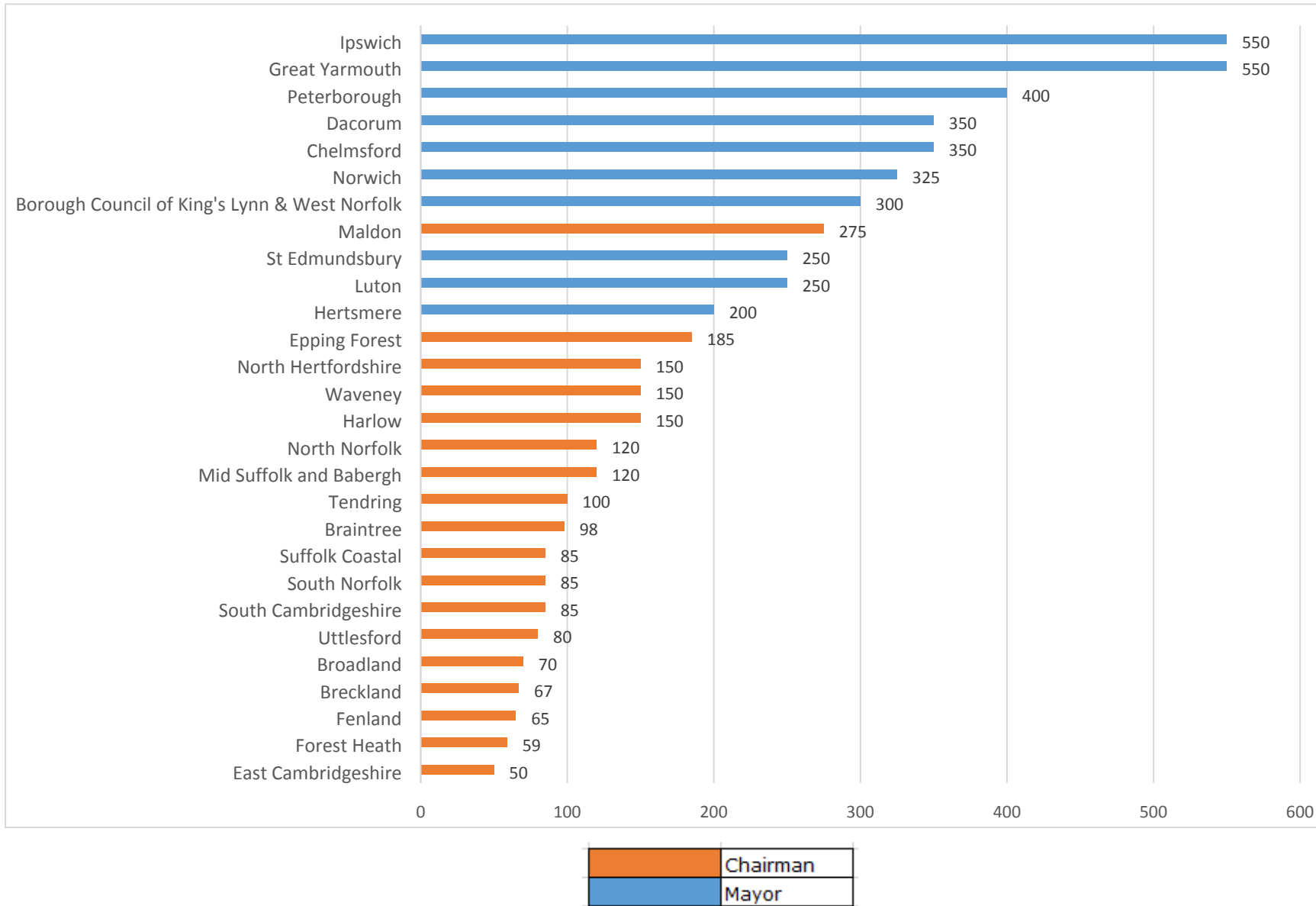
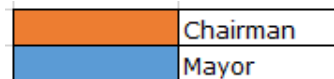
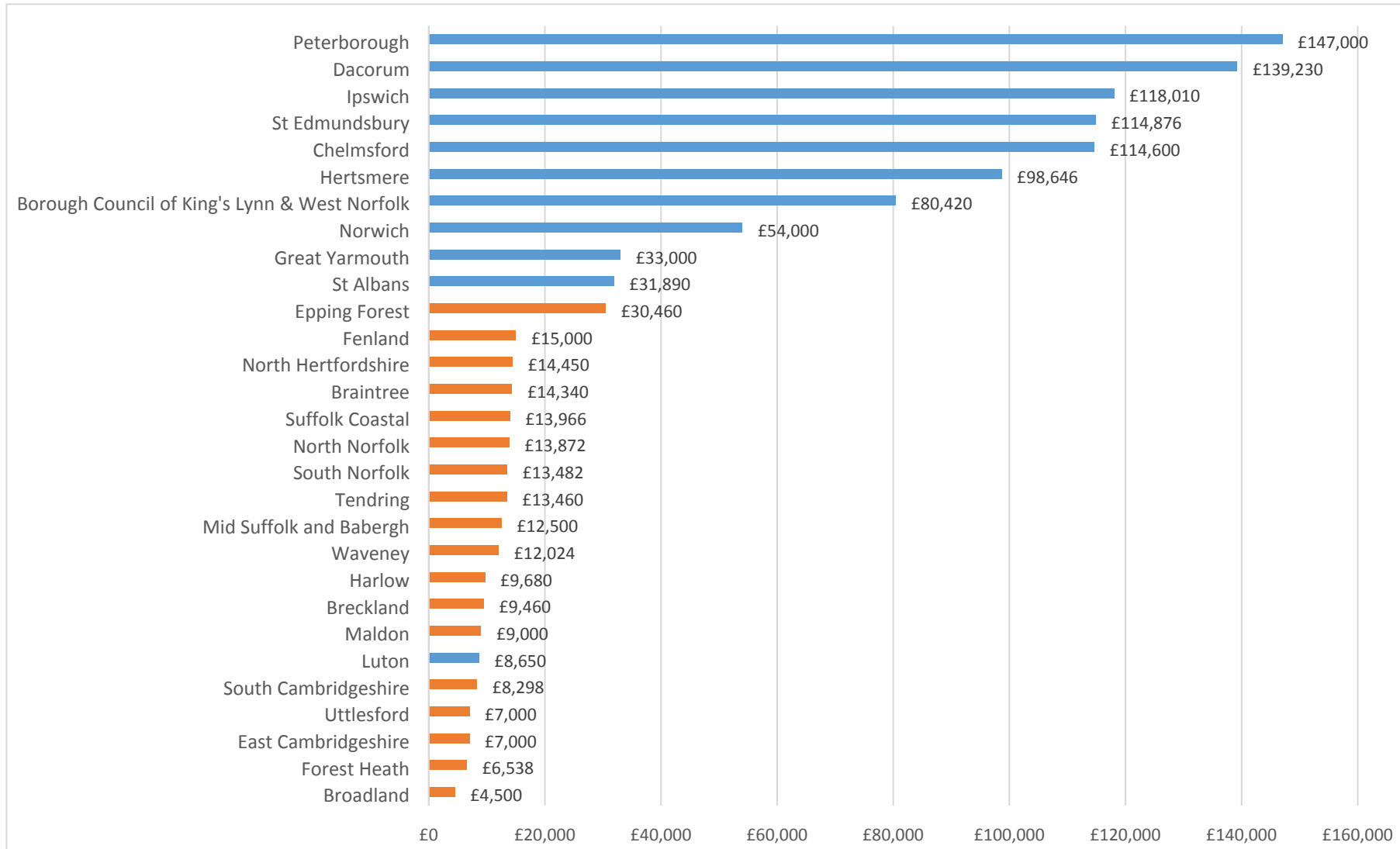


Diagram 3 - Comparison of budgets per annum for civic leaders across the region



10. Alternative approaches to civic leadership

10.1 Overview of different approaches

10.1.1 A number of alternative options were considered and a detailed analysis of these options is provided in Appendix 11.

10.1.2 The table below provides an overview of the key differences and considerations for these options:

Table 8 - Overview of different approaches to civic leadership

Option	Brief overview
Elected Mayors	<ul style="list-style-type: none"> • 16 elected mayors nationally • Full decision making powers • Estimated cost of £200k to hold a referendum to appoint
Charter Trustees	<ul style="list-style-type: none"> • Only apply to non-parished areas • District councillors would usually undertake the role of the civic leader.
Lord Mayor/Sheriff	<ul style="list-style-type: none"> • This is a rare honour and applies to cities. The last one was awarded in 2012 to mark the Queen’s Jubilee. • Currently 23 cities have a Lord Mayor. • Lord Mayor’s/Sheriffs are an ambassadorial role. • Lord Mayor of Sheffield is adopting a new modernistic approach to the role (as outlined in Appendix 11)
People’s Mayor	<ul style="list-style-type: none"> • A non-elected councillor could undertake the civic leader function and this would separate out the roles of running council meetings from carrying out the ambassadorial functions. • There are a number of pitfalls, including: <ul style="list-style-type: none"> ○ Only the mayor/chairman should wear the civic insignia and how would the individual be recognised by the community and would this cause confusion? ○ As the individual would not be a councillor, they would not have to adhere to the corporate code and this could lead to standards issues. ○ Determining a process to enable this person to be appointed. ○ Would the individual’s priorities be co-terminus with the council?

Part 3 – Findings and analysis

11. Review of Civic Events – St Edmundsbury Borough Mayor/Forest Heath District Council Chairman

11.1 Total number of events attended 2016/2017 and 2017/2018

11.1.1 Over the last two years, the total number of events each civic leader has attended is shown in the table below:

Table 9 – Total number of events attended by civic leaders 2016/2017 and 2017/2018

Mayor	
2016/2017	328
2017/2018	321
Chairman	
2016/2017	73
2017/2018	59

11.1.2 Across the year, there are a number of events that are attended on more than one occasion, for example, visits to particular community groups, such as Bury St Edmunds Ladies Luncheon Club and Women’s Guild of Friends and Dementia Friendly Screenings at Abbeygate Cinema. There are, also, some events where both St Edmundsbury Borough Council Mayor and Forest Heath District Council Chairman attend together, such as, events at RAF bases and various church services. It is important to consider this when looking at the scale of influence the civic leader has had across communities because not every engagement is with a different section of the community. Thus simply looking at the number of events attended does not reflect the breadth of the engagement they undertake.

11.1.3 With this in mind, if the cross-overs and duplication of events attended together are removed, the total number of engagements attended over the last two years is reflected in the table below. This shows a significant drop in the number of different events and organisations visited.

Table 10 – Total number of events with duplication of events and cross-overs removed

Mayor		
2016/2017	328	230
2017/2018	321	236
Chairman		
2016/2017	73	30
2017/2018	59	27

11.2 Types of events attended

11.2.1 In seeking to understand what role would be best played by the civic leader in the future, it is important to understand how the civic leaders currently undertake their functions. In order to analyse what the events were that have been attended over the last two years, the following categories were used:

- **Council business** - This includes council meetings, civic dinners/receptions/services and other events such as photoshoots.
- **Community events** - This includes specific community groups and events, such as attending women's networks, religious events, sports days, supporting elderly groups and family fun days.
- **Cultural** - This includes events that promote local identity e.g. St Edmundsbury Day, Suffolk Day, Suffolk Show and celebrate British culture, e.g. Christmas Fayre, and, also, includes art exhibitions, theatre and music.
- **Local business, development and growth events** - This includes events such as local shop openings, refurbished openings and business events.
- **Educational/aspirational** – This category largely revolves around youth communities, including events such as graduations, presentations to pupils, university/college students, the Sea Cadets and St John's Cadets.
- **National events** - This category includes occasions such as remembrance services, royal birthdays/weddings.
- **Twining** - This category involves the few events that promote the partnership of whatever town Forest Heath District Council and St Edmundsbury Borough Council are twinned with.
- **Campaigning/community issue events** - These are events that are designed to help tackle or make attendees more aware of issues in the community, such as dementia, loneliness, homelessness etc.
- **Charity/fundraising events** – This includes charity concerts, charity dinners and galas.
- **Military events** – This includes events such as parades, ceremonies, changes in command and receptions in the camp bases.

11.3 Analysis of events attended by category

11.3.1 The charts on the following pages (Diagram 2 and Diagram 3) show the proportion of the different types of events that have been attended. Points of note with regards to the analysis of this are:

- St Edmundsbury Borough Council Mayor attends many cultural events, which occupy a higher proportion of events attended than campaigning, community issues, education and local growth. (It is, however, recognised that there will be some overlap in these categories).
- Despite the differences in volumes, the two largest categories of events for each civic leader are supporting council functions and community events.
- The proportion of events that relate to the civic leader supporting youth is relatively small in both areas, accepting that there will be some contact through the community events category.
- The support for local business, development and growth events is fairly small across both civic leaders.
- There does not appear to be a strong correlation with the events that the civic leaders of both St Edmundsbury Borough Council and Forest Heath District Council have attended and the council's priorities, particularly increased opportunities for economic growth and homes for communities. There is, however, more correlation with the priority related to resilient families and communities that are healthy and active. However, the current Mayoral/Chairman protocol does not make reference to the council's priorities being a core determining factor as to whether to support events. Instead, the decision as to what to attend is mainly down to the discretion of each civic leader in terms of what they would like to promote.

Diagram 4 - Breakdown of the total number of events attended by St Edmundsbury Borough Council Mayor 2016/2017 and 2017/2018 by category

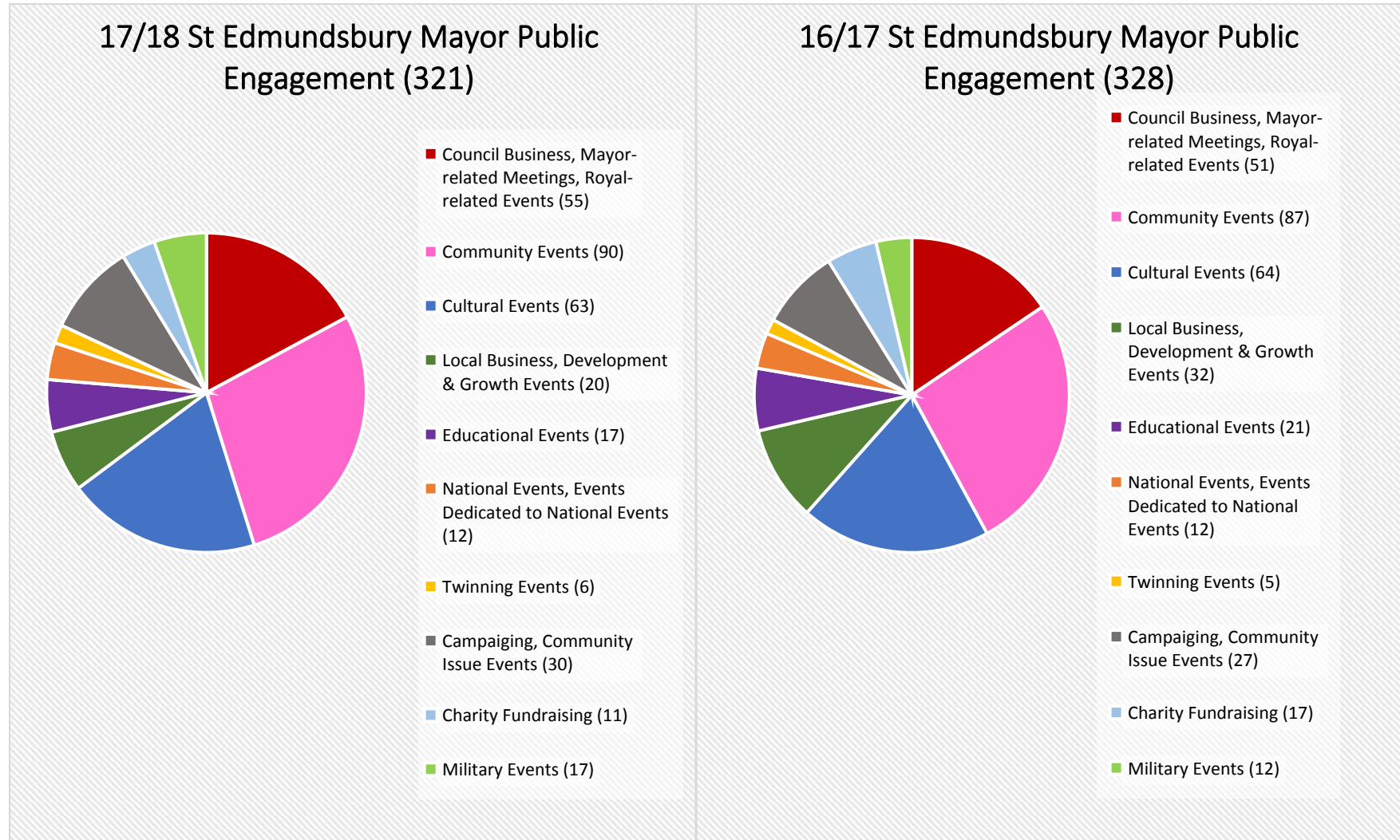
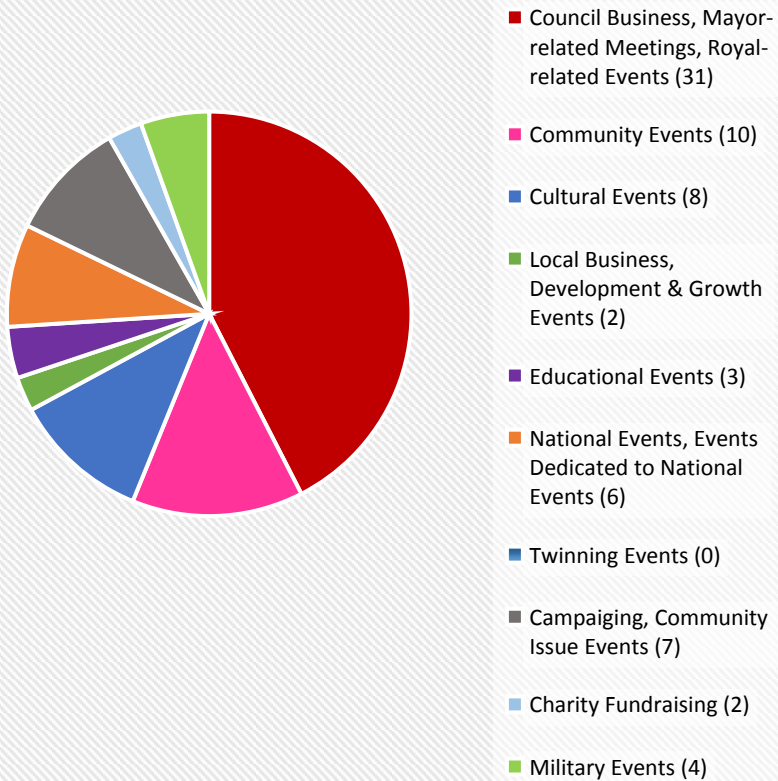
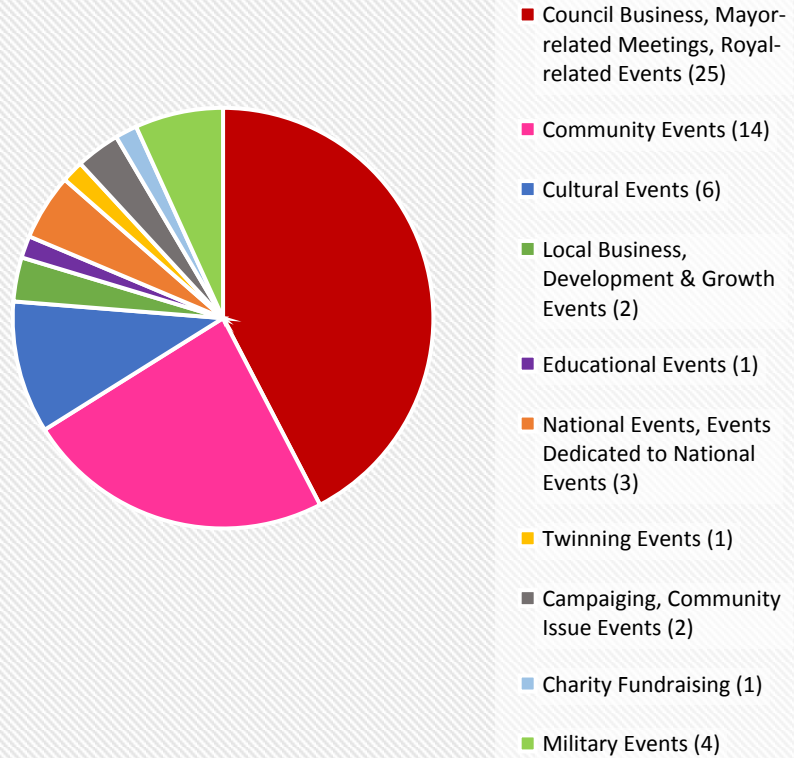


Diagram 5 - Breakdown of the total number of events attended by Forest Heath District Council Chairman 2016/2017 and 2017/2018 by category

16/17 Forest Heath Chairman Engagement (Total: 73)



17/18 Forest Heath Chairman Engagement (Total: 59)



11.4 Attire of the civic leader for functions

- 11.4.1 Sections 4.2.6 and 4.3.6 outline the different modes of dress for St Edmundsbury Borough Council Mayor and Forest Heath District Council Chairman.
- 11.4.2 With regards to St Edmundsbury Borough Council Mayor, it was not possible to find out at what number of events robes are worn because there are no records kept regarding this information. However, previous mayors were spoken to about this and they outlined that the decision about whether or not to wear robes required an understanding of any sensitivities with regards to the event. So, for example, if St Edmundsbury Borough Council Mayor was taking 'centre stage' at an event, then wearing the robes can attract a lot of positive attention from both the public and media, but if the wearing of robes would deflect attention from the purpose of an event, this would not be appropriate. There was, also, a view that people want to see the robes because it is associated with prestige and can help people to feel acknowledged and supported. Feedback included the fact that the robes are very visual; they are easily recognisable and represent someone who can be trusted and approached by the public. This is particularly the case with younger generations.
- 11.4.3 In order to try and capture the impact of the mayoral robes, further questions were asked during the telephone survey on this aspect (see section 16.1).

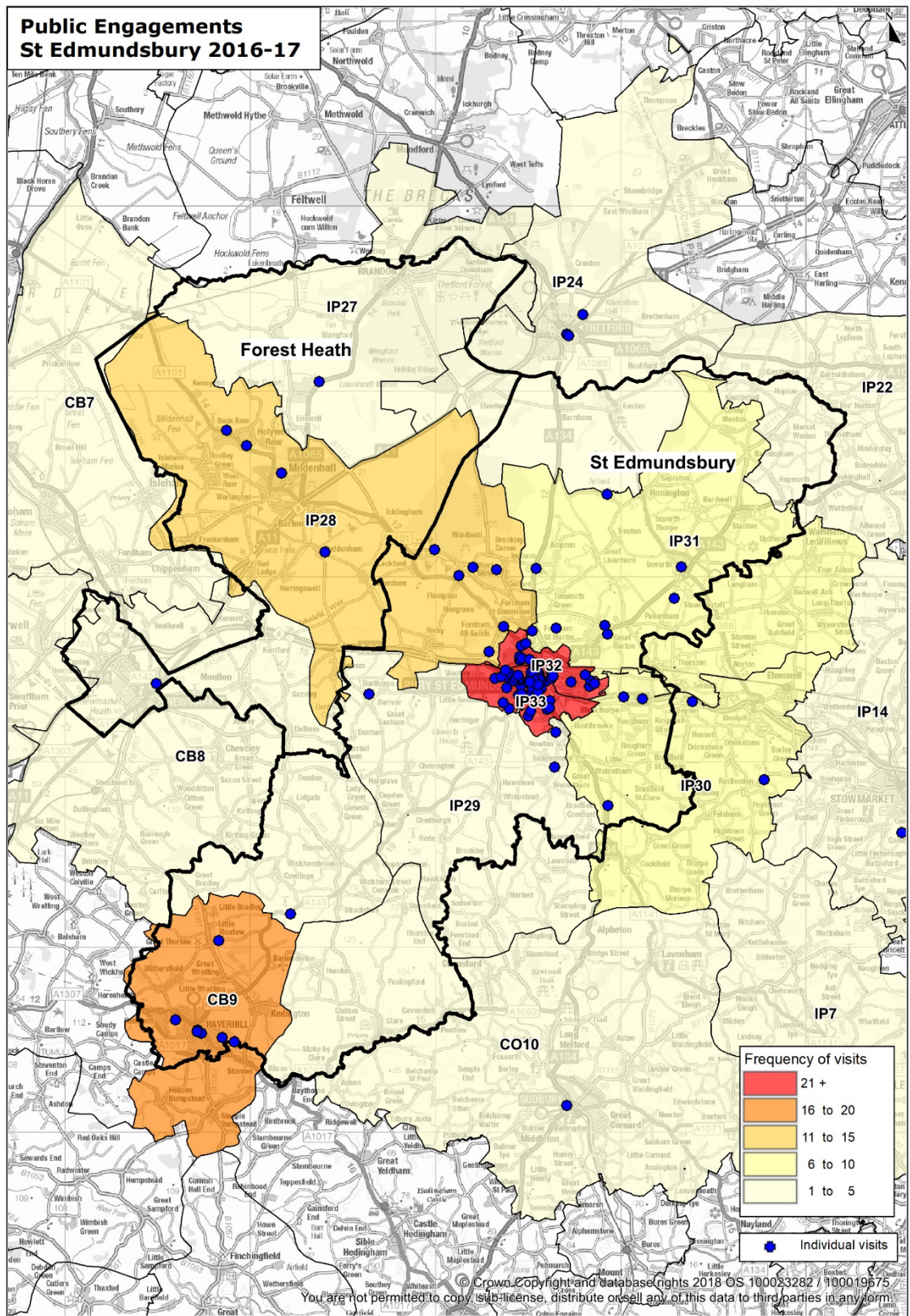
11.5 Analysis of events attended by location

- 11.5.1 As well as considering what types of events have been attended, it is important to consider how the civic leaders have carried out their functions across the borough/district.
- 11.5.2 The maps on the following pages provide an overview of the distribution of events carried out across the borough/district. Please note that it was not possible to show every event on these maps, so in order to show the scale of where engagements have been carried out, the engagements have been aggregated and grouped at postcode level. Therefore, the dots do not represent the total number of events attended.
- 11.5.3 Points of note in relation to the geographic spread of where events have been attended are:
- The highest density of events attended for the St Edmundsbury Borough Council Mayor in both 2016/2017 and 2017/2018 are in IP32 and IP33 (Bury St Edmunds town), with CB9 (Haverhill) being the third most visited area.
 - There is limited attendance of events in the rural areas of the Borough of St Edmundsbury across 2016/2017 and 2017/2018,

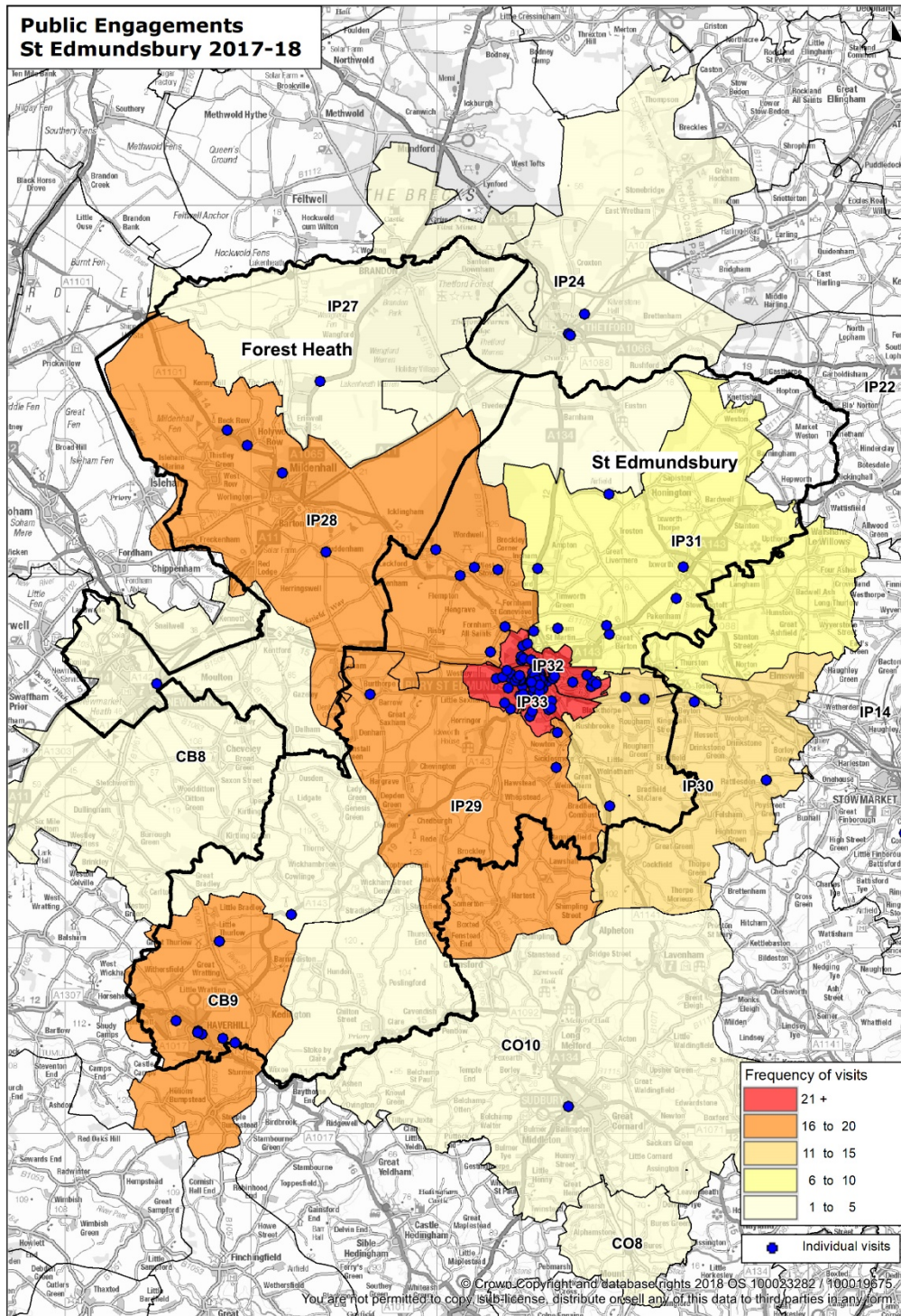
but that is not to say that in previous years, past mayors have not attended a higher number of events in rural areas.

- The majority of engagements undertaken by the Forest Heath District Council Chairman are undertaken in the towns of Mildenhall and Newmarket, with some coverage of Brandon in 2017/2018.
- The Forest Heath District Council Chairman attends a significant number of events in both 2016/2017 and 2017/2018 in IP33 (Bury St Edmunds town).
- There is limited attendance of events in the rural areas of Forest Heath across 2016/2017 and 2017/2018, but that is not to say that in previous years, past chairmen have not attended a higher number of events in rural areas.

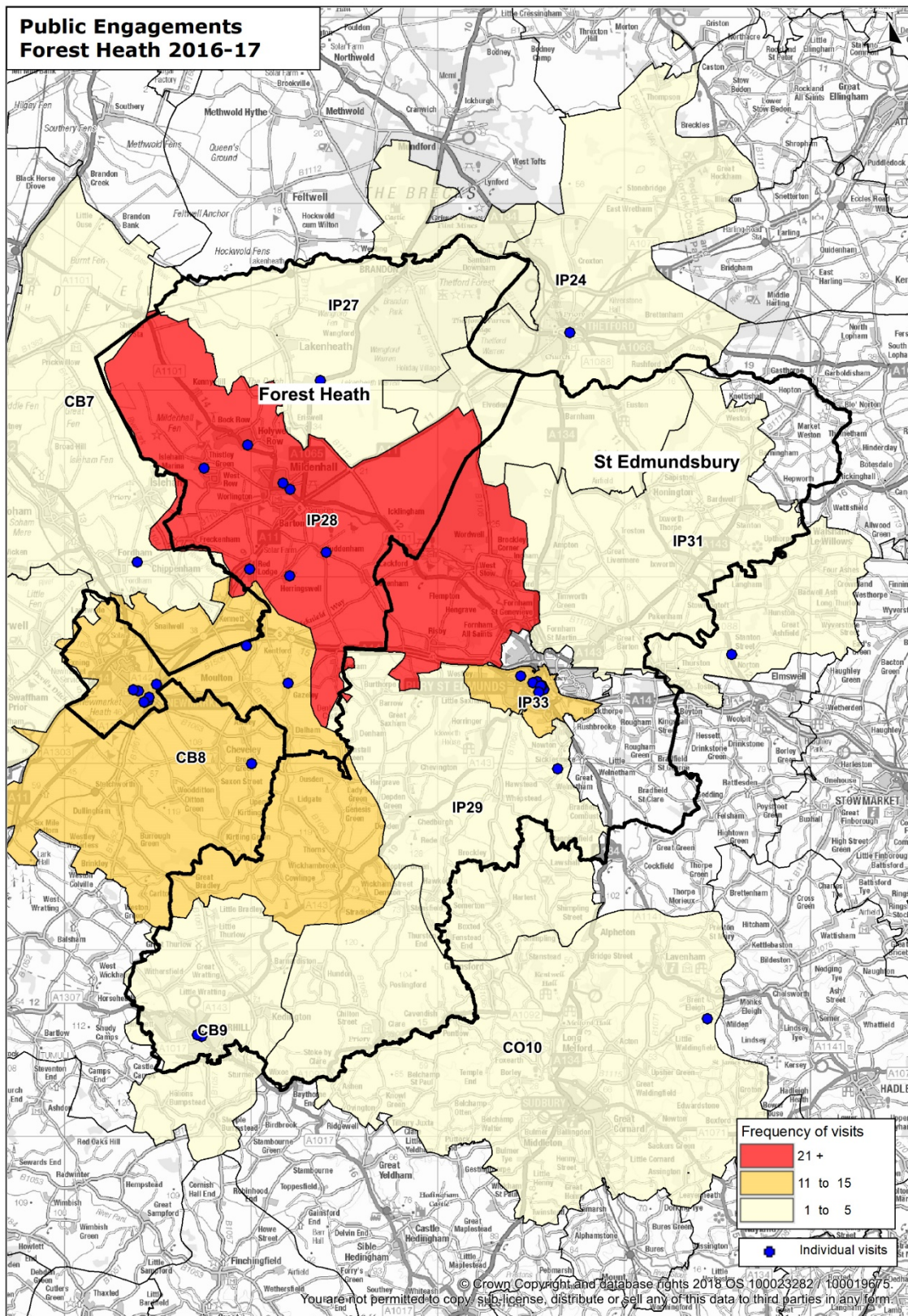
Map 2 - Spread of events attended in St Edmundsbury Borough Council 2016/2017



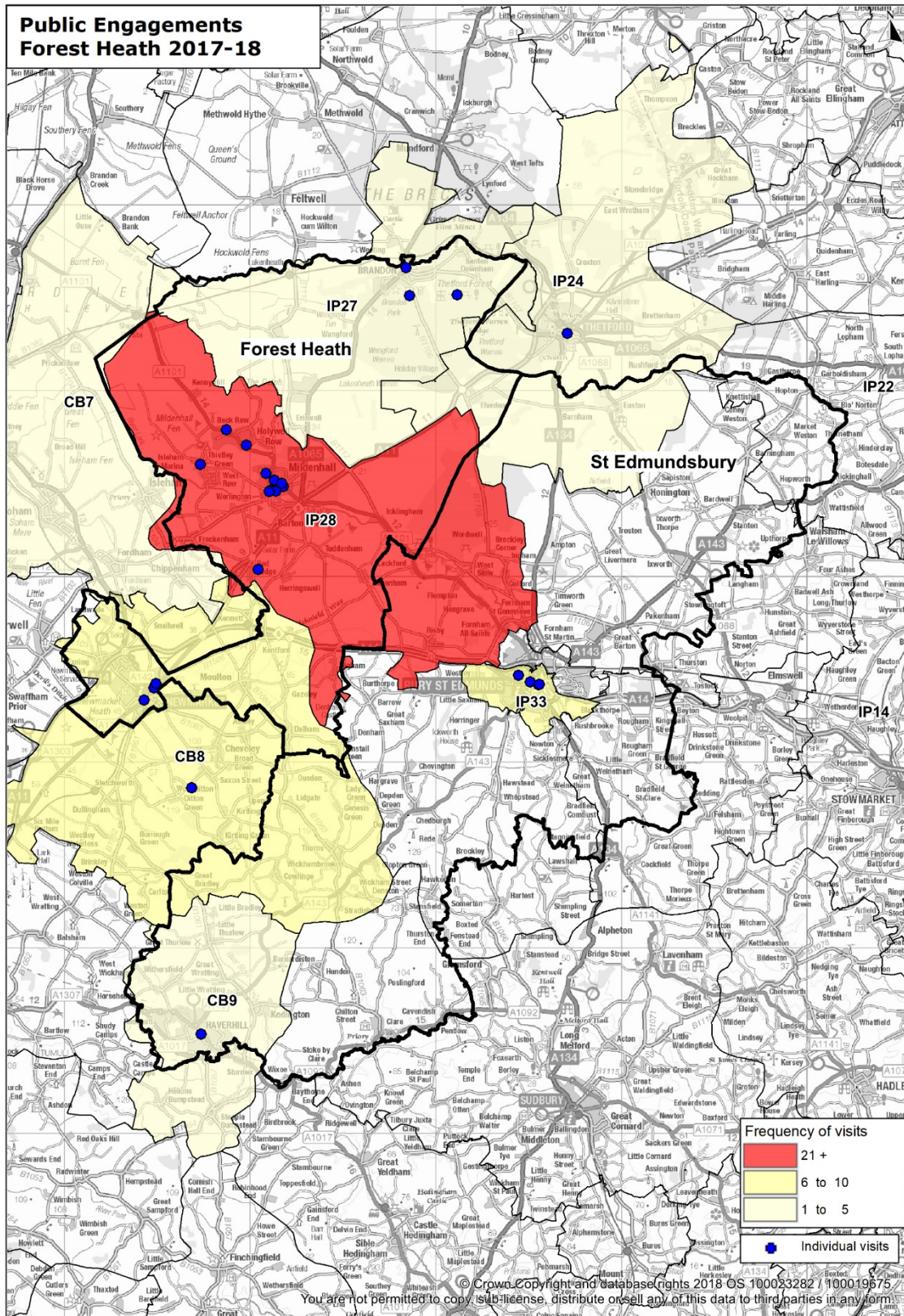
Map 3 - Spread of events attended in St Edmundsbury Borough Council 2017/2018



**Map 4 - Spread of events attended in Forest Heath District Council
2016/2017**



Map 5 - Spread of events attended in Forest Heath District Council 2017/2018



12. Review of Civic Events – St Edmundsbury Borough Council Deputy Mayor/Forest Heath District Council Deputy Chairman

12.1 Total number of events attended 2016/2017 and 2017/2018

12.1.1 When looking at the range of engagements that have been undertaken, it is, also, important to take account of the support provided by St Edmundsbury Borough Council Deputy Mayor/Forest Heath District Council Deputy Chairman. The total number of events that the deputy civic leaders have attended over the last two years, are shown in the table below:

Table 11 – Total number of events attended by Deputy civic leaders 2016/2017 and 2017/2018

Deputy Mayor	
2016/2017	60
2017/2018	56
Deputy Chairman	
2016/2017	10
2017/2018	18

12.1.2 There are some events that St Edmundsbury Borough Council Deputy Mayor and Forest Heath District Council Chairman attend, as well as St Edmundsbury Borough Council Mayor/Forest Heath District Council Chairman. If the events are removed that they attend together, the total number of additional events attended are shown in the table below:

Table 12 – Total number of events attended by Deputy civic leaders separately 2016/2017 and 2017/2018

Deputy Mayor	
2016/2017	38
2017/2018	26
Deputy Chairman	
2016/2017	2
2017/2018	5

12.1.3 It is not surprising that the level of support provided by St Edmundsbury Borough Council Deputy Mayor is higher than Forest Heath District Council Deputy Chairman, considering the scale of the events the civic leaders attend themselves.

12.2 Analysis of types of events attended by category

12.2.1 The information on the next page, provides an overview of the types of events that have been attended by the deputy civic leaders.

(Please note that the same categories have been used as explained in Section 11.2).

- **Council business** - Both the St Edmundsbury Borough Council Deputy Mayor and the Forest Heath District Council Deputy Chairman have attended some civic receptions on behalf of the civic leaders and they have, also, deputised at Council meetings.
- **Community events and cultural events** - Attending and supporting additional community and cultural events was one of the biggest contributions of St Edmundsbury Borough Council Deputy Mayor, which included attending togetherness services, cultural festivals, village fun days, events with Stepping Stones, theatre productions and exhibitions. However, there was some cross-over with communities that St Edmundsbury Borough Council Mayor was, also, involved with, albeit they were on different occasions. Likewise, Forest Heath District Council Deputy Chairman attended a community garden party and the St Edmunds Day Service.
- **Local Growth** – St Edmundsbury Borough Council Deputy Mayor has been involved in events that promote local growth, which have included; shop openings, studio openings and refurbished sports centres. Forest Heath District Council Deputy Chairman did not attend any events that supported local growth.
- **Educational events** – St Edmundsbury Borough Council Deputy Mayor attended several educational/aspirational events, such as, celebrations of primary school achievements, national citizen service presentations, and West Suffolk Sports awards. Forest Heath District Council Deputy Chairman was, also, involved in supporting events in this area, such as an awards evening and graduation ceremony.
- **Twining** - St Edmundsbury Borough Council Deputy Mayor was involved in twinning events, including lunches, quiz nights and welcome visits.
- **Community issues/charity** – There was limited involvement from either deputy civic leader in these types of events, although St Edmundsbury Borough Council Mayor did attend a charity dog show and an Age UK event.
- **Military events** – St Edmundsbury Borough Council Deputy Mayor supported several military events, including Armed Forces Day, RAF Changes in Command, HMS Vengeance meetings and Aircraft Viewings. Forest Heath District Council Deputy Chairman, also, attended one military event, the Battle of Britain Parade and Service.

12.3 Analysis of events attended by location

12.3.1 The table below shows the locations where events were attended. (The postcodes can be correlated with the maps shown in Section 11.5).

Table 13 - St Edmundsbury Borough Council Deputy Mayor visits by postcode

Postcode reference	Number of visits 2016/2017	Number of visits 2017/2018*
IP32	3	2
IP33	21	7
IP14	1	1
IP31	1	-
IP29	3	-
IP30	1	1
IP28	1	1
IP27	2	-
IP7	1	1
CB9	3	10
CB8	1	-
IP31	-	1
CO10	-	1

There was one twinning event attended in this year which could not be coded locally as it took place in Windsor.

If postcode references are not included in the above table, it is because there were no visits to these areas.

12.3.2 The spread of the events attended by St Edmundsbury Borough Council Deputy Mayor does not significantly change the geographic coverage as represented by the Mayor. The most frequently attended location in 2016/2017 was IP33 (Bury St Edmunds), which accounted for 55% of events attended. Likewise, this was, also, frequently attended in 2017/2018, representing 27% of events attended. However, in 2017/2018, the most frequently attended postcode was Haverhill, (representing 38% of events attended).

12.3.3 The table below shows the locations where events were held. (The postcodes can be correlated with the maps shown in Section 11.5).

Table 14 - Forest Heath District Council Deputy Chairman visits by postcode

Postcode reference	Number of visits 2016/2017	Number of visits 2017/2018*
IP24	2	
IP33		2
CB8		1
IP27		1

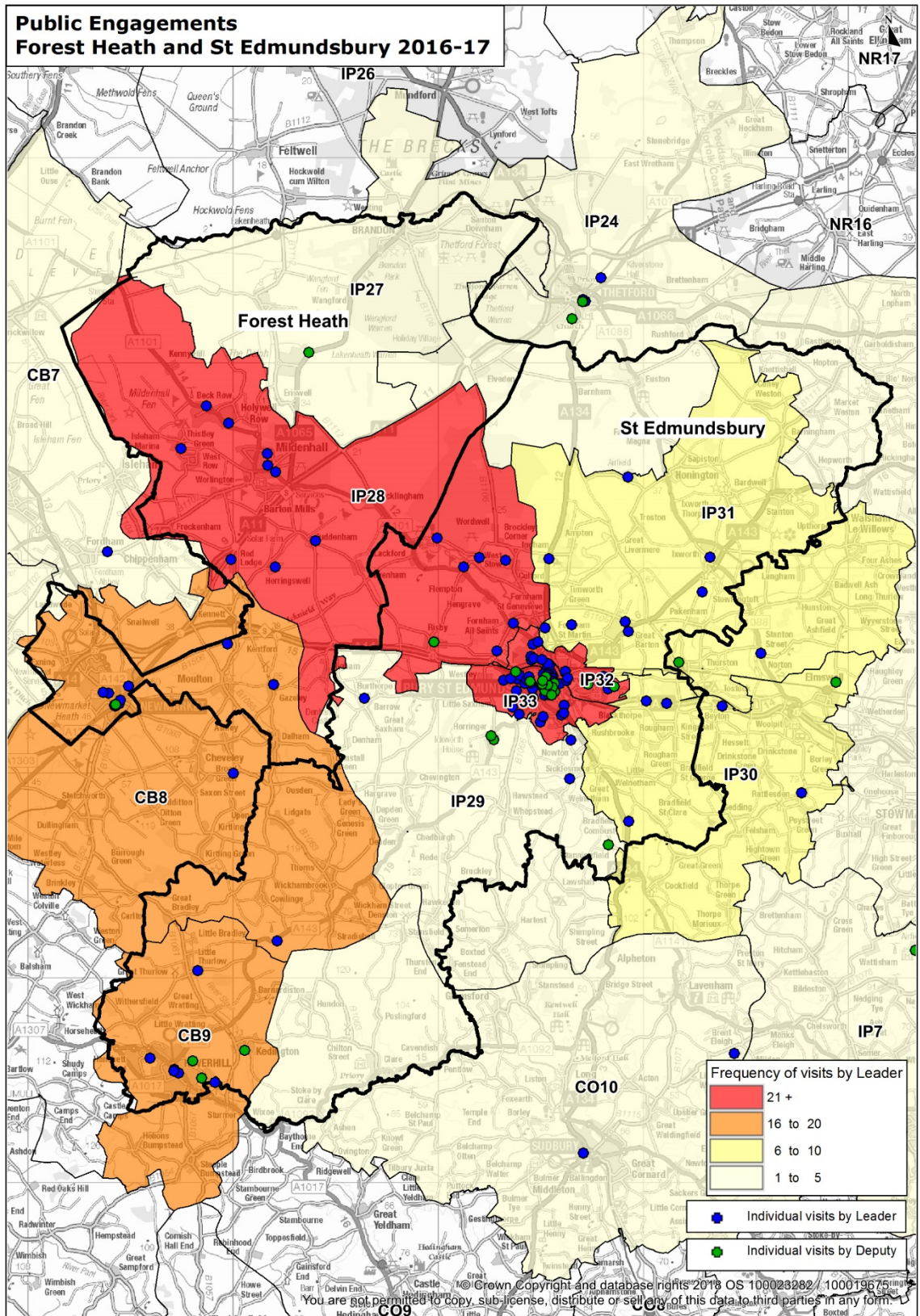
There was one event attended in this year which could not be coded locally.

If postcode references are not included in the above table, it is because there were no visits to these areas.

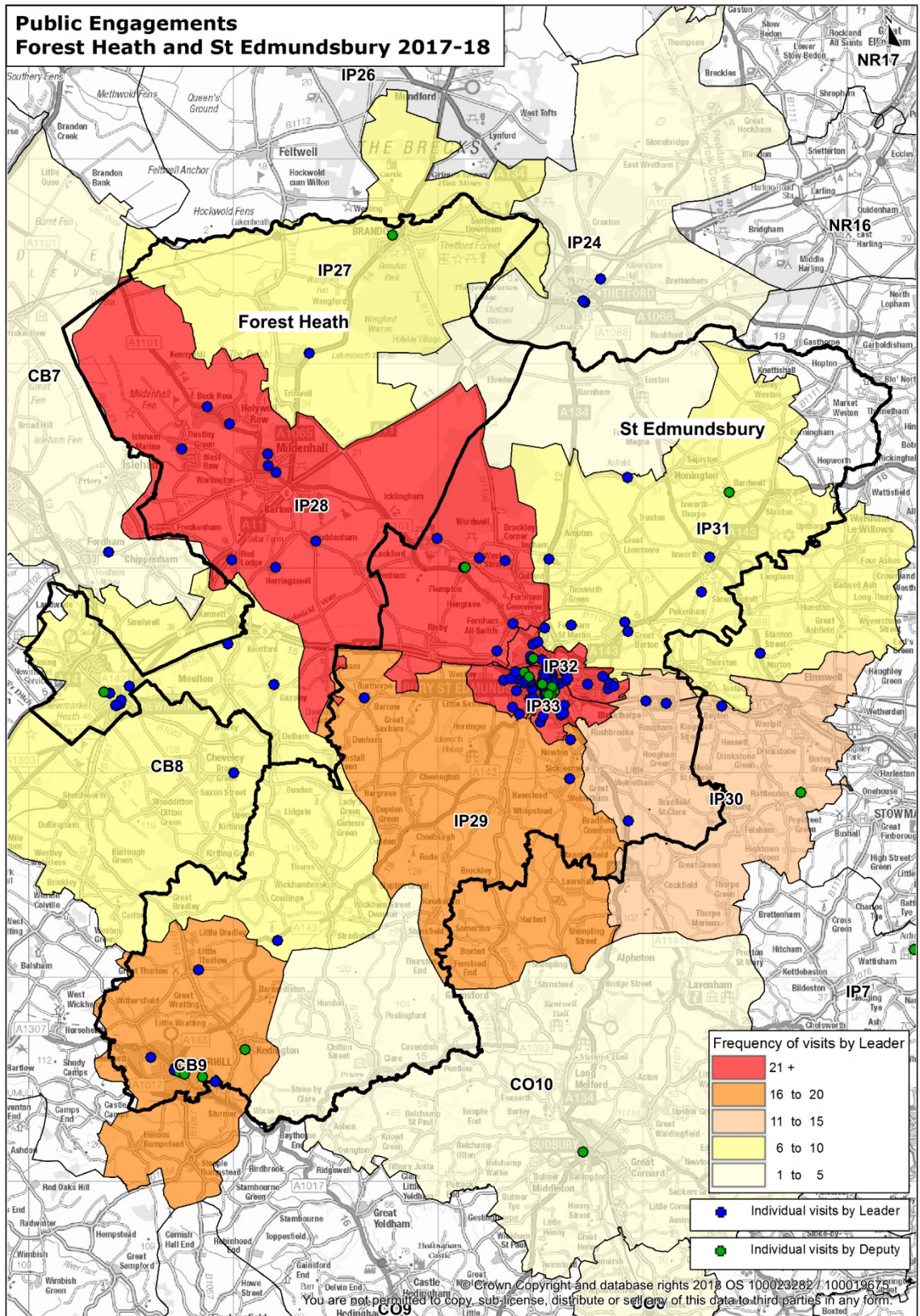
12.3.4 Of the events attended by Forest Heath District Council Deputy Chairman, looking across both years, four of the events were outside of Forest Heath District (two in Thetford and two in Bury St Edmunds). The events attended by the Forest Heath District Council Deputy Chairman does not significantly alter the geographic overview ascertained from Forest Heath District Council Chairman.

12.3.5 Considering all of the above information regarding the locations of events attended by the two deputy civic leaders, the maps on the following pages show the overall spread of events attended by the civic leaders and their deputies across St Edmundsbury and Forest Heath over the last two years. (Please note that the blue dots relate to the events attended by St Edmundsbury Borough Council Mayor/Forest Heath District Council Chairman and the green dots represent those that are attended by St Edmundsbury Borough Council Deputy Mayor/Forest Heath District Council Deputy Chairman).

Map 6 - Spread of events attended across both St Edmundsbury Borough Council and Forest Heath District Council 2016/2017



Map 7 - Spread of events attended across both St Edmundsbury Borough Council and Forest Heath District Council 2017/2018



13. Media Coverage of St Edmundsbury Borough Council Mayor and Forest Heath District Council Chairman

13.1 Review of press coverage

13.1.1 A review of press coverage in the written press between 1 May 2018 and 1 August 2018 (12 weeks) has been conducted, utilising the media alerts developed by West Suffolk Council's media team. It is recognised that this is just one measure of the coverage given to these roles in the local media and excludes a review of social media, (which was outside the scope of this review). Nevertheless, it does highlight some interesting points:

- There have been 37 times when St Edmundsbury Borough Council Mayor or Forest Heath District Council Chairman have been in a media alert on the west Suffolk summaries, which covers a range of local written media publications (namely, East Anglian Daily Times, Bury Free Press and Haverhill Echo, Brandon Times).
- Within the study period, the Chairman of Forest Heath District Council was out of action, and only two items related to the Chairman's activities. These both related to RAF Lakenheath.
- Thirty five items related to the Mayor of St Edmundsbury Borough Council. Most events the Mayor attends gets coverage from multiple media outlets over the course of one-two weeks, so there is repeated coverage of the same events included within this figure.
- The types of events that received coverage which the Mayor attended alone include:
 - Hard hat tour of Marham Park (housing development)
 - Art exhibition at school
 - Independent Businesses Week
 - Women on Wheels
 - Restored Guildhall
 - Relay for Life
 - Dementia screening
 - Gatehouse Dementia Support Building opening
 - Britain in Blooms Competition
 - 40th Anniversary of Suffolk Young People's Theatre
- There are, also, a number of events covered where St Edmundsbury Borough Council Mayor has attended with other members of the Council, which include:
 - Community Centre Refurbishment (attended with other councillors)

- 10th Anniversary of Community Service Team – High Sherriff of Suffolk, Town Pastors
 - Haverhill Mayor’s Civic Service (attended with other councillors and other Civic Leaders)
 - Felixstowe Civic Service – (attended with other councillors and other civic leaders)
 - New footpath (attended with ward councillor)
 - WW1 Art Trail (attended with Bury St Edmunds MP)
 - HRH royal visit (attended with the Chief Executive)
- The types of events in the media where the Mayor was wearing robes include:
 - 10th Anniversary of Community Service Team – High Sherriff of Suffolk, Town Pastors
 - Haverhill Mayor’s Civic Service – councillors, and other civic leaders
 - Independent Businesses Week
 - Restored Guildhall
 - WW1 Art Trail – BSE MP
 - Britain in Blooms competition

13.1.2 The review of the media alerts shows that there is more coverage for other councillors/cabinet members over this time period, rather than the civic leaders.

13.1.3 The role of the media/communications for the civic leader is an integral part to the role of the future civic leader to ensure that the breadth of the role is captured and most importantly, to ensure that public recognition is provided for events across the whole of west Suffolk communities (as currently the coverage does not extend across the whole of the geographic area, but it has to be recognised that this is reflective of the current scale of the events attended by both civic leaders, and the geographic locations in which current events are based).

14. Review of ward councillors and cabinet members/portfolio holders and their support to civic leadership

14.1 Ward councillors

14.1.1 The opinions of some ward councillors were obtained to review the links between their role and the civic leader and to consider how this may change in the new West Suffolk Council. (The questions used are shown in Appendix 12).

Promotion of the wider civic functions of the council

Feedback has identified that ward councillors are invited to attend and represent the council at national events (such as Armistice Day

and Battle of Britain) or civic events (such as Mayor Making/Jankyn Smyth). These would, also, be attended by the civic leader. Councillors reported that they sometimes attend such events, but there were various factors that discouraged them from attending more frequently; some events come with a cost; and they sometimes found they were clustered together at events (whether naturally, or by all being seated together) which reduced the impact of their attendance. Councillors, also, highlighted they need to support their local events so, in rural areas, on Armistice Day, for instance, they will usually attend their Parish events rather than the Bury St Edmunds/Haverhill events.

Ward councillors represent their community by attending events they get invited to by the community (such as parades and RAF ceremonies). They, also, attend events such as openings and launches in their wards and promote local business and culture by attending events linked to this (such as openings or refurbishments). While some of this does have a civic role, by championing communities, for example, it is, also, about dealing with issues in their ward as well as using the local press to communicate with their communities. Councillors reported that they will consider whether or not it would be appropriate to invite the civic leader to an event in their ward, such as an opening ceremony or particular community event; but often they would be the lead member representing their council at such events. Even when suggested by their local councillor that inviting St Edmundsbury Borough Council Mayor or Forest Heath District Council Chairman would be of benefit, not all community organisations will decide to do so.

It was noted that the work of the civic leader is often reported through media, and social media outlets, as well as community reporting, which reduces the need for ward councillors to actively promote the work of the civic leader. For example, in St Edmundsbury, some local councils are receiving the weekly lists of St Edmundsbury Borough Council Mayor's forthcoming events and, therefore, are fully aware of what the civic leader does. One councillor reported that they circulate this list directly to their parishes so that the parishes can see what St Edmundsbury Borough Council Mayor is doing.

Support of the council's priorities

In 2014, the councils agreed a Families and Communities Strategy which recognised the important role of local ward members in their communities, providing early and proactive help to communities to enable them to be more resilient and self-sufficient. This has been reinforced through national research such as the 21st Century Councillor, which places strong emphasis on the role of the councillor as a community leader and driver of change. Councillors are consciously supporting the councils' promotion of resilient communities, local growth, and improved housing, by listening to

residents and acting upon queries, as well as attending events and writing articles.

Through this approach, councillors are often at the forefront in their community, most notably through utilising their locality budget, given to each councillor to enable them to support community-led initiatives to support their residents to be healthy, active and resilient, in line with corporate priorities.

Events attended with St Edmundsbury Borough Council Mayor/Forest Heath District Council Chairman

Local councillors will usually attend appropriate events in their ward when, also, attended by St Edmundsbury Borough Council Mayor or Forest Heath District Council Chairman; for example, they will usually attend openings, charity functions or community events where their attendance would be expected to show support to their community, and, also, assist St Edmundsbury Borough Council Mayor or Forest Heath District Council Chairman in meeting key people. Some members felt that their local member role could be more valuable than the civic leader, as they know the people, and know who had contributed towards success in the community – which St Edmundsbury Borough Council Mayor or Forest Heath District Council may not. Members felt it is important St Edmundsbury Borough Council Mayor or Forest Heath District Council Chairman should have the right briefing to know the key people where they were going so they can personally thank them.

It was recognised that in some situations St Edmundsbury Borough Council Mayor's robes could cause quite an impression – particularly with young people. However, it was felt that this impact is at its greatest when St Edmundsbury Borough Council Mayor's robes are used selectively to maximise their impact.

Ways community contributions are recognised

Within St Edmundsbury Borough Council, there are several schemes to recognise community contributions. Firstly, at a local level, each member can grant up to two individual community awards in their area during each four year term. These awards recognise the outstanding contribution that individuals have made to their local community. Secondly, St Edmundsbury Borough Council has, also, granted Freedom awards, to individuals and organisations that have made an exceptional contribution to the Borough. Freedoms are granted by a special ceremony, chaired by St Edmundsbury Borough Council Mayor, and such awards are rarely granted. The Council, also, grants long-serving councillors with a service award, which are given by St Edmundsbury Borough Council Mayor at Council meetings.

Forest Heath District Council does not undertake any similar schemes, but members recognised that it is not always certificates or

awards that count – ensuring that people receive a personal thank you, and the knowledge that their work and contribution is highly valued is equally as crucial.

Working together in the future

Owing to the demanding nature of the engagements required of the civic leader, it was felt that it is harder for councillors wishing to pursue a career in executive or political leadership to undertake the role, because it requires them to step down from committees and this could impact on who undertakes the role in the future.

Councillors outlined that it is important for them to continue to support their local events in a reciprocal arrangement with the civic leader, but moving forwards, where they attend together, there needs to be a better team approach. For example, where there are a number of people representing the council at events, the focus needs to be about maximising the impact of their attendance and making the most of the engagement opportunity.

It is important that in the future, whether as a councillor or as the civic leader, the priority for attending events should be about benefitting the local area and focussing on events that will progress the council's agenda.

If the role of the civic leader is to become more business-focused, then if the civic leader is a mayor in the future, councillors questioned whether the wearing of the robes would be appropriate, because it was suggested that the robes are more about 'PR'. Thus, it was suggested that if the civic leader is a mayor, there is a need to consider the appropriateness of wearing the robes, which may need to be more infrequently worn if the focus of the role changes.

14.2 Cabinet members/portfolio holders

- 14.2.1 The opinions of some portfolio holders were obtained to review the links between their role and the civic leader and to consider how this may change in the new West Suffolk Council. (The questions used as shown in Appendix 13).

Promotion of portfolios

This is done in a variety of different ways, including attending seminars and functions, engaging with fellow members and working with the community to promote their areas of interest and raise awareness with the wider public through a range of channels including the media.

Support of the civic leader

While there are occasions that the portfolio holders support meetings and events where the civic leader, also, attends, there was a view

expressed that generally the roles of portfolio holder and civic leader are separate, because the civic leader has a much more focused community role.

Events attended with St Edmundsbury Borough Council Mayor/Forest Heath District Council Chairman

The types of events which portfolio holders attend in support of the civic leader include, for example Mayor-making, remembrance services, Jankyn Smyth, sports awards, charity meals and military events. There was a general view that there are a number of events that are attended jointly. However, there was a view that St Edmundsbury Borough Council Mayor/Forest Heath District Council Chairman provide a non-political gravitas, whereas the portfolio holders can present this perspective, thus there are sometimes different aspects to the roles that contribute to the need for their attendance.

Impact of the civic leaders on events

There was a general consensus that St Edmundsbury Borough Council Mayor/Forest Heath District Council Chairman acts as a focal point of any event, which is a result of the title/prestige of the role. Therefore, it is usually St Edmundsbury Borough Council Mayor/Forest Heath District Council Chairman who is expected to make a speech or present the awards where there are a number of councillors in attendance.

Working together

In terms of whether the presence of both the civic leader and a portfolio holder at the same events were beneficial, there was a view that this depends on the type of events attended. For example, it would be important for both to be there when the event entails socio-economic well-being, but not if it is a community event, such as a tea party. There was the opinion that a civic leader's presence is the most important, which correlates back to the prestige of the role.

Future changes

Under a Single Council in a changing financial context, it was felt that portfolio holders would have a more prominent role to fulfil across the bigger area and that collectively, the council would be facing more complex financial challenges, which would require greater planning and preparation as to which projects are supported. Equally communications and a team approach is considered to be essential to deliver against the growing workloads, not only in terms of local community meetings, but when working with other frontline councillors and other authorities, such as the County Council. There was, also, a need to consider how the roles would be undertaken, and whether any additional support would be required.

15. Review of focus groups

15.1 Feedback from focus groups: Part 1

- 15.1.1 A summary of the common themes that were identified with regards to the first part of the focus group questions, which was about defining the role of the civic leader are provided on the following three pages, grouping the focus groups into three areas: town councils, community groups and councillors.

Priorities of the civic leader

- Communicating with the public – being a visible champion
- New role needs to reflect the emergence of the new Council (re-engage and revive the role) – creating a local identity
- Need to consider more consistent approach as currently the role varies depending on who undertakes the role
- The new role needs to engender a sense of community and bring together the two areas (Forest Heath and St Edmundsbury) not be centred on one location
- Focus on building links with businesses
- Excellent communication with town and parish councils
- Engaging with young people
- Smooth running of meetings

Ensuring civic leader is approachable/engaging with diverse communities

- Attending events and engaging with communities – improve communication
- Ensuring the public feel represented by their council
- Making best use of social media/communication tools (particularly important given the size of the new area)
- Provide a single point of contact for parishioners (consider things such as attending parish councils/hosting meetings in areas)
- Picking the right person to undertake the role and ensuring this is publicised through various channels – they need to be visible and connected with the communities

Who civic leader should work with

- Councillors – to develop better links with communities and make best use of wider council resources (especially as the civic leader will be covering a bigger area)
- Better connection with towns and parishes
- It is a 'PR' role to support businesses and communities and there is a need to 'sell' this element of the role
- Police and Crime Commissioner, police, Suffolk County Council, MP's, town councils, general public

Town councils

Issues for civic leader to address

- Most community issues are addressed by councillors rather than the civic leader – thus there is a need to develop the team approach to supporting communities, but it is important to keep the focus local and in line with the legacy of current approaches
- Promoting the area and businesses
- Fight for the fact West Suffolk is a 'rural area'.
- Reduce the crime rate, improve and implement new transport systems and improve parking

Recognising contributions in communities

- Working with the LEP and businesses
- Recognising smaller groups, organisations and individuals & volunteers
- Need the public to have input on awards – not councillors/civic leader making the decisions

Priorities of the civic leader

- Clear leader in community – helping to bridge the gap between councillors, local services and local people
- Help connect community to the council – provide an overview of what is going on in communities and businesses
- Promoting the community and the area
- Be apolitical
- It is a 'PR' role & provides status for the area
- Integrate Forest Heath and St Edmundsbury
- Leader needs to have a real interest in the area and a desire to drive things forward
- Support economic prosperity through improving business opportunities
- Ensure equal distribution of services and facilities
- Well-being of communities

Ensuring civic leader is approachable/engaging with diverse communities

- Need to attend all types of events to raise visibility of diverse range of areas/groups
- Part of wider team effort – with councillors and leaders to be more approachable
- Improve engagement approach
- Need to avoid being 'Bury Centric'

Community groups

Who civic leader should work with

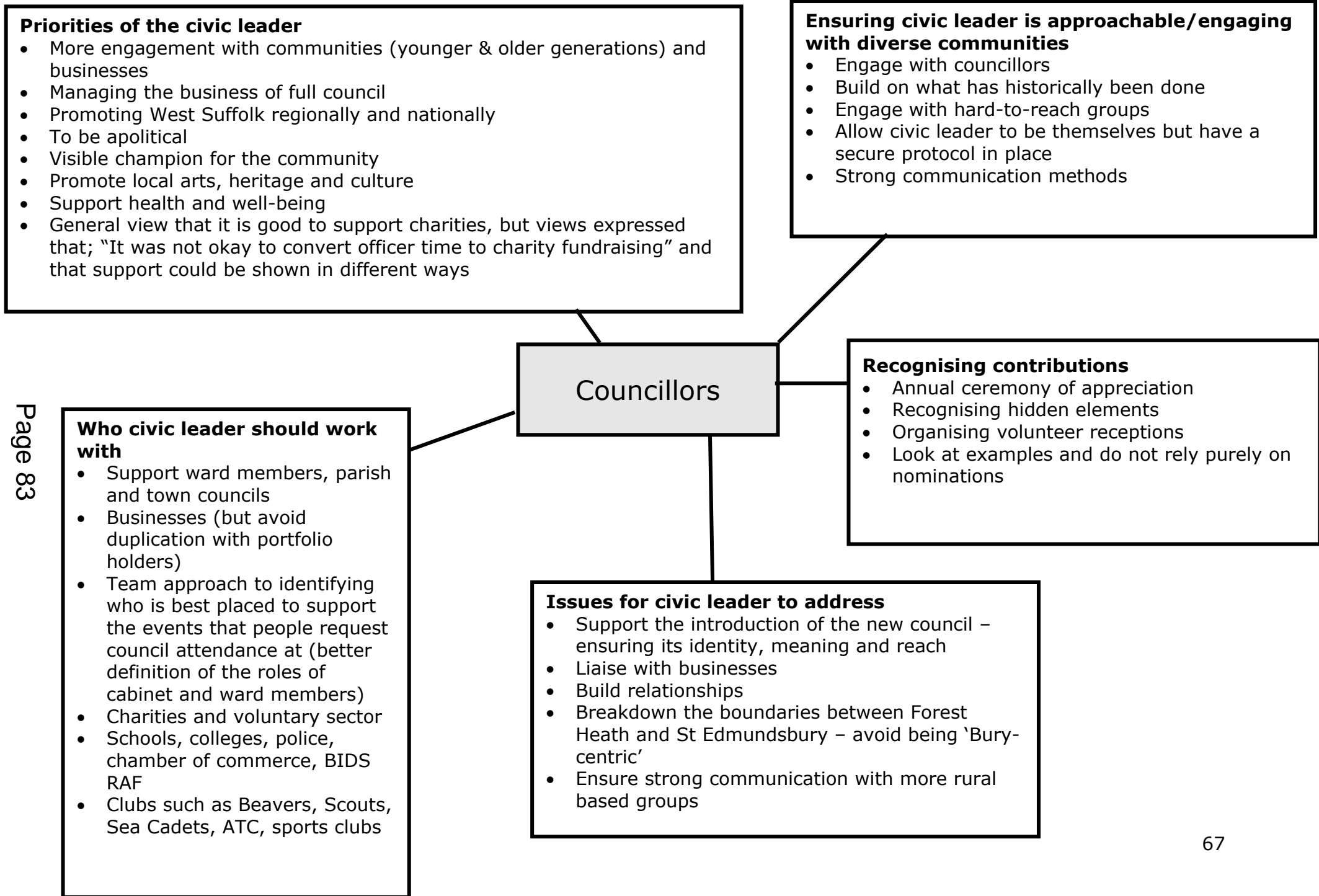
- Other towns and visiting officials
- Better engagement with individuals
- Managing conflicts between councils to ensure suitable support and provision is available
- Engaging with young people (youth groups and schools)

Issues for civic leader to address

- It is more of a 'PR' role and about gaining publicity – it is for the wider councillors/leaders and CEO to deal with the issues
- Local charities and organisations to help bring the council and people together
- Supporting local community groups working with community members, such as those with disabilities
- Attending charity events – helps raise funds and gains press coverage

Recognising contributions

- Attend charity dinners and events such as 'Bury in Bloom'
- Use their platform to help advertise events in advance
- Need a team effort to rewarding and recognising communities, groups and individuals
- Appropriate use of locality budgets
- Supporting projects that need funding to continue operating
- Help to empower communities



15.2 Analysis of focus group feedback: Part 1

- 15.2.1 There were some overarching concerns raised about the size of the role and, also, the different skill sets required for the role, in particular, between chairing a meeting and carrying out civic functions. This needs to be considered carefully when the new civic leadership role is defined; "...We will move to being the seventh biggest local council in the county and we need to have a way that makes the civic leader role achievable and to ensure that is focused on areas where they can have the biggest impact."
- 15.2.2 There are some overarching priorities that the civic leader should focus on, including: promoting economic prosperity through improving business opportunities, ensuring equal distribution of services and facilities, supporting young people and helping to support the well-being of communities.
- 15.2.3 There is a need for a wider 'team approach' to civic leadership on a number of different levels:
- "Every councillor should be a civic leader"
 - "Portfolio holders also have a lot to do with businesses - need to avoid duplication"
 - "Local district and county councillors should attend events in their own wards/divisions"
 - Councillors need to; "Walk through the door together" when attending events together to maximise opportunities to network, communicate and make a difference.
- 15.2.4 There is a need to improve communications at all levels and for the civic leader to be visible and engaging across a diverse range of communities:
- "...we need to ensure that there is some communication between the civic leader and those groups, perhaps having quarterly meetings with the chairs."
 - "Spend a bit of time with each councillor or to visit a parish. A lot of the parishes feel that they are very neglected".
 - "Have a programme that each civic leader has to work through, if we are going to devolve to the towns and parishes new civic leader needs to meet with them and they need to consider how collectively they are going to do this."
- 15.2.5 Rewarding and recognising contributions from a variety of different community groups remains a key part of the civic leader's role; "Civic leader should link with councillors to better their communities".
- 15.2.6 It is recognised that there is a need for greater engagement and improved communications with town and parish councils. This is for a number of reasons, including a feeling that there is; "confusion as

to the role with the town councils" and because of the size of the larger area that will be covered by the new civic leader;

- "If we can get the idea of Parishes and Towns being more involved, people will be happier".
- "It should be about local delegation and empowerment with strong community involvement."
- "Parishes need to be given the main role in their own communities with the mayor supporting...."
- "Avoid duplication of existing civic leader roles in towns and parishes."
- "Look at it event by event....town council could do remembrance services, for instance as they are town by town"

15.2.7 In terms of the role of town and parish councils moving forwards, the following comments were made:

- "Town council should take on responsibility for the cost of the Mayor, with initial support from West Suffolk for two years."
- Parishes could pay towards towns for their mayors to visit'
- '...having town mayors that span to include local parishes and villages, the area will be more manageable and will avoid confusion...."
- 'By having Town Mayors the areas could be covered more effectively", although others felt that this was not necessarily true as parishes not being able to have a mayoral presence.
- There was one view expressed that the; "Leader should not work with parish councils and should focus on voluntary and community interest companies".

15.2.8 There is a need to define the new role across west Suffolk to ensure it is inclusive and supports the wider area and is not focused on one location; "To sell the role, need to get everybody on board initially".

15.2.9 There was, also, a view expressed that the civic leader, "should be more west facing (Cambridge) not east facing" and there is a need to "promote West Suffolk locally and regionally".

15.2.10 Whatever role is adopted in the future there is need for a 'good leader' and the role needs to continue to have a key role in championing and promoting local communities and businesses. The 'PR' aspects of the civic leader's role are a key element to building links with communities.

15.2.11 Concerns have been raised over the timing of the decision, although whatever decision is made, it is recognised that it is important to recognise the history and traditions of the two areas, whilst focusing on the fact that; "West Suffolk has a unique opportunity to change what civic leadership means in the area".

15.3 Feedback and analysis from focus groups: Part 2

15.3.1 The second part of the focus group focused on gaining views around district/borough status and mayor/chairman.

15.3.2 An overview of the findings are provided below, but it is important to recognise that there are a range of views and opinions around the benefits and concerns of becoming a borough and, likewise, of having a mayor, and these have to be considered on their own merit when determining what the right civic leadership approach is for the new West Suffolk Council:

Benefits of being a borough

- Gives the option to have a mayor/chairman
- Continuity of history and ensuring that the background to the Borough of St Edmundsbury is not lost– concerns that if the borough status was lost, it may not be possible to get it back in the future; 'Didn't go through that hassle all those years ago just for this generation to give it up on a whim'
- Borough gives weight and standing in the region, and
- If done right, it takes away the centrism of Bury and Newmarket within their current districts, "people look to belong to West Suffolk and get out of shadows of the biggest towns within their districts".

Concerns of being a borough

- May take a long time to become a borough and could be seen as old fashioned and not being progressive; "There is a view that the town council has greater status than parish council and that borough has greater status than district council – need to realise they are equal, not higher status than others".
- Forest Heath communities may feel voices are not being heard/feel loss of identity and it may feel like a takeover by St Edmundsbury, especially if the borough institutional hallmarks remain 'business as usual' whilst Forest Heath functions are abolished;
- It could be difficult to associate such a large area with the term 'borough'; "New West Suffolk Council will involve a considerable increase in number of residents in the geographic area and we could not sustain borough status and should be designated as a district";
- The costs of becoming a borough, particularly as it would be only honorific and ceremonial;
 - "A borough is fairly meaningless apart from that it allows for a mayor and may be an extra cost with no benefit for Newmarket"
 - "Financial damage from having a borough mayor would be detrimental".

Benefits of mayor

- The ceremonial aspects associated with the mayoralty creates an aura of something special: 'There is a feel good factor associated with having a Mayor' and "Despite the cost it was felt that the mayor brings unseen value to the community that cannot be measured";
- Good publicity and help to advertise events;
- Attractive to tourism – mayor may be good value for money;
- Sense of pride, brings unseen value;
- Retains heritage and historical tradition;
- Having a mayor would give West Suffolk an advantage in competition with other areas;
- As a respected member of the community, the mayor has a wider breadth for bringing together St Edmundsbury and Forest Heath together than a chairman would have;
- Prestige - a real figurehead; and
- It is a good role model for children.

Concerns with mayor

- Mayors should be kept at the town level, spanning to surrounding villages, to avoid the confusion that would come with having both a Town and Borough mayor
- "Bury Town councillors appear disinterested in having a town mayor but this does not mean that there is any reason for the whole district to continue to subsidise Mayoral activities that have historically centred on and benefitted most Bury St Edmunds"
- Alternative option is to consider having a Chairman with two deputies
- St Edmundsbury 'inherited' Bury St Edmund's town mayor in the creation of the borough, so retain the history in returning this function to the town
"Having a Mayor is only a glorified photo opportunity, it is not about the person but the about the red robe and hat"
- Financial implications
- People may not recognise the Mayor is for West Suffolk and not just for St Edmundsbury and because of the underlying differences between Forest Heath District Council and St Edmundsbury Borough Council, Forest Heath District Council could be seen as inferior and people may feel that their opinions are not being heard, and
- Bury St Edmunds will always be the centre of activity.

16. Review of telephone survey

16.1 Telephone survey: Mayor's events 2017/2018

16.1.1 Numerous organisations were spoken to as part of this survey, including: local community events (such as BSE Camera Club Presentation, Gatehouse Carers Support Group, The Great Get Together in Hepworth, Fetes, Women's Guild of Friends, Troston Community Music Evening, Community Café and sporting events), various charities and a care home, various openings of businesses/markets, St Edmundsbury Cathedral, West Suffolk College and various youth groups, as well as Westgate Primary School.

16.1.2 The table on the next page shows a summary of the themes from the respondents.

Table 15 - Summary of the telephone survey St Edmundsbury Borough Council Mayor 2017/2018

Questions	Themes from responses
Reason for attending event	<ul style="list-style-type: none"> • The community value of the Mayor: <ul style="list-style-type: none"> ○ "...he was interacting with many different groups of children, adults and even visitors from other countries telling them about the history of Bury St Edmunds. I believe the Mayor has the ability to bring the community together in a positive way". ○ "...because the people we help love to see the Mayor." ○ "To enable other people in the community to see what we do" • To have someone official to open the event and help people feel included in the Suffolk area • Tradition • Working with the Mayor/local government helps to ensure that we best serve our community, "...it maximises potential collaboration opportunities for our students and staff to support the community as well as opening lines of communication..." • To show support from the council/to show partnership (or because they have received funding support from the Council) • Having the status of the Mayor enhances the reputation of the event as there is support from a civic dignitary • To gain publicity and get more volunteers/promote events • High profile event/to help raise the profile/image and add "prominence to the event" • To show support as they are a chosen charity of the Mayor/to promote local charity work
Benefits of attending the event	<ul style="list-style-type: none"> • Publicity: <ul style="list-style-type: none"> ○ "...which is important because we rely on local sponsors."

<p>for their organisation</p>	<ul style="list-style-type: none"> ○ "The Mayor brought publicity to the event which was a national Event..." ○ "Councillor Clements is very active on social media...for us it allowed further networking." ● Raises profile of the business – the mayor attending the event helps to demonstrate the Council's support and promotes the relationship between the Council and the organisation. ● To help promote/show case charity work ● Provides networking opportunities
<p>Benefits of attending the event for their community</p>	<ul style="list-style-type: none"> ● Raises awareness/profile of the event/make event more special; "they stand out and people notice them." ● Promotes the local community and support community groups and give people an opportunity to speak to the Mayor; <ul style="list-style-type: none"> ○ "...the Mayor makes an effort to talk to other people and shows a genuine interest in them and I think the community really values that." ○ "...enhances the feel good factor in the community." ○ "Hepworth residents involved were included and felt part of Suffolk, and the Mayor represented that." ○ "People were pleased that the Mayor took the time to visit Troston as it is a very small village and not many people would know it exists." ○ "It was good for the scouts and good PR for the local scout group" ● People appreciate the presence of the Mayor, "it gives them a sense of importance", "pre-school children are excited to see the Mayor" ● Helps teach young people about democracy and local government and gives them the opportunity to think about and discuss issues linked to local area. ● Promotes inclusion in the community and helps to develop a sense of belonging. ● Shows the support of the Borough Council/chance to thank them for their support
<p>Any specific feedback/comments from other people about the Mayor's attendance</p>	<ul style="list-style-type: none"> ● Generally really positive impact/feel good factor for people who genuinely enjoy seeing the Mayor at events and feel this adds positively to the atmosphere and makes it more special; <ul style="list-style-type: none"> ○ "They often say that the Mayor makes the event more fun and relaxed." ○ "...in those moments the Mayor is engaging with them, they love it." ● Positively supporting students; "The Mayors, both past and present have been incredibly helpful and supportive of the college and with their support we have created many unique, real life experience opportunities for our students and business connections for them which has greatly increased the chances of getting higher wage employment in their industry."

	<ul style="list-style-type: none"> • The local town council appreciated the attendance from the borough council. • Businesses are always grateful for the time taken by the Mayor to attend and support them • Gained additional publicity from attendance of local people who made use of the internet to comment about the event
<p>Did the Mayor attend in their robes and what benefit (if any) did this have?</p>	<p>Where robes were worn:</p> <p>The robes make the Mayor stand out/easy to identify;</p> <ul style="list-style-type: none"> ○ "...this encourages people (especially children) to approach them and find out more about the role." ○ "It also helps young people with the historical value of the robes and what it means." ○ "This was great for the children, as it was very grand and interesting for them to learn about the outfit and chains." ○ "...they have invariably worn their robes and this is always appreciated and just by their presence it attracts interest from public, which benefits businesses." <ul style="list-style-type: none"> • It creates additional media attention • Helps people to visually understand the importance of the event and makes the event more impressive. <p>Where robes were not worn;</p> <ul style="list-style-type: none"> • Some people did need clarification that it was the Mayor in attendance (the Mayor was not in their robes at the event) – "If the Mayor wasn't wearing their robes, I think a lot of people wouldn't know who they are", where as numerous others have remarked that the chain of office is instantly recognisable.
<p>Was any press coverage sought and if so did the presence of the Mayor help to promote their event?</p>	<ul style="list-style-type: none"> • Eighteen organisations directly sought press coverage. The general opinion was that having the Mayor at the event helps to get it noticed both online and in print and that photos of the Mayor help to advertise the event/promote the organisation. • One organisation felt that when the Mayor is in attendance there is a greater likelihood that the local papers will send a photographer – "...basically the attendance of the Mayor in their insignia is far more likely to get excellent media coverage in the local media..." • Some outlined that the when people see a photo of the Mayor in the written press it encourages them to read the article. • One organisation has outlined that the press do not attend specifically because they Mayor is there as they support the event each year.
<p>Any other comments about the Mayor's attendance</p>	<ul style="list-style-type: none"> • Organisations have commented that it is a privilege to have the Mayor at their event and that they are "positive ambassadors for our region" and that they appreciate their continued support, as do those that attend the events. • One organisation has praised the support of the Mayor's office. • The mayor plays some key roles; "Coming from a town twinning perspective, the mayor has always been the

	<p>president of Former Friends of Kevelaer, if we have no Mayor, then we have no president of the association and we lose the connections between Kevelaer and other towns we are twinned with.”</p>
<p>How can civic leader of West Suffolk support community events/community groups in the future?</p>	<ul style="list-style-type: none"> • There is a desire to continue to work with the future civic leader of the West Suffolk Council whether they are a Mayor/Chairman. • To continue to attend events and host civic events. • To continue with the current arrangements/for the role to remain similar to what it is now; “Having established a relationship, it would be nice if this could be continued in the future, having a representative coming to visit the school and talk to the children about their role and discuss issues important to the children”. • To show support for small villages and events. • Some felt that without the Mayoralty, their communities would not stand out and not receive as much recognition and numerous organisations outlined that they would like to retain the mayoralty and feel it would be a shame to lose the history: “...I don’t think a more ‘modern’ civic leader would have the same effect.” “The local Mayor is a traditional role that people like and can relate to.” • The role should remain as a figurehead of the council that local people can relate to because it benefits organisations, the community and the town. • Some spoke specifically about the importance of the figurehead visiting charities. • Some raised concerns about the ability of one person to continue in the current format and whether the larger West Suffolk area would spread the role too thinly.

16.2 Telephone survey: Chairman’s events 2017/2018

16.2.1 A variety of organisations were spoken to including, the USAFE, local community events (Newmarket Carnival and Mildenhall and West Row Cycling Festival) a local awards ceremony for volunteers in Brandon, a local Church and the Mildenhall Sea Cadets. (When speaking to the USAFE they were asked about both St Edmundsbury Borough Council Mayor and Forest Heath District Council Chairman as a number of events are attended/supported by both civic leaders).

16.2.2 The table on the next page shows a summary of the themes from the respondents.

Table 16 - Summary of the telephone survey Forest Heath District Council Chairman 2017/2018

Questions	Themes from responses
Reason for attending event	<ul style="list-style-type: none"> • Engagement with the local community • Maintaining relationships with the local council • To promote the event locally – there is kudos attached to the attendance of the Chairman • High profile event • Give support/recognition to people who have undertaken work on behalf of the community (e.g. volunteers) • Supporting young people and encouraging them to value democracy – “meet/see someone important”
Benefits of attending the event for their organisation	<ul style="list-style-type: none"> • Social engagement is the key benefit and this is more important than the business benefits • Good opportunity to raise local issues
Benefits of attending the event for their community	<ul style="list-style-type: none"> • The local community appreciate the presence of the Chairman at the event, “gives people a better feeling”. • Local residents get to see their Chairman/Councillor • Promotes their event and can be viewed as an “endorsement” • Adds prestige to the event • Sense of importance/focus • Shows the District Council/Chairman values the events • Important for young people to see/meet a figurehead
Any specific feedback/comments from other people about the Chairman’s attendance	<ul style="list-style-type: none"> • It encouraged a few people to ask about the Chairman and the local Town Council appreciated the attendance from the District Council. • General feedback received was that the Chairman’s attendance was received really positively • Brings more people together – sometimes from across the county, which otherwise may not have happened
Was any press coverage sought and if so did the presence of the Chairman help to promote their event?	<ul style="list-style-type: none"> • Three organisations actively sought press coverage. The general opinion was that the Chairman’s attendance was used in the coverage of the event and while it did not help to promote it, it did add to the importance of the occasion. However, one organisation did feel that the attendance of the Chairman does help to promote their organisation/event.
Any other comments about the Chairman’s attendance	<ul style="list-style-type: none"> • Keen to see what the new structure will look like so that they can develop links and engage with the new civic leader • The Chairman attended with other civic figureheads and this was appreciated by the Lord Lieutenant.

<p>How can civic leader of West Suffolk support community events/community groups in the future?</p>	<ul style="list-style-type: none"> • The decision as to whether the civic leader should be a Mayor/Chairman should not amount to a significant change, as they intend to engage with the new civic leader who would form part of their etiquette invite list and they will work with the new civic leader to help promote what they do in the community. • Desire to continue to have local links with the civic leader and receive support for Forest Heath. • A civic leader is needed to support organisations in the future and would welcome their attendance to support events.
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16.3 Analysis of the telephone surveys

16.3.1 Regardless as to whether the mayor or the chairman is the future civic leader, opinions of which can be taken from the comments above, there are some consistent themes around what organisations value from the support that need to be considered:

- Attending events is a key way for community groups and businesses to develop and maintain relationships with the council and build networking opportunities.
- Attending events offers a good communication mechanism to share views and provide feedback.
- Attending events is a good way of showing support for the community and helping to raise the profile of the event.
- Attending events is a good way of recognising and appreciating the work of organisations for communities, and
- Attending events is about visibility and engagement.

16.3.2 All organisations are keen to see the engagement and interaction continue, because whether it is a mayor or chair that attends their event, they feel that there is value in this. However, there are some concerns around the scale of the role and how it will deliver in the bigger area, so communications is going to be a key element of the role moving forwards.

16.3.3 Generally, there is a positive impact on publicity from the civic leader's attendance at the event and ways to maximise this for both the council and the organisation need to be capitalised upon in the future.

17. Review of online survey

17.1 Overview of respondents

17.1.1 In total, there were 494 responses received. However, of these there were 23 blank responses, meaning the total number of surveys analysed was 471.

17.1.2 The full survey results are available for viewing via the following link:

[Online Survey Data](#)

17.1.3 There is a more detailed overview of who completed the survey provided in Appendix 14, but in summary, the following points are of note:

- While not statistically representative of the population of west Suffolk as a whole, the spread of respondents was broadly proportionate to the wider population in terms of gender, disability and district (St Edmundsbury and Forest Heath).⁵
- The proportion of respondents from 'other white' ethnic backgrounds was lower than the wider population due to the large presence of US Visiting Forces in the area who had a lower response rate. The proportion of respondents from younger age groups was, also, lower, hence our approach of targeting schools for engagement with young people.
- Respondents came from a large spread of age groups. Those over 60 were over represented in the sample and 18-24 year olds were particularly under represented. However, we had a good response from those aged under 18.
- A slightly larger proportion of responses came from people living in 'urban' areas (according to Defra's rural/urban 2011 classification). However, this was influenced to some extent by local campaigns carried out in specific localities. Targeted engagement took place to ensure rural communities were able to engage with the review in other ways as well (e.g. phone surveys, focus groups). For an overview of the geographic breakdown of survey respondents, see Appendix 15.

17.2 Overview of findings by question

17.2.1 The following tables give a summary of the responses received to each question in the survey, in order to inform the consideration of the future of civic leadership in west Suffolk.

⁵ Not including the United States Visiting Forces population.

17.2.2 The first two questions focused on ascertaining people’s views on the priorities of civic leadership and the tables below provide the findings:

Table 17- Summary of findings from Question 2: What do you think are the three most important things about civic leadership in west Suffolk?

	Statement	Number of respondents who included this in their top three choices
1	Promote and represent West Suffolk and its communities locally, regionally and nationally	220
2	Be a visible champion for the council and community	190
3	Ensure the smooth running of council meetings in order to promote and increase public confidence in democracy	150

Table 18 – Summary of findings from Question 3: What do you think are the three least important things about civic leadership in west Suffolk?

	Statement	Number of respondents who included this in their bottom three choices
9	Promote local business	136
10	Ensure the smooth running of council meetings in order to promote and increase public confidence in democracy	129
11	Give all residents, particularly children and young people, an understanding of citizenship and local institutions	114

17.2.3 Some further analysis was conducted of these ratings in order to give a more informed perspective of the priorities that were considered most important. This was achieved by looking at the combined scores for each of the statements. For example, where 220 respondents included the statement; “Promote and represent West Suffolk and its communities locally, regionally and nationally” in their top three choices but 58 respondents included it in their bottom three choices, this gives a combined score of 162. By presenting the results in this way it is possible to see areas of consensus and disagreement between respondents. Table 19 ranks the statements in order of their combined scores. For example, 220 respondents included ‘Promote and represent West Suffolk and its communities locally, regionally and nationally’ in their top three priorities and 58 chose the same statement in their bottom three priorities. 220 respondents minus 58 gives the statement a combined score of 162.

Table 19 – Analysis of the top priorities of the civic leader in the future

Statement	Number of respondents who included this in their top three choices	Number of respondents who included this in their bottom three choices	Combined score
Promote and represent West Suffolk and its communities locally, regionally and nationally	220	58	162
Be a visible champion for the council and community	190	93	97
Support local groups and community and voluntary organisations	125	35	90
Engender a sense of local identity, belonging and pride	120	73	47
Promote, support and champion specific issues for example, health and wellbeing, young people, older people, the environment, rural communities	141	107	34
Ensure the smooth running of council meetings in order to promote and increase public confidence in democracy	150	129	21
Continue the history and heritage of West Suffolk	125	106	19
Promote community cohesion	79	104	-25
Promote local arts, heritage and culture	60	95	-35
Give all residents, particularly children and young people, an understanding of citizenship and local institutions	64	114	-50
Promote local business	79	136	-57

17.2.4 The next four questions in the survey (questions 4 – 7) focused on the benefits/concerns of west Suffolk being a borough council and the benefits/concerns of west Suffolk having a mayor rather than a chairman. Respondents had the opportunity to give a free text answer. The following tables record the frequency with which common themes appeared in the responses. The numbers refer to the number of mentions made of a given theme not to the number of respondents who included it in their response. Some respondents may have included more than one theme in their response. Other

respondents left this section of the survey blank or said there were 'no benefits' or 'no concerns'.

Table 20 - Summary of findings from Question 4 - What do you think would be the benefits (if any) for west Suffolk of being a borough council, in terms of civic leadership?

Theme	Percentage of all responses that included a mention of this theme
We can choose to have a Mayor	20%
Maintains history, heritage and tradition	13%
Benefits all of West Suffolk and not just Bury St Edmunds, as it gives West Suffolk more influence and status	9%
Promotes the area and makes the community feel proud of where they live	8%
Prestige and status	8%
Saves the Council money	4%
Sense of pomp and ceremony	1%

Twenty three respondents gave the response 'don't know'.

Illustrative examples of common responses given in relation to the top three themes:

- "Enabling the new council to have a Mayor rather than a chairman."
- "I believe the position of mayor encourages embracing heritage, history and culture in the area instead of a more modern take on civic leadership."
- "Higher profile on national stage, attracting visitors, investment, cultural activities, and so on."

Table 21 – Summary of findings from Question 5 - What concerns would you have (if any) about west Suffolk being a borough council, in terms of civic leadership?

Theme	Percentage of all responses that included a mention of this theme
West Suffolk is too large an area to be a Borough	14%
The costs involved	11%
St Edmundsbury will lose its tradition and identity	4%
Civic leaders are self-serving	3%
It is outdated	2%
Pomp and ceremony distracts from council duties	2%

Fourteen respondents gave the response 'don't know'.

Illustrative examples of common responses given in relation to the top three themes:

- "Too large an area to commit fully in attending civic functions."
- "I think that whatever the outcome, it needs to be whichever costs the general public the least. Civic leadership sounds all big cars and expenses."
- "We lose all sense of history." (This comment relates to a concern about St Edmundsbury losing its borough status to a wider geographical area)

Table 22 – Summary of findings from Question 6 - What do you think would be the benefits (if any) for west Suffolk of having a mayor instead of a chairman, in terms of civic leadership?

Theme	Percentage of all responses that included a mention of this theme
A more recognisable figurehead than a Chairman who can be a positive representation of the Council	19%
They are traditional and part of our history and heritage	17%
They have more prestige and gravitas than a Chairman	8%
They bring communities together and instil civic pride	7%
They promote the area	6%
Pomp and ceremony	5%
They support and promote good causes	2%

Five respondents gave the response 'don't know'.

Illustrative examples of common responses given in relation to the top three themes:

- “Mayors are so much more visible and recognisable than a Chairman would be.”
- “Continuity of centuries of tradition.”
- “An honorary prestige symbol.”

Table 23 – Summary of findings from Question 7 - What concerns would you have (if any) about west Suffolk having a mayor, instead of a chairman in terms of civic leadership?

Theme	Percentage of all responses that included a mention of this theme
The costs associated	14%
It is merely symbolic	7%
The new West Suffolk is too large and diverse for just one Mayor	6%
It is an old fashioned and outdated tradition	4%
It is unfair to give so much status to one person	2%
There will be too many Mayors which will cause confusion	2%
They are unelected	2%
Towns will lose out on having a Mayor	1%

Illustrative examples of common responses given in relation to the top three themes:

- “Unnecessary expense in times of austerity.”
- “Mayor tends to do little to actually help run the council or help the area, maybe if we had a chairperson they may actually do something apart from parade about in fancy dress.”
- “Local people will not relate to a 'distant' mayor of a large authority such as West Suffolk; a successful mayor is one who is largely known by the local population and one whom they can identify as 'one of their own.'”

17.2.5 Question 8 was about how ways to improve engagement across west Suffolk communities and the table on the next page outlines the most regularly suggested ideas provided:

Table 24 – Summary of findings from Question 8 - How should the civic leadership of the new west Suffolk ensure they engage with, represent and support a wide range of individuals from a diverse range of backgrounds?

Theme	Percentage of all responses that included a mention of this theme
Be more visible by engaging with the community face-to-face	20%
Engage with diverse groups (such as religious groups, minorities, young people)	12%
Hold surgeries/focus groups. Have regular opportunities for the public to speak to them	7%
Do the same as current Mayors	6%
Support a range of community groups and charities	5%
Celebrate and promote diversity through holding and attending particular events (for example celebrating religious and LGBT events)	5%
Encourage those from diverse backgrounds to apply for councillor roles	5%
More consultation and engagement, including ensuring the views of diverse groups are represented	3%
Use all forms of media to communicate (for example using video, social media)	2%
Regular meetings with town and parish councils	1%
Engage with the whole of West Suffolk, not just the main towns	1%

Illustrative examples of common responses given in relation to the top three themes:

- “By being out in the community and attending events, engaging face to face with the public and feeding their experiences/observations back to the appropriate authorities.”
- “Engage with different groups of different ages, back grounds, religion and social back ground and education”
- “Quarterly focus groups from a representative sample of key demographic groups and other opportunities for the public voice to be heard, e.g. something akin to surgeries.”

17.2.6 The final question of the survey enabled respondents to provide any further comments. Eighteen respondents specifically referred to town councils having their own Mayors and illustrative examples of responses on this area specifically include:

- "The obvious answer is for Bury town council to have a mayor and take over the ceremonial duties of the town. This would ensure that the pomp and ceremony along with the regalia is there for future generations."
- "I think it would be preferable for Bury Town Council to have a Mayor and West Suffolk to have a chairman/woman. The former involving themselves with local activities in the community and the latter more involved in more strategic partnerships locally and regionally."
- "Would think it more sensible to have town mayors IE Newmarket, Haverhill, Bury St Edmund's etc. who are in touch with their local areas and could cope with the workload better than one overall borough mayor."

Other comments from a smaller number of individuals include:

- "What crest would be used? It would be a shame to lose the connection to St Edmund, the wolf and the crowns."
- "I don't believe that the mayor or civil leader should be voted in by councillors it should be by all local people."
- "Yes: there should be a second round of public consultation like this to invite comments on a variety of civic leadership models for the new West Suffolk local authority."
- "Will you publish the financial cost of having a mayor? The allowance, the clothing allowance, the cost of a driver and a secretary and so on."
- "I would like to have lessons about this at school, I believe that schools around the country should have the chance for a civic leader to come to schools or someone from the county council."
- "More local engagement within the current parish or town council structure would ensure better leadership rather than having a single figurehead over a large geographical area. This would also keep the costs down."

Part 4 – Civic leadership in the new West Suffolk Council

18. Conclusion

18.1 Overview of key findings

18.1.1 In conclusion, referring back to the Terms of Reference, as outlined in section 2.1, there were three main areas that need to be considered when defining the new role for civic leadership for West Suffolk Council:

- Requirements of the role.
- The priorities for the civic leader; and
- Format for how the role will be delivered.

18.1.2 Analysing all the information from this review, it is evident, that, in making this decision, there is no one approach that is recommended:

- A mayor and chairman have the same powers and they are both apolitical roles. There are many similarities in the core roles/purpose of the civic leader, particularly in terms of the ceremonial and ambassadorial functions regardless of whether this is undertaken by a mayor/chairman.
- Borough and district have exactly the same powers e.g. in relation to issuing Freedoms.
- There are mixed opinions with regards to the new West Suffolk Council being a borough. On the one hand, there are those that feel that the continuity of history and symbolism of the borough should not be lost (as this currently exists in St Edmundsbury). On the other, there are those that consider a borough to be old fashioned and not progressive and also feel that the size and rurality of the new council would not be compatible with borough status.
- Only boroughs can have a mayor but you can have a borough with a chairman. However, research shows that all authorities that are boroughs do have a mayor. Comparisons with the other districts/boroughs shows that in general, where a civic leader is a mayor, they tend to attend more events, up to 550 events, compared to around 100-200 for chairmen. Also, where there are mayors, the costs of civic leadership is almost always higher, reflecting the higher number of events and support required to undertake the bigger role.

- Predominately Bury St Edmunds residents do not want to lose the historic aspect and tradition and ceremony attached to Mayor. They have expressed the importance of the ceremonial aspects of this role and good press coverage/PR/profile raising that can be achieved. The review of written press coverage and the telephone survey suggests that St Edmundsbury Borough Council Mayor currently attracts more coverage. However, the attendance of St Edmundsbury Borough Council Mayor or Forest Heath District Council Chairman at events was equally appreciated.

- 18.1.3 Notwithstanding the fact that the Civic Leadership Working Group conclude that the findings from the review do not support one approach, there is, nevertheless, a wide range of information that has been gathered utilising a range of different methods to help inform decision making on the preferred option.
- 18.1.4 While it is recognised that a decision around borough status and whether to have a mayor/chairman may be subject to further debate by the new West Suffolk Council in the future, the present review is considered by the Civic Leadership Working Group to provide the most comprehensive assessment that can be reasonably undertaken at this time to help the Shadow Council to reach a decision.
- 18.1.5 It is important to emphasise that all of the different aspects within the report should be given equal consideration when reaching a decision, rather than relying on one element alone. Councillors need to understand that there is no right way forward.
- 18.1.6 While it is not possible to conclude a definitive approach in terms of how the role should be delivered in the future, it is, however, evident that there is a need for a revised approach because of the following overarching issues that have been identified:
- Events attended by St Edmundsbury Borough Council Mayor and Forest Heath District Council Chairman centre on the towns within St Edmundsbury, mainly Bury St Edmunds.
 - Rather than supporting the priorities of the councils, the agenda is individualised and changed every year. Therefore, there is not a strong correlation between events that the current civic leaders attend and the council's priorities, particularly in relation to growth and housing. Education and local growth are currently the least frequent events that are supported by either civic leader.

- There is confusion over what civic leadership is and how the different civic roles work together. Two towns in west Suffolk currently have mayors. Having town mayors as well as a St Edmundsbury Borough Council Mayor tends to result in duplication of event coverage.
- There is duplication with attendance at events with ward councillors/cabinet members, although it is difficult to specify exactly to what extent this occurs.
- The geographic size of the new West Suffolk Council and ensuring that the role is deliverable by one person in terms of numbers of commitments.

18.1.7 The following sections of this report draw on the key findings to; determine the requirements of the role, outline the priorities for the new civic leader and consider how this would be funded and explore the format for how the role could be delivered and the options available to the Shadow Council in making this decision.

18.2 Requirements of the role of civic leader

18.2.1 Having considered a range of different ways that civic leadership can be carried out, the proposal is to continue to appoint a civic leader from within the existing 64 elected councillors of the new West Suffolk Council (as per the Constitution) and to retain the approach of appointing one civic figurehead and one deputy, as per the Constitution, who maintain political neutrality.

18.2.2 The length of the term of office shall remain as one year.

18.2.3 A more co-ordinated and team-based approach is required to ensure that civic leadership is woven into the fabric of the council and is supported by other councillors and portfolio holders and vice versa, thereby reducing the need for joint attendance at some events and maximising the benefits where attendance is carried out together.

18.2.4 It is important to ensure that there is a more equitable approach to recognising communities across west Suffolk, removing the focus from being on key towns, and this needs to be reflected when determining what events the civic leader should attend.

18.2.5 Maximising communication methods and promoting the civic leadership role internally and externally are critical success factors, ensuring that press coverage reflects the work of the wider communities and businesses of west Suffolk, which goes hand-in-hand with the role being reflective of the broader area.

- 18.2.6 There is a need to consider how the civic leader can gain greater buy-in from young people, raising awareness about democracy and the role of the council. There are a range of options that could be considered, from appointing a cadet civic leader to hosting youth engagement events in the council chambers.
- 18.2.7 There is a requirement for more involvement of and closer consultation with town and parish councils. It is, also, worth noting that it is intended to undertake a review of town and parish councils in 2019/2020 and this needs to consider how the civic leader of West Suffolk Council can complement and support the work of towns and parishes better and, also, to consider how some functions could be undertaken differently.

18.3 Priorities for the civic leader/supporting the aims and ambitions of West Suffolk Council

- 18.3.1 Regardless of title, what is required in the future is a professional, progressive and accessible civic leader, well-connected to the aims of West Suffolk Council.
- 18.3.2 The ambassadorial function remains a central part of the new role; championing and supporting local communities/businesses. Being non-political means the civic leader's views can be widely heard.
- 18.3.3 The civic leader can be a major influence in promoting the image and importance of West Suffolk Council in the regional and national context, as well as supporting local communities and businesses.
- 18.3.4 The working group recommend that the following principles apply to the new civic leader role:
- To support economic growth and development in partnership with key stakeholders, such as the BID and Chamber of Commerce and American airbases;
 - To continue to chair council meetings;
 - To continue to support key national and military events in a ceremonial role;
 - To continue to host countywide events such as the Harvest Festival, Battle of Britain commemorations, and so on;
 - To continue to support educational events, but to ensure where these are undertaken they are linked to a broader remit rather than being, for instance, specific to one school;
 - To reach out and engage with local communities and to continue to champion the contributions of local citizens, groups and businesses;
 - To remove twinning responsibilities and support them through the town councils, as they are in some cases already;
 - To support charities but not to be responsible for hosting or organising specific charity events; and

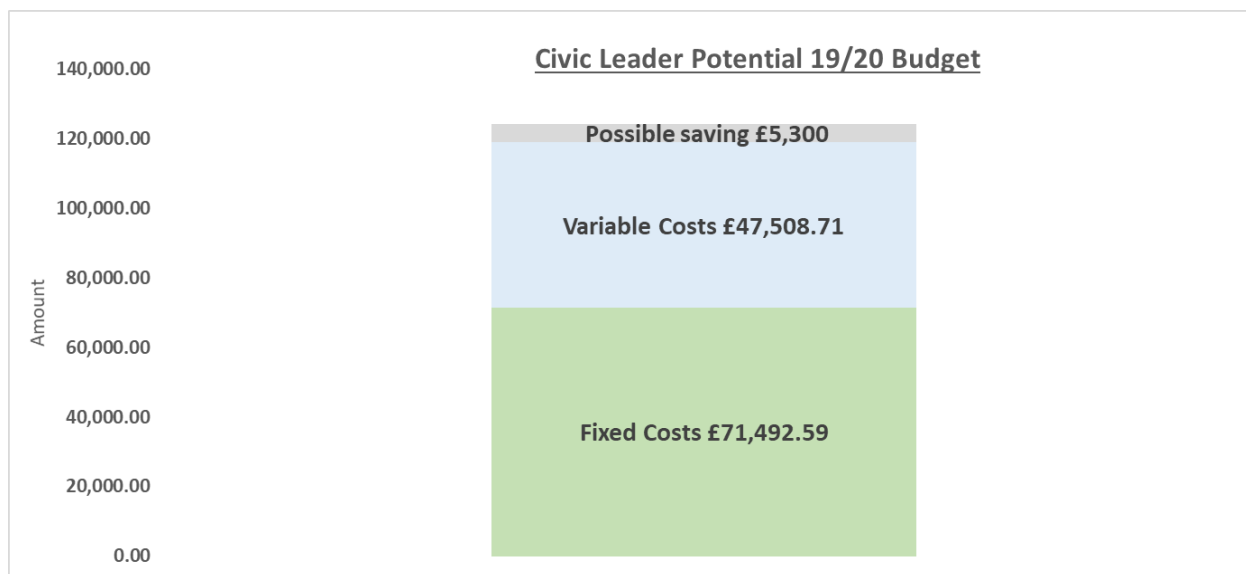
- To reduce the number of events attended by the civic leader, ensuring there is a more focused approach on supporting key strategic events, likely to have the biggest impact across West Suffolk communities.

18.3.5 To recognise and thank the contributions of citizens, including, for example, thanking people by attending events, hosting receptions for community groups and volunteers, granting Freedom awards and, also, by making best use of the advertising/promotion of events.

18.4 Funding of future civic leader

18.4.1 The diagram below outlines the potential budget that is likely to be required for the future civic leader, by breaking down the current spends into fixed costs, variable costs (some of which could amount to savings) and possible savings. However, it is important to note that this cannot be finalised until the format for how the role will be carried out is agreed:

Diagram 6 - Fixed and variable costs relating to future civic leader



18.4.2 The information below details how these different costs have been considered:

Fixed costs

- The fixed costs include staffing (that is secretary support) and the wider council charges allocated to supporting the civic leader in the future, regardless of whether this is a mayor/chairman.

Variable costs

- Dependent on what decisions are made with regards to the new civic role, there are costs that could either reduce or be used differently to support the new role. These include the funding used to support civic functions, such as, Jankyn Smyth, Battle of Britain Commemorations, the County Harvest Festival and Remembrance and costs associated directly with the Mayoralty, such as the macebearers, insignia and equipment repairs.

Possible saving

- This is based on the fact that there will only be one allowance required. Please note that this has been set as a nominal figure for illustrative purposes at circa £5k, recognising that this will be determined in due course. (It is recognised that whether this is realised is dependent on the findings of the IRP).

18.5 Format for how the role will be delivered

- 18.5.1 While the legal order laid down by Government is that West Suffolk Council will be a district with a chairman on 1st April 2019, there are various options councillors can look at as to whether the new Council will be a borough or district or have a mayor or a chair after this date, which are outlined in section 18.5.3.
- 18.5.2 The branding for the new West Suffolk Council will not change whichever decision is made regarding borough or district status.
- 18.5.3 There are three overarching options for how the civic leadership role could be undertaken:
- a) West Suffolk chooses not to apply for borough status and accepts district status, adopting a chairman as their civic leader.
 - b) West Suffolk applies for borough status and if granted then chooses whether to adopt a mayor or chairman as their civic leader.
 - c) West Suffolk applies for borough status, but fails to attain this and thus becomes a district council with a chairman as their civic leader.
- 18.5.4 In terms of deciding the format for which option will be adopted, there is a need for a staged approach to decision making. The Shadow Council initially needs to decide whether to apply to the Privy Council for borough status. Once the outcome of this is known, further consideration can then be given to deciding whether the civic leader will be a mayor/chairman, if and as required.
- 18.5.5 The decision to apply to the Privy Council for borough status would require a two-thirds majority vote, in favour, at a specially convened Shadow Council meeting. If councillors vote in favour of

convening this meeting, then the plan will be to arrange this in December 2018.

18.5.6 If the Council requests the convening of a special meeting to decide on borough status, the implications would be as follows:

Table 25 - Overview of implications of vote on borough status

Decision not to convene a special meeting	Decision to convene a special meeting
<ul style="list-style-type: none"> • Legal position prevails and West Suffolk becomes a District Council in May 2019 with a Chairman. • Consult with town and parish councils on the impact and opportunities for them given the changes to civic leadership for the new West Suffolk Council for the longer term. 	<ul style="list-style-type: none"> • Special meeting convened in December 2018. • If the special meeting achieves a 2/3rd majority in favour of applying to the Privy Council, the application to the Privy Council will be immediately made. • Consult with town and parish councils on the impact and opportunities for them with a particular focus on the interim year 2019/2020, whilst West Suffolk Council awaits the outcome of the application. • Interim arrangements for civic leadership from May 2019 with chairman (likely this format will be required for a year regardless as to whether the application for borough status is successful). • Await to hear the result from Privy Council and if borough status is granted, to make a decision as to whether the civic leader should be a mayor or a chairman.

19. Recommendations

19.1 The recommendations are as follows:

- 1) To agree to the proposed requirements and priorities for the role of the future civic leader, as set out in section 18.2 and 18.3, and to delegate the writing of a new protocol encompassing these elements to the Assistant Director (HR, Legal and Democratic Services).
- 2) To work more closely with town and parish councils by;
 - 2a) Engaging with all town and parish councils to seek further ways of supporting them with civic leadership at a local level.

2b) Exploring with Bury Town Council possible options for them to lead on town centred ceremonial duties.

- 3) To take a vote on whether the Shadow Council should convene a special meeting for the purpose of deciding whether to apply for borough status and to suspend paragraph 13.1 of the Council Procedure Rules for this vote, so that it may only be passed should 2/3 majority of those present and voting at the meeting wish the Shadow Council to apply for borough status.

20. Next steps

20.1 Following the Shadow Council meeting on 20 November 2018, the following actions will be undertaken:

- Writing of the protocol for the new civic leader (as outlined in the recommendations);
- Developing implementation options from 1 April 2019 (as required) which includes consulting with town and parish councils; and
- Agreeing the budget/resourcing requirements for supporting the civic leader.

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Civic Leadership in West Suffolk - Consultation

Creating a new Council for West Suffolk gives our communities an opportunity to help shape how it works. We are looking at the civic leadership of the new council – this is how our communities, businesses and local area are visibly championed. All councillors as part of their role demonstrate civic leadership but this is mainly the responsibility of a Chairman or Mayor, who also ensures the smooth running of council meetings.

We want to hear your views which will help inform the debate on whether borough status will be applied for and whether to have a Chairman or Mayor. Your views will also support further work on the role of the new councillors and their civic leadership responsibilities.

If you would like to read more information about the current roles and responsibilities of a district council chairman, a borough council mayor, ward councillors, leaders of the councils or town council mayors, please click here to read our short information sheet www.westsuffolk.gov.uk/civicleadership

The scope of this survey is West Suffolk's civic leadership. Whatever is decided will not affect the existing arrangements at parish or town level as they can co-exist. For example, Haverhill or Newmarket can continue to have town mayors whatever the decision at the West Suffolk level.

Please note the titles used to refer to the civic leaders in the survey are those currently used in the council constitutions – i.e. Chairman and Mayor. Dependent on what is recommended in terms of the future of civic leadership, alternative names will be considered.

Q1. We are keen to ensure we take account of the views of residents from across West Suffolk. To enable us to do this please provide us with the first 5 digits of your postcode below. We will not be able to identify respondents from this information. If you would prefer not to give this information, please write the name of your town or village in the box below, or you can leave it blank and move on to the next question.

3. Civic Leadership in West Suffolk

Q2. What do you think are the three MOST important things about civic leadership in West Suffolk? (Please select three statements) Civic leadership should:

- ensure the smooth running of council meetings in order to promote and increase public confidence in democracy
- be a visible champion for the council and community
- promote and represent West Suffolk and its communities locally, regionally and nationally
- promote local business
- promote local arts, heritage and culture
- give all residents, particularly children and young people, an understanding of citizenship and local institutions
- continue the history and heritage of West Suffolk
- engender a sense of local identity, belonging and pride
- promote community cohesion
- support local groups and community and voluntary organisations
- promote, support and champion specific issues for example, health and wellbeing, young people, older people, the environment, rural communities

something else:

Q3. What do you think are the three LEAST important things about civic leadership in West Suffolk? (Please select three statements) Civic leadership should not:

- ensure the smooth running of council meetings in order to promote and increase public confidence in democracy
- be a visible champion for the council and community
- promote and represent West Suffolk and its communities locally, regionally and nationally
- promote local business
- promote local arts, heritage and culture
- give all residents, particularly children and young people, an understanding of citizenship and local institutions
- continue the history and heritage of West Suffolk
- engender a sense of local identity, belonging and pride
- promote community cohesion
- support local groups and community and voluntary organisations
- promote, support and champion specific issues for example, health and wellbeing, young people, older people, the environment, rural communities

something else:

5. Borough or district status

The new West Suffolk Council will legally be a district council. However, the shadow council will have the option of applying for a borough charter, to be a borough council. The charter would cover the whole of the area of the new council – i.e. the area previously covered by Forest Heath District Council and St Edmundsbury Borough Council.

Q4. What do you think would be the benefits (if any) for West Suffolk of being a borough council, in terms of civic leadership?

Q5. What concerns would you have (if any) about West Suffolk being a borough council, in terms of civic leadership?

6. Civic figurehead

All Councils, including West Suffolk, must have a chairman. For some councils, who have borough status, this role can be taken by a mayor. If West Suffolk Council successfully applied for borough status, it then has an option to have either a chairman or a mayor as its civic figurehead.

Q6. What do you think would be the benefits (if any) for West Suffolk of having a mayor instead of a chairman, in terms of civic leadership?

Q7. What concerns would you have (if any) about West Suffolk having a mayor, instead of a chairman in terms of civic leadership?

7. Equality and diversity

Q8. How should the civic leadership of the new West Suffolk ensure they engage with, represent and support a wide range of individuals from a diverse range of backgrounds?

Q9. Do you have any other comments you would like to make?

9. Your response

Q10. Are you responding as an individual or on behalf of an organisation?

- Individual
- Organisation (please state in the box provided below)

Details of organisation:

10. About you

In order to ensure that we engage with people from a range of backgrounds, please let us know some information about you by answering the following questions. The information will be used for equality monitoring purposes only and individuals will not be able to be identified.

These questions are optional and you can still be complete the survey without answering them if you would prefer not to.

Q11. Gender:

- Male
- Female
- Prefer not to say
- Other (please specify):

Q12. Your age category:

- Under 18
- 18-24
- 25-34
- 35-44
- 45-59
- 60-69
- 70+

Q13. Do you have any long standing illness, disability or infirmity?

- Yes
- No

Q14. Please select your ethnic origin

- Asian or Asian British – Bangladeshi
- Asian or Asian British – Indian
- Asian or Asian British – Pakistani
- Asian or Asian British – any other Asian
- Black or Black British – African
- Black or Black British – Caribbean
- Black or Black British – any other Black
- Mixed – White and Asian
- Mixed – White and Black African
- Mixed – White and Black Caribbean
- Mixed – any other mixed
- White – British
- White – Irish
- White – any other White
- Other ethnic group – Chinese
- Other (please specify):

Q15. If you would like to receive a link to the online version of the final report of the Civic Leadership Review, please give us your email address. This information will be held in line with our data protection policy and will only be used for the purposes of sending you a link to the report once it is published.

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Focus Group Questions

Part 1: Questions for Councillors / dignitaries /Town and Parish Councils (either one-one or focus groups)

Introduction – what this session is about

- Creating a new Council for West Suffolk gives our communities an opportunity to help shape how it works, given the new council will cover a larger area.
- As part of this, we are looking at the role of the civic leader of the new council.
- This includes how our communities, businesses and local area may be visibly championed.
- We want to hear your views as people or organisations who are critical to this question, to help inform the debate.
- To clarify, the scope of today's discussion is West Suffolk's civic leadership. Whatever is decided will not affect the existing arrangements at parish or town level as they can co-exist. For example, Haverhill or Newmarket can continue to have town mayors, whatever the decision at the West Suffolk level.
- The first part of the focus group will focus on the roles and functions of civic leadership, and I'll now give you the background on that, then some questions.
- Once we've considered these issues, we'll then turn to the specific questions around borough or district status and chairman or mayor. But I'll give you more information before we get to those questions.

What is civic leadership?

- As you will know, all councillors demonstrate civic leadership as part of their role but it is the responsibility of one of our elected members each year to perform the role of civic leader, be it a chairman (for a district council) or mayor (for a borough council), who also ensures the smooth running of council meetings.
- The focus of our discussions today is on the civic leader of the Council rather than the Leader of the council who with his/her Cabinet is responsible for setting the direction of the council and delivering services and as such we will be talking about representing the Council and the associated ceremonial responsibilities rather than executive ones.

Questions

1) What do you think should be the priorities for civic leadership in West Suffolk?

If needed, please prompt the group with the following statements, by way of examples:

- *ensure the smooth running of council meetings in order to promote and increase public confidence in democracy*
- *be a visible champion for the council and community*
- *promote and represent West Suffolk and its communities locally, regionally and nationally*
- *promote local business*
- *promote local arts, heritage and culture*
- *give all residents, particularly children and young people, an understanding of citizenship and local institutions*
- *continue the history and heritage of West Suffolk*
- *engender a sense of local identity, belonging and pride*
- *promote community cohesion*
- *support local groups and community and voluntary organisations*
- *promote, support and champion specific issues for example, health and wellbeing, young people, older people, the environment, rural communities*

2) What would you like to see the civic leader doing to help address the issues faced by West Suffolk communities?

3) Thinking about your answer to question 2, which organisations should the civic leader work with to achieve this and how should they work together? For example, how should the civic leader engage with the current town/parish arrangements?

4) How can the civic leader of West Suffolk ensure they are approachable, visible to, and engage with a wide range of individuals from a diverse range of backgrounds?

5) How can West Suffolk Council most effectively recognise the contributions of local citizens, groups and businesses in the future?

For example (prompts if needed):

- *Chairman / Mayor's charity*
- *Letters of congratulation*
- *Awards*
- *Visits, openings*

Other ideas

What form should civic leadership in West Suffolk take?

- We are keen to hear your opinions on whether the Council should apply for borough status or be a district council and whether it should have a chairman or mayor [*Facilitators note "Please note – I am using the language of the current constitution and recognise this could change in the future"*].
- Incidentally a borough does not automatically have to have a mayor, it can be headed by a chairman but a district council must be led by a chairman.

Borough or district status

- The new West Suffolk Council will legally be a district council. However, the new council will have the option of applying for a borough charter, to be a borough council. The charter would cover the whole of the area of the new council – i.e. the area previously covered by Forest Heath District Council and St Edmundsbury Borough Council.

Civic Leader - Mayor or Chairman?

- We are also keen to hear your views on whether the civic leader of West Suffolk should be a chairman or a mayor.
- All Councils must have a designated member to chair meetings. For those councils who have borough status, this role can be taken by a mayor. If West Suffolk Council successfully applied for borough status, it could have either a mayor or chairman as its civic figurehead.
- So now, we'll discuss some questions to gain your views on borough or district status and mayor or chairman.
- [*Facilitator's note – "Do you feel you know enough about the similarities and differences between a mayor and a chairman to give opinions about it, or would you like further explanation? (refer to FAQs if so)"*]

6) What do you think would be the benefits (if any) for West Suffolk of being a borough council, instead of a district council, in terms of civic leadership?

7) What concerns would you have (if any) about West Suffolk being a borough council, instead of a district council, in terms of civic leadership?

Note to facilitator: These questions should also include thoughts on the benefits and concerns of remaining as a district.

Now, turning to the issue of chairman or mayor:

8) What do you think would be the benefits (if any) for West Suffolk of having a mayor, instead of a chairman, in terms of civic leadership?

9) What concerns would you have (if any) about West Suffolk having a mayor, instead of chairman, in terms of civic leadership?

Note to facilitator: These questions should also include thoughts on the benefits and concerns of having a chairman.

Part 2: Questions for all other focus groups with adults

Introduction – what this session is about

- Creating a new Council for West Suffolk gives our communities an opportunity to help shape how it works, given the council will cover a larger area.
- As part of this, we are looking at the role of the civic leader of the new council.
- This includes how our communities, businesses and local area may be visibly championed.
- We want to hear your views which will help inform the debate on:
 - whether the Council will apply for borough status or be a district council;
 - whether to have a chairman or mayor; and
 - the role of the new councillors and their civil leadership responsibilities.

[Facilitators note "Please note – I am using the language of the current constitution around mayor and chairman and recognise this could change in the future"].

- To clarify, the scope of today's discussion is West Suffolk's civic leadership. Whatever is decided will not affect the existing arrangements at parish or town level as they can co-exist. For example, Haverhill or Newmarket can continue to have town mayors, whatever the decision at the West Suffolk level.
- The first part of the focus group will focus on the roles and functions of civic leadership, and I'll now give you the background on that, then some questions.
- Once we've considered these issues, we'll then turn to the specific questions around borough or district status and chairman or mayor. But I'll give you more information before we get to those questions.

What is civic leadership?

- All councillors demonstrate civic leadership as part of their role but it is the responsibility of one of our elected councillors each year to perform the role of civic leader, be it a chairman (for a district council) or mayor (for a borough council), who also ensures the smooth running of council meetings.

- The civic leader of the council has a different role to that of the council Leaders themselves. In the case of Forest Heath and St Edmundsbury, the Leader of the council is the leader of the majority political group.
- As such, the Leader of the Council is primarily concerned with strategy and the executive functions of the council, such as running services, forming policy and taking investment decisions.
- The Chairman or Mayor can be from any political party and is voted in annually by the council as a whole.
- While still a ward councillor, the civic leader, when acting in their capacity as mayor or chairman, is primarily concerned with the council's ceremonial and community role. This might include representing the council at civic events such as Remembrance Day services and religious events, hosting other events and parades and supporting local voluntary, youth or charity groups.

Questions

- 1) Why is civic leadership important to you?
- 2) Have you been at events/functions with the Mayor / Chairman? What was the benefit of their attendance?
- 3) What do you think should be the priorities for civic leadership in West Suffolk?

If needed, please prompt the group with the following statements, by way of examples:

- *ensure the smooth running of council meetings in order to promote and increase public confidence in democracy*
- *be a visible champion for the council and community*
- *promote and represent West Suffolk and its communities locally, regionally and nationally*
- *promote local business*
- *promote local arts, heritage and culture*
- *give all residents, particularly children and young people, an understanding of citizenship and local institutions*
- *continue the history and heritage of West Suffolk*
- *engender a sense of local identity, belonging and pride*
- *promote community cohesion*
- *support local groups and community and voluntary organisations*
- *promote, support and champion specific issues for example, health and wellbeing, young people, older people, the environment, rural communities*

- 4) What would you like to see the civic leader doing to help address the issues faced by West Suffolk communities?
- 5) Thinking about your answer to question 4, which organisations should the civic leader work with to achieve this and how should they work together? For example, how should the civic leader engage with the current town/parish arrangements?
- 6) How can the civic leadership of West Suffolk ensure they engage with and support a wide range of individuals from a diverse range of backgrounds?
- 7) How can West Suffolk Council most effectively recognise the contributions of local citizens, groups and businesses in the future?

For example (prompts if needed):

- *Chairman / Mayor's charity*
- *Letters of congratulation*
- *Awards*
- *Visits, openings*
- *Other ideas*

What form should civic leadership in West Suffolk take?

- We are keen to hear your opinions on whether the Council should apply for borough status or be a district council and whether it should have a chairman or mayor?
- Incidentally, a borough does not automatically have to have a mayor. It can be headed by a chairman but a district council must be led by a chairman.

Borough or district status?

- The new West Suffolk Council will legally be a district council. However, the new council will have the option of applying for a borough charter, to be a borough council. The charter would cover the whole of the area of the new council – i.e. the area previously covered by Forest Heath District Council and St Edmundsbury Borough Council.

Civic Leader - Mayor or Chairman?

- We are also keen to hear your views on whether the civic leader of West Suffolk should be a chairman or a mayor.
- All Councils must have a designated member to chair meetings. For those councils who have borough status, this role can be taken by a mayor. If West Suffolk Council successfully applied for borough status, it could have either a mayor or chairman as its civic figurehead.
- So now, we'll discuss some questions to gain your views on borough or district status and mayor or chairman
- *[Facilitator's note – "Do you feel you know enough about the similarities and differences between a mayor and a chairman to give opinions about it, or would you like further explanation? (refer to FAQs if so)]"*

8) What do you think would be the benefits (if any) for West Suffolk of being a borough council, instead of a district council, in terms of civic leadership?

9) What concerns would you have (if any) about West Suffolk being a borough council, instead of a district council, in terms of civic leadership?

Note to facilitator: These questions should also include thoughts on the benefits and concerns of remaining as a district.

Now, turning to the issue of chairman or mayor:

10) What do you think would be the benefits (if any) for West Suffolk of having a mayor, instead of a chairman, in terms of civic leadership?

11) What concerns would you have (if any) about West Suffolk having a mayor, instead of a chairman, in terms of civic leadership?

Note to facilitator: These questions should also include thoughts on the benefits and concerns of having a chairman.

Part 3: Questions for young people's focus groups

Introduction – what this session is about

- Creating a new Council for West Suffolk gives our communities an opportunity to help shape how it works, given the new council will cover a larger area.
- As part of this, we are looking at the role of the civic leader of the new council.
- This includes how our communities, businesses and local area may be visibly championed.
- We want to hear your opinions on whether the Council should apply for borough status or be a district council and whether it should have a chairman or a mayor [*Facilitator's note "Please note I am using the language of the current council constitution – Mayor and Chairman – but recognise this could change in the future"*]
- Just to be clear, we're talking about the arrangements for the whole of West Suffolk today, not individual towns like Haverhill and Newmarket who have mayors of their own. Their arrangements will stay the same whatever is decided.
- The first part of the focus group will focus on the roles and functions of civic leadership, and we'll now go through the background on that, then some questions.
- Once we've talked about that, we'll cover some more specific questions about whether West Suffolk should be a borough council or a district council and whether it should have a mayor or a chairman. But I'll give you some more information before we get to those questions.

What is civic leadership?

Have a discussion with the group and use analogy of Chair of Governors and Headteacher – figures of authority examples.

- All councillors demonstrate civic leadership as part of their role but it is the responsibility of one of our elected members each year to perform the role of civic leader, be it a chairman or mayor, who also ensures the smooth running of council meetings.
- The civic leader of the council has a different role to that of the Council Leaders themselves. In the case of Forest Heath and St Edmundsbury, the Leader of the council is the leader of the majority political group.
- The Chairman or Mayor can be from any political party and is voted in by the council as a whole.

- As such, the Leader of the Council is primarily concerned with the executive functions of the council, such as running services, forming policy and taking investment decisions.
- While still a ward councillor, the civic leader, when acting in their capacity as mayor or chairman, is primarily concerned with the council's ceremonial and community role. This might include representing the council at civic events such as Remembrance Day services and religious events, hosting other events and parades and supporting local voluntary, youth or charity groups.

Discuss Suffolk Assembly of Youth – importance of having a say

Discuss what a Chair or Mayor do – opening events, projects, figure head etc

Questions

12) Why is civic leadership important to you?

13) Have you been at events/functions with the mayor / chairman? What do you think was the benefit of them attending?

14) What do you think should be the priorities for civic leadership in West Suffolk?

If needed, please prompt the group with the following statements, by way of examples:

- *ensure the smooth running of council meetings in order to promote and increase public confidence in democracy*
- *be a visible champion for the council and community*
- *promote and represent West Suffolk and its communities locally, regionally and nationally*
- *promote local business*
- *promote local arts, heritage and culture*
- *give all residents (including children and young people) an understanding of citizenship and local organisations*
- *continue to celebrate the history and heritage of West Suffolk encourage a sense of local identity, belonging and pride*
- *promote community cohesion*
- *support local groups and community and voluntary organisations*
- *promote, support and champion specific issues for example, health and wellbeing, facilities and opportunities for young people or older people, the environment, rural communities*

15) What would you like to see the civic leader doing to help address the issues faced by West Suffolk communities?

16) Thinking about your answer to question 4, which organisations should the civic leader work with to achieve this and how should they work together? For example, how should the civic leader engage with the current town/parish arrangements

17) How can the civic leadership of West Suffolk ensure they engage with and support a diverse range of communities?

18) How can West Suffolk Council most effectively recognise the contributions of local citizens, groups and businesses in the future?

For example (prompts if needed):

- *Chairman / Mayor's charity*
- *Letters of congratulation*
- *Awards*
- *Visits, openings*
- *Other ideas*

What form should civic leadership in West Suffolk take?

- We are keen to hear your opinions on whether the Council should apply for borough status or be a district council and whether it should have a mayor or a chairman.
- Just so we're clear – a borough does not automatically have to have a mayor. It can be headed by a chairman but a district council must be led by a chairman.

Borough or district status?

- So, the new West Suffolk Council will legally be a district council. However, the new council will have the option of applying for a borough charter, to be a borough council. The charter would cover the whole of the area of the new council – i.e. the area previously covered by Forest Heath District Council and St Edmundsbury Borough Council.

Civic Leader - Mayor or Chairman?

Use Chair or Mayor slide – can the YP identify the difference using



Chair or Mayor.pptx

photos. Discuss.

- We are also keen to hear your views on whether the civic leader of West Suffolk should be a chair or a mayor.
- All Councils must have a designated councillor to chair meetings. chairman. For some councils, who have Borough status, this role can be taken by a mayor. If West Suffolk Council successfully applied for borough status, it could have either a mayor or chairman as its civic figurehead.
- So now, we'll discuss some questions to gain your views on borough or district status and mayor or chairman.

19) What do you think would be the benefits (if any) for West Suffolk of being a borough council, instead of a district council, in terms of civic leadership?

20) What concerns would you have (if any) about West Suffolk being a borough council, instead of a district council, in terms of civic leadership?

Note to facilitator: These questions should also include thoughts on the benefits and concerns of remaining as a district.

Now, turning to the issue of Chairman or Mayor:

21) What do you think would be the benefits (if any) for West Suffolk of having a mayor, instead of a chairman, in terms of civic leadership?

22) What concerns would you have (if any) about West Suffolk having a mayor, instead of a chairman, in terms of civic leadership?

Note to facilitator: These questions should also include thoughts on the benefits and concerns of remaining as a district.

Potential prompts to discuss in terms of the pros and cons of Mayor or Chairman:

- Cost
- Relevance to 21st century Britain
- Retaining a sense of history and heritage
- Visibility
- Bringing in tourism, investment, business opportunities

Telephone Survey Questions

MAYOR's EVENTS May 2017 – May 2018

<p>Q1 Why did you invite the Mayor to attend your event?</p>	<p>Q2. What do you think were the benefits of the Mayor attending / supporting your event for; a) your organisation b) the community?</p>	<p>Q3. Did you have any specific comments or feedback about the Mayor's attendance at the event from other people?</p>	<p>Q4. Did the Mayor attend your event in their robes and what benefit (if any) do you think this had for your event?</p>	<p>Q5. Did you seek any press coverage for your event and if so, do you think the attendance of the Mayor helped to promote it?</p>	<p>Q6. Is there anything else you'd like to tell us on the subject of the mayor's involvement in your event / with your organisation?</p>	<p>Q7. How would you see our future civic leader supporting community events/groups like yours in the future?</p>
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CHAIRMAN's EVENTS May 2017 – May 2018

<p>Q1 Why did you invite the Chairman to attend your event?</p>	<p>Q2. What do you think were the benefits of the Chairman attending / supporting your event for; a) your organisation b) the community?</p>	<p>Q3. Did you have any specific comments or feedback about the Chairman's attendance at the event from other people?</p>	<p>Q4. Did you seek any press coverage for your event and if so, do you think the attendance of the Chairman helped to promote it?</p>	<p>Q5. Is there anything else you'd like to tell us on the subject of the Chairman's involvement in your event / with your organisation?</p>	<p>Q6. How would you see our future civic leader supporting community events/groups like yours in the future?</p>
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St Edmundsbury
BOROUGH COUNCIL

Mayoralty Protocol

Last Updated: March 2014

Mayoralty Protocol

This protocol provides guidance to the Mayor, Deputy Mayor and those staff involved in working alongside them to ensure correct procedures are followed in every aspect of the Mayoralty, and also to ensure that the Mayoralty Budgets are spent appropriately. This protocol should be read in conjunction with the job description of the Mayor as contained in Part 3, Responsibility for Functions, of the Constitution and is replicated in Appendix 4 of this document.

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Mayoralty Protocol

1. Engagements

- 1.1 During the Mayoral Year the Mayor may be invited to, and undertake, up to 250 engagements. The motive for undertaking an engagement must be the consideration of promoting and rewarding the work and achievements of the people and Borough of St Edmundsbury, and therefore local engagements are considered a priority.
- 1.2 All requests for the attendance of the Mayor must be put in writing to the Mayor's Secretary, to allow for efficient co-ordination of the diary. A civic pro-forma will be forwarded to the host, as appropriate, once the engagement is accepted, to ensure the Mayor and his or her secretary will have all the information they need.
- 1.3 The Mayor's Secretary will liaise with the Mayor as to which engagements (in addition to those set out in Appendix 2) should be accepted, which must be appropriate for the Mayor of the Borough to attend and which will usually be in the following order:-
 - (a) Royal visits;
 - (b) Freedom events;
 - (c) Prestigious events which will promote the Borough;
 - (d) Prestigious events involving the Lord-Lieutenant;
 - (e) Significant local events;
 - (f) Attendance at Royal Garden Parties;
 - (g) Borough Council events;
 - (h) Cathedral events;
 - (i) Invitations from the military;
 - (j) Charity fundraising;
 - (k) Minor local events such as openings, fund raising events, social events etc (accepted in the order in which they are received);
 - (l) Events arranged by nearby local authorities (with the consent of the Mayor or Chairman of that Borough or District); and
 - (m) Other events outside of the Borough (with the consent of the Mayor or Chairman of that Borough or District).
- 1.4 Notwithstanding the above, the Mayor will need to balance civic priorities against the need to honour prior engagements where possible.
- 1.5 As part of the Council's Corporate Priority to promote the local economy, the Mayor may attend in an official capacity any function, the object of which is purely to secure publicity for some commercial venture, for example the opening of a shop or factory. The companies involved will be invited to make a donation towards the Mayor's Charity.
- 1.6 It is not appropriate, however, for the Mayor to attend in an official capacity any function which is considered by the Chief Executive, in consultation with the Leader of the Council, to be politically sensitive.
- 1.7 Appropriate risk assessments will be carried out to ensure that procedures are in place to ensure the safety of the Mayor and Deputy Mayor at all events. In addition, checks will be made that all permissions are in place, for example environmental health in the case of a food outlet, or outstanding planning issues in the case of new or refurbished premises.

- 1.8 A weekly engagement sheet is provided to the local press, MPs, Police, relevant councillors and officers and any other interested parties.

2. Twinning Invitations and Hosting

- 2.1 St Edmundsbury has official "twinning" links with Kevelaer in Germany and Compiègne in France. It is also party to a Charter of Friendship with Huy in Belgium, and has friendly links with Ehringhausen in Germany.
- 2.2 The Mayor is periodically invited to attend civic ceremonial functions in the Borough's partner towns, and the Mayor is authorised to accept one such invitation during any municipal year.
- 2.3 The travelling, subsistence and accommodation costs of the Mayor and Mayoress/Mayor's Consort for any such visits are to be funded through the Mayor's personal allowance. If the Deputy Mayor is travelling **in place** of the Mayor, these same costs will be funded through the current Mayor's personal allowance. If the Deputy Mayor is travelling **with** the Mayor, these costs will be met by the Deputy Mayor him/herself. Any other Councillor or private individual taking part in the trip will meet his or her own expenses. The Mayor's civic budget is not to be used for trips abroad and there is not an expectation that all such invitations are accepted; modern forms of communication are encouraged (internet, skype, sharing of information, working with youth groups, schools and community groups through social media etc).
- 2.4 If the Mayor's Secretary, driver or any other Officer is required to accompany the Mayor on any trip as part of their normal work duties, his or her expenses will be met by the Borough Council. Approval from the Head of HR, Legal and Democratic Services is to be sought before such expense is committed and will be given after consideration of the invitation, and the expense, in accordance with s1.3 and subject to funds being available in the civic budget.
- 2.5 The civic car and Mayor's Officer will only travel abroad with the Mayoral party if this would prove more cost-effective (taking into account all vehicle and officer costs) than travel by public transport or the accompanying officer's car. The cost of the civic car and Mayor's Officer in these circumstances will be met through the civic budget.
- 2.6 The Borough also has links with HMS Vengeance, the crew or representatives of which are periodically invited to civic events, funded from the civic budget.
- 2.7 The Mayor may on occasion invite the Mayor or other delegates from any of the Borough's twinned towns to visit St Edmundsbury but expenses for the visitors will not be paid after 1st April 2018; a contribution may be made to a small reception or similar suitable event for such visitors, from the Mayor's personal allowance (s4.1 below).

3. Annual or Scheduled Civic Events

- 3.1 Appendix 2 sets out annual civic events which are known in advance, and which have their own budget allocations. The Mayorality budget allocations will provide for the administration of these events and attendance by the Mayor's Secretary, Mayor's Officer and/or Macebearers, as required, and for the following direct costs:-

- (a) **Annual Meeting of the Council** – PA system, floral decorations, staging, catering and printing/postage;
- (b) **Civic Dinner for the Outgoing Mayor** – table decorations, venue hire, PA system, catering, music and printing/postage;
A list of complimentary invitations is agreed by the Mayor Advisory Committee. All other dinner invitations are covered by ticket sales.
- (c) **Civic Sunday** – venue hire, printing/postage and catering;
- (d) **Jankyn Smyth** – Cake, sherry and ale (which are part of the formal ceremony) and printing /postage;
- (e) **Battle of Britain Commemorations** – venue hire, PA system, catering, printing/postage, security, car park closures and floral decorations;
- (f) **Suffolk County Harvest Festival** – in conjunction with the Cathedral – venue hire, PA system, car park closures, catering (self financing through ticket sales) and printing/postage;
- (g) **Remembrance** – three events – venue hire, PA system, catering, floral decorations, security, road closure order, car park closures and printing/postage;
- (h) **St Edmund’s Day Service** – Refreshments and printing/postage;
- (i) **Mayor’s Christmas Carol Service** – Printing/postage and refreshments; and
- (j) **Mayor’s Charity Ball** – venue hire, catering, room and table decorations, music and printing/postage, all of which are expected to be covered by ticket sales to the extent that a profit is made for the Mayor’s charity.

3.2 The Mayoralty may also be required to arrange certain ad hoc civic events as part of the Civic Events Calendar for any particular year. These include Royal Visits, Freedom of the Borough Ceremonies, Magna Carta Celebrations (every 15 years) and certain national commemorations. Provision for these events is not included in normal Mayoralty budgets (see section 8). In addition to staff time, the events may require venue hire, catering, security, road closure orders, printing/postage and any other specific costs.

4. Civic Receptions and Hospitality

4.1 The Mayor is entitled to host receptions and other hospitality events, funded from his or her personal allowance, so long as these are appropriate and contained within the budget (see below). The Mayor’s Secretary will advise on the number and size of events which may be held throughout the year, what refreshments should be provided etc. Examples of occasions when the Mayor may wish to initiate events or hospitality include:-

- (a) The Mayor’s own charity events;
- (b) Events to promote local initiatives;
- (c) Events to recognise or pay tribute to outstanding achievements in the Borough;
- (d) Events to honour visits to the Borough by appropriate individuals or organisations;
- (e) Hospitality to mark significant local events or anniversaries; and
- (f) Reciprocation of civic hospitality previously extended to the Borough’s representatives.

4.2 It is acknowledged that such occasions will arise as the year progresses, and so the Mayor’s Secretary will ensure that the Mayor is kept informed of allocations against his or her personal allowance. As this allowance is limited, the Mayor should be wary of promising hospitality to any group or organisation without first discussing this with the Mayor’s Secretary. Any hospitality provided from public funds should always stand up to

public scrutiny, and therefore entertaining relatives, friends or political associates are essentially private arrangements for the Mayor, and Council budgets should not be used.

- 4.3 Any funds remaining at the end of the civic year will be used for the following year's Deputy Mayoral engagements.
- 4.4 Any further civic hospitality commitments outside the budget that the Mayor wishes to incur will be met by the Mayor personally.
- 4.5 The following protocol should be adopted when addressing civic dignitaries, depending upon attendance:
High Sheriff, Honorary Freemen, Members of the Council, Distinguished Guests, My Lord, Ladies and Gentlemen.

5. Catering

- 5.1 Any external catering required for civic events will be arranged through the Mayor's secretary. All catering requirements in the St Edmundsbury Public Halls will have to be prepared by Sodexo Prestige, as the in-house caterer.

6. The Role of the Deputy Mayor

- 6.1 The Deputy Mayor will attend functions and events on behalf of the Mayor in the absence of the Mayor, but should not receive invitations directly. If the Deputy Mayor is invited to an event that the Mayor is attending, he or she attends as a Councillor and not as the Deputy. The exception to this is during all of the major civic events set out in Appendix 2, when the Deputy Mayor will attend with his or her regalia at the same time as the Mayor.
- 6.2 If neither the Mayor nor Deputy Mayor is available to attend an engagement, a former Mayor will be approached initially. If no former Mayor is available, the most appropriate Member of the Council will be invited to attend the engagement (to be decided by the Mayor and Mayor's Secretary), and that Member will be provided with the Mayor's Consort's badge to be worn for the occasion.
- 6.3 When claiming travelling expenses the Deputy Mayor will need to distinguish between expenses incurred as Deputy Mayor, and expenses incurred as a Councillor, as they are funded from different budgets.

7. Equality and Diversity

- 7.1 In accordance with Council policy, the Mayor will take into account the promotion of equality and diversity when deciding which engagements to accept or civic functions to hold, and will not accept invitations from or extend hospitality to organisations that unlawfully discriminate on the grounds of race, ethnic or national origin, religion, social background, gender, disability, age or sexuality.

8. Budget

- 8.1 Details of the Mayoralty Budget are provided at Appendix 3.
- 8.2 Whilst it is important to uphold the dignity of the office of Mayor and to provide the necessary support for him or her to fulfil his or her role as expediently as possible, it would send the wrong message to the Council Tax payers of St Edmundsbury if the Mayoralty Budget was treated differently to any other Council budget. While minor variations are to be expected, for example the variations in travelling costs caused by the home address of the Mayor for the year, it is important that the Ceremonial and Mayoral Function Budget is not significantly overspent, except in very exceptional circumstances.
- 8.3 The Mayor's Secretary will monitor the budget situation on a monthly basis, and bring any issues of concern to the attention of his/her line manager and the Mayor. Significant variations will be reported through the Council's normal budget monitoring processes.
- 8.4 Significant commitments instigated by a service department will usually require support and contributions from the relevant budget. Similarly, separate budget provision should be made for any additional one-off major civic events, such as Royal visits or significant national events, not included in the normal Civic Events Calendar. Where a budgetary growth bid or supplementary estimate is required, this must cover direct costs (eg venue hire), the cost of the Mayor's Officer's attendance and the work of the Mayor's Secretary in arranging and attending the event. Alternatively, if a supplementary estimate is not considered appropriate, it will need to be recognised corporately that such events will cause the budget to be over-spent.

9. The Civic Car and Mayor's Officer

- 9.1 The Mayor has access to the civic car, driven by the Mayor's Officer, which will collect him or her from home, take him or her to a function, and return him or her home afterwards. It is necessary, however, to bear in mind that these resources are finite. The Mayor's Officer, like the Mayor's Secretary, works on an annualised hours basis, to enable more hours to be worked during busy times and less during quieter periods. The Mayor's Secretary will schedule the use of the car and the hours of the Mayor's Officer, and discuss with the Mayor which functions should be prioritised for use of the civic car and attendance of the Mayor's Officer, and advise the Mayor if there are any issues of concern. As explained in section 8, additional budgetary provision may be required for one-off special events.
- 9.2 The civic car may not be used for private use or for attending business as an ordinary Member of the Council.

10. The Civic Insignia

- 10.1 The Mayor will wear a robe of office, together with a chain and badge of office, on all formal ceremonial occasions. If the ceremony is out of doors, the Mayor will wear a hat, which in the case of a man is a black cocked hat and for a lady a black tricorne hat. On normal day to day civic occasions, the Mayor will wear only the chain and badge of office with formal clothing suited to the occasion. The Mayor is expected to wear the robe and

chain of office for Council meetings. The Mayoress or Mayor's Consort will be provided with a badge of office to be worn as appropriate.

- 10.2 The Mayor's Officer is responsible for the Mayor's robes and chain of office, and will assist the Mayor, Deputy Mayor, Mayoress or Mayor's Consort in dressing on each occasion.
- 10.3 If the Mayor accepts an invitation to attend a function in another local authority's area, it is courtesy to seek the consent of the Mayor or Chairman of that local authority to wear the chain of office if this is required. Similarly, if the Mayor or Deputy Mayor is to attend any event organised by a Town Council, the consent of the Mayor of that Town to wear the chain of office should be sought.

11. Civic Gifts

- 11.1 It is common practice for the Mayor and Deputy Mayor to be given gifts when attending major external functions in their official capacity. Gifts are also often exchanged when delegates visit St Edmundsbury. It is custom and practice that the Mayor or Deputy Mayor receive such gifts on behalf of the Borough Council, and that they are forwarded to the Mayor's Secretary for entry on the civic inventory and displayed as appropriate.
- 11.2 Small gifts, such as badges or pens which are clearly indicated as a personal gift for the Mayor or Deputy Mayor, may be kept. The Mayor and Deputy Mayor should have regard to the Code of Conduct for Councillors found in Part 5 of the Council's Constitution when deciding whether to receive and keep such gifts, and should ensure that they are recorded in the hospitality register as required by the Code.
- 11.3 A small budget is available to the Mayor for the purchase of gifts for visiting dignitaries, or to exchange on an external visit, and the Mayor's Secretary will advise on appropriate gifts, which may be as follows:-
 - (a) Visiting dignitaries - a Borough wooden shield or paperweight;
 - (b) Twinning visits - a clock, or other suitable item, engraved with the Borough crest;
 - (c) Presentations – a glass paperweight, crystal bowl, china plate etc bearing an inscription; and
 - (d) Small gifts for local organisations or youth visitors etc – badges, pens, Borough literature etc.
- 11.4 When selecting appropriate gifts the Mayor and Mayor's Secretary should bear in mind the occasion, knowledge of gifts offered or received previously, current trends etc, and ensure that the dignity of the occasion and/or the contribution of the recipient is properly reflected.

12. Meetings of full Council

- 12.1 It is part of the Mayor's duties to chair meetings of the full Council, and his or her role is defined in the Council Procedure Rules found in Part 4 of the Council's Constitution. In presiding over the full Council, the Mayor will uphold and promote the purposes of the Constitution and interpret the rules of procedure, and the decision of the Mayor about the meaning or use of any of the rules, or about any proceedings of the Council, is final and

may not be challenged. If invited to do so by the Mayor, the Chief Executive will advise the Mayor on procedural matters at full Council, and will brief the Mayor in advance of the meeting if so requested. If the Mayor is unavailable the Deputy Mayor will chair the meeting.

13. Outside Bodies

- 13.1 It is usual for the Mayor to become President of the two Twinning Associations of Kevelaer and Compiègne. Additionally, the Mayoress or Mayor's Consort is invited to take the position of President of the Womens' Guild of Friends.

Guidance for the Mayor and Deputy Mayor

Serving as Mayor of the Borough of St Edmundsbury is an honour. However, that honour will have a substantial impact on your life for the coming year, including your family and friends and potentially your employment. The following guidance is intended to assist you as you embark on your Mayoral Year, and whilst it cannot cover every possible issue or subject, it will hopefully answer many of your questions.

The Mayor's Secretary and Mayor's Officer are also available to assist you throughout your year in office, please do not hesitate to ask for advice and guidance.

1. Preparation for the Mayoral Year

- 1.1 Nominations for Mayor and Deputy Mayor are made in January/February each year, so you will have some time to prepare for your role in the year ahead, which will commence at the Annual Meeting of the Council in May. With support and preparation you will be able to take up your duties as Mayor with confidence, and be as informed as possible about what to expect.
- 1.2 The Mayor's Secretary will discuss with you at the beginning of your year in office whether you feel you have any training needs, for example media training, public speaking or charring meetings, and make the necessary arrangements.
- 1.3 A meeting will also be arranged with the Head of Legal and Democratic Services before you take up office, to discuss your mayoral year and your choice of charities.

2. The Deputy Mayor

- 2.1 The Deputy Mayor will be there to support you throughout your year in office.
- 2.2 The main body of this document advises on when it is appropriate for the Deputy Mayor to deputise for you.

3. The Mayoress or Mayor's Consort

- 3.1 It is usual for Mayors to identify the person who will accompany them to all or most of the civic and social activities which they attend in their official capacity as Mayor. The choice of companion is entirely at the Mayor's discretion. A Mayor's female companion is designated Mayoress, while a Mayor's male companion is designated as the Mayor's consort.
- 3.2 Your Mayoress or Consort will have a responsibility throughout the year to assist you in representing the Borough of St Edmundsbury, although may not attend events in their own right, and you should ensure that he or she is well informed about engagements and protocol.
- 3.3 The Deputy Mayor will identify a Deputy Mayoress or a Deputy Mayor's Consort.

4. Your Role as a Councillor

- 4.1 As St Edmundsbury's "First Citizen", the Mayor acts as ambassador for the Borough Council and for the Borough itself, and by being an impartial figure he or she can represent the whole community, regardless of differences. Whilst it is necessary for the Mayor and Deputy Mayor to adopt a non-political stance during their year in office, this should be balanced against their responsibility as a Councillor to promote the Council's corporate priorities.

5. Support Officers

- 5.1 You will already be aware that the Council's officers are an invaluable source of information, advice and guidance. Prior to taking office you will have the opportunity to speak to the Mayor's Secretary, who will administer the detail of your activities, including maintaining your diary and dealing with correspondence. The Mayor's Secretary should be your first point of contact throughout the year, and will ensure you get the information you need in a timely manner, from the appropriate officers.
- 5.2 You should meet with the Mayor's Secretary regularly to discuss issues, engagements, diary commitments and correspondence, and it is important that you do not accept any "verbal" engagements or commit yourself to an engagement. Always advise people to contact the Mayoral Office.
- 5.3 The Mayor's Secretary will also assist you in writing appropriate speeches for events attended. It will be for you to decide whether you would like a full speech drafted, or simply an outline of issues to be addressed.
- 5.4 At major civic events you will be attended throughout the event by the Mayor's Officer, whose role is to guide and advise you. He will also act as chauffeur when the civic car is required.

6. Diary Dates

- 6.1 As the Mayor is expected to be in a position to accept 95% of the 250+ engagements to which he or she will be invited throughout the year, many of which will be during the daytime, it is a good idea to reserve dates for your personal occasions at the beginning of your Mayoral year to prevent official engagements taking over, and you should also book time for a week or two of holidays, in consultation with your Deputy Mayor. You will of course be informed of key dates which you are required to attend as set out in Appendix 2.

7. The Mayor's Chaplain

- 7.1 It is traditional for the Mayor to appoint a Chaplain for his or her year in office, who will offer spiritual guidance to the Mayor, say prayers at full Council meetings and attend major civic functions and dinners where he or she will be expected to say grace.
- 7.2 The Mayor's Chaplain will also preside at the Mayor's Civic Service and Carol Service.

8. The Mayor's Charity

- 8.1 You will need to give some consideration as to which charity or charities you wish to adopt. The choice is left to your discretion, but tends to be a locally based charity. Alternatively it could be the local branch of a national charity, the aims and objectives of which are consistent with the Borough Council's policy framework, or which is carrying out a particular project to benefit the Borough.
- 8.2 The Mayor's charity benefits from the money raised at the Mayor's Charity Ball and raffle. The collections from the Mayor's Civic Service and Christmas Carol Service will be equally divided between the Mayor's charity and the church of the Mayor's Chaplain. Other charity fundraising events held throughout the year will be at the Mayor's discretion, and funded through the Mayor's allowance.

9. Official Photographs

- 9.1 After taking up office, official photographs will be taken for display in the Borough Offices, funded from the Mayor's allowance. If you wish to have any copies of the official photograph for your own use and distribution, these must be personally funded.

10. Biographical Details

- 10.1 Before you take up office, the Mayor's Secretary will work with you to produce a short biography, as organisations who invite you to events often request one. This will include details of your career, family, interests etc.

11. The Mayor's Allowance

- 11.1 The Mayor's personal allowance is intended to be recompense for the expenses of maintaining the dignity of the office of Mayor, and the types of expenditure which the Borough expects the allowance to cover include:-

- (a) Clothing;
- (b) Mayoress's/Consort's Clothing and expenses;
- (c) Travel (except when the civic car is used for authorised engagements);
- (d) Telephone calls and postage undertaken outside the Mayor's office;
- (e) Tickets to events hosted by other Councils;
- (f) Expenses associated with the Mayor's own charity events and all expenses associated with twinning;
- (g) The Mayor's tickets to his/her own charity events and the Mayor's Charity Ball;
- (h) Donations, raffle tickets and prizes etc;
- (i) Civic Christmas Cards to recipients not on the official list;
- (j) Sending flowers; and
- (k) Personal hospitality.

- 11.2 Should the Mayor incur any refundable expenses during the year, these can be refunded direct to your bank account if you have a receipt for the item. If you are unclear whether an expenses may be refunded, the Mayor's Secretary will be happy to advise.
- 11.3 Should you incur a reasonable expense for which you do not have a receipt, for example raffle tickets purchased at an engagement, or a donation during a church event, these may be refunded via a signed petty cash slip, which will be provided by the Mayor's Secretary.
- 11.4 Any unused balance in this account at year end is moved to the Mayoralty Section balances.

12. Clothing

- 12.1 You should give some thought to the clothes you will need, bearing in mind the weight of the Chain of Office. As Mayor of the Borough your dress should be formal at most engagements you attend. The chain of office will be pinned to your jacket, or alternatively you may choose to have loops fitted on to the shoulders of your jackets, in order to hold the chain in place. Part of your Mayor's Allowance is intended to be used for the purchase of some clothes during your year in office.

CIVIC EVENTS CALENDAR

(3rd Thursday) May

Mayor Making/Annual Council Meeting/Dinner at the Corn Exchange

(Sunday tba) June

Civic Sunday (at Mayor's Parish Church)

(3rd Thursday) June

Jankyn Smyth – Cake and Ale Ceremony, Guildhall

Sunday (nearest 14th) September

Battle of Britain Commemorations, St Mary's Church and Athenaeum

(2nd Sunday) October

Suffolk County Harvest Festival, St Edmundsbury Cathedral and Athenaeum

11th November

Remembrance Day - 2 minutes Silence and Service at the War Memorial, Angel Hill

Saturday (nearest 11th) November

Remembrance Services in the Abbey Gardens, Bury St Edmunds

Sunday (nearest 11th) November

Remembrance Sunday Services and Parades
St Mary's Bury St Edmunds (morning) & St Mary's Haverhill (afternoon)

(2nd Sunday) November?

St Edmunds Day Service, St Edmunds Church

(2nd Sunday tba) December

Mayor's Christmas Carol Service

(historically) 31st December

Mayor's Charity Ball, Corn Exchange

APPENDIX 3

The total allowance for the Mayoralty Service in the Budget Book is £115,493. However the following tables show the budgets directly within the control of the Mayor's Secretary and subject to this protocol.

Mayor's Office Budget for Year 2016-17

Cost Centre 1131	Mayor's Office	Budget for Year
R1000-R1402	Salaries	£53,726.00
R3000-R3500	Cost of Mayoral Car	£2,505.00
R4001	Tools & Equipment - Hire	£3,970.00
R4100	Catering	£12,310.00
R4300	External Printing	£1,500.00
R4507	Mobile Phone Call Charges	£100.00
R4553	Public/Civic Functions	£14,100.00
R4554	Civic Regalia & Insignia	£970.00
R4555	Mayor's/Chairman's Allowance	£4,300.00
R9206	Sales - Tickets	£-4,000.00
	Total	<u>£89,481.00</u>

Budgeting for Other Annual Civic Events:

Freedom Ceremonies	Growth bids made as necessary for these one-off events, with some costs being met from Special Event Expenses
St Edmund's Day Service	Funded from general budgets for refreshments, macebearers, etc
Mayor's Christmas Carol Service	Funded from general budgets for refreshments, macebearers, etc
Mayor's Charity Ball	Self financing from ticket sales

Mayor's "Job Description" **Taken from Part 3 of the Council's Constitution**

1. Overview

- 1.1 The Mayor, and in his/her absence, the Deputy Mayor, has two main roles: a ceremonial role; and a procedural role.

2. Ceremonial Responsibilities

- 2.1 To represent the whole Borough during his/her term of office.
- 2.2 To promote public involvement in the Council's activities.
- 2.3 As the first citizen of St Edmundsbury, to perform an ambassadorial role both inside and outside the Borough and to attend such civic and ceremonial functions as the Council or (s)he determines appropriate.
- 2.4 To promote St Edmundsbury in a positive manner.
- 2.5 To act as a link between the Council and various groups and organisations.

3. Procedural Responsibilities

- 3.1 To preside over meetings of the Council so that its business can be carried out efficiently and with regard to the rights of Councillors and the interests of the community.
- 3.2 To uphold and promote the purposes of the Constitution, and to interpret rules of procedure at full Council meetings.
- 3.3 To ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which Members who are not on the Cabinet are able to hold the Cabinet to account.
- 3.4 To call meetings of the full Council in addition to ordinary meetings.
- 3.5 To attend meetings of the Cabinet as appropriate.
- 3.6 To receive decisions and relevant papers from the Cabinet and Committees.
- 3.7 In the absence of the Chairman of the Overview & Scrutiny Committee, to consider requests for items to be considered by the Cabinet under the General Exception Procedure or in cases of special urgency.
- 3.8 To carry out the duties identified in the job description for Frontline Councillors.

Forest Heath District Council

Article 5 – Chairing the Council

5.1 Role and function of the Chairman

The Chairman and Vice-Chairman will be elected annually by the Council.

Neither the Chairman nor the Vice-Chairman may be a member of the Cabinet.

The Chairman and in his/her absence the Vice-Chairman have the following roles.

5.2 Procedural role

The Chairman will:

- a) chair meetings of the Council so that its business can be carried out efficiently and with regard to the rights of councillors and the interests of the community;
- b) uphold and promote the purposes of the constitution and interpret the rules of procedure at Council meetings;
- c) ensure that Council meetings are a forum for the debate of matters of concern to the community and one of the places at which councillors who are not on the Cabinet are able to hold the Cabinet to account;
- d) exercise a casting vote in the event of a tie at a Council meeting with complete freedom of conscience.

5.3 Civic and ceremonial role

The Chairman is the ceremonial head of the Council and will be its representative at civic and ceremonial events. He/she maintains an apolitical stance, especially when chairing full Council meetings. This part of the role includes:

- a) representing and promoting the whole district during his/her term of office;
- b) enhancing the image of the district;
- c) encouraging understanding of the Council's role, priorities and partnerships;
- d) promoting public involvement in the Council's activities.

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Royal Borough status

- Only four authorities have Royal Borough Status:
 - The Royal Borough of Kingston-Upon-Thames, who were given the status in 1200 by King John;
 - The Royal Borough of Kensington and Chelsea, whose title was conferred as a wish left in the will of Queen Victoria;
 - The Royal Borough of Windsor whose title was effectively “regularised” by King George V as the Borough had commonly used the term; and
 - The Royal Borough of Greenwich, who were given the title as part of the Queens Diamond Jubilee Celebrations in 2012, in recognition of their close links with the royalty. At the time the status was conferred on Greenwich, the Royal Household issued a statement in which it was “*made clear that the Grant of Royal Borough Status to Greenwich in 2012 will be a very rare and exceptional mark of Royal favour*”.

- While St Edmundsbury does not currently have Royal Borough Status, there are several aspects within west Suffolk, which could support an application for Royal Borough Status should this be a desired option, which could include:
 - The history of West Suffolk with the Kings of East Anglia, St Edmund in particular, and St Edmund’s status as the Patron Saint of England until the time of King Edward III;
 - The history of West Suffolk with the Kings of England, which can be traced to the time of King Cnut who re-built the Abbey of St Edmund and also to Newmarket, which has been a home of Royalty since the time of James I, who built the first Newmarket Palace;
 - The links between the Abbey and the royal family, most notably at the time of the Battle of Hastings and succession of King William I, which led to the creation of the Liberty of St Edmund which preserved in local governance until 1974;
 - The links between West Suffolk and events of major historical significance, including the forming of the Magna Carta (Bury St Edmunds) and the English Civil War (Newmarket); and
 - The strong links between the area and the armed forces.

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APPENDIX 7

Understanding Borough status; national context

- Until 1974, boroughs were primarily towns possessing Charters of Incorporation and many had historic ties to their status; however, the 1974 legislation allowed authorities to apply upon a resolution of two thirds of their membership.
- It is worth bearing in mind that it was not until 2009 that district councils as well as borough councils could award freedom statuses and this may have influenced why councils wanted borough status before this date.
- Most boroughs relate to towns rather than bigger geographic areas. The full list of all councils nationally, who have applied for borough status (including Unitary and non-Unitary Councils) is shown below;

Borough charters granted under section 245 of the Local Government Act 1972 to metropolitan and non-metropolitan districts of England

District	Population (ONS, 2017)	Year of charter
Allerdale	97,200	4 June 1992
Amber Valley	125,900	17 May 1989
Ashford	126,200	1 April 1974
Barnsley	243,300	1 April 1974
Barrow-in-Furness	67,100	1 April 1974
Basildon	184,500	26 October 2010
Basingstoke and Deane	175,300	20 January 1978
Bedford	169,900	1975
Birmingham	1,137,100	1 April 1974 (and city status)
Blackburn with Darwen	148,800	1 April 1974
Blackpool	139,900	1 April 1974
Bolton	248,800	1 April 1974
Boston	68,500	1 April 1974
Bournemouth	194,800	1 April 1974
Bracknell Forest	120,400	27 April 1988
Bradford	534,800	1 April 1974 (and city status)
Brentwood	76,600	10 March 1993
Brighton & Hove	288,200	1 April 1997 (granted city status in 2000)
Bristol	459,300	1 April 1974 (and city status)
Broxbourne	96,800	1 April 1974
Broxtowe	112,700	10 November 1977
Burnley	87,700	1 April 1974
Bury	189,600	1 April 1974
Calderdale	209,500	1 April 1974
Cambridge	124,900	1 April 1974 (and city status)
Canterbury	164,100	1 April 1974 (and city status)
Carlisle	108,300	1 April 1974 (and city status)
Castle Point	89,800	1992
Charnwood	180,400	1 April 1974
Chelmsford	176,200	10 November 1977

Cheltenham	117,100	1 April 1974
Cheshire East	378,000	2009
Cheshire West and Chester	338,000	2009
Chesterfield	104,600	1 April 1974
Chorley	115,800	1 April 1974
Christchurch	49,600	1 April 1974
Colchester	190,100	1 April 1974
Copeland	68,700	1 April 1974
Corby	69,500	28 October 1992
Coventry	360,100	1 April 1974 (and city status)
Crawley	111,700	1 April 1974
Dacorum	153,000	10 October 1984
Darlington	106,300	1 April 1974
Dartford	107,500	22 April 1977
Derby	257,000	1 April 1974 (and city status in 1977)
Doncaster	308,900	1 April 1974
Dudley	319,400	1 April 1974
East Staffordshire	117,600	11 May 1992
Eastbourne	103,300	1 April 1974
Eastleigh	130,500	1 April 1974
Elmbridge	136,400	1 April 1974
Epsom and Ewell	79,500	1 April 1974
Erewash	115,300	1975
Exeter	128,900	1 April 1974 (and city status)
Fareham	116,200	1 April 1974
Fylde	78,900	1 April 1974
Gateshead	202,400	1 April 1974
Gedling	117,100	1 April 1974
Gloucester	129,100	1 April 1974 (and city status)
Gosport	85,500	1 April 1974
Gravesham	106,100	1 April 1974
Great Yarmouth	99,400	1 April 1974
Guildford	147,800	1 April 1974
Halton	127,600	1 April 1974
Harrogate	160,000	1 April 1974
Hartlepool	160,000	1 April 1974
Hastings	92,800	1 April 1974
Havant	125,100	1 April 1974
Hertsmere	104,000	15 April 1977
High Peak	92,100	1 April 1974
Hinckley and Bosworth	111,400	1 April 1974
Hyndburn	80,400	1 April 1974
Hull City Council	260,700	1 April 1974
Ipswich	138,500	1 April 1974
Kettering	100,300	1 April 1974
King's Lynn and West Norfolk	151,900	1 April 1974
Kirklees	437,100	1 April 1974
Knowsley	148,600	1 April 1974
Lancaster	142,500	1 April 1974 (and city status)
Redcar and Cleveland	136,000	1 April 1974
Leeds	784,800	1 April 1974 (and city status)
Leicester	353,500	1 April 1974 (and city status)
Lincoln	98,400	1 April 1974 (and city status)
Liverpool	491,500	1 April 1974 (and city status)

Luton	214,700	1 April 1974
Maidstone	167,700	1 April 1974
Manchester	545,500	1 April 1974 (and city status)
Medway	277,600	1998
Melton	50,900	1 April 1974
Middlesbrough	140,600	1 April 1974
Milton Keynes	267,500	1 April 1974
Newcastle-under-Lyme	129,000	1 April 1974
Newcastle upon Tyne	295,800	1 April 1974 (and city status)
Northampton	225,700	1 April 1974
North East Lincolnshire	159,800	1996
North Lincolnshire	171,300	1998
North Tyneside	204,500	1 April 1974
North Warwickshire	64,100	1 April 1974
Norwich	140,400	1 April 1974 (and city status)
Nottingham	329,200	1 April 1974 (and city status)
Nuneaton and Bedworth	128,700	1 April 1974
Oadby and Wigston	57,000	1 April 1974
Oldham	233,800	1 April 1974
Oxford	154,600	1 April 1974 (and city status)
Pendle	90,700	15 September 1976
Peterborough	198,900	1 April 1974 (and city status)
Plymouth	263,100	1 April 1974 (and city status)
Poole	151,300	1 April 1974
Portsmouth	214,700	1 April 1974 (and city status)
Preston	141,300	1 April 1974 (granted city status in 2002)
Reading	163,100	1 April 1974
Redditch	85,200	15 May 1980
Reigate and Banstead	146,400	1 April 1974
Ribble Valley	59,500	1 April 1974
Rochdale	218,500	1 April 1974
Rossendale	70,400	1 April 1974
Rotherham	263,400	1 April 1974
Rugby	106,400	1 April 1974
Runnymede	86,900	20 January 1978
Rushcliffe	116,000	1 April 1974
Rushmoor	95,800	1 April 1974
St Albans	147,100	1 April 1974 (and city status)
St Edmundsbury	113,700	1 April 1974
St Helens	179,300	1 April 1974
Salford	251,300	1 April 1974 (and city status)
Sandwell	325,500	1 April 1974
Scarborough	108,400	1 April 1974
Sefton	274,600	1975
Sheffield	577,800	1 April 1974 (and city status)
Slough	148,800	1 April 1974
Solihull	213,900	1 April 1974
Southampton	252,400	1 April 1974 (and city status)
Southend-on-Sea	181,800	1 April 1974
South Ribble	110,400	1 April 1974
South Tyneside	149,600	1 April 1974
Spelthorne	99,100	1 April 1974
Stafford	134,800	1 April 1974
Stevenage	87,700	1 April 1974

Stockport	291,000	1 April 1974
Stockton-on-Tees	196,500	1 April 1974
Stoke-on-Trent	255,400	1 April 1974 (and city status)
Sunderland	277,200	1 April 1974 (granted city status in 1992)
Surrey Heath	88,800	1 April 1974
Swale	146,700	20 January 1978
Swindon	220,400	1 April 1974
Tameside	224,100	1 April 1974
Tamworth	76,500	1 April 1974
Taunton Deane	117,400	1975
Telford and Wrekin	175,800	2002
Test Valley	124,000	22 October 1976
Tewkesbury	90,300	1 April 1974
Thurrock	170,400	1 April 1974
Tonbridge and Malling	128,900	12 December 1983
Torbay	135,200	1 April 1974
Trafford	235,500	1 April 1974
Tunbridge Wells	118,100	1 April 1974
Wakefield	340,800	1 April 1974 (and city status)
Walsall	281,300	1 April 1974
Warrington	209,700	1 April 1974
Watford	96,700	1 April 1974
Waverley	125,000	21 February 1984
Wellingborough	78,900	1 April 1974
Welwyn Hatfield	122,300	2006
West Devon	55,300	27 April 1982
West Lancashire	113,900	2009
Weymouth and Portland	65,800	1 April 1974
Wigan	324,700	1 April 1974
Winchester	123,900	1 April 1974 (and city status)
Windsor and Maidenhead	150,100	1 April 1974 (Royal Borough)
Wirral	322,800	1 April 1974
Woking	101,100	1 April 1974
Wokingham	165,000	2007
Wolverhampton	259,900	1 April 1974. Granted city status 2000
Worcester	102,300	1 April 1974 (and city status)
Worthing	109,600	1 April 1974
Wyre	110,400	1 April 1974
York	208,200	1996 (and city status)

Town Council case studies

To provide an understanding of how the town mayors carry out their roles, some information on the Haverhill and Newmarket Town Mayors are provided below;

Haverhill

- Haverhill’s Town Mayor attends on average 125 events a year. Many events that they attend are similar to the St Edmundsbury Borough Council and Forest Heath District Council civic leaders, including things such as, community events, cultural events and supporting council business.
- The Haverhill Town Mayor has attended events that the St Edmundsbury Mayor has attended. These events include, for example, community events, such as the Human Chain of Hope, attending West Suffolk College celebrations and civic services.
- There are other community events that have been attended by both the Haverhill Town Mayor and the St Edmundsbury Borough Mayor, albeit at different times. For example, attending cultural events, such as Centre Stage Productions and community events, such as Café Coupal & Stepping Stones.
- The Haverhill Town Mayor wears robes as well as a chain depending on the function they are attending.
- The mayoral budget for 2017/2018 totalled £6450 and included the following;

Mayoral budget, Haverhill

Expense	Amount
Mayoral Regalia	£80
Mayoral Allowance	£2,500
Mayoral Charity Funds	£1,000
Civic Events	£870
Civic Expenses	£2,000
Total	£6,450

Newmarket

- The Newmarket Town Mayor attends on average 48 events a year. As with the Haverhill Mayor, there is cross over with the types of events they attend with the St Edmundsbury Borough Mayor and the Forest Heath District Chairman. Examples of the types of events they attend include:
 - Council Business: council meetings and civic receptions
 - Educational/Aspirational: Newmarket Academy speeches and west Suffolk graduations
 - Local Growth: Opening of businesses such as Starbucks, letting agencies and night clubs

- Cultural: Presentations at art galleries, horse museums, and attendance at Christmas events
 - National: Speech for Queen’s 90th birthday and remembrance services
 - Military: Change in command receptions
 - Community Issues/Charity: Fundraising events at festivals, galas and receptions
- The Newmarket Town Mayor has attended events that the St Edmundsbury Mayor or Forest Heath Chairman has attended. These have included, for example, Civic Dinners, West Suffolk graduations and RAF Mildenhall receptions.
 - Newmarket Town Council does not have a specific protocol for their civic function.
 - The Newmarket Town Mayor does not wear robes, but has a chain of office.
 - An example of the mayoral budget for the Newmarket role and what is included is outlined in the table below;

Mayoral budget, Newmarket

Expense	Amount
Mayoral Regalia	£300
Mayoral Allowance	£1,000
Civic Events	£1,000
Twining with Maison Laffette	£2,500
Lexington Sister Cities School Exchange	£1,000
Total	£5,800

Overview of how civic leadership is carried out in the 8 largest authorities in England

Northampton Borough Council

Population ONS (2017)	225,700
Rural Urban Classification (2011)	0.5% rural
Form of civic leadership	Mayor
Number of engagements per annum	450
Example budget	<p>£99,832 (Civic budget), £23,359.92 (Mayor’s personal allowance)</p> <p>The budget covers: grounds maintenance, vehicle repair and maintenance, vehicle fuels, vehicle licences, vehicle allowances, motor insurances, furniture equipment and tools, equipment hire, clothing uniforms and laundry, stationery, printing, professional services, mobile phones, training courses, travel and subsistence, grants and guarantees, hospitality and miscellaneous costs.</p>
Other Information	<p>The Mayor’s personal allowance must be used to fund all tickets, events, charity donations, clothes and personal bills invoiced through the office.</p> <p>The functions of the mayor are separated under legal, ceremonial and social events. The Civic Officer uses a scoring system for prioritising events which will help to further the borough/town. For example, the promotion of council initiatives and business opportunities takes precedence over visiting other civic head’s events. Some of the functions include:</p> <ul style="list-style-type: none"> • Chairing meetings • Hosting civic receptions for visiting VIPs • Giving support to local charities by accepting presidency or patronage and attending associated functions and events • Hosting civic events such as the Mayor’s Charity Gala Ball • Attending the Royal Garden Party • Attending events such as annual dinners and attending local, national or regional events or function. <p>Upon election, the Mayor can choose to support a charity, promoted through the press, and at functions and events. The Mayor’s Charity is chosen and administrated by the Mayor and their team.</p>

Aylesbury Vale District Council

Population ONS (2017)	196,000
Rural Urban Classification (2011)	57.1% rural
Form of civic leadership	Chairman
Number of engagements per annum	100
Example budget	£32,400.00 (Civic budget), £6,200 (Chairman's allowance)
Other Information	<p>The allowance includes £6,300 for chauffeur service, £1,000 for mileage and £3,000 for long service awards (£250 vouchers are given to staff who have worked for the Council for 25 years).</p> <p>The Chairman's role, as set out in the Chairman's Protocol, is to;</p> <ul style="list-style-type: none"> • Be the First Citizen of the District • Chair meetings of the Council • Provide a ceremonial and ambassadorial focus for the District • Represent the Council at civic events (i.e. Royal visits, Civic Receptions) <p>The Chairman is also responsible for chairing meetings of the Standards Committee.</p> <p>The Council has a Chairman and Vice Chairman both of whom do various events and functions throughout the year.</p> <p>The Chairman's Protocol includes a protocol for the Mayor of the Town Council.</p> <p>Some of the events they attend include ceremonial duties, such as Remembrance Day, Civic Service and Carol Service, as well as a range of community events and events that support new buildings/developments.</p> <p>The Chairman nominates a charity to support each year.</p> <p>There are constraints on the amount of office time which is allocated to event management (which is set at 13 hours a week).</p>

Colchester Borough Council

Population ONS (2017)	190,100
Rural Urban Classification (2011)	29.6% rural
Form of civic leadership	Mayor
Number of engagements per annum	Attends 500 engagements per annum
Example budget	<p>Overall Civic Budget: £112,200</p> <ul style="list-style-type: none"> - Mayor's allowance: £11,800 - Deputy Mayor's allowance: £2,700.00 - Staff costs of the civic office: £23,000 (1 full time dedicated Mayoral Officer who provides all support to the Mayor, Deputy Mayor and other civic functions (including diary management, event organisation and correspondence management)) - Car costs: £6,500.00
Other Information	<p>The role of the Mayor is to sit as non-political chairman of the Council. The Mayor's speech of acceptance usually indicates a theme for the year, reflected in the choice of charities they intend to support.</p> <p>This year's Mayor supports the following charities:</p> <ul style="list-style-type: none"> • Action for Family Carers • ABF The Soldier's Charity • Cancer Centre Campaign • Colchester Emergency Night Shelter • Essex & Herts Air Ambulance • Essex Wildlife Trust <p>The Mayor is the chief citizen and represents the borough throughout their year of office. The Mayor has a mace bearer.</p> <p>A breakdown of the Mayor's budget is as follows: Events - £35,100 Hospitality and Catering - £3,500 Salaries basic - £23,000 Salaries NI - £2,100 Salaries Superannuation - £3,200 Mayor's allowance - £11,900 Deputy Mayor's allowance - £2,700 Hire car - £6,500 Own car allowance - £700 Uniforms - £2,500</p> <p>The total event income is £21,000 and this includes £17,000 for Oyster Feast, £2,500 for the Opening of Fishery and £1,500 for Mayor Making.</p> <p>In addition to purely civic functions, the Mayor undertakes a large number of 'outside' engagements. This includes attending a vast range of events such as, opening of school fetes, care home tea parties, schools sessions, charity fundraisers, local Societies</p>

/Associations AGMS and assorted prize giving's. In addition there are formal civic ceremonies at district, county and international level.

The only events that the Mayor must attend are those that they are hosting. The Mayor chooses for themselves which external events they attend. If the Mayor is unavailable / wishes to decline, the invitation may be extended to the Deputy Mayor where appropriate

The Mayor is expected to attend most civic events, however there are three annual events that must be hosted: Mayor Making (formal lunch after ceremony only open to Councillors and Aldermen), the Opening of the Oyster Fishery (formal ceremony held on a boat - only open to Councillors, Aldermen and a few invited dignitaries) and the Oyster Feast (open to the Public)

The Mayor chooses whether to host Receptions for their particular causes.

The Council determined that the Mayor, Deputy Mayor and the Chief Executive would robe on the following occasions:-

- All meetings of the Council*
- The Civic Service
- Opening of the Fisheries
- Oyster Feast
- Remembrance Sunday
- St George's Day
- The Justice Service
- Visits of Royalty (unless otherwise requested)
- Such other occasions as the Mayor may consider necessary

The Mayor also chooses a charity committee; their work and all associated events, with any associated income and expenditure, is separate and distinct from the mayoralty.

There is 1 full time dedicated Mayoral Officer who provides all support to the Mayor, Deputy Mayor and other civic functions, including diary management, event organisation and correspondence management.

Basildon Borough Council

Population ONS (2017)	184,500
Rural Urban Classification (2011)	0.5% rural
Form of civic leadership	Mayor
Number of engagements per annum	Attends 200 engagements per annum.
Example budget	£10,000 (civic budget), £9,173.97 (Mayor's allowance) The civic budget covers venue hire, catering for events/functions, transport, items of regalia which need repair and upgrading etc.
Other Information	<p>The Mayor hosts the main civic events such as the Remembrance Service, Annual Civic Dinner and Annual Civic Service.</p> <p>The Council hold a Civic Protocol. This sets out the precedence of the Mayor at events, the forms of address, and when chains and badges should be worn.</p> <p>The Mayor is the First Citizen of the Borough. The role of the Mayor is to be clearly visible, being dressed in the chain of office.</p> <p>Each time they have a new Mayor, they feel they should be promoting civic pride in different ways, which can result in the purchase of items such as robes and accessories. They outline that the Mayor has a key role to fulfill in connecting the present day with past history and acting as a symbol of continuity. The role is predominantly a ceremonial one, supporting the community and promoting the interests of the Council and Borough.</p> <p>The Mayor presides over all full Council meetings.</p> <p>The Mayor selects local charities to benefit from fundraising events during his or her term of office and they will arrange a number of fundraising events.</p>

Charnwood Borough Council

Population ONS (2017)	180,400
Rural Urban Classification (2011)	14.4% rural
Form of civic leadership	Mayor
Number of engagements per annum	Attends 450 engagements per annum
Example budget	£101,900 (Civic budget), includes staffing costs of approximately £60,000. The civic budget covers the costs of the Mayor's staff, office accommodation and equipment/consumables and transport. In addition, it covers the cost of the civic functions including hospitality.
Other Information	<p>The Mayor is an elected councillor who is chosen by fellow councillors to be the Chairman and First Citizen of the borough for one year. The Council have a protocol for the Mayor and apart from the traditional legal duties such as chairing the meetings of full Council, the majority of the Mayor's duties consist of representing the Borough, and in so doing meeting employers, voluntary organisations and other bodies. Some of the events the Mayor attends include:</p> <ul style="list-style-type: none"> • Attending around 45 religious services of all different faiths; • Congratulating centenarians; • Opening and touring round a vast array of businesses and buildings; • Welcoming foreign visitors; • Declaring garden fetes and festivals open; • Escorting visiting members of the Royal family. <p>The Mayor normally hosts a number of civic events, such as a Civic Service, Remembrance Services and a carol concert and the protocol also lists a number of events they are advised to attend, such as, a visit to the Royal Garden Party, local democracy week, Diwali lights and the Loughborough Street Fair.</p> <p>The Mayor can appoint a Chaplain for the civic year.</p> <p>The Mayor wears a robe and accessories at the following occasions:</p> <ul style="list-style-type: none"> • Meetings of full Council • Charnwood Civic Service • Remembrance Day Parades • Degree Congregations • Opening of Loughborough Street Fair • Civic Presentations <p>Charity fundraising is optional for the Mayor. Officers are not involved in the organisation of fundraising events. The Mayor can arrange events themselves or appoint an outside committee. The Mayor launches a charity appeal for the charity(s) of their choice.</p> <p>There are six members of staff who support the Mayor (1x Head of Strategic Support, 1 x Democratic Services Manager, 2 x Civic Officers, 1 x Relief Civic Officer and 1 x Democratic Services and Mayoralty Support Officer).</p>

New Forest District Council (Hampshire)

Population ONS (2017)	179,600
Rural Urban Classification (2011)	45.3% rural
Form of civic leadership	Chairman
Number of engagements per annum	Attends between 120 and 140 per annum.
Example budget	Allowance - £9,200, Chauffeur transport - £4,700. Civic expenditure - £6,770. The civic expenditure includes costs associated with events such as wreaths and stationary and hospitality.
Other Information	<p>A handbook is provided to the Chairman setting out the various roles and responsibilities. The Chairman's role is distinct from the political leader of the Authority, but this separation may not always be obvious to the public.</p> <p>The Chairman's duties include:</p> <ul style="list-style-type: none"> • Chairing meetings of the Council; • Presiding, as ceremonial head of the Council and its District, over civic functions and social occasions; • Promoting the Council and the District; • Speaking at functions (most speeches will be of thanks or welcome but if the Chairman is asked to make a speech on the work of the Council, it should be restricted to factual information); • Hosting events, receiving and welcoming members of the Royal Family, dignitaries and visitors; • Attending functions as a representative of the Council, many locally but some further afield, such as the Royal Garden Party; • Supporting any charities chosen by the Chairman (chosen charities to be announced at the annual meeting of the Council); • Taking the salute of any military or voluntary organisation who has the right to, or requests the right to, march within the District; and • Encouraging citizenship and participation in the life of the District <p>The Chairman's Handbook states that it is usually the practice to support a charity/charities. The Chairman's chosen charities are displayed on the Council's website. This year's is Oakhaven in Totton; a charity that provides home hospice care.</p>

Huntingdonshire District Council

Population ONS (2017)	177,000
Rural Urban Classification (2011)	80.8% rural
Form of civic leadership	Chairman
Number of engagements per annum	Attends between 150 and 200 events per annum.
Example budget	<p>£8,031 – Civic budget, which includes;</p> <ul style="list-style-type: none"> • Chairman’s Allowance - £4,531 • Events - £1,000 • Events (catering) - £500 • Donations to charities - £2,000
Other Information	<p>The Chairman hosts several key events each year;</p> <ul style="list-style-type: none"> • Holocaust Memorial Day • Commonwealth Day • Armed Forces Day • Remembrance Day • Christmas Carol Service <p>The Council hold a Civic Protocol which sets out the Chairman’s role: <i>"The role of chairman of the council is that of non-political civic head of the authority. The post is the equivalent of mayor. He or she presides at meetings of the full council and in his or her apolitical role ensures that all speakers have a fair hearing within the rules governing how council meetings are conducted, and that procedures are followed correctly."</i></p> <p>The Chairman also embraces the role of ‘ambassador’ for the Council i.e. its representative at functions hosted by other local authorities, local business or community organisations and leading any event which promotes the district in a non-political way. Normally they will wear the full chain of office at these functions. At events where the civic presence is ‘low key’, a badge or ribbon is worn. Any general invitation for the council to be represented at an event should be issued to the chairman through the Member Support Assistant.</p> <p>For simple in-house events, the chairman takes precedence over the portfolio holder. In complex situations, say a breakfast forum hosted by the district council for local business, the chairman acts as master of ceremonies, with the council’s leader, or the relevant portfolio holder being the principal speaker.</p> <p>The Chairman’s Protocol and the Council’s website makes no mention of supporting charities, however the town council’s Mayor supports four charities.</p>

Wycombe District Council

Population ONS (2017)	174,800
Rural Urban Classification (2011)	29.2% rural
Form of civic leadership	Chairman
Number of engagements per annum	112
Example budget	<p>Chairman's annual allowance: £13,090 Vice-chairman's annual allowance: £4,908 Annual Chairman Reception budget: £4,500 Annual budget for the Chairman's Office - £3,000 this covers expenditure incurred by the office in supporting the Chairman throughout his/her year in office and covers such things as road closure orders for civic events, chairmen portraits costs, office stationary, maintenance of Chairman's Room etc.</p> <p>Expenses to be met from Chairman's allowance;</p> <ul style="list-style-type: none"> • Clothing • Partner's clothing • Personal hospitality • Charitable donations • Collections at church services (or similar) • Purchases of tickets for charity dinners and raffle tickets etc. • Poppy wreaths • Flower bouquets as gifts <p>Expenses to be met from the Chairman's office fund;</p> <ul style="list-style-type: none"> • Corporate hospitality events • Office Stationery • Engraving of plaques • Corporate gifts, i.e. shields, paper weights etc. • Visitors' Books • Refreshments for meetings in the Chairman's Room • Framing of Chairman's annual portrait • Printing for Orders of Service • Christmas cards (split 3 ways with Leader and CEO at their agreement) • Items associated with the maintenance of the Chairman's Room • Costs associated with road closures for Civic events <p>They state that for reasons of economy and, especially in view of the Council's current budget restraints, there is particular need for prudence in all areas of civic spending.</p>
Other Information	<p>The Chairman of the council is a civic and ceremonial role. The Chairman:</p> <ul style="list-style-type: none"> • is the first citizen of the Wycombe district

- Leads in major events and acts as host to visiting dignitaries;
- Represents the council locally, nationally and internationally; and
- Acts as an impartial chairman for full Council and other meetings.

The Handbook for the Chairman includes practical duties performed by the Chairman. Some of these include:

- Acting as host at functions organised by the Council.
- Attending important functions within the District as a representative of the District.
- Undertaking official openings and presentations at places throughout the District.
- Promoting, wherever possible, the diplomatic, business, commercial, industrial and educational life of the District.
- (Attending a variety of religious services, of all denominations, throughout the District).
- Taking the salute at parades and march pasts of both HM Services and other organisations e.g. Scouts, Guides, Boys' Brigade, etc.

Some events the Chairman attends include: fêtes, openings of community projects and exhibitions. The Chairman also leads Council ceremonial events which are of particular significance and are not specifically associated with a particular Committee.

The Chairman can choose whether support charities.

Comparison of regional information

APPENDIX 10

Authority	Population size (ONS 2017)	Mayor or Chairman	Average engagements per annum	Budgets per annum
Babergh District Council and Mid Suffolk District Council	90,800 101,500 Rural Urban Classification (2011) Babergh – 94.6% rural Mid Suffolk – 97.9% rural	Chairman	120	Overall Civic Budget: £12,500 <ul style="list-style-type: none"> - Chairman’s allowance: £5,000 - Deputy Chairman’s allowance: £2,500 - Staff costs of the civic office: One Civic Officer supports the Chair/Vice Chair of both councils working two days a week. - Car costs: They do not provide a Chairman’s car. The Chairman and Vice Chairman use their own vehicles and claim mileage. The civic mileage expenses for 2017/18 were: <ul style="list-style-type: none"> - Mid Suffolk DC - £505.80 - Babergh DC £449.10 <p>The civic budget includes all civic expenses and engagements; i.e. annual civic dinner, travel, tickets, other civic events, remembrance services – wreaths, etc.</p>
Borough Council of King's Lynn & West Norfolk	151,900 Rural Urban Classification (2011) 66.2% rural	Mayor	300	Overall Civic Budget: £80,420 <ul style="list-style-type: none"> - Mayor’s allowance: £5,975 - Deputy Mayor’s allowance: £2,030 - Staff costs of the civic office: £45,820 - Car costs: £100 (The council owns a civic car to transport the Mayor around the borough, which covers over 500 square miles)
Braintree District Council	151,700 Rural Urban Classification (2011)	Chairman	2017 – 98 but has attended 150 + in previous years	Overall Civic Budget: £14,340 <ul style="list-style-type: none"> - Chairman’s allowance: £3,020 - Deputy Chairman’s allowance: £820 - Staff costs of the civic office - There are four members of staff that support the civic department; two are part time and two are full time. One member

	63.6% rural			<p>of staff works with the Chief Executive and Leader so cover is spread across two departments.</p> <ul style="list-style-type: none"> - Car costs: £4,000
Breckland Council	<p>138,600</p> <p>Rural Urban Classification (2011)</p> <p>100% rural</p>	Chairman	57 (2016/17) and 67 (2017/18)	<p>Overall Civic Budget: £9,460</p> <ul style="list-style-type: none"> - Chairman's allowance: £5,460 - Deputy Chairman's allowance: 123.62 per meeting chaired - Staff costs of the civic office: Salary comes from the Democratic Services budget. A Democratic and Electoral Services Support Officer and Chairman's Secretary supports the Chairman. - Car costs: The Chairman does not have a civic car but does claim mileage expenses.
Broadland District Council	<p>128,500</p> <p>Rural Urban Classification (2011)</p> <p>48.5% rural</p>	Chairman	70	<ul style="list-style-type: none"> - Overall Civic Budget: £4,500 Chairman's allowance: £1,486 - Deputy Chairman's allowance: £742 - Staff costs of the civic office: No separate budget for staffing – the Senior Committee Officer supports which takes up a fairly low proportion of their time. The only increase is when they organise the Chairman's Reception, but this is not a huge amount of time, and not costed out separately. - Car costs: Their civic profile is very low key. They do not have a car for the Chairman.
Chelmsford City Council	<p>176,200</p> <p>Rural Urban Classification (2011)</p> <p>19.7%</p>	Mayor	350	<p>Overall Civic Budget: £114,600</p> <ul style="list-style-type: none"> - Mayor's allowance: £12,100 - Deputy Mayor's allowance: £4,400 - Staff costs of the civic office: £39,700 - Car costs: Mayor's Chauffeur charges - £30,500, Car maintenance - £2,200, Fuel - £400 and Insurance - £500.

Dacorum Borough Council	153,300 Rural Urban Classification (2011) 36.5%	Mayor	300-400	Overall Civic Budget: £139,230 - Mayor's allowance/expenses: £24,120 (including £7,921 for salary and allowance) - Deputy Mayor's allowance: £1,483 - Staff costs of the civic office: £114,110 - Civic budget includes: £1,000 (catering and hospitality)
East Cambridgeshire District Council	88,900 Rural Urban Classification (2011) 100% rural	Chairman	50	Overall Civic Budget: £7,000 - Chairman's allowance: £5,406 - Deputy Chairman's allowance: £0 - Staff costs of the civic office: They have 1 x Chairman's PA and the PA to the Director also deputises in cases of absence. - Car costs: These are not costed separately so are not possible to provide.
Epping Forest District Council	130,600 Rural Urban Classification (2011) 26.6% rural	Chairman	170-200	Overall Civic Budget: £30,460 - Chairman's allowance: £8,600 - Deputy Chairman's allowance: £2,150 - Staff costs of the civic office: The Chairman only has one officer employed to work 21.5 hours per week. - Car costs: £2,000 The civic budget includes, Civic hospitality - £2,620, Other expenses - £2,270, Chairman's Awards - £14,000, Print operations - £970 The expectation is that the Chairman is required to fund a number of things from their allowance.
Fenland District Council	100,800 Rural Urban Classification (2011) 69.8% rural	Chairman	65	Overall Civic Budget: £15,000 - Chairman's allowance: £8,016 (this includes an SRA of £4,116 and a Civic Dignitaries Allowance of £3,900) - Deputy Chairman's allowance: £0 - Staff costs of the civic office: Member Services support the Chairman's civic diary with one officer taking responsibility as Chairman's secretary.

				- Car costs: £0
Great Yarmouth Borough Council	99,400 Rural Urban Classification (2011) 34.8% rural	Mayor	500-600	Overall Civic Budget: £33,000 - Mayor's allowance: £5,000 and £2,278 SRA - Deputy Mayor's allowance: £911 - Staff costs of the civic office: They have one officer (Events Manager) who supports the Mayor as a PA, however, this is not their only role within the local authority. - Car costs: £10,000 (The Mayor's car is provided to save having a driver and a car – this is operated by a private executive car hire company).
Harlow Council	86,200 Rural Urban Classification (2011) 0% rural	Chairman	100-200	Overall Civic Budget: £9,680 - Chairman's allowance: £2,500 - Deputy Chairman's allowance: £500 - Staff costs of the civic office: One full time member of staff supports the Chairman. (£27,221) - Car costs: £0 (They do not have a car but pay for taxis and mileage if the Chairman uses their own vehicle)
Hertsmere Borough Council	104,000 Rural Urban Classification (2011) 15% rural	Mayor	200	Overall Civic Budget: £98,646 - Mayor's allowance: £5,975 - Deputy Mayor's allowance: £0 - Staff costs of the civic office: £32,571 - Car costs: £16,000
Ipswich Borough Council	138,500 Rural Urban Classification (2011) 0% rural	Mayor	450-650	Overall Civic Budget: £118,010 - Mayor's allowance: £3,726 - Deputy Mayor's allowance: £500 - Staff costs of the civic office: 2 x full time staff and 1 x part time staff = £59,510.00 - Car costs: £3,810 (Annual hire of Mayoral car) £1,200 (General transport running expenses)

Luton Borough Council	214,700 Rural Urban Classification (2011) 0% rural	Mayor	250	Overall Civic Budget: £8,650 - Mayor's allowance: £3,500 - Deputy Mayor's allowance: £0 The civic budget includes £2,180 - Hospitality budget, £1,090 - Mayor Investiture, £1,880 - Remembrance Day Service
Maldon District Council	64,000 Rural Urban Classification (2011) 100% rural	Chairman	250-300	Overall Civic Budget: £9,000 - Chairman's SRA: £4,800 - Deputy Chairman's allowance: £473.80 - Staff costs of the civic office: Maldon District Council has one member of staff whose role involves support to the Chairman and this support equates to approximately 20% of their time. - Car costs: The Chairman is encouraged to use his own vehicle and mileage is paid.
North Hertfordshire District Council	133,300 Rural Urban Classification (2011) 30.5% rural	Chairman	150	Overall Civic Budget: £14,450 - Chairman's allowance: £5,500 - Deputy Chairman's allowance: £0 - Staff costs of the civic office: The Chairman's Secretary role is part of the Committee and Member Services role. Approximately 15 hours per week is spent on this task. - Car costs: £540 (this is used to hire a car as they do not own a civic car)
North Norfolk District Council	104,100 Rural Urban Classification (2011) 100% rural	Chairman	120	Overall Civic Budget: £13,872 - Chairman's allowance: £6,312 - Deputy Chairman's allowance: £0 - Staff costs of the civic office: There is one member of staff who supports the chairman (PA to Chief Exec, Leader and Chairman). - Car costs: The Council do not have a car for the Chairman.
Norwich City Council	140,400	Mayor	300-350	Overall Civic Budget: £54,000 - Mayor's allowance: £6,588

	Rural Urban Classification (2011) 0% rural			<ul style="list-style-type: none"> - Deputy Mayor's allowance: £0 - Staff costs of the civic office: The civic office is made up of one Civic Coordinator working full time and one working two days a week. - Car costs: £14,000 (driver) and £4,807 (cost for the lease car)
Peterborough City Council	198,900 Rural Urban Classification (2011) 12.3% rural	Mayor	400	Overall Civic Budget: £147,000 <ul style="list-style-type: none"> - Mayor's allowance: £12,000 - Deputy Mayor's allowance: £3,400 (50% of this is given per month to the Deputy Manager) - SRA (if applicable): - Staff costs of the civic office: £91,800 (1 x Mayoral Services Manager, 1 x Mayoral Services Officers and 2 x Mayoral Services Assistants – also act as chauffeurs and Mace bearers for Civic Events). - Car costs: (included in the overall civic budget figure) £40,000 of the Civic Budget covers the cost of the Mayoral Car and organisation of all civic events such as Remembrance, Holocaust Memorial Day, Fly the Flag events and civic receptions, together with the purchase of gifts.
South Cambridgeshire District Council	156,700 Rural Urban Classification (2011) 76.5% rural	Chairman	70-100	Overall Civic Budget: £8,298 <ul style="list-style-type: none"> - Chairman's allowance: £3,700 - Deputy Chairman's allowance: £1,698 - Staff costs of the civic office: There is one member of staff who supports the chairman (PA to the Executive Director and Chairman). They provide administrative support and arrange events however, their main work is supporting the Senior Leadership team. - Car costs: The Chairman uses their own car and no funds are set aside for car costs.
South Norfolk Council	135,500	Chairman	80-90	Overall Civic Budget: £13,482 <ul style="list-style-type: none"> - Chairman's allowance: £6,079 - Deputy Chairman's allowance: £1,403

	Rural Urban Classification (2011) 86.7% rural			<ul style="list-style-type: none"> - Staff costs of the civic office: Allocation for Civic Office staffing is approximately 20% of one FTE post. - Car costs: They do not have a car. They reimburse the Chairman for petrol costs.
St Albans City and District Council	147,100 Rural Urban Classification (2011) 9.4% rural	Mayor	600-800	Overall Civic Budget: £31,890 <ul style="list-style-type: none"> - Mayor's allowance: £10,770 - Deputy Mayor's allowance: £3,430 - Staff costs of the civic office: The Mayor has dedicated support in the form of: <ul style="list-style-type: none"> - A part time diary officer (0.5 of post) A full time Civic Officer A Macebearer, who carries out duties when required A Member and Mayoral Team Leader (4 days per week) - Car costs: £4,650 Civic budget includes; <ul style="list-style-type: none"> • Transport allowance for events (£1,110) • Clothes/uniform (£170) • Insurance Civic Regalia (£2,830) • Refreshments (£260) • General civic expenses (£4,530) • Remembrance Service expenses (£870) • Carol Concert expenses (£160) • Wreaths (£350) • Regalia Engrave etc. (£420) • Mayor Ball (£1,570) • Civic Service (£770)
Suffolk Coastal District Council	129,000 Rural Urban Classification (2011)	Chairman	85	Overall Civic Budget: £13,966 <ul style="list-style-type: none"> - Chairman's allowance: £7,325 - Deputy Chairman's allowance: £2,441 - Staff costs of the civic office: They employ one officer (Chairman's Secretary), however, the majority of their role involves supporting the Corporate Management

	68.9% rural			<p>team. Approximately three hours a week is spent supporting the Chairman.</p> <ul style="list-style-type: none"> - Car costs: £0 (They do not have a car for the Chairman) <p>£4,200 of the civic budget which covers tickets, reception costs, engraving, flowers, poppy wreaths etc.</p>
Tendring District Council	144,700 Rural Urban Classification (2011) 63.4% rural	Chairman	100	<p>Overall Civic Budget: £13,460</p> <ul style="list-style-type: none"> - Chairman's allowance: £6,329 - Deputy Chairman's allowance: £2,231 - Staff costs of the civic office: There are two members of staff that provide direct support to the Chairman, as well as support for the CEO, Leader, members and senior management. Staffing costs therefore come under the CEO general office. - Car costs: They do not have a car for the Chairman. (This was decided a number of years ago due to cutbacks. They pay mileage if claimed).
Uttlesford District Council	87,000 Rural Urban Classification (2011) 100% rural	Chairman	60-70	<p>Overall Civic Budget: £7,000</p> <ul style="list-style-type: none"> - Chairman's allowance: £4,080 - Deputy Chairman's allowance: £2,040 - Staff costs of the civic office: There is no dedicated officer supporting the Chairman however the executive team provide some support. - Car costs: £0 (They do not have a civic car but the Chairman submits mileage claims on an ad hoc basis)
Waveney District Council	117,900 Rural Urban Classification (2011) 38.4% rural	Chairman	150	<p>Overall Civic Budget: £12,024</p> <ul style="list-style-type: none"> - Chairman's allowance: £7,324 - Deputy Chairman's allowance: £0 - Staff costs of the civic office: The civic diary and administrative support are provided on a part time basis by Democratic Services – there is no full time officer at present. The chairman's civic diary, events and general administrative support are provided by a part time Democratic Services Officer. There is also a Civic Secretary who allocated 1-5 days per week to

				<p>supporting the chairman. This is dependent on the number of events happening at the time. There is therefore no part time officer at this time however, with the formation of the new East Suffolk Council in May 2019, they are expecting there will be a full time Civic Secretary post.</p> <ul style="list-style-type: none">- Car costs: £0 <p>The Chairman does not appoint a charity for the year and does not hold fundraising events, unless there are exceptional circumstances.</p>
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Detailed overview of alternative approaches to civic leadership

Elected Mayors

- A number of local authorities, in particular cities, operate under an Elected Mayor, which is a very different role to a civic mayor. Elected mayors have full decision making powers and provide corporate governance, strategic and operational leadership as well as the figurehead role. This is a significantly different governance approach to the current leadership arrangements within Forest Heath District Council and St Edmundsbury Borough Council.
- Under the Local Government Act 2000, there is a power for the community to petition the council to hold a referendum on whether local people should elect a mayor to lead the council. In order to call a referendum, a petition must be raised which is signed by 5% of local government electors for the area. In these circumstances, once appointed, the directly elected mayor is the head of the council's decision making body. For example, Cambridgeshire and Peterborough has an elected mayor who has been elected by the public as the head of the Cambridgeshire and Peterborough Combined Authority and has the power to make decisions on aspects of policy and strategy for Cambridgeshire and Peterborough.
- An average cost for holding a referendum is in the region of £200k, (please note that this figure is based on the cost of running a standalone election because there are many similarities in the approach and thus the costs are likely to be comparable).
- There are 16 elected Mayors nationally and these are shown below;
 1. Dave Hodgson (Liberal Democrat), Mayor of Bedford (Bedford Borough Council)
 2. Martin Reeves (Labour), Mayor of Bristol (Bristol City Council)
 3. Mike Starkie (Independent), Mayor of Copeland (Copeland Borough Council)
 4. Ros Jones (Labour), Mayor of Doncaster (Doncaster Metropolitan Borough Council)
 5. Peter Soulsby (Labour), Mayor of Leicester (Leicester City Council)
 6. Joe Anderson (Labour), Mayor of Liverpool (Liverpool City Council)
 7. Katie Allsop (Independent), Mayor of Mansfield (Mansfield District Council)

8. Dave Budd (Labour), Mayor of Middlesbrough (Middlesbrough Borough Council)
9. Norma Redfearn (Labour), Mayor of North Tyneside (North Tyneside Council)
10. Paul Dennett (Labour), Mayor of Salford (Salford City Council)
11. Gordon Oliver (Conservative), Mayor of Torbay (Torbay Council)
12. Peter Taylor (Liberal Democrat), Mayor of Watford (Watford Borough Council)
13. Phillip Glanville (Labour), Mayor of Hackney (Hackney London Borough Council)
14. Damien Egan (Labour), Mayor of Lewisham (Lewisham London Borough Council)
15. John Biggs (Labour), Mayor of Tower Hamlets (Tower Hamlets London Borough Council)
16. Rokhsana Fiaz (Labour), Mayor of Newham (Newham London Borough Council)

Leicester – A Case Study

The City Mayor leads on all matters of constitution and governance, emergency planning and resilience, the Council's responsibilities for economic development, transport and re-generation. They are elected for a four year period.

The City Mayor's role, as set out in the constitution, is to be responsible for all of the Council's executive functions which are not the responsibility of any other part of the Council. Some of the key responsibilities include;

- Appointing the Deputy City Mayor and the Assistant City Mayors;
- Determining the scheme of delegation for the functions of the City Mayor and Deputy City Mayor and Assistant City Mayors and to maintain a written record of delegations;
- Publishing the Forward Plan;
- Chairing meetings of the City Mayor & Cabinet.

They are supported by nine members who form the executive team, comprised of deputy and assistant mayors.

The Deputy City Mayors support the City Mayor and have portfolios that include culture, leisure, sport and regulatory services, children and young people and the environment, public health and health integration.

There are a number of Assistant Mayors, with the following portfolios; adult social care and well-being, neighbourhood services, housing, communities and equalities, voluntary and community sector and supporting the entrepreneurial agenda.

The City Mayor has a website for more information;
<https://www.leicester.gov.uk/your-council/city-mayor-peter-soulsby>.

Charter Trustees

- In 1974, there were some areas where a former borough council was subsumed into a larger district council, and that larger district council did not apply for a borough status. The former borough council areas that were not “parished” were then required to appoint Charter Trustees (usually the District Councillors representing that area), who oversaw the civic office and recommended a mayor annually for the former borough area. This practice existed until recently in Lowestoft, but in 2017, Lowestoft formed its own Town Council and the responsibility of the Charter Trustees passed to the newly formed Town Council. There could not be a Charter Trustee approach for west Suffolk because it is a fully parished area.

Lord Mayors / Sheriff

- The right to appoint a [Lord Mayor](#) is a rare honour, even less frequently bestowed than [city status](#). Lord Mayor status is granted by the Monarch, and generally as a mark of commemoration. The last time such status was awarded was in 2012, to mark the Queen’s Jubilee. It is understood that 12 places applied for the status through submission of formal bids and only Amagh, in Northern Ireland, was successful. Bids from Peterborough and Cambridge were both rejected.
- Currently, 23 cities in England have Lord Mayors:
[Birmingham](#), [Bradford](#), [Bristol](#), [Canterbury](#), [Chester](#), [Coventry](#), [Exeter](#), [Kingston upon Hull](#), [Leeds](#), [Leicester](#), [Liverpool](#), [London](#), [Manchester](#), [Newcastle upon Tyne](#), [Norwich](#), [Nottingham](#), [Oxford](#), [Plymouth](#), [Portsmouth](#), [Sheffield](#), [Stoke-on-Trent](#), the [City of Westminster](#) and [York](#). (https://en.wikipedia.org/wiki/Mayors_in_England#Lord_Mayors)
- The role of a Lord Mayor is primarily an ambassadorial one, focused on representing the people both at home and abroad and is predicated on political neutrality. There are many similarities to the role of a civic mayor;
 - Presiding over civic functions and social occasions as the ceremonial head of the council;
 - Hosting events, receiving and welcoming members of the Royal Family, dignitaries and visitors, at all times observing the recognised protocol;
 - Taking part in functions as a representative of the people or the council;

- Working proactively for the mayoral charities and supporting many other charities;
- Promoting and raising the profile of many council initiatives and projects of a charitable and voluntary nature that benefit citizens;
- Encouraging active citizenship and participation by all;
- Maintaining good relationships and working with city faith organisations, attending a variety of religious occasions and making visits to groups and places of worship;
- Maintaining close links with the armed forces and veterans' organisations;
- Supporting voluntary activities that benefit local communities and people as a whole;
- Celebrating local success and recognising achievement both internal and external to the Council;
- Joining citizens in community events.

Sheffield – A Case Study

Green Party councillor Magid Mah was elected as the youngest ever Lord Mayor of Sheffield in May 2018. A former child refugee, he is particularly popular with young people, with a strong presence on social media and has been welcomed as the “coolest” Mayor. He has strong political views and has gained lots of media attention since he was elected.

The post is a ceremonial role, meaning the Mayor must represent the Council and the city, speaking at a range of functions and undertaking ceremonial duties but this has not stopped him in being vocal to make changes in the way the Council operates or in advocating views.

The role of the Mayor is separated in the constitution under ‘Ceremonial’ and ‘Chairing the Council meeting’. The ceremonial role is undertaken through promoting public involvement in the Council’s activities and attending various civic and ceremonial functions.

The Mayor supports three charities in Sheffield; Flourish Sheffield, Sheffield Women’s Counselling and Therapy Service and the Unity Gym Project.

The Mayor also engages with several community groups supporting marginalised groups in the area, and promotes equality and diversity. Some of the events attended this year include, the Somali Celebration Evening and the Caribbean Sports Club Family Fun Day.

- In some councils, historic charters have preserved specific civic roles. For example, in Norwich, as well as the Lord Mayor (who acts as the Council Chairman and performs civic duties), there is a Sheriff. The Sheriff is an eminent “local person of dignity” and is appointed annually by the Council. Past Sheriffs have included professors from the University of East Anglia, Norwich City footballers, and former Council staff. They undertake some elements of the civic role, attending functions and events. Such a role is validated by a historic charter and it

may be difficult to give it such validity if it is was a role the Council itself created.

A 'People's Mayor'

- In theory, there is nothing to prevent the council from creating a form of civic leadership role to act as a figurehead of the council in the community, i.e. a non-elected councillor. A formal process would need to be developed to determine how such a figurehead would be nominated and approved, and what their role would be. However, there are a number of potential challenges to this, as follows:
 - Only the mayor or the chairman should wear the civic regalia, including chains of office. This could cause friction where a "civic figurehead" is attending an event as well as the mayor or chairman; the mayor or chairman would have legal precedence. A parallel example could be in Mansfield, where following a referendum, they changed the role to an Executive Mayor of Governance. The elected mayor did perform some elements of what may be seen as "civic life" and wore the Mansfield chain of office when doing so. This, however, resulted in an argument between the mayor and chairman over the chains of office which required intervention from a government minister to resolve the dispute.
 - Chains of office give the mayor and chairman a degree of gravitas, and recognition from communities, in essence, people like having their picture taken with the mayor or chairman. If a civic leader did not wear a chain, this may not have the same gravitas. This can be overcome, to a degree, for example, the Deputy Lord Lieutenants wear large medals/broches recognising their office.
 - It is expected that the chairman and mayor demonstrate the highest standards of conduct, they are above reproach. Where such a post holder is not a councillor, it could be difficult to hold them to account should they behave in a manner that is not suitable. Similarly, it could also be challenging if the individual expressed views that the council may strongly disagree with.
 - Protocols exist regarding invitations and behaviours for the civic office. There may be concern that confusion could arise regarding invites and statuses, particularly if an informal, unofficial civic leadership role was formed that may not receive appropriate recognition from other civic offices and dignitaries and importantly, from communities.
 - The title of "Mayor of the Council" or "Chairman of the Council" can easily be understood even if residents do not understand exactly what it means. This may become more confusing if there were separate roles and people may not understand the purpose or meaning of a community civic leader.

- Civic offices usually seek to raise money for charity, organise events for the figurehead and may also provide services to support the role holders. Splitting the civic role may lead to questions as to the appropriateness of using public funds for a role that is not an “official” post within the council, and make cause difficulties with audit and governance of the funding if outside the main council financial structures.

Ward Councillor Questions

- 1) How in your role do you promote the wider civic functions of the council?
- 2) How do you Support the council's priorities as ward councillor?
- 3) Have you been at an event where the mayor/chairman has also attended?
 - If so, what event?
 - What impact did they have?
 - If the mayor was present were they wearing robes and what impact did this have?
 - Did you both need to be there?
- 4) How can you recognise the contribution of your community?
- 5) Moving forward, how do you see your role as a ward councillor evolve and support the civic leader of the council?

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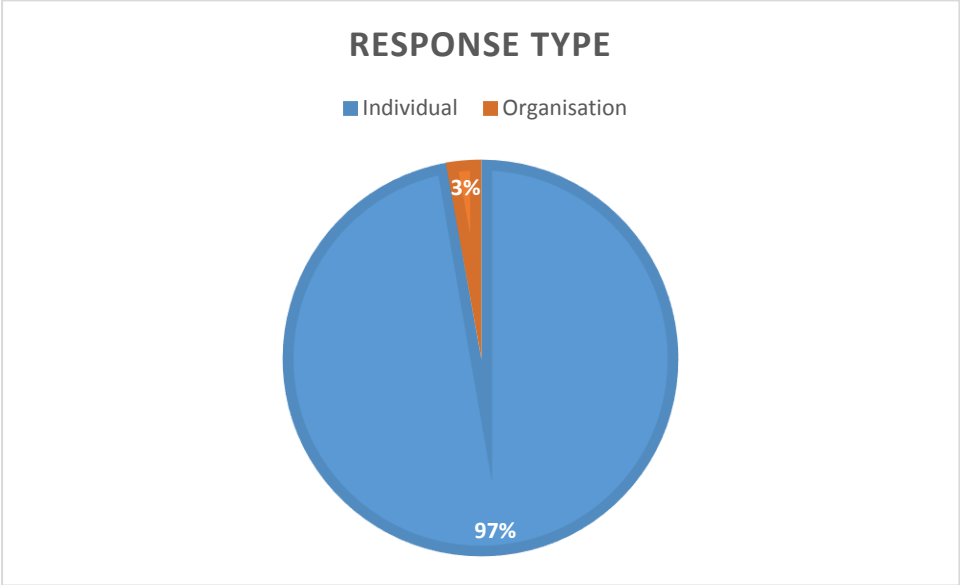
Portfolio holder's questions

- 1) As a member of the cabinet and portfolio holder, how do you promote (ENTER PORTFOLIO – e.g. housing, communities, growth)
- 2) How do you in your role support the civic leader of the council?
- 3) Have you been at an event where the mayor/chairman has also attended?
 - a. If so, what event?
 - b. What impact did they have?
 - c. If the mayor was present were they wearing robes and what impact did this have?
 - d. Did you both need to be there?
- 4) Moving forward, how do you see your role as a portfolio holder evolve and support the civic leader of the council?

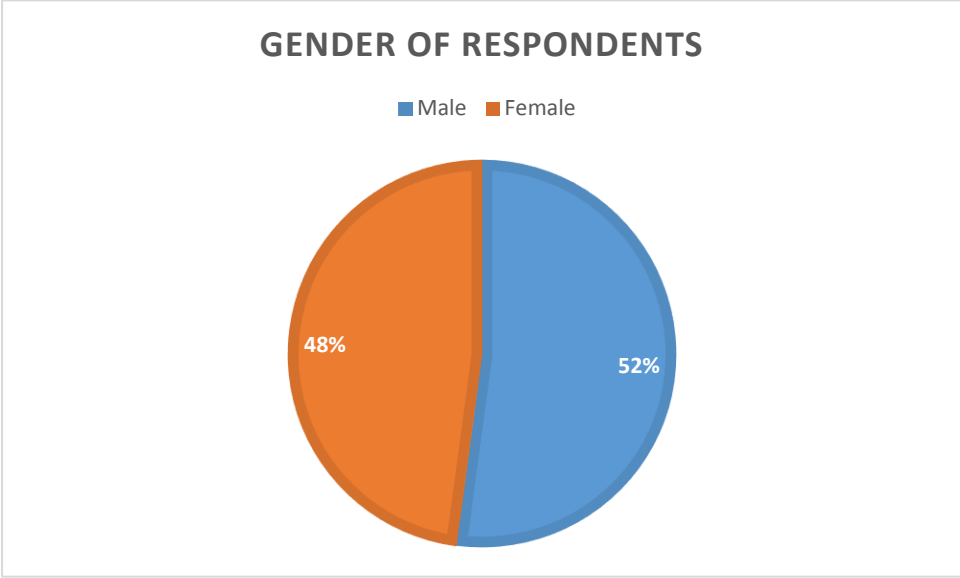
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Detailed overview of survey respondents

Q10. Are you responding as an individual or on behalf of an organisation?

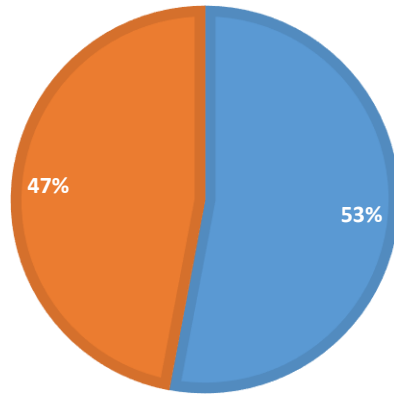


Q.11 Gender:

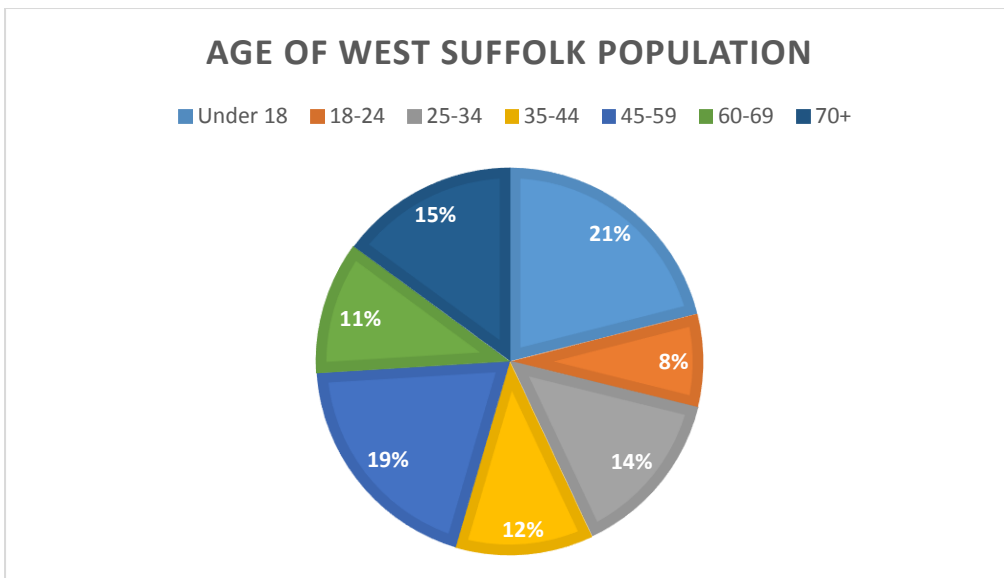
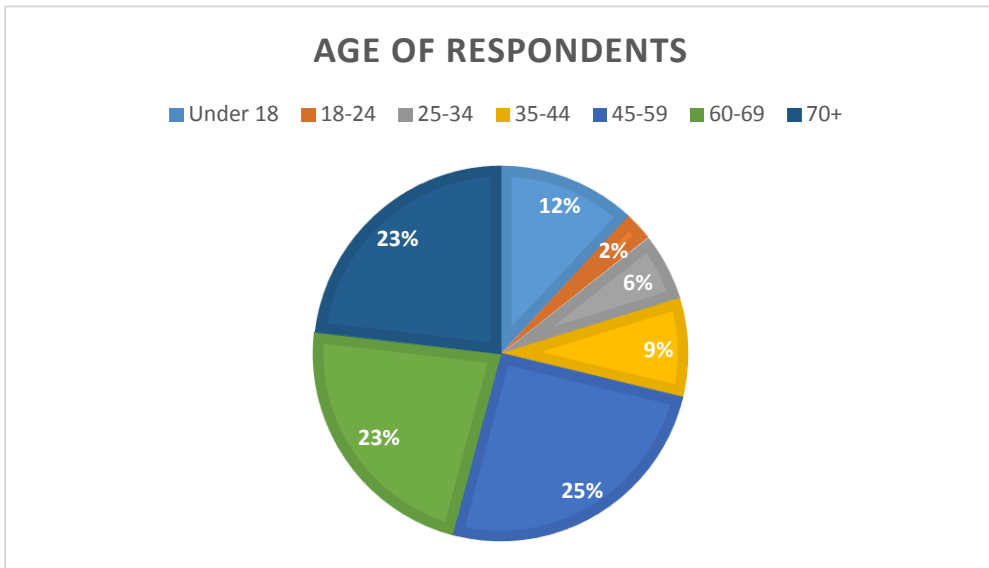


GENDER OF WEST SUFFOLK POPULATION

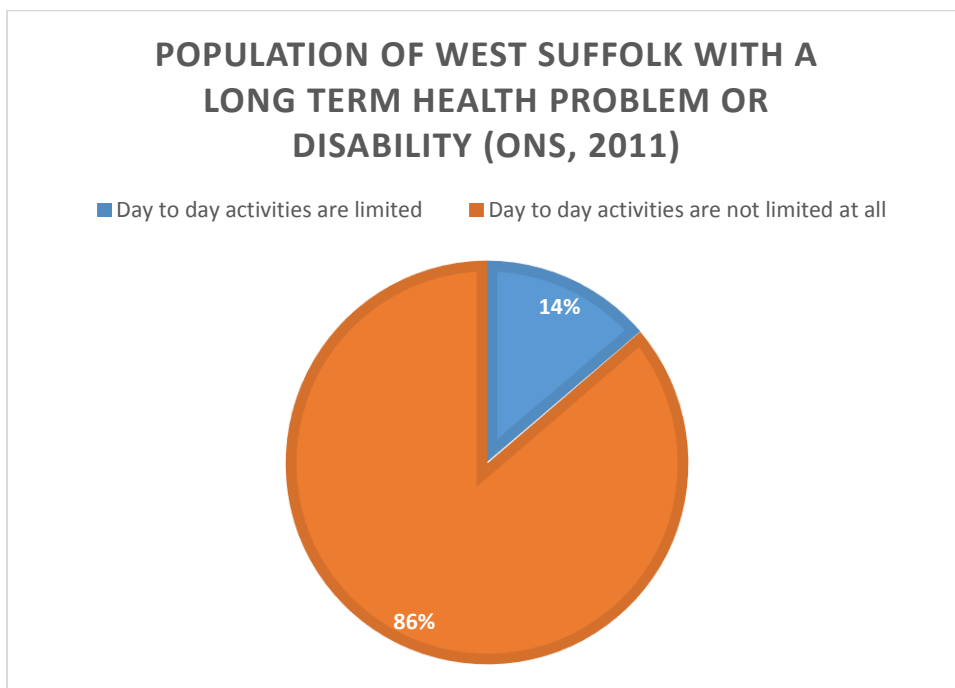
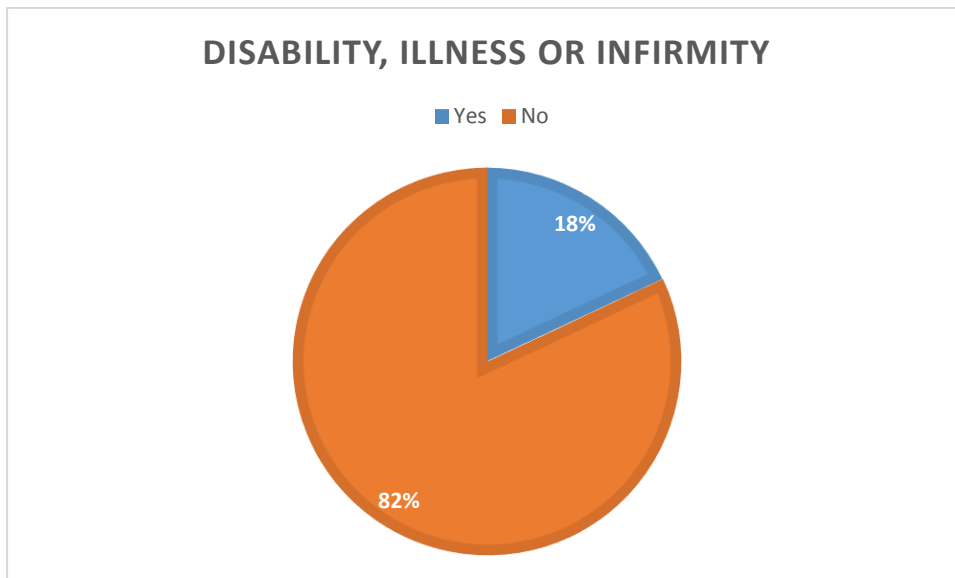
■ Male ■ Female



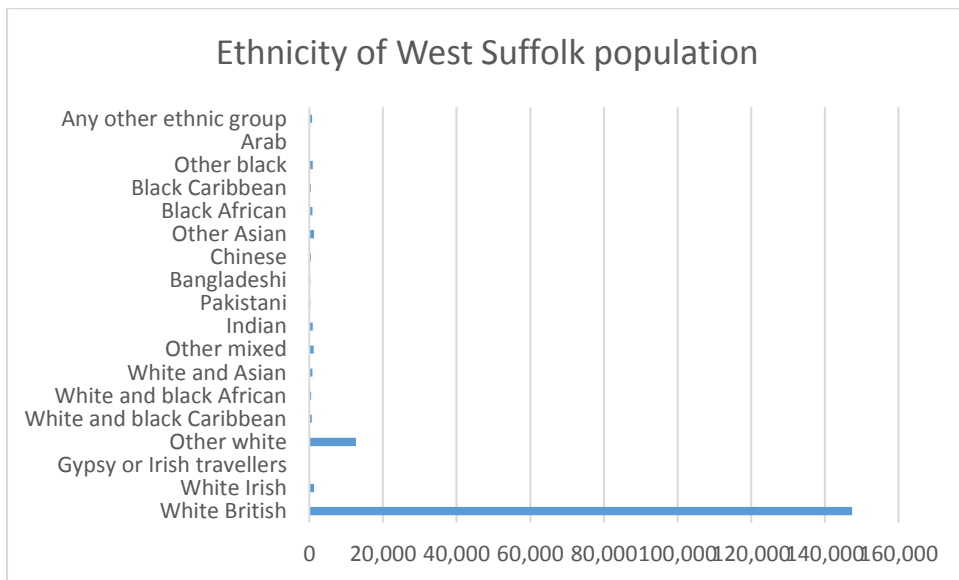
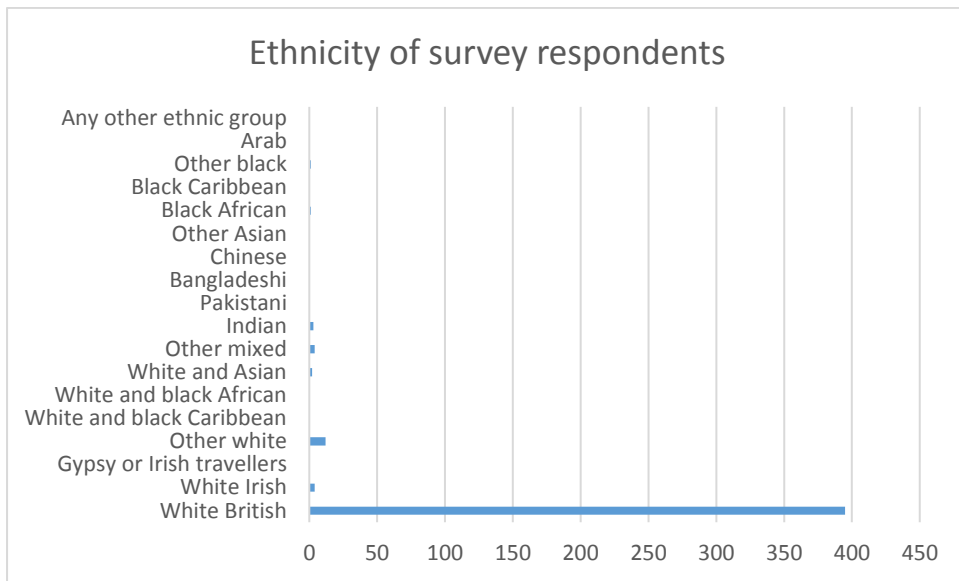
Q12. Your age category:



Q13. Do you have any long standing illness, disability or infirmity?



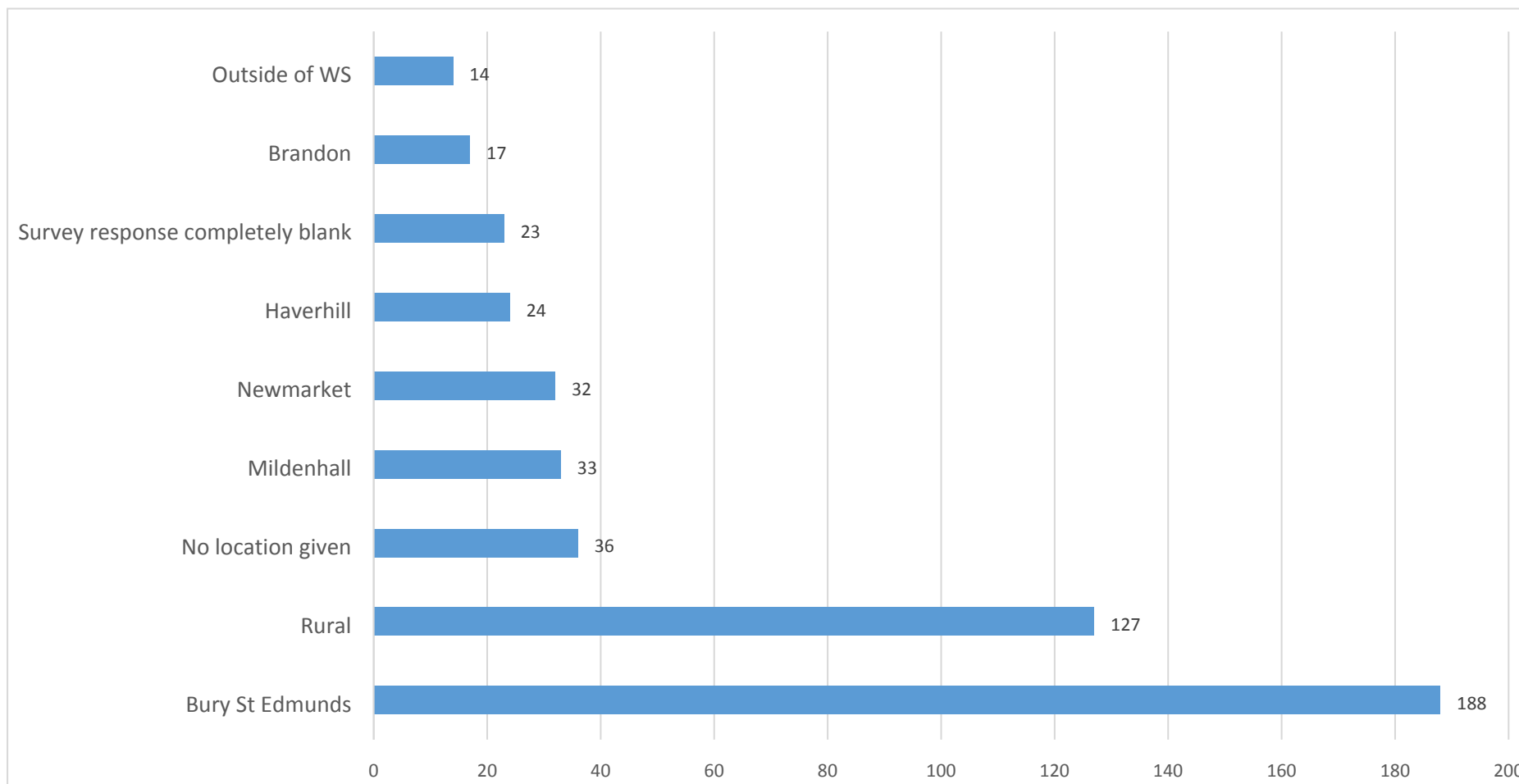
Q14. Ethnic origin



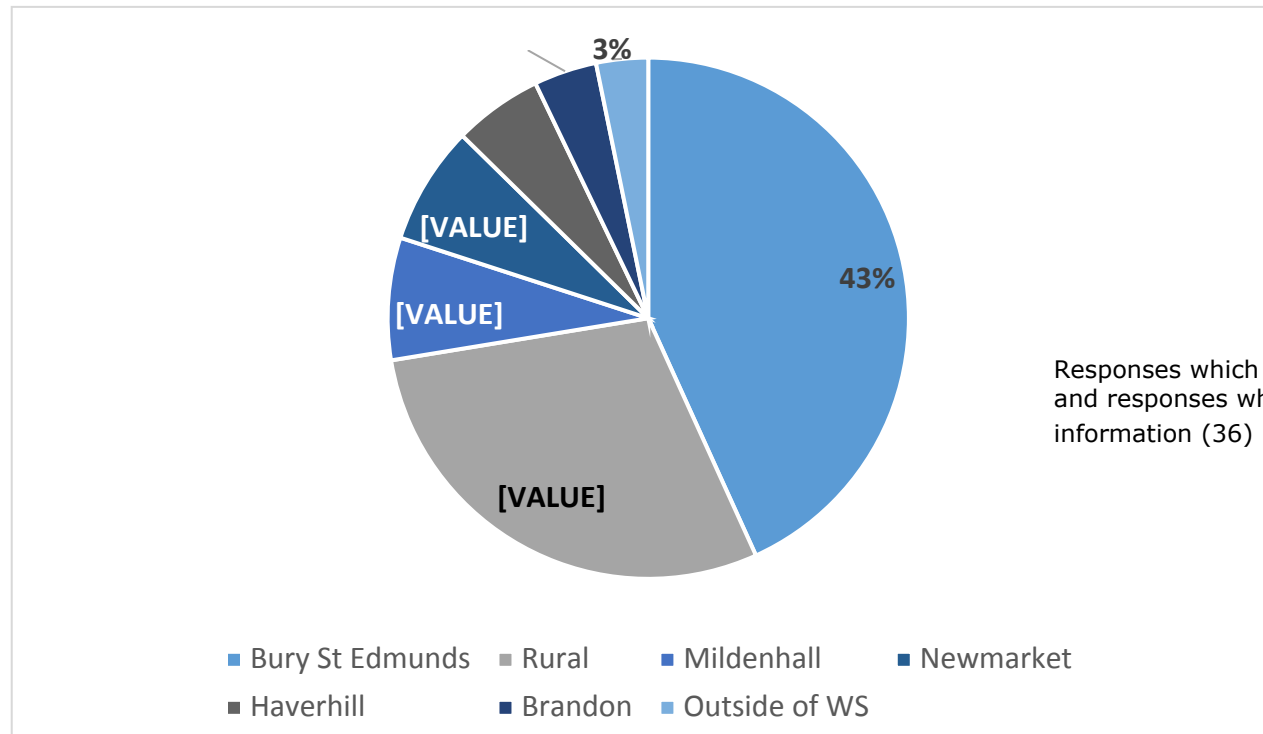
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Appendix 15 – Geographic breakdown of survey respondents

Geographical split of survey respondents by towns and rural areas



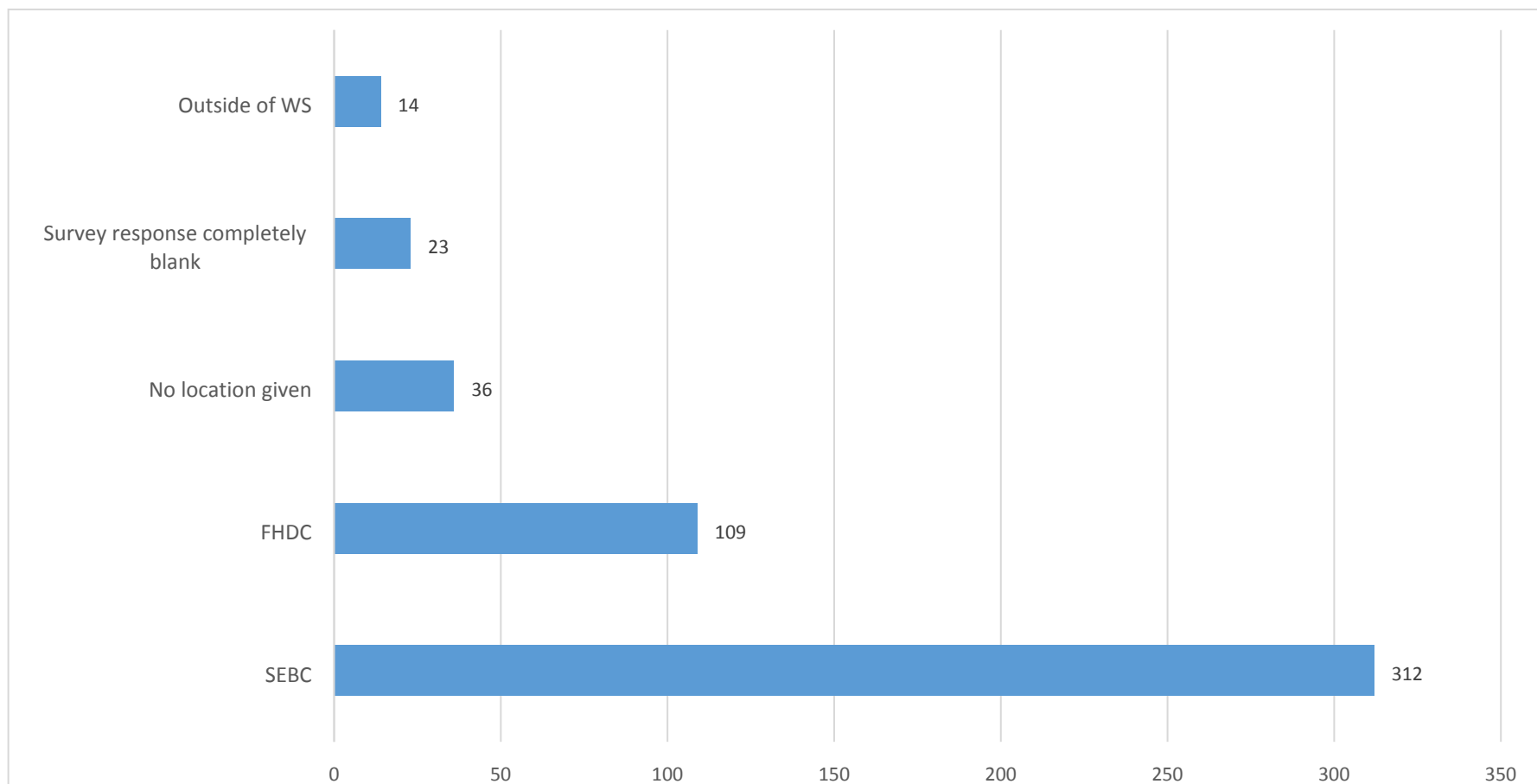
Geographical split of survey respondents by towns and rural areas



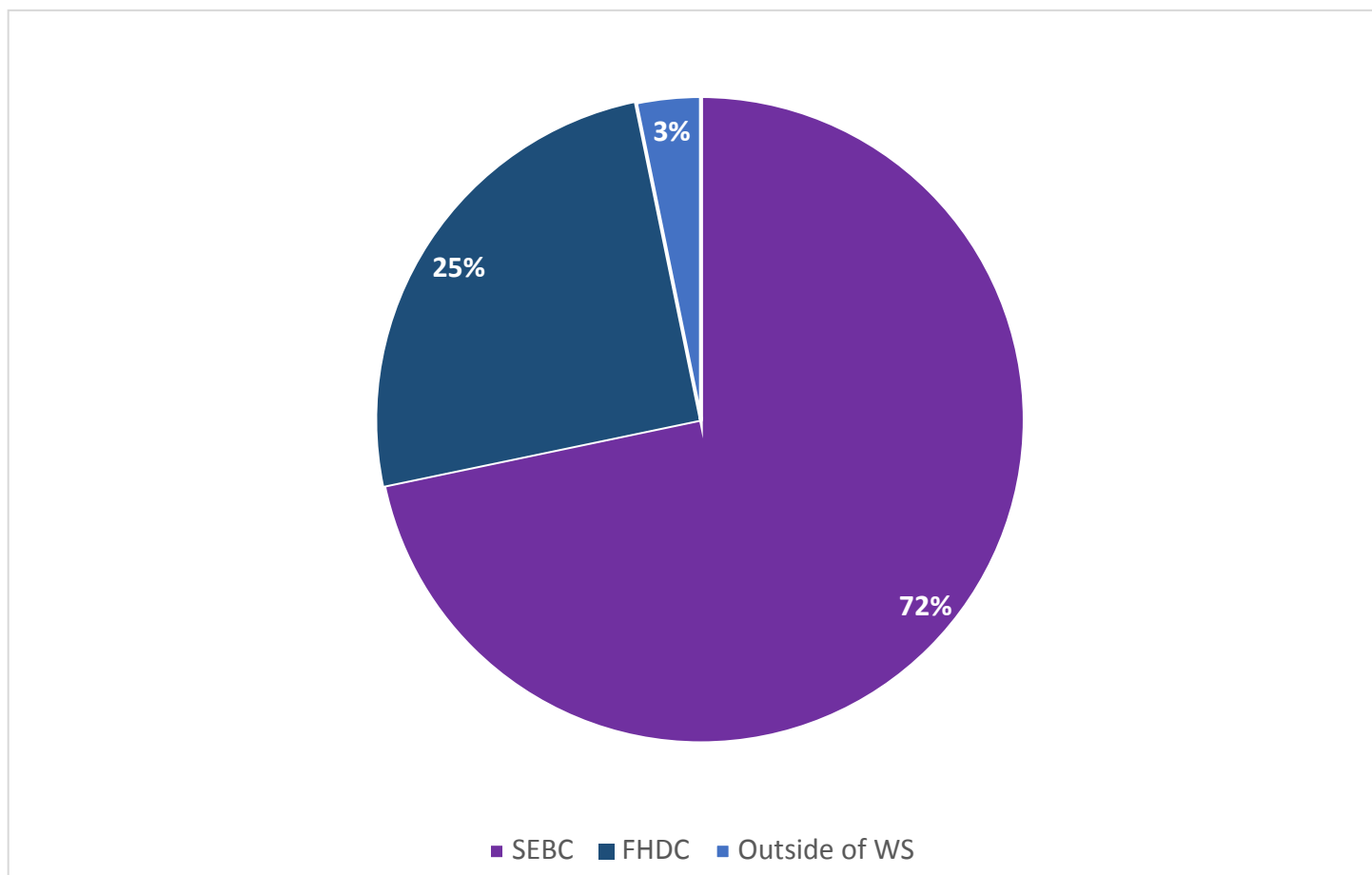
The table below shows how the geographical split of the survey respondent's links to the current population proportions; (Please note that the 'Rural' population figures include the US Visiting Forces population, from whom we would expect a lower level of engagement with Civic Leadership issues).

	Population	Proportion by population	Proportion of responses
West Suffolk	177385		
Bury St Edmunds	41900	23.62	43
Haverhill	27414	15.45	6
Mildenhall	9023	5.09	8
Newmarket	17239	9.72	7
Brandon	9926	5.60	4
Rural	105502	59.48	29

Geographical split of survey respondents by local authority area



Geographical split of survey respondents by local authority area



Responses which were left completely blank (23) and responses which did not give any location information (36) have been removed.