



EXTRAORDINARY COUNCIL MEETING

**7.00 pm Wednesday, 22 May 2024
At Council Chamber - Town Hall**

Members of the Council of the London Borough of Havering are advised that a meeting of the Council is scheduled to take place on the date and time shown above. An indication of the business to be dealt with is given below.

**Gavin Milnthorpe
Monitoring Officer**

**For information about the meeting please contact:
Anthony Clements tel: 01708 433065
anthony.clements@oneSource.co.uk**



Webcast

Please note that this meeting will be webcast.

**Members of the public who do not wish to appear
in the webcast will be able to sit in the balcony,
which is not in camera range.**

Under the Committee Procedure Rules within the Council's Constitution the Chairman of the meeting may exercise the powers conferred upon the Mayor in relation to the conduct of full Council meetings. As such, should any member of the public interrupt proceedings, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room and may adjourn the meeting while this takes place.

Excessive noise and talking should also be kept to a minimum whilst the meeting is in progress in order that the scheduled business may proceed as planned.

Protocol for members of the public wishing to report on meetings of the London Borough of Havering

Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

Reporting means:-

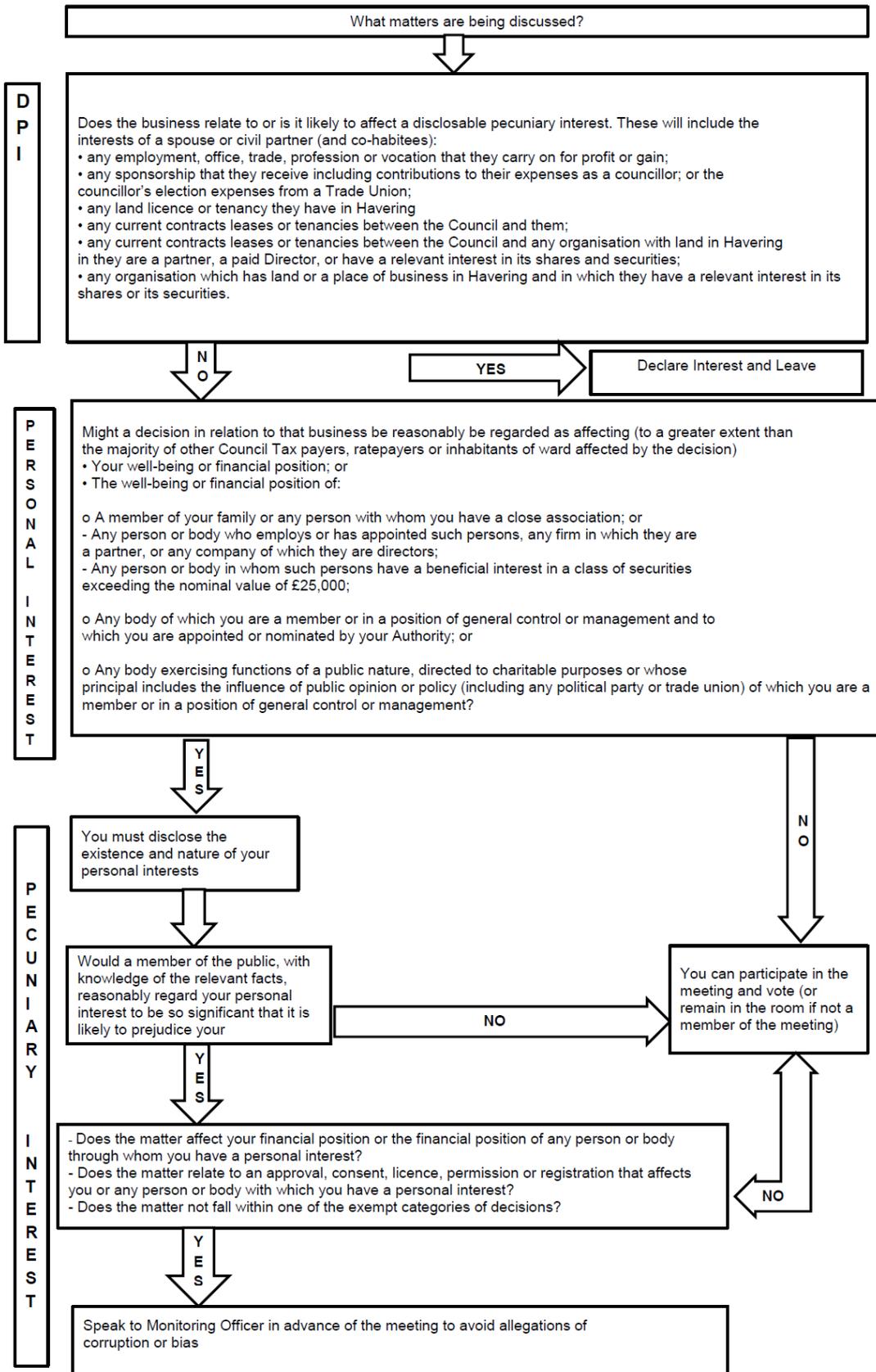
- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



AGENDA

1 PRAYERS

2 APOLOGIES FOR ABSENCE

Apologies have been received from Councillor David Taylor.

To receive any other apologies for absence.

3 DISCLOSURE OF INTERESTS

Members are invited to disclose any interest in any of the items on the agenda at this point of the meeting.

Members may still disclose any interest in an item at any time prior to the consideration of the matter.

4 ANNOUNCEMENTS BY THE MAYOR, BY THE LEADER OF THE COUNCIL OR BY THE CHIEF EXECUTIVE

To receive announcements.

Note: This item will include tributes to former Councillor Barry Oddy who sadly passed away recently.

5 ESTABLISHING THE COMMITTEES OF THE COUNCIL AND CONFIRMING THE SCHEME OF DELEGATION (Pages 7 - 18)

Note: The deadline for amendments and questions on reports issued with the final agenda is midnight, Monday 20 May 2024.

To consider a report of the Chief Executive on Establishing the Committees of the Council and Confirming the Scheme of Delegation (attached).

6 HONORARY AWARDS PROTOCOL (Pages 19 - 26)

To consider a report of the Monitoring Officer on the Honorary Awards Protocol (attached).

7 MAYORAL HANDBOOK AND PROCEDURES MANUAL (Pages 27 - 56)

To consider a report of the Chief Executive on the Mayoral Handbook and Procedures Manual (attached).

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Havering

LONDON BOROUGH

**EXTRAORDINARY COUNCIL, 22 MAY
2024**

REPORT OF CHIEF EXECUTIVE

**SUBJECT: ESTABLISHING THE COMMITTEES OF THE COUNCIL AND
CONFIRMING THE SCHEME OF DELEGATION**

In accordance with the Constitution, Annual Council, among other things, appoints its Committees.

This report deals with the appointment and sizes of Committees, the co-opted members and observers etc. and recommends such appointments consistent with previous decisions of the Council.

Council is also required under s.100(G)(2) of the Local Government Act 1972 to agree that part of the Scheme of Delegation which it is for the full Council to agree.

Council is recommended to confirm the delegations to officers in respect of those powers reserved to full Council by the Functions and Responsibilities Regulations 2000.

The delegations are set out in the Council's Constitution, most notably, in Part 2, the Articles, and the relevant provisions of Part 3 of the Council's Constitution (Responsibility for Functions).

RECOMMENDATIONS

- (1) That, so far as necessary to enable any changes proposed and agreed during this meeting to be carried in to effect, Council Procedure Rule 20.2 (proposals to amend the Constitution to be referred to Governance Committee without discussion) be suspended.

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- (2) That, subject to the Council's consideration of any motion or amendment to this report relating to changes in the Committee structure, the Committees listed in Appendix 1

be appointed for the 2024/25 Municipal Year and that:

- (a) As required by statute, two voting co-optees representing the Church of England and the Roman Catholic Church and three parent governor co-optees selected in accordance with the appropriate Regulations, be appointed to the People Overview and Scrutiny Sub-Committee.
- (b) The other non-elected member "appointments" and invitations to attend shown in the Appendix (and particularly its annexes) be confirmed.
- (3) Those Committees be appointed with:
- (a) the membership sizes and
- (b) the political balance
- indicated in Appendix 2.
- (4) That the delegation of non-executive functions (as defined by the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (amended) to officers be agreed as set out in the Council's Constitution.
- (5) To agree that all officers with delegated powers have power to further delegate those powers to other officers under s.101 of the Local Government Act 1972 or as provided for by any other legislation and may agree a scheme of delegation to officers for their service areas.

Staff Contact: Zena Smith, Head of Committee and Election Services
zena.smith@haverling.gov.uk

Background Papers List

None

APPOINTMENT OF COMMITTEES AND SUB-COMMITTEES

Name of Committee	Notes
Audit Committee	
Governance Committee	<i>See annex 1</i>
Licensing Committee	
Pensions Committee	<i>See annex 2</i>
Strategic Planning Committee	
Planning Committee	
Overview and Scrutiny Board	
People Overview and Scrutiny Sub-Committee	<i>See annex 3</i>
Places Overview and Scrutiny Sub-Committee	
Appointments Sub-Committee	

Governance Committee

Part of the work of this Committee is carried out through Complaint Review Panels. The composition of Panels varies according to the nature of the issue adjudicated – as indicated in the following table:

Type of hearing	Membership of Panel
Children Act complaints	Three independent persons
Community Care Act complaints	Two Members and an independent person as chairman, with voting rights
Housing tenancy appeals	Three Members

The independent persons used for such hearings are taken from a pool of such people, accessed by Committee Services, who have received training appropriate to that role.

Pensions Committee

The Pensions Committee is responsible for the management of the Council's Pension Fund investment portfolio.

In addition to the Members of the Committee, there is a non-voting co-opted member representing the organisations that have scheduled or admitted status within the Council's pension scheme (public and private sector bodies, some of whose employees are members of the pension scheme, mainly because they are former employees whose employment has transferred to another organisation).

Although not strictly Members of the Committee, in accordance with the Constitution, two representatives of the staff are appointed by the unions to attend and contribute to meetings of the Committee. These appointees have no voting rights but are entitled to participate in the discussion of exempt or confidential material.

People Overview & Scrutiny Sub-Committee

The law requires that the Council co-opt to this Overview & Scrutiny Sub-Committee one representative of each of the Anglican and Roman Catholic Churches, and three members representing governors of schools in the three sectors of education - primary, secondary and special. All co-opted Members have the same rights as elected Members, including the right to vote, may attend when issues relating to Education are being discussed and have the right to participate in such discussions.

It should be noted that this statutory requirement applies to any Overview & Scrutiny Committee that scrutinises education matters.

In addition, the Council's Constitution provides for three non-voting representatives of local teacher unions and professional associations to attend meetings of the Sub-Committee and participate in the discussion of matters relating to education.

POLITICAL BALANCE PRINCIPLES

The Council has a duty to make only such decisions as give effect, **so far as reasonably practicable**, to certain principles set out in the relevant legislation. The relevant principles are, in order of priority:

1. Not all of the seats on any Committee may be allocated to only one Group (note - the Cabinet is not a Committee).
2. The majority of seats on each Committee must be allocated to the Group having a majority of Members of the Council.
3. The total share of all the seats available for all Committees allocated to each political Group and to Members not in a Group must be proportionate to that Group's/Members' share of the total Council membership.
4. So far as can be done without conflicting with the other principles, the total number of seats on each Committee allocated to a political Group or to Members not in a Group must be proportionate to that Group's/those Members' share of total Council membership.

In practice, Committees are balanced against the overall total of Committee places and then, so far as that overall total allows, each Committee is balanced on its own. With the distribution of seats on the Council that results from the election, it is inevitable (a) Groups/Members will not all be able to be represented on every Committee and (b) that one Group's representation on some Committees will be at the expense of another's.

The minimum number of Councillors in a group for it to exist is two.

The Council may make arrangements different from those prescribed **provided that no Member of the Council votes against** those different arrangements.

To make such a decision each member of the Council must at least be sent an agenda indicating that the approval of alternative arrangements is to be considered. The agenda for this Annual Council meeting meets this requirement. To accommodate this requirement this report should be treated as giving due notice so that there is no impediment to such a proposal being made.

Once the allocation of seats to Groups in accordance with the statutory procedure is undertaken, the Council is under a duty to make appointments to the Committee

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so as to give effect to the wishes expressed by that Group about who is to be appointed to their allocated seats.

The “wishes of the Group” may be communicated to the Proper Officer and will be implemented forthwith. Changes may be effected at any time by notice to the Proper Officer and will be notified to all Members in the next available edition of the weekly Calendar Brief.

It should be noted that the Constitution provides that the Chairmen and Vice-Chairmen of Committees are appointed by Council and any change in membership affecting a Chairman or Vice-Chairman will therefore require consideration by Council.

RECOMMENDED SEAT ALLOCATION

Having regard to the principles of political balance and of seat allocation referred to in Appendix 1, the following allocation of seats is recommended on the basis that, taking all factors into account, it shows a “reasonably practicable” allocation of seats and is therefore the default position.

	CONS	HRA	LAB	EHRG	RAIG	
Governance	12	3	5	2	1	1
Licensing	6	2	3	1	0	0
Planning	6	2	3	1	0	0
Strat. Planning	6	2	3	1	0	0
Pensions	6	2	3	1	0	0
Audit	6	2	3	1	0	0
People OSSC	9	3	4	1	1	0
Places OSSC	9	2	4	2	1	0
O & S Board	12	3	5	2	1	1
Total seats allocated	72	21	33	12	4	2
Appointments S-C	5	2	2	1	0	0

- Committee seats are allocated, and each Committee is balanced, as “reasonably practicably” as possible

PRINCIPLES FOR ALLOCATION OF SEATS ON COMMITTEES

The principles of seat allocation follow the requirements of the political balance principles, using a formula that takes account of the respective sizes of the Groups and the number of seats on Committees available for distribution among the Groups.

Basic allocation of seats

The seat entitlements of the Groups are agreed by a formula using the percentage of the membership of the Council represented by each Group (or Member(s) not in a Group), operating through a sequence of stages as follows:

First, the percentage of each Group's membership of the Council (and of any Members not within a Group) is calculated to two decimal places.

Next, that percentage is applied to the number of seats available on each Committee to agree each Group's potential entitlement to seats on that Committee. Where the resulting figure is not a whole number, generally it is rounded to the nearest whole number following the mathematical convention that numbers below .5 are rounded down, and those .5 or more are rounded up.

In some cases, a Group may be entitled to a seat even though, rounded down, its potential entitlement appears nil, as there is a specific number of seats available on each Committee and no other Group may have more seats on any Committee than its entitlement.

Once the size of the Groups are known, a table will be drawn up which will show the basic allocation on the basis of these principles to Committee sizes ranging from 3 Members to 15.

Finally, fine adjustment is required to ensure that, so far as reasonably practicable, the seats allocated reflect the overall proportion of Council membership held by each Group and the numerical strength of its entitlement to seats on particular Committees. For that purpose, at this stage the seat allocation of particular Committees will be adjusted from the ideally-balanced number reached in earlier stages of the process.

Specific allocations

For the allocation of seats on specific Committees, several permutations are possible. Although the Council's Constitution does specify particular numbers of seats to each Committee, it is expressed as being "or such other number as the Council may agree", so there is discretion as to Committee sizes.

Once the number of seats available on each Committee has been agreed, the allocation of seats to the individual Groups would then need to be adjusted between the Groups to achieve, so far as possible and practicable, an allocation that gives

each Group its proportionate share of seats overall while ensuring that each Committee is proportionately balanced. In practice, it will be impossible to achieve both aims without enlarging Committee memberships to an unworkable size, so a degree of compromise is required.

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COUNCIL 22 MAY 2024

REPORT OF THE MONITORING OFFICER

SUBJECT: HONORARY AWARDS PROTOCOL

Basis

1. This report is presented to Full Council pursuant to para. 2(g) of Part 4.5 of the Constitution.

Background

2. This report concerns Honorary Awards; namely:
 - a. the Honorary Freedom of the Borough; and / or
 - b. the award of Honorary Alderman/Alderwoman status.
3. The constitution specifies that:
 - a. only Full Council may bestow an Honorary Award;
 - b. the resolution must be passed by two thirds of the members voting.
4. This report does not affect the rights reserved to Full Council. It does, however, seek approval of a protocol which seeks to provide further guidance to the Council (in the interests of transparency and public confidence) as to the criteria by which any nomination for an Honorary Award may be judged.
5. The proposed protocol is attached to this report for the consideration of members.

Recommendations

6. Full Council is recommended to approve and endorse the Honorary Awards Protocol.
7. The previous protocol, agreed by Governance Committee on 8 January 2020, be superseded.

Implications and risks

Financial Implications and Risks:

None directly associated with this report.

Legal Implications and Risks:

There are no immediate legal implications directly associated with this report.

Human Resource Implications and Risks:

There are none directly associated with this report.

Equalities and Social Inclusion Implications and Risks:

There are none directly associated with this report.

Staff Contact:

Designation

Email:

Gavin Milnthorpe

Monitoring Officer

Gavin.milnthorpe@havering.gov.uk

Background papers

None



Protocol for the award of Honorary Awards

Introduction

1. For the purposes of this protocol, the term “Honorary Award(s)” shall include:
 - a. the Honorary Freedom of the Borough; and / or
 - b. the award of Honorary Alderman/Alderwoman status.
2. The Council can bestow Honorary Awards in recognition of distinguished contribution to civic life.

What are the Honorary Awards?

Freedom of the Borough

3. The Freedom of the Borough is the highest award that the Council can award to an individual or corporate body.
4. The award of the Freedom of the Borough does not convey with it any legal rights or responsibilities, other than a ceremonial role at civic functions. The award dates back to the Middle Ages when freemen had commercial privileges and a route into a position of power in a town or city.

Alderman/woman

5. This is an honorary title intended to recognise eminent service of past members of the Council
6. An alderman / alderwoman may attend and take part in such civic ceremonies as the Council may from time to time decide, but shall not have the right:
 - a. to attend meetings of the Council or a committee of the Council; or
 - b. to receive any such allowances or other payments.
7. The award does not confer any powers to take decisions on Council business.
8. No alderman or alderwoman shall (in the event of subsequent re-election), while serving as a member of the council, be entitled to be addressed as

alderman or alderwoman or to attend or take part in any civic ceremonies of the council as an alderman or alderwoman.

On what basis are the Honorary Awards bestowed?

9. The Freedom of the Borough may be awarded to:
 - a. persons of distinction, and
 - b. persons who have, in the opinion of the Council, rendered eminent services to the Borough.
10. The title of aldermen / alderwoman may be awarded to persons who have, in the opinion of the Council, rendered eminent services to the Council as past members of that Council, but who are not then members of the Council.

Legal basis

11. The power to award Honorary Awards is contained in Section 249 of the Local Government Act 1972.

Constitutional basis

12. The constitution mirrors the legal basis in that it specifies that:
 - a. only Full Council may bestow an Honorary Award;
 - b. the resolution must be passed by two thirds of the members voting.

Constitutional Process

13. The constitution states that:
 - a. the Council shall hold an extraordinary meeting immediately before the Annual Meeting to decide whether to confer any Honorary Awards. (This does not apply to a year where there is an ordinary election of Councillors).
 - b. in a year in which there is an ordinary election of Councillors, the Council shall consider the conferment of Honorary Awards at the first ordinary meeting following the Annual Meeting
 - c. Honorary Awards may be considered at any other time by way of motion.

Protocol

14. Whilst the conferment of an Honorary Award is reserved to Full Council who shall take each decision in accordance with the legal basis and the constitution, this Protocol seeks to provide further guidance to the Council (in the interests of transparency and public confidence) as to the criteria by which any nomination for an Honorary Award may be judged.

Criteria

15. Honorary Awards should only be granted sparingly and awarded on merit to exceptional persons.
16. There is no definition as to what “eminent service” is or what qualifies someone to be viewed as a “person of distinction” but the following examples / guidelines may assist. Where such a person has:
 - a. demonstrated exceptional achievement or service to the community which is outstanding in its field and made a real difference in their field of work or their community;
 - b. brought distinction to the Borough and enhanced its reputation in the area or activity concerned;
 - c. demonstrated innovation, entrepreneurship or exceptional business acumen which has delivered benefits and results to the Borough;
 - d. contributed in a way that significantly improved the lot of those less able to help themselves or suffering disadvantage;
 - e. given outstanding military service;
 - f. evidenced exceptional voluntary or charitable service to the Borough or any part of it or community within it;
 - g. displayed moral courage and vision in making and delivering exceptionally tough choices;
 - h. contributed to the Borough beyond the call of duty in a way that stands out above others and promoted community cohesion.
17. Some examples from previous awards are:
 - a. An Olympic games medallist from the Borough;

Protocol for the award of Honorary Awards

- b. Continuous involvement with the borough in personal life and through the directorship of a Corporation that has an international repute.
- c. Service to the community and over 40 years of charity involvement, including fundraising of over £600,000.

Long service

- 18. The Honorary Awards Panel (detailed at para. 21 below) may itself make nominations for the conferment of an Honorary Award where a member, past or present, has sufficient long service with the Council.
- 18a. Where any serving member has achieved 24 years of service with the Council (which need not be continuous), this shall be deemed “eminent service” for the purposes of awarding the Freedom of the Borough.
- 18b. Where any past member has achieved 20 years of service with the Council (which need not be continuous), this shall be deemed “eminent service” for the purposes of awarding an Alderman/woman.

Organisations

- 19. Only in exceptional circumstances should consideration be given to the admission of organisations.

The Procedure

- 20. Nominations for persons or organisations to be granted an Honorary Award, may be made at any time by any serving member of the Council to the Monitoring Officer on the appropriate form (see Appendix A).
- 21. All nominations will be considered by the Honorary Awards Panel which shall be comprised of each of the leaders of the political groups on the Council (Deputy Leaders can substitute if their Leader is unable to attend), with relevant officers to consider:
 - a. whether they have sufficient information on which to form a view and, if not, to instruct officers to seek further information;
 - b. once satisfied that they have adequate information, whether the nomination satisfies the criteria above;
 - c. whether the nomination should go on to Full Council for decision with the endorsement of the Honorary Awards Panel.

Protocol for the award of Honorary Awards

22. The Honorary Awards Panel will only support the nomination to Full Council where there is unanimous agreement.
23. Once agreement has been reached by Group Leaders, they will seek to ensure that their Groups adhere to the agreement to avert embarrassment to the nominee.
24. In the event that the Honorary Awards Panel concludes that the nomination is not suitable as it does not meet the criteria or it is unlikely that the nomination will receive sufficient support, the Monitoring Officer will advise the member who made the nomination of this conclusion and the reasons for reaching it. The member will then be given the opportunity to withdraw their nomination,
25. Please note, the view of the Honorary Award Panel does not prevent a member from presenting the nomination to Full Council.
26. The endorsement of the Honorary Awards Panel is not binding upon Full Council.



APPENDIX A

NOMINATION FORM FOR HONORARY AWARDS.

I Councillor wish to nominate the following person (organisation) to be considered for the status of (*please tick one*):

- Freedom of the Borough of the London Borough of Havering; or
- Honorary Alderman/ Alderwoman of the London Borough of Havering.

Nominee.....

I am aware that the criteria in the Honorary Awards Protocol needs to be applied to the achievements of the nominee. The criteria is to bestow Honorary Awards on:

- a. persons of distinction, and
- b. persons who have, in the opinion of the Council, rendered eminent services to the Borough.

I believe that they have met these criteria in the following way:

Please continue overleaf or attach supporting evidence.

We the undersigned Councillors support this nomination for Honorary Award:



EXTRAORDINARY COUNCIL, 22 MAY 2024

REPORT OF THE CHIEF EXECUTIVE

SUBJECT: MAYORAL HANDBOOK AND PROCEDURES MANUAL

A revised comprehensive Mayoral Handbook and Procedures Manual (attached) has been developed by the Corporate Executive Service, and acts as the definitive guide in relation to the Mayor's role, powers, and responsibilities.

Embodying principles of transparency, accountability and political neutrality, this handbook has been produced in line with best practice guidance provided by the National Association of Civic Officers (NACO) with a focus on the effective execution of the Mayor's duties and service to the community.

Although Council is not required to formally adopt the document, the Handbook is being brought to the attention of Members in the spirit of good governance, in order that approval can be confirmed at full Council, prior to the start of the new municipal year.

There are no identified, direct **financial, legal, human resources or equalities implications and risks** associated with the Handbook. .

RECOMMENDATIONS

1. That Council approves that the Mayoral Handbook be used with immediate effect.

Staff Contact:
Designation;
Email:

Anthony Clements
Committee Services Manager
Anthony.clements@onesource.co.uk

Andrew Blake Herbert
Chief Executive

Council, 22 May 2024

Background paper List

There are no background papers.



MAYORAL HANDBOOK AND PROCEDURES MANUAL

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Introduction

The creation of a comprehensive Mayoral Handbook and Procedures Manual stands as a cornerstone in the governance of our council, embodying principles of transparency, accountability, and political neutrality. This essential document not only outlines the responsibilities and protocols governing the role of the Mayor, but also serves as a beacon of public scrutiny, ensuring that activities and expenses, associated with the position, are meticulously accounted for and justified.

By adhering to agreed-upon protocols and criteria, the manual promotes robust and evidence-based decision-making, safeguarding the reputation of both the mayoralty and the council. Through its detailed guidance, the handbook fosters a shared understanding among stakeholders, providing crucial support and focus for the effective execution of the Mayor's duties and service to the community.

The Mayor of Havering holds a distinguished position, embodying both statutory duties outlined in the council's constitution and additional ceremonial responsibilities that contribute to the borough's community spirit.

The ancient office of Mayor dates back to the days when Mayors had much wider authority and power than they do today. The position today is a civic role except for the chairing of Council meetings. However, the importance of the position is still widely recognised and remains the highest office that the citizens of a borough, through their elected representatives, can confer. It makes the holder their first citizen, and, within the borough, the Mayor takes precedence over everyone except for the sovereign or the sovereign's representative. The Mayor is responsible for upholding the dignity of the office, whilst championing, protecting, and respecting the principles of the Members Code of Conduct.

This document acts as the definitive guide and reference in relation to the Mayor's role, powers, and responsibilities. It aims to support and outline procedures, guidelines, and formalities of the mayoralty, all underpinned by the council's constitution. It also acts as a reference in relation to the role of the Deputy Mayor and the Mayoress/Consort.

This handbook has been produced in line with documented guidance provided by the National Association of Civic Officers (NACO) and supersedes any previous versions.

The incoming Mayoralty, by way of signing the declaration agreement, agree to abide by the guidance and procedures outlined in this document.

Role and Responsibilities

Constitutional Duties

Per Section 3 of the Local Government Act 1972, the Mayor shall be elected at the Annual Meeting of the Council from among its members. The mayor's statutory duties, as defined by the council's constitution, include:

- **Presiding Over Council Meetings:** The Mayor presides over and chairs full council meetings, ensuring orderly proceedings and adherence to council protocols. Under Council Procedure Rule 7 (b), the ruling of the Mayor in relation to any aspect of the conduct of the meeting shall not be questioned. Committee Services will fully prepare the Mayor for this role and will meet with the Mayor prior to each Council meeting.
- **Autonomy to call Extraordinary Council Meetings:** As per Council Procedure Rule 4.1, the Mayor can call an extraordinary meeting of Council at any time (subject to governance procedures) and the timetable and rules for amendments will be set by the Mayor. The Mayor is required to fix an extraordinary meeting if a requisition, signed by at least five members, is received. Failure to do so within seven working days, as per Schedule 12 part III of the Local Government Act 1972, automatically allows the members concerned to do so.
- **Presiding over Citizenship Ceremonies:** Citizenship ceremonies are held twice a month at Langton's House and are the final formalities in becoming a British citizen. Either the Mayor, the Deputy Mayor, Deputy Lieutenant, or another agreed dignitary (such as a past mayor) will be asked to conduct these ceremonies. An agreed script is prepared by Langtons House, on behalf of the Home Office, officially welcoming new British citizens to the London Borough of Havering. The dignitary conducting the ceremony will present the Naturalisation certificates, and at the personal choice and preference of the recipient, shaking of the hand can occur.
- **First Citizen:** Serving as the borough's First Citizen, the Mayor during their mayoral term has the prestigious role of representing the Council and all its citizens. Acting as Ambassador of the London Borough of Havering at official functions and ceremonial occasions, both within Havering and neighbouring boroughs.

Ceremonial Responsibilities:

In addition to these statutory duties, the Mayor may also engage in ceremonial activities that enhance community cohesion and celebrate the borough's identity. These activities include:

- **Community Outreach:** participating in community events, forums, and activities to foster a sense of belonging and inclusivity within Havering and neighbouring boroughs.
- **Educational Initiatives:** Supporting educational institutions and initiatives aimed at promoting learning and skill development among Havering's residents and those in neighbouring boroughs.
- **Cultural Events:** Attending cultural events, performances, and exhibitions that celebrate the diversity and heritage of Havering's communities and those of neighbouring boroughs.
- **Environmental Initiatives:** Serving as a green climate change advocate by supporting environmental conservation efforts, promoting sustainability practices, and advocating for policies that address climate change within Havering and neighbouring boroughs.

Role of the Mayoress/Consort

It is customary that the incoming mayor will nominate a Mayoress or Consort, who shall accompany them to mayoral engagements and personally support their mayoralty. Traditionally this has been the Mayor's partner, but it may be any other persons. It is completely within the Mayor's prerogative not to nominate a companion, however it is recommended.

The Mayoress/Consort shall be announced during Mayor Making at Annual Council, and names shall then be registered with the London Mayors' Association (LMA).

This is not a role recognised by law, and there is no civic responsibility bestowed upon a chosen Mayoress/Consort. The expectations, responsibilities, and decision-making capabilities of a 'first citizen of the Borough' lies solely with the Mayor. This means that the Mayoress/Consort has no authority nor power to influence, change, or be directly involved with any decision-making processes throughout the mayoral year.

Attendance at events is purely to accompany the mayor and to offer support. Under no circumstances shall the Mayor ask their Mayoress/Consort to represent them at a chosen event or ask them to carry out a specific duty in their absence. Nor shall they attend events independently and in an official capacity as the Mayoress/Consort. This is because they do not represent the Borough in the same way that the Mayor does. The expectations and responsibilities of a 'first citizen of the borough' are bestowed upon the Mayor only.

Notwithstanding this, the expectation remains that the Mayoress or Consort will always uphold the dignity of the office and act in accordance with the Members' Code of Conduct.

Concerning mayoral engagements, it is completely within the organiser's right to request that just the Mayor attend, without the Mayoress/Consort, and this can be for several reasons. In these instances, the request shall be respected and not challenged.

On the occasion that the Mayoress/Consort is unavailable to accompany the Mayor, and the Mayor wishes to still be accompanied, a suitable replacement can be organised. However, this representative shall not wear the Chains of Office, under any circumstances. The Mayor shall also notify the office in advance, to allow the organisers to be appropriately informed. If the Mayor does attend an event on their own, the Mayor can ask that the Mayoral Support Officer accompany them.

Precedence and Civic Protocol

Precedence

The Mayor is the First Citizen of the Borough and the Local Government Act 1972, Schedule 2 Paragraph 2 (5) provides that The Mayor "shall have precedence in the Borough, but not so as prejudicially to affect His Majesty's Prerogative".

Accordingly, and subject to the proviso, The Mayor should be seated on the immediate right of the Chairperson, or other person presiding, and the Mayoress/Mayor's Escort should be seated on the immediate left of the Chairperson.

However, should the Lord Lieutenant of Greater London be present, the Mayor should sit on the immediate left of the Chairperson and the Mayoress/Mayor's Escort should sit on the Mayor's left.

Should Mayors of other Boroughs or Guests of Honour be present, arrangements should be made for the Mayor of Havering to receive and introduce them to the principal person of the organisation concerned. If desired, the remaining introductions can be then affected by the principal persons of the organisation.

In the case of Members of the British Royal Family being present, please contact the Mayoral Support Team for advice.

Titles and Form of Address

The correct title for the Mayor is *“The Worshipful, The Mayor of Havering”* and when the Mayoress is present *“The Worshipful the Mayor and Mayoress of Havering.”*

The correct forms of verbal address are:

- **The Mayor** - Mr Mayor or in the case of a lady, Madam Mayor
- **The Mayoress** - Madam Mayoress or Mayoress
(it is incorrect to refer to the Mayoress as Lady Mayoress)
- **Consort/Escort** - Mr, Mrs, Miss followed by name
- **The Deputy Mayor** - Mr Deputy Mayor or Madam Deputy Mayor
- **The Deputy Mayoress** - Madam Deputy Mayoress or Deputy Mayoress

The use of certain terms is typically reserved for official events and engagements that align with the responsibilities of the Mayor. These terms serve to emphasise the ceremonial and civic aspects of the Mayor’s role. During formal occasions such as public ceremonies, award presentations, or diplomatic visits, adhering to proper protocol is required.

However, it is important to recognise that this protocol is not always necessary in less formal settings. For instance, when interacting with the Mayoral Support Team during practical planning sessions or administrative discussions, a more relaxed approach is appropriate. In these non-formal contexts, the focus shifts from ceremonial language to practical communication, facilitating efficient planning, and administrative co-ordination.

Neutrality

There are distinct differences between the elected role of a Councillor and the distinguished position of the Mayor of Havering. The Mayor shall uphold absolute impartiality and remain apolitical throughout their term in office. A reduction of the Member’s political role, for their mayoral term, is advisable.

The Mayor is appointed to represent and promote the borough as a whole, without discrimination. It is therefore important to refrain from commenting on any matters of a political nature and to always uphold a neutral stance concerning council business. Attendance at party political functions should be avoided, however if in attendance, this must not be in the capacity as Mayor, and instead just as an individual.

Whilst each Mayor will adopt their own personal approach to the role, and establish their own priorities and interests, it must be remembered that this is a civic appointment, and the mayoralty must not be compromised.

Fellow Councillors should respect this position and support their Mayor in this regard.

Role of the Deputy Mayor

At Annual Council, the incoming Mayor will appoint a deputy from among serving councillors.

Precedence

In the absence of the Mayor, the Deputy Mayor or Mayor's Representative should be given the same precedence as the Mayor. As stated previously, the representative shall not wear the Chains of Office, under any circumstances (other than the Deputy Mayor's chain).

Upholding the Dignity of the Office

In the same way as the Mayor and Mayoress/Consort, there is an expectation that the Deputy Mayor will always uphold the dignity of the office and have a commitment to acting in accordance with the Members' Code of Conduct.

Nominating a Mayoress/Consort

In the same way as the Mayor, the Deputy Mayor shall nominate a Mayoress or Consort, who shall accompany them to mayoral engagements. Rules and procedures, as outlined within the *Role of the Mayoress/Consort* section remain the same for the Deputy Mayor and their chosen companion.

Engagements

Where the Mayor is unable to attend an event, the Mayor may ask the Deputy Mayor to deputise on their behalf. Alternatively, there may be multiple invites received for the same date. In both these instances, the invitations would be passed to the Deputy Mayor for consideration.

It would therefore be advantageous for the Deputy Mayor to avoid being unavailable at the same time as the Mayor. This can be co-ordinated and supported via the Mayoral Support Team.

There will be a number of events throughout the Mayoral year where attendance from the entirety of the Mayoral party shall be requested. Where it is not acceptable, and shall not be agreed to, is where unsolicited requests are made for additional tickets to be purchased for accompanying deputies.

It is also within the Mayor's prerogative to decide to pass a received invitation to their deputy, should they feel the event aligns more to the Deputy Mayor's personal attributes and interests.

Important: Under no circumstances should a Deputy Mayor accept an invitation to any event, prior to the invitation being considered by the Mayor. The Deputy Mayor shall not attend functions in their own right, only when deputising for the Mayor.

Full Council

Under Council Procedure Rule 2 (a) in the absence of the Mayor, members of the Council, at the start of a meeting must collectively choose and formally approve an alternative member to preside. In instances where the Mayor is not present at Full Council, it is convention that the Deputy Mayor will preside. On rare occasions, this has been extended to a Past Mayor.

Citizenship Ceremonies

The Deputy Mayor may be asked to conduct Citizenship ceremonies throughout the year where the Mayor or Deputy Lieutenant cannot attend. In the same way as the Mayor, the Deputy Mayor at these ceremonies will be supported by a registrar and will be provided with a script that has been prepared and approved by Langtons House, on behalf of the Home Office. It is important to note that the Mace will only process into the Citizenship ceremony with the Mayor, and not with the Deputy Mayor.

In the same way as the Mayor, the Deputy Mayor will present the Naturalisation certificates, and at the personal choice and preference of the recipient, shaking of the hand can occur.

Transport Provision

When deputising for the Mayor, the Deputy Mayor will have optional use of Council Transport. However, should an occasion arise where the Mayor and Deputy Mayor are attending an event at the same time, the expectation would be for the Deputy Mayor to make their own way to the event.

Notwithstanding, that individual situations and personal circumstances shall always be regarded with empathy and understanding, ensuring that reasonable and appropriate accommodations are made where necessary.

Consideration shall be given, on an ad-hoc basis, to any Civic or Ceremonial events where it may be more appropriate for the Deputy Mayor to use Council Transport with support staff. Just in the same way as the Mayor, this will be agreed and communicated in advance. Instances, but not an exhaustive list, would include:

- St George's Day Parade
- Hornchurch Remembrance Day Service and two-minute silence ceremony
- Armed Forces Day

Engagements

The Mayor as 'First Citizen' shall represent the Borough at Civic and Non-Civic events within Havering. Furthermore, to promote Havering, events in nearby authorities can also be attended, as well as key events for Greater London.

In addition to this, there are within a mayoral year several recurring events, both civic and ceremonial, alongside Council promoted events, that the Mayor will attend. A summary list can be viewed in [appendix 1](#).

It should be noted that January, February, August and school holidays may be quieter periods. Alternatively, May, June, July and December can be extremely busy.

To allow for effective planning, requests and invitations should be submitted 14 days in advance of the event. Invitations should always be routed via mayor@havering.gov.uk, or by the submitting of an [online engagement request form](#), which is managed by the Mayoral Support Team. Here, organisers will be asked to complete a series of set questions, which shall sufficiently provide all the necessary and relevant information, in support of mayoral attendance at an event or engagement.

All event invitations will then be screened and assessed for suitability against the event weighting practice and key event scoring criteria, see [appendix 1](#), which is based on a categorisation used nationally and developed by the National Association of Civic Officers (NACO). Following this assessment, options will then be proposed to the Mayor or Deputy Mayor.

Neither the Mayor nor Deputy Mayor shall personally accept invitations, it is the responsibility of the Mayoral Support Team who are best placed to review the invitation, against agreed criteria. They will then review schedules and availability and, where required, confirm attendance and make the necessary arrangements.

Additionally, the Mayor shall take care, always, not to solicit invitations or be seen to do so. Where it is not acceptable, and shall not be agreed to, is where unsolicited requests are made to the Mayoral Support Team for additional tickets to be requested and then purchased.

Acceptance of invitations not defined in the agreed programme of events, or where they fall outside of the agreed criteria, shall only be accepted where there are special grounds to do so. A panel consisting of Communication Specialists, the Head of Service, and the Monitoring Officer will assess and approve the Mayor's attendance. This virtual panel shall ensure that the Mayor's involvement aligns with Havering's interests, values, and non-political stance. It shall also assess the cost and value to the Borough, to ensure that events are beneficial to the Borough as a whole.

Should the Mayor choose to contest the decision of the panel, the matter will be escalated to the Leader of the Council. The Leader will thoroughly review the panel's recommendations and consider any concerns raised by the Mayor. All decisions made will be meticulously documented, ratified with clear rationale and explanations, and will be made available for review upon request. This ensures transparency and accountability in the decision-making process.

Mayoral Car

For prominent local and external engagements, official transport and assistance will be provided. However, for last-minute events, the availability of these resources may not be guaranteed.

Where practical and cost-effective, the Mayor can ask that a guest or councillor colleague share their journey. This should be discussed with the Mayoral Support Team at the earliest opportunity.

Advocate for efficiencies

The Mayor of Havering acknowledges the current financial challenges faced by both the Borough and its residents. To address this, the Mayor will adopt an efficient approach to spending, seeking cost-effective ways to support the community.

Careful decisions regarding spend will be prioritised, and in collaboration with the Mayoral Support Team, efforts will be made to find affordable solutions that provide the required services. This approach includes exploring innovative methods to benefit and engage with the community.

Additionally, there will be a strong focus on promoting more sustainable and efficient practices. This could include optimising transportation methods for official duties, aligning with practices of other elected officials.

For certain council-related activities, personal transport arrangements may be considered more appropriate. At Council Building events and meetings, the Mayor will be expected to arrange their own transportation which is consistent with other elected officials. The exception being for Full Council meetings.

The Mayoralty is equipped with a public transport pass, facilitating travel across the city and neighbouring areas. This initiative not only curtails expenses but also supports environmental sustainability and endorses the use of public transport as a viable choice.

Notwithstanding, that individual situations and personal circumstances shall always be regarded with empathy and understanding, ensuring that reasonable and appropriate accommodations are made where necessary.

Role of Mayoral Support staff

The Mayoral Support Team are to be considered subject matter experts on the contents of the Mayoral Handbook and Procedures Manual and shall rightly act in line with its principles. They shall be afforded the respect and dignity that they rightly deserve, as per the Council's iCARE values. Notwithstanding, that the Mayor should also be afforded the same respect and dignity.

Should the Mayor wish to contest a decision made by either the Civic Duty Officer or Governance and Constitutional Officer, the decision will be escalated to the Executive Service Delivery Manager, and further escalated to the Head of Service where necessary, but only where appropriate.

'Keeping in Touch' weekly catch-up meetings, either in-person or via Teams, shall take place on an agreed recurring day, between the Mayor and the Governance and Constitutional Officer. An approved Weekly Engagement Schedule shall be presented and agenda items shall include:

- Feedback from the Mayor on recently attended events.
- Review of the Engagement Schedule for the week ahead.
- Updates on the planning of any civic functions i.e. Civic Service, Civic Dinner, and Civic Awards.
- Discussion around expected donations into charity account.
- Ad-hoc requests of support from the Mayor, where any actions shall be appropriately recorded.
- Any other business.

It is to be noted that the Mayoral Support Team are not directly line-managed by the Mayor, nor are they employed as a private service to the Mayor. They are Council Officers, working in support of the Mayor, but above all working for the Council, undertaking a range of tasks, including, but not limited to, supporting the Mayoralty. They work in-line with the Council's Code of Conduct policies.

Clothing and the Use of Civic Insignia and Regalia

Stipulated dress codes can vary, but typically fall under one of the following categories:

- **Black tie:** Formal attire where male mayors will wear dinner suits and women mayors a cocktail style dress.
- **Black tie optional:** Male mayors have the option to wear dinner suits, alternatively a dark suit and tie. Women mayors, as above, would usually wear a cocktail style dress.
- **White tie:** Ultra formal. Male mayors will wear full dress with white tie and women mayors a long gown or formal cocktail dress.
- **Cocktail attire:** elegant dresses for women mayors and dark suits for male mayors.

Dress code shall usually be stipulated on the [online engagement request form](#) of a particular event, and the Mayoral Support Team shall be on hand to offer guidance where appropriate. However, there is an expectation that the Mayor and Deputy Mayor shall dress formally and suitably, particularly when wearing the Chains of Office.

Smoking is not permitted whilst wearing the Mayoral Robes or Chains of Office. This policy is extended to smoking within any Council property or building, including the Mayor's Parlour, and within the Mayoral Car.

The weekly Engagement Schedule shall stipulate whether Chains of Office, Mayoral Robes or the Civic Badge on ribbon should be worn.

Mayoral Robes

Traditionally the Mayoral Robes are worn only for key ceremonial engagements.

Examples:

- Civic Service
- Remembrance Sunday
- Holocaust Memorial Day
- Citizenship Ceremonies
- Royal visits
- Specified Greater London ceremonial events
- Full Council Meetings (at the choice of the Mayor)

Additionally, at the Mayor's request, the robes can be worn for 'special' occasions, school visits being a key example. Another example is Flag Raising ceremonies at the Town Hall.

Consideration should be given that in certain circumstances, the Mayoral Robes would not be the most appropriate choice of Civic Regalia, despite a particular request from organisers. This request would be fully considered in line with agreed policy and organisers would be advised accordingly.

The Chains of Office

Traditionally the Chains of Office are worn for all ceremonial and official borough engagements. If visiting another borough, permission must be sought from the invitee borough and permission

granted to wear the Borough's Chains of Office. The Mayoral Support Team shall action this and notify the Mayor accordingly.

Badge on Ribbon

Badge on Ribbon shall be the correct Civic Insignia and Regalia for any engagements taking place at Royal Palaces or any events hosted by the City of Westminster, Buckingham Palace for example. Unless Mayoral Support Officers have been advised of an exception to this rule, which shall be appropriately communicated to the Mayor.

One exception is the annual Royal Garden Party, where Mayors are granted permission to wear their Chains of Office.

Another exception to the rule is in the instance of the the Deputy Mayor attending an event on behalf of the Mayor, which is at an in-borough event, and where other Mayors are likely to be in attendance. Correct protocol outlines that other attending, out-of-borough Mayors, shall be asked to wear Badge on Ribbon, instead of their Chains of Office.

Past Mayors

At Annual Council, the outgoing Mayor and Mayoress/Consort shall be presented and gifted with a Past Mayor and Past Mayor's Consort/Mayoress badge, in commemoration of their mayoralty and their year in service to the Borough. This badge shall be worn on the following occasions:

- Full Council Meetings
- When attending Civic Functions within the Borough
- During Mayoral Processions
- When attending an event in capacity as Past Mayor of Havering.

Mayor's Regalia: The Mace

Romford Borough Council in 1937, alongside The Mayor's Chain and the Mayoress' Chain, was gifted the Mace, which is used today as a fully-fledged ceremonial piece. Its presence indicates the authority of the Borough's First Citizen and is only used for civic occasions and at Full Council meetings. The Mace is carried by a Mace Bearer and always proceeds the Mayor in any procession. It does not process with the Deputy Mayor.

The mace as a historical artefact is made of Hallmarked solid silver and is entirely hand wrought. Because of the extremely fragile nature and value of the Mace, alongside the importance of conforming to insurance policy protocols, and reducing any possible security risks posed with improper and impromptu use, the Mace shall only be used as outlined above. Requests, not in line with agreed principles for its use, shall always be declined.

Religious Advisor

Traditionally, the incoming Mayor would appoint a Mayor's Chaplin or Religious/Spiritual Advisor who would be prepared to retain this honorary position for the entirety of the mayoral year. This is not, however, a requirement.

If appointed, the responsibilities of a Mayor's Chaplin, in support of the Mayor, would include but are not exhaustive to:

- Attending Full Council meetings and offering spiritual prayers/words at the opening of each meeting.
- Offering religious advice, to support the Mayor in their role as advocate and ambassador of all cultures, faiths, and the entire community of the London Borough of Havering. Also in tandem with the varying religious services that the Mayor will attend.
- Acting as a nominated figurehead for all religious groups within the Borough.
- Officiating at an agreed number of civic events during the municipal year, including the Mayors' Civic Service and the Council-led Remembrance Sunday Parade and Service.
- Attendance at Council-led flag raising ceremonies, offering spiritual prayers/words before the Mayor raises the flag.
- Ad-hoc appropriate requests received from the Mayor throughout their mayoral term.

Allowances and the Civic Purse

Guide personal/Special Responsibility Allowances:

- **Event-Related Purchases:** The Mayor's allowance may be used to procure items necessary for events, such as raffle tickets, charity auction items, and contributions to charitable fundraisers. Procurements should align with the purpose and nature of the event, supporting community causes and initiatives.
- **Clothing and Personal Items:** The Special Responsibility Allowance should cover expenses related to clothing and personal items required to fulfil the Mayor's role, such as formal attire for official functions or specific items needed for ceremonial duties. These purchases should be reasonable and directly related to the Mayor's responsibilities.
- **Event Participation:** Costs associated with participating in community activities, including refreshments, reasonable travel expenses, can be covered by the allowance. The expenses should be justifiable and contribute to effective representation of the Mayor and the council.
- **Support for Local Causes:** The allowance can be used to support local causes, charities, or initiatives that benefit the community.
- **Event Attendance:** If the Mayor wishes to attend a function that does not meet the established criteria, and has been declined by the approvals panel, they are entitled to use their allowances to facilitate attendance. These events typically provide no significant link or value to the borough. Tickets for approved events shall be purchased from the Civic Purse cost code, in the usual way.

Contributions should be transparent, ethical, and align with the values of the Mayor's office and the council.

Guide Civic Purse usage:

- **Maintenance of Regalia and Ceremonial Items:** The Civic Purse is designated for maintaining all regalia, including robes, mace, chains, and other ceremonial items used by the Mayor. Costs related to repair, cleaning, or replacement of regalia should be covered by the Civic Purse.

- **Official Civic Events:** Expenses for hosting official civic events, such as receptions, dinners, or ceremonies, may be drawn from the Civic Purse. This includes costs for venue hire, catering, decorations, and related event logistics.
- **Gifts and Recognition:** The Civic Purse can be used to purchase gifts given on behalf of the Mayor, such as certificates, awards, flowers, badges, plaques, or photography services. These gifts should reflect the dignity and significance of the occasion and align with the council's protocols.
- **Transportation:** Costs associated with the Mayor's official transportation, including maintenance of the mayoral car (if available), other council or non-council transport costs including Oyster top up, taxis and parking, may be covered by the Civic Purse. This could include fuel, insurance, repairs, and other operational costs such as traffic orders and road closures.
- **Staffing Support:** In some cases, the Civic Purse may be used to cover staffing costs and staff overtime payments related to the Mayor's duties and official events. Staffing expenses should be linked to supporting the Mayor's responsibilities and the successful execution of civic duties.

Transparent Accounting:

All expenditures from the Civic Purse must be accurately recorded and reported in accordance with council financial procedures. Detailed records, including receipts and invoices, should be maintained to ensure transparency and accountability.

These criteria ensure that both the Mayor's allowance and the Civic Purse are used responsibly, in line with the duties and expectations of the Mayor's role, while maintaining transparency and accountability to the Council and the community. For further information, see [appendix 3](#).

Charities and Fundraising

The Mayor can have a meaningful impact by supporting a charity during their term. This guidance outlines two options for supporting a charity, each with its own approach to engagement and involvement.

It is important to note that the adoption of a charity is not a statutory role for the Mayor of Havering. While supporting a charity can be a valuable and impactful aspect of the Mayor's role, it is not a requirement dictated by statute. The decision to support a charity should align with the Mayor's personal interests and community values.

Option 1: Acting as a Figurehead or Sponsor for a Charity - recommended

In this option, the Mayor becomes a figurehead or sponsor for a chosen charity or charities, and it is not recommended to support more than two at a time. The selected charities, in turn, will benefit from the Mayor's support in many ways, including events, fundraising, and increasing visibility.

Responsibilities:

- **Figurehead Role:** The Mayor will act as the spearhead for the chosen charity, representing its values and mission.
- **Supporting Events:** The Mayor will actively participate in events organised by the charity, such as fundraisers, awareness campaigns, and community outreach programs.
- **Raising Funds:** Using their position, the Mayor can assist in fundraising efforts for the charity, whether through personal appeals, attending fundraising events, or leveraging their network.
- **Facilitating Attendance:** The Mayor will work closely with the charity to facilitate their attendance and visibility at events, ensuring maximum impact.

Benefits:

- **Increased Awareness:** The Mayor's involvement will raise awareness about the charity's cause and activities within the community.
- **Enhanced Fundraising:** The Mayor's support can lead to increased fundraising opportunities and donations for the charity.
- **Community Engagement:** The Mayor's participation in events helps foster community engagement and support for the charity's initiatives.

Option 2: Support from an existing Charity Panel

In this option, it is assumed that the Mayor has an established connection to a Charity that has an active support team or panel that facilitates the administration of all aspects of the Mayor's involvement with said Charity.

Responsibilities:

- **Charity Selection:** The Mayor's charity should align with Havering's values and priorities.
- **The Panel:** A charity panel consisting of trusted individuals from the community, council, or relevant stakeholders will be in place.
- **Overseeing Events and Functions:** The panel will be responsible for planning, organising, and overseeing all events and functions related to the charity.
- **Administration:** The panel will handle administrative tasks such as fundraising coordination, budgeting, communication with the charity, and reporting.

Benefits:

- **Expertise and Support:** The panel brings together diverse skills and expertise to effectively support the charity's initiatives.
- **Efficiency:** Centralised management through the panel ensures smooth coordination of events and activities.
- **Transparency:** Having a panel in place ensures transparency in decision-making and accountability.

Further considerations:

- **Time Commitment:** The Mayor should be prepared to allocate time for attending events and functions organised by the charity.
- **Alignment of Values:** It is essential to choose a charity whose mission aligns with the Mayor's values and interests.

- **Collaboration:** Regular communication and collaboration with the charity's representatives are key to a successful partnership.
- **Council Officers' Involvement:** While the Mayor's office may coordinate some of the Mayor's involvement with the charity, it is important that council officers do not get involved in excessive detail regarding the administration of the charity's work. The Mayor's office should maintain a supportive role rather than becoming directly involved in day-to-day operations.
- **Management of Charity donations:** It is strongly advised that the Mayor does not engage in any direct activity that involves collecting, holding, banking, or administering charitable donations. Such activities pose significant risks to the Mayor's and the Council's reputation and credibility. These activities are governed by key legislation, and the accounts are subject to full audits and reporting. The Mayor should avoid any potential conflict of interest or breach of trust that may arise from handling charitable donations.

Conclusion:

Both options offer valuable ways for the Mayor of Havering to support a charity and make a positive impact on the community. The choice between being a figurehead for a charity or selecting an existing charity with a charity panel depends on factors such as existing partnerships, time, availability, personal interests, and desired level of involvement.

Please also review Appendix 3 – Finances, charity payments, civic purse, and processes.

Media, Social Media, and Correspondence

The Mayor may wish to engage with the community through social media to highlight and promote Borough activities and events. It is expected that the Mayor will possess or acquire the necessary skills to effectively utilise various social media tools and techniques. Should there be a need, training options are available to ensure proficiency in these areas.

While the Mayoral Support Team and the Authorities Communications team can provide some support, it is important to note that there are no allocated resources or budget specifically for marketing and promotions. Additionally, strict adherence to the protocols associated with the secure use of social media tools is imperative to maintain the integrity and security of communications.

The Mayoral Support team can support in overseeing the Mayor's correspondence by meticulously logging and directing enquiries, as well as assisting with the drafting of responses. It is essential for the Mayor to collaborate closely with the team to establish a unified approach for managing these tasks. Together, they should delineate clear roles and responsibilities, ensuring a seamless operation that upholds the standards of Mayoral communication and public service.

Appendix 1 – Events

The engagements and events that the Mayor will attend throughout their mayoralty can be divided into the listed main categories below. Further information appertaining to what is expected and how these events will be organised is documented below.

- Annual Civic Events.
- Events that are directly organised or promoted by the Council, and/or the Mayor.
- Events where the Mayor is expected to attend.
- Engagements which the Mayor may be invited to attend.

Annual Civic Events:

There are several annual civic events that are organised and supported by the Mayoral Support Team, which have been categorised below. It should be emphasised that these functions are civic in nature and are not personal engagements of the Mayor.

- Civic Awards
- Civic Dinner
- Civic Service
- Civic Carol Service

Events Promoted by the Council or the Mayor:

There is not an expectation, nor is it anticipated, for the Mayor to actively be involved/to participate in every event endorsed by the Council. However, typically, the Mayor shall be engaged with the following:

- Remembrance Sunday
- Armed Forces Day
- Holocaust Memorial Day
- St George's Day
- D-Day 80th Anniversary

There shall be well-coordinated and timely notice from Havering's Communications team when there is an expectation for the Mayor to attend a particular event. The relevant Council Officer will liaise directly with the Mayoral Support Team, to facilitate the Mayor's attendance. The Communications team will ensure that the Mayor is well-informed and prepared.

Events which the Mayor is expected to attend:

Throughout a Mayoral year, there shall be a number of external events which the Mayor is expected to attend, on behalf of the Borough.

The Mayor will typically receive approximately 500 invitations per year. However, the number of engagements fulfilled by the Mayor is not a sign of quality. The Mayor shall always be cautious not to solicit invitations or be seen to do so. The soliciting of invitations affords neither the office of the Mayor, nor the Mayoralty, any credit.

Invitations to functions are exclusively for the Mayor and the designated Mayoral Party, and the presence of additional family members or friends is not anticipated, unless an invitation is expressly extended to them. Requesting invitations for additional guests could pose a significant reputational risk and could potentially lead to an uncomfortable situation for the hosting organisation. Furthermore, it could be a difficult position for the Mayoral Support Officer, who would be tasked with facilitating a request of this kind.

Invitations should be made directly to the Mayoral Support Team via our online form, and the Mayor or Deputy Mayor must not personally accept invitations. The Mayoral Support Team will receive and acknowledge the request (or enquiry), check the current schedule, review the event for alignment against the agreed criteria and if recommended, this will be placed and confirmed in the Mayoral diary.

Acceptance of invitations not defined in the agreed programme of events, or where they fall outside of the agreed criteria, shall only be accepted where there are special grounds to do so. A panel consisting of Communication Specialists, the Head of Service, and the Monitoring Officer will assess and approve the Mayor's attendance. This virtual panel shall ensure that the Mayor's involvement aligns with Havering's interests, values, and non-political stance. It shall also assess the cost and value to the Borough, to ensure that events are beneficial to the Borough as a whole.

Should the Mayor choose to contest the decision of the panel, the matter will be escalated to the Leader of the Council. The Leader will thoroughly review the panel's recommendations and consider any concerns raised by the Mayor. All decisions made will be meticulously documented, ratified with clear rationale and explanations, and will be made available for review upon request. This ensures transparency and accountability in the decision-making process.

Table 1 - Summary of Top Roles and Responsibilities in relation to events

Task	Mayoralty	Council Officer
Receive and assess invitations/request	If the Mayor receives invites these must be passed to the support team to review.	Review and agree to all invitations and events, review existing schedule and commitments and propose options to Mayoralty.
Attend chosen events	Attend events selected by the Support Team and agreed by the Mayor, that align with the borough's interests and values	Screen incoming event requests for suitability and provide direction to the Mayor on event attendance. Highlight issues or risk with event.
Prepare material	Prepare speeches, presentations, or remarks for events to promote the borough in a non-political manner.	Assist in preparing materials for events, as requested by the Mayor.

Research event	Conduct research on upcoming events, venues, and attendees to ensure informed participation.	Provide insights and advice to the Mayor based on event research and analysis.
Give out awards or certificates	Present awards or certificates to deserving individuals or organisations at events.	Facilitate the preparation and presentation of awards or certificates at events.
Speak at event	Deliver speeches or remarks at events to engage with attendees and promote borough initiatives.	Advise on speech content and provide support for the Mayor's speaking engagements.
Promote borough in a non-political way	Promote the borough's values, achievements, and community initiatives without political bias.	Ensure promotional materials and communications reflect the non-political promotion of the borough.
Support local businesses, residents, and charities	Show support for local businesses, residents, and charities through attendance and promotion.	Advise on ways to support local entities and facilitate connections between the Mayor and stakeholders.
Adhere to guidance and advice from Mayor's support team	Follow guidance and advice provided by the Mayor's support team for effective event participation.	Provide guidance and advice to the Mayor based on event protocols and expectations.

Criteria for evaluating event attendance

An event weighting practice, alongside a scoring criterion is used to evaluate the Mayor's attendance at events, considering the benefit to Havering, the values of the council and borough, cost-effectiveness, and priority for local events, charities and networks. This brings transparency and consistency to the decision-making process. Events should score no lower than 70%, which is a minimum of 32 of the available 45 points.

Table 2 - Scoring criteria for an event		Score 1 - 5
Relevance to Havering's Goals and Values	Alignment with the strategic objectives and priorities of Havering. Support of initiatives that promote community well-being, economic growth, and cultural enrichment in Havering.	/5
Community Impact	Potential for positive impact on the local community. Opportunities for community engagement, empowerment, and cohesion.	/5
Council and Borough Values	Consistency with the values and principles of Havering Council. Promotion of diversity, inclusivity, and sustainability.	/5
Cost-Effectiveness	Consideration of the cost to the council and taxpayers. Evaluation of potential return on investment, including long-term benefits to Havering.	/5
Benefit to the Borough	Potential for enhancing the reputation and image of Havering. Opportunities for networking, partnerships, and collaborations beneficial to Havering.	/5
Priority for Local Events	Preference for events organised by local institutions, businesses, community groups and neighbouring boroughs. Emphasis on supporting Havering-based initiatives and projects.	/5
Charitable and Non-Profit Events	Priority given to events hosted by local charities and non-profit organisations. Evaluation of the impact of the event on charitable causes and community welfare.	/5
Public Representation	Consideration of the event's visibility and public interest. Evaluation of how the Mayor's attendance reflects positively on Havering and its residents.	/5
Evaluation of Alternatives	Consideration of whether the Mayor's presence is essential or if representation could be achieved through other means. Evaluation of the potential impact if the Mayor does not attend the event.	/5
TOTAL		/45

Civic Year and Annual Events

Typical / Example Annual Timetable		
Month	Event	Code
May (Incoming Month)	Annual Mayor Making	Δ
	Annual London Mayors' Association 'Induction and Protocols Day	\$
June	Langton's Summer Concert	×
	Annual London Borough Mayor's Service	Δ
	Armed Forces Day Parade	Δ
	New Mayors London Mayor Association Reception	×
July	London Mayors' Association AGM	\$
October	London Mayors' Association Civic Service	Δ
	Mayor of Havering Civic Service	Δ
	LBH Memorial Service	\$
November	Remembrance Day Parade and Service	Δ
	Lord Mayor's Show	Δ
January	New Year's Day Parade	Δ
	London Government Dinner	\$
	Holocaust Memorial Day	Δ
February	London Mayors' Association Dinner	\$
	LBH Memorial Service	\$
March	London Mayor's Walk	Δ
April	Mayor of Havering Civic Dinner	×
	Mayor of Havering Civic Awards	Δ
	St George's Day Parade	Δ
May (outgoing month)	Royal Garden Parties	\$

CODE:

Δ - Green Civic

× - Blue Ceremonial

\$ - Other

Appendix 2 - Chairing Council Procedures

As per the Council's Constitution, part 4.5 - Council Procedure Rules, ordinary meetings of the Council (exceptions being annual council, council tax setting and extraordinary) will take place in accordance with a programme decided by the Council at the last ordinary meeting of the preceding municipal year. Ordinary meetings will:

- a) choose a member to preside if the Mayor is absent and to receive apologies for absence;
- b) approve the minutes of the last meeting and of any subsequent extraordinary meeting;
- c) receive any declarations of interest from members;
- d) at the first ordinary meeting after the Annual Meeting immediately following an ordinary election of Councillors, consider whether to:
 - i. confer on any former Member who has rendered eminent service to the Council the office of Honorary Alderman;
 - ii. to present to any other Member a certificate of service; and
 - iii. confer on any person of distinction or who has rendered eminent service to the borough the Honorary Freedom of the Borough
- e) receive any announcements from the Mayor, the Leader of the Council and/or the Chief Executive;
- f) receive any petitions pursuant to rule 14;
- g) receive and consider the following business, in the order indicated:
 - i. recommendations from the Cabinet and the Council's committees;
 - ii. reports of the Chief Executive, Monitoring Officer or Chief Finance Officer;
 - iii. proposals from the Cabinet in relation to the Council's budget and policy framework;
 - iv. reports of the Overview and Scrutiny Board and/or the Member Champions;
 - v. any statutory or other plans submitted for the Council's approval;
 - vi. at the last ordinary meeting in the Municipal year, approve a programme of ordinary meetings of the Council for the following year;
 - vii. any motions relating to the appointment of Chairmen or Vice-Chairmen of Committees (which shall be submitted in accordance with Rule 11 following);
- h) receive reports for the previous year from the Chairmen of the Overview and Scrutiny Committees, the Audit Committee and the Pensions Committee:
 - i. except in the year when there are Borough Elections, at the first ordinary meeting in the Municipal Year; and
 - ii. in the year when there are Borough Elections, at the last ordinary meeting before those elections;
- i) at the annual meeting of each Municipal Year, receive reports for the previous year from the Member Champions;
- j) consider questions from members submitted in accordance with Rule 10;
- k) debate any petition exceeding the threshold of 3,500 signatories, and reach a decision on it, in accordance with the procedure set out in Rule 14
- l) consider any motions submitted in accordance with the procedure set out in Rule 11; and
- m) consider any other business specified in the summons to the meeting.

The Council Procedure Rules in its entirety can be viewed [here](#), where protocols for Annual Meetings of the Council, Council Tax Setting meetings and Extraordinary meetings are fully outlined, alongside other procedural rules. Committee Services will fully prepare the Mayor for Council meetings and will meet with the Mayor in advance of every meeting.

Appendix 3 – Finances, charity payments, civic purse, and processes

Mayor's Appeal Procedure Notes

Provided and Approved by Strategic Finance – all relevant templates outlined below are saved in MS teams.

A40740 – Civic Purse Cost Code

New Mayor

Upon appointment, the New Mayor will decide which charity/charities are to be supported. The new Trustee form shall need to be completed and returned to Strategy Finance (1st floor Central Library) **within one month of appointment.**

Bank Account

In order to comply with Charity Commission requirements, the Mayor's Appeal Fund account (maintained by Strategy Finance) will be the sole account used only for donations and the surplus of events.

Details are as follows:

Account name: Mayor of Havering Appeal Fund

Sort code: 60-18-01

Account no: 14908646

Events

Any income from events in the form of a cheque needs to be made payable to the "London Borough of Havering". All details of income and expenditure relating to events needs to be recorded on the events template.

Any expenses relating to the Mayor's appeal events need to be paid for via purchasing card, I-procurement or through the Shared Services payables team (if not on I-Procurement), these then need to be journalled from the code they have been paid from to the Mayor's Appeal balance sheet code (234900 100747 – for 1166 Payments; and for 1176 Receipts).

Ticket sales should be made payable to:

Account Name: London Borough of Havering

Sort Code: 60-18-01

Account No: 14871734

Fis Codes for Reconciliations team/ Cashier Control Team is:

A01 A00000 234900 100747 1176 (Receipts)

A01 A00000 234900 100747 1166 (Payments)

Civic Purse FIS Code A40740

Donations

Any donations in the form of a cheque need to be made payable to “The Mayor’s Appeal Fund”. We have two card readers that can also take donations.

When receiving donations for the Mayor’s appeal fund, the Donations template needs to be completed; entering the name of person who has donated and whether gift aid is to be claimed. The last column for the amount of Gift Aid will populate itself, if correctly completed.

If Gift Aid is to be claimed, please ensure the Gift Aid template has been completed as below. This then needs to be passed over to Strategy Finance.

Gift Aid

The Gift Aid template only needs to be completed once the option for “All donations that I make from the date of this declaration until I notify you otherwise as Gift Aid donations” has been marked.

Gift Aid needs to be claimed from HMRC. It is therefore important that all necessary paperwork for the Gift Aid donations is handed over as soon as possible to avoid any delay in the claim process. Please note, that if at the end of the term a payment for gift aid is expected from HMRC, the charity payment will not be able to occur until this has been made.

Investment

There is a small investment with M&G Charities, the interest is received on a quarterly basis and this is then added to the Mayor’s Appeal Fund Account and goes towards the Mayor’s total at the end of their term.

End of term

At the end of the Mayor’s term, once all of the event income and expenditure has been processed, the total surplus from events will be transferred into the Mayor’s Appeal Fund account and the Mayor will be notified of the total money raised and available for payment. It will then be up to the Mayor to notify Strategy Finance of the details for the cheque(s) to be written and also if a presentation cheque is required.

The Mayor’s office is responsible for chasing any income expected or expenditure due to be paid, anything outstanding at the end of the Mayor’s term will result in a delay of pay out.

Strategy Finance

Strategy Finance will complete the annual return to the Charities Commission.

Appendix 4 – Civic Service Award Scoring Criteria

The Civic Service Award and Special Recognition Award is a prestigious recognition bestowed upon a local resident by the Mayor of Havering. Every Year the Mayor will award ten Civic Service Awards and up to three Special Recognition Awards.

Nominations should be sent to the Mayor's Office within the specified timeframe, including a comprehensive description of how the nominee fulfils the essential criteria listed below. Submissions lacking sufficient detail will not be considered by the judging panel. Guidance on the nomination process will be made available.

When defining criteria for a Civic Service Award, the panel consider incorporating elements such as the promotion of civil service values like honesty, integrity, impartiality, and objectivity, as well as the extent to which the nominee's achievements exceed their normal job role. For a Special Recognition Award, measurable criteria might include the impact of an individual's contributions on company, charitable or educational development, excellence in performance, and peer-to-peer communication. Additionally, it's important to acknowledge the role of panel discretion in the evaluation process, allowing for subjective judgment and strategic decision-making to adapt criteria to the unique context of each nomination.

The scoring criteria for the awards are designed to ensure fairness, transparency, and consistency in the selection process. Each criterion is assigned a maximum score, and the total score will determine the recipient and type of award.

The scoring criteria for the Awards are as follows:

- 1. Community Impact (Maximum Score: 5 points)**
Demonstrates significant impact on the community through their actions or initiatives. Evidence of improving the lives of residents in Havering. Examples of community engagement, such as volunteering, organizing events, or leading community projects.
- 2. Leadership and Initiative (Maximum Score: 5 points)**
Displays exceptional leadership qualities in their endeavours.
Took initiative to address community needs or challenges.
Inspires and motivates others to get involved in community service or projects.
- 3. Dedication and Commitment (Maximum Score: 5 points)**
Consistent and long-term dedication to serving the community.
Evidence of ongoing commitment to community causes or organisations.
Demonstrates reliability and perseverance in their civic service activities.
- 4. Innovation and Creativity (Maximum Score: 5 points)**
Introduced innovative approaches to solving community problems.
Creatively implemented projects or initiatives that had a positive impact.
Showed a willingness to think freely to achieve community goals.

5. Collaboration and Partnerships (Maximum Score: 5 points)

Successfully collaborated with other individuals, organisations, or groups for community benefit.
Built strong partnerships that enhanced the effectiveness of their civic service efforts.
Demonstrates the ability to work with diverse stakeholders to achieve common goals.

Total Maximum Score: 25 points

Advice on approach and content

Invitation example:

Nominate an Unsung Hero for the Mayor of Havering's Civic Awards

Do you know an unsung hero who has gone beyond to better their borough? Or whose achievements are helping make Havering a better place to live, work, or study? We want to hear about them.

Make a nomination to the Mayor of Havering's Civic Service and Special Recognition Awards and help recognise, celebrate, and reward the special people of our borough. Your nomination will be evaluated based on the following criteria:

- Community Impact
- Leadership and Initiative
- Dedication and Commitment
- Innovation and Creativity
- Collaboration and Partnerships

Please provide a minimum of 100 words per category, any incomplete nominations will not be considered. Advice on making a nomination is included below.

Your nomination will play a crucial role in identifying those individuals who have made exceptional contributions to our community. Together, let us honour those who are making a difference in Havering.

Nominate someone today and help us shine a light on our local heroes.

Advice and Guidance

Writing a nomination for an award, such as the Mayor of Havering's Civic Awards, is an opportunity to highlight the outstanding contributions and achievements of an individual. Here are some tips on how to write an effective and compelling nomination:

- **Know the Criteria:** Before you begin writing, familiarise yourself with the criteria for the award. Understand what qualities and achievements the award organisers are looking for. Tailor your nomination to address these specific points.
- **Gather Information:** Take the time to gather relevant information about the nominee. This may include their accomplishments, contributions to the community, leadership roles, volunteer work, achievements, and any other relevant details. If possible, provide specific examples and evidence to support your points.
- **Highlight Achievements:** Use the body of your nomination to elaborate on the nominee's achievements and contributions. Be specific and provide examples. Describe how their actions have made a positive impact on the community, whether through volunteer work, leadership roles, innovative projects, or other initiatives.
- **Include Personal Stories:** Personal anecdotes or stories can bring the nomination to life. If you have witnessed the nominee's impact first-hand or have benefited from their work, share these experiences. Personal stories can add depth and emotion to your nomination.
- **Focus on Impact:** Emphasise the impact the nominee has had on individuals, groups, or the community. Describe how their efforts have made a difference, improved lives, or addressed prominent issues. **Be Concise and Clear:** While it is important to provide details, ensure your nomination is clear, concise, and easy to read. Avoid jargon or overly technical language. Use bullet points or subheadings to organise information.
- **Proofread and Edit:** Before submitting your nomination, carefully proofread it for any errors or typos. Ensure your nomination flows well and effectively communicates your message. Ask someone else to review it for feedback if possible.
- **Submit by the Deadline:** Be mindful of the nomination deadline and ensure you submit your nomination on time. Late submissions may not be considered.

Remember, a well-written nomination can impact the selection process. It is an opportunity to shine a light on someone who is making a difference in the community. Your words can help the award committee see the nominee's achievements and contributions in a compelling way.

Appendix 5 - Declarations:

Mayor's Declaration Agreement

Introduction

I, [Mayor's Full Name], hereby accept the esteemed position of Mayor for [City/Town Name]. As the First Citizen of our community, I recognise the importance of upholding the highest standards of conduct, professionalism, and civic responsibility. This declaration serves as my solemn commitment to adhere to the guidelines set forth in the Mayoral Handbook and Procedures Manual.

Role and Responsibilities

- **Impartiality:** I pledge to maintain impartiality during formal Council meetings and civic functions, ensuring fairness and respect for all.
- **Community Engagement:** I will actively participate in civic engagements, community events, and public ceremonies, promoting our town's values and aspirations.
- **Protocol and Precedence:** I shall adhere to established protocols, recognising the significance of our traditions and the dignity of the office.
- **Dress Code:** I will adhere to appropriate dress codes for each occasion, maintaining a dignified appearance.
- **Punctuality:** I recognise the importance of punctuality and will ensure timely arrival at all engagements.
- **Communication:** I will promptly respond to invitations and queries related to my mayoral duties.
- **Costs and Expenses:** I appreciate the Council's support in arranging and funding events, transport, staff time and support.
- **Representative Role:** I understand that my role extends beyond mere administration. As Mayor, I am a symbol of unity, pride, and service to our residents.

Conclusion

By signing this declaration, I affirm my commitment to serve our community with integrity, dedication, and honour. I pledge to uphold the principles outlined in the Mayoral Handbook and Procedures Manual throughout my tenure.

Name: _____

Signed: _____

Date: _____

Deputy Mayor's Declaration Agreement

Introduction

I, [Deputy Mayor's Full Name], hereby accept the honourable position of Deputy Mayor for [City/Town Name]. As the Second Citizen of our community, I recognise the importance of supporting the Mayor and upholding the highest standards of conduct, professionalism, and civic responsibility. This declaration serves as my solemn commitment to adhere to the guidelines set forth in the Deputy Mayoral Handbook and Procedures Manual.

Role and Responsibilities

- **Impartiality:** I pledge to maintain impartiality during formal Council meetings and civic functions, ensuring fairness and respect for all.
- **Community Engagement:** I will actively participate in civic engagements, community events, and public ceremonies, promoting our Borough's values and aspirations.
- **Protocol and Precedence:** I shall adhere to established protocols, recognizing the significance of our traditions and the dignity of the office.
- **Dress Code:** I will adhere to appropriate dress codes for each occasion, maintaining a dignified appearance.
- **Punctuality:** I recognise the importance of punctuality and will ensure timely arrival at all engagements.
- **Communication:** I will promptly respond to invitations and queries related to my deputy mayoral duties.
- **Costs and Expenses:** I appreciate the Council's support in arranging and funding events, transport, staff time and support.
- **Representative Role:** I understand that my role extends beyond mere administration. As Deputy Mayor, I am a symbol of unity, pride, and service to our residents.

Conclusion

By signing this declaration, I affirm my commitment to serve our community with integrity, dedication, and honour. I pledge to uphold the principles outlined in the Deputy Mayoral Handbook and Procedures Manual throughout my tenure.

Name: _____

Signed: _____

Date: _____

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