

# **MANAGING EXPECTATION**

## **A Protocol between the Mayor of Bridgend and the Staff of the Members' Services Team**

### **1. INTRODUCTION**

#### **1.1. Purpose and Objectives**

***Managing Expectation*** is a protocol, agreed between the two parties i.e. "The Customer" (The Mayor, Mayor's Consort/Escort, Deputy Mayor and Deputy Mayor's Consort/Escort) and the "Service Provider" (The Mayoral Support Team) involved in delivering the "Mayoral Service". It records the common understanding about services, priorities, responsibilities and guarantees, with the main purpose to agree on the level of service delivery. This document is also to be read and signed by the Mayor's Consort/Escort, Deputy Mayor and Deputy Mayor's Consort/Escort.

It is a business document with limited technical content. Technical information about the running of the Civic Office can be found in the Civic Handbook, Civic Ceremonial, Debretts and the website of the National Association of Civic Officers.

In modern Local Government, it is important to continue to deliver and improve on service commitments for customers within agreed budgets and budget constraints. The Mayor's Office is no different and, as in all Council services, there is a need to constantly self assess the service to examine whether the protocol's business and contractual obligations are being met, whether improved services are being developed, if big issues and breaches under the protocol are quickly identified and rectified.

This protocol will be reviewed periodically to ensure all information is current and correct.

It is strongly recommended that this document is read in conjunction with the *Chauffeurs Protocol*

#### **1.2. Parties to the Protocol**

- The parties to this protocol are the The Mayor, Mayor's Consort/Escort, Deputy Mayor and Deputy Mayor's Consort/Escort and the Principal Member Services Officer, as the most senior officer involved in delivering the service

#### **1.3. Definitions**

### **1.3.1. The Members' Services Team**

The Team consists of the following Officers: -

- The Principal Officer Member Services is the Manager of the Members' Services Team which provides administrative, secretarial, research and other support to all 52 Elected members of the Council
- The Members' Services Officer provides further assistance to Members, specifically, the administration of Members' Expenses
- The Members' Secretarial Assistant further augments the front-office staff in assisting Members generally in their day to day requirements
- The Personal Assistant to the Leader provides dedicated support to the Leader.
- The Secretary to Deputy Leader provides dedicated support to the Deputy Leader.
- The Mayor's Secretary provides dedicated support to the Mayor and Deputy Mayor.
- The Mayoral Assistant further augments the day to day requirements of the Mayor's Office and supports the Mayor in the absence of the Mayor's Secretary.
- The Civic Chauffeurs provide additional support to the Mayor and Deputy Mayor. They drive the Civic Car and act as the Mayor's attendant at functions and receptions. There will be occasions when the Civic Chauffeurs are asked to drive the Leader or Chief Executive.
- The Civic Relief Chauffeurs undertake the duties of the Civic Chauffeur's in their absence for whatever reason.

The Mayor's Secretary, Mayoral Assistant and the Civic Chauffeurs are for the express purpose of delivering the Mayoral Service and are the primary human resources allocated to the Mayor's Parlour. High profile Civic Occasions (such as Civic Sunday, Freedom Ceremonies, etc) are further supported by the other Members from the Team, at the discretion of the Principal Officer Member Services.

### **1.3.2. The Civic Hospitality Budget**

- This currently stands at £18,530 per annum and is agreed annually by Council as part of the budgetary process All Civic Catering for the year is funded from this budget which is used for:
  - Civic functions

- Functions of a corporate nature and in the corporate interest
- Functions which promote the interests of the County Borough
- The provision of refreshments to formal visitors
- To meet miscellaneous expenditure when the Mayor or any other leading politician represents the Council at approved functions involving other authorities or bodies.

The Civic Hospitality Budget cannot be replenished from elsewhere within the budget system

It is essential, therefore, that the Mayor and the Mayor's Secretary agree in advance what functions the Mayor will host so that there is a clear understanding of what can be afforded and not arrive at a situation of disappointment when functions cannot proceed because the budget is exhausted.

Incidental donations and raffle tickets spent at events should be purchased using the Mayor's/Deputy Mayor's own allowance (annual allowance given for being Mayor). The Mayor/Deputy Mayor are responsible for the purchase/donations for both themselves and their Escort/Consort.

### **1.3.3. The Promotional Products Budget (Donations & Gifts)**

- This currently stands at £1850 and caters for Charity functions based in other authorities, donations to local charities and also Civic Gifts to be given to (for example) Civic Heads Dinner and Consorts Day. Again, this is agreed annually by as part of the budgetary process. The Promotional Products Budget cannot be replenished from elsewhere within the budget system
- Token donations or gifts to charities etc will be kept to a nominal figure up to a maximum of £50. Payments will not be made which directly benefit an individual, political party or organisation not open freely to the general public.
- Donations and gifts worth in excess of £50 but less than £400 will be subject to consultation with the Civic Steering Group. Any donations or gifts worth in excess of £400 will require the approval of Council.
- Any outgoing gifts (pens/armorial shields/badges etc) not arranged by the Mayor's Secretary should be reported to the Mayor's office for audit and stock purposes.
- Any gifts/raffle prizes received by the Mayor must be reported to the Mayor's office irrespective of value. All such gifts will be declared in the register of gifts and hospitality maintained and overseen by the Monitoring Officer.

- Any prize winnings from raffle tickets paid for from the hospitality fund will be the property of the Council. All such prize winnings will be declared to the Monitoring Officer in the same way as gifts.
- All expenditure must comply with the financial regulations of the Council.

#### **1.3.4. The Mayor's Parlour**

- For the duration of the Year of Office, the Mayor has use of the Mayor's Parlour, which is situated on Level 1 of the Civic Offices, Bridgend. **The Parlour will ordinarily only be used for the provision of hospitality to guests at approved Mayoral functions.**

#### **1.3.5. The Civic Regalia**

*This includes Chains of Office for the Mayor, Mayor's Escort/Consort and Deputy Mayor, Deputy Mayor's Escort/Consort.*

- The Mayor, Mayor's Escort/Consort and Deputy Mayor, Deputy Mayor's Escort/Consort each have their own Chains of Office which are retained by themselves throughout the Year of Office. The Chauffeur may be required to retain the chains for safekeeping whilst at events. The Chains of Office should never be left unattended this includes leaving in the civic car whilst unattended by the Chauffeur.
- A Medal/Pendant is presented to the outgoing Mayor and Mayoress/Consort at the annual Mayor-Making ceremony.

#### **1.3.6. The Civic Vehicles**

- A silver Volvo S80, Registration Number CE07 KLF and a silver Mondeo PJ02 VVL, are available for civic appointments. The civic cars may only be used for the transportation of personnel whilst they are on civic business or in the discharge of executive or corporate duties and responsibilities. The Mayor has the primary use of this vehicle, however the civic cars may also be used by other Members and Officers where appropriate.
- The use of the civic cars by any other member or officer for any other purpose must first be agreed by the Leader or Chief Executive or in their absence their appointed representatives.
- The civic cars may only be used for the purposes outlined above and may not be used for the transportation of goods or for any personal reasons. (also refer to the Chauffeurs Protocol).
- If the civic cars are unavailable for any reason, a taxi may be required – the Mayor/Deputy Mayor will be informed in advance if this is the case. However the taxi drivers cannot be expected to carry out the duties of the chauffeur. If the Mayor/Deputy Mayor requests and is

happy to take their own transport a facility to claim mileage expenses can be made through Member services.

### 1.3.7. Mayoral Family

- The following are the regular members of the Mayoral Family. Each is invited to the Authority's Civic and charity events and the Mayor can expect reciprocal arrangements .

CARDIFF  
CAERPHILLY  
MERTHYR TYDFIL  
NEATH PORT TALBOT  
NEWPORT  
RHONDDA CYNON TAF  
SWANSEA  
VALE OF GLAMORGAN

There is no regular Civic relationship with the following:-

BLAENAU GWENT  
TORFAEN  
CARMARTHENSHIRE  
MONMOUTHSHIRE

The guiding principle in respect of those with whom there is no regular civic relationship is that if we attend their Civic event, they can expect to be invited to attend ours. We are likely to receive Civic invitations from these Mayors/Chairman, but we decline due to resources. The Mayor may attend their charity events, as these do not have to be reciprocated though consideration must be given to available resources and that the Mayor's priority is always expected to be events in our own borough.

If resources allow, the list can also include one of the Mayors from the second list providing there is a particular reason to foster a special relationship with them in that year only.

### 1.3.8. Civic Engagements

- *The Civic Ceremonial handbook (copy maintained in the Mayoral Office)* defines 7 specific categories of "Civic Engagements". These are: -

1. Social – entertaining work colleagues, ward party members, etc
2. Community – attending events such as local amateur theatre, sports clubs, church groups, etc
3. Promoting – Council/partnership initiatives, inward investment, etc
4. Civic hosting – receptions, buffets, banquets, etc in connection with community and promotion
5. Charities – fundraising events

6. Civic circuit – visiting other authorities for civic dinners, church services, etc
7. Council/statutory/tradition – chairing Council meetings, attending Remembrance Day, etc

### **Guidelines for Events**

- The Deputy Mayor exists to assist the mayor in his/her duties. Normally therefore with the exception of the Inauguration, you should not find the Mayor and Deputy Mayor attending the same function. In this way, the Deputy Mayor should not expect to receive invitations in his/her own right, but will undertake only those bookings that the Mayor is unable to attend. In the event that both may and Deputy Mayor do attend a function together both chains may be worn.
- Priority is always to local events. Supporting events outside the borough is fine, but will always take 2<sup>nd</sup> place to our borough. Ultimately the decision needs to be ‘what value to the Authority is gained, can I justify the expense and is it value for money’?
- Sometimes the office may need to decline an invitation, this could be because of lack of funds, resources, protocol or questionability as to whether it is a Mayoral role. The Mayor will always be informed of any such declines.
- When civic invitations are received, unless explicitly only inviting the Mayor we work on the assumption that the Mayor’s Consort/Escort is invited too, but this is always checked.
- If the Mayor/Deputy Mayor is unable to attend an event already accepted (this includes if the Consort/guest has accepted but is suddenly unable to attend), the office will need to be notified so the organisers can be told the Mayor will be attending alone or not at all. This is important as organisers may have arranged for a bouquet to be presented, for example, and it can cause embarrassment if the intended recipient has not let the organisers know in advance of the event. If, for any reason an emergency occurs and the Mayor/Deputy Mayor are unable to attend immediately before the event, the chauffeur should call and cancel using the Event Detail Form for contact details.
- Any communication with other Mayor’s offices must come through the Mayor’s office.  
If the Mayor is unable to attend an event and the Deputy Mayor is required to attend instead, the Mayor’s office must give all the available information to the Deputy Mayor.
- The Mayor/Deputy Mayor must not accept invitations without consulting with the Mayor’s office first. If the Mayor is approached personally with an invitation she/he should tell the person/organisation to write to the Mayor’s Parlour who will respond in the usual format.
- The Mayor is required to host business dinners and other such events on behalf of BCBC. With the exception of the business dinner based around the Mayor’s ‘theme’, these are not the

Mayor's own functions to invite personal guests. There are other events in which this can be done.

- The Mayor/Deputy Mayor is not permitted to open ad-hoc bar tabs for personal use. However, if the Mayor is hosting a table at i.e. at business dinners/lunches, an official order will be set up by the Mayor's office for the venue and the Mayor is able to buy drinks for guests using a tab. If the Mayor is at a function as a guest the host is usually expected to buy the drinks, if they don't the Mayor is required to purchase his/her own. The same applies for Charity Committee Events.
- The Mayor/Deputy Mayor and Chauffeurs should carry their mobile phones with them on **all** occasions to ensure communication is maintained or changes are taken into consideration throughout events.
- The Mayor's Consort/Escort is not required to attend Pre-Council briefings, tender openings or any other strictly Mayoral Council business.

In Bridgend "quality engagements" could be interpreted as any engagement which promotes Key Priorities of the Corporate Plan. The emphasis is on "quality" rather than "quantity".

- The Mayor may not always be key at an event and can be invited purely for the decorative prestige of the host. When accepting Civic Engagements it should be clear that the Mayor should have a visible and crucial role in the proceedings, and that role should be spelt out by the host. The 'Protocol Information for Event/Function Organisers for Attendance of Mayor' sheet which describes the role, purpose and historical background of the Mayor should accompany any negotiations for the Mayor's presence at any given event) - in effect – a briefing note for the general public).
- In Election years, the Mayor should not take on any engagements which could be misconstrued as seeking votes during the period from the date of Notice of Election to the date of the election.

## **2. SCOPE OF WORK**

### **2.1. Standard Services – What the Mayor can expect from the Mayoral Support Team**

- The standard services provided by the Mayoral Support Team (i.e. the Mayor's Secretary, Mayoral Assistant and the Civic Chauffeurs, as defined above) are as follows.

The Mayor's Secretary and Mayoral Assistant will: -

- 2.1.1 Provide support to the Mayor and Mayoress/Consort and to the Deputy Mayor and Deputy Mayoress/Consort throughout their term of Office, planning at all times for improvement to the service, act as a primary contact and assist with transport arrangements.
- 2.1.2 Maintain the Mayoral Diary and ensure that key processes and procedures are documented accordingly and communicated to all of the key parties.
- 2.1.3 Ensure that the role of the Mayor in Bridgend is understood and its potential maximised.
- 2.1.4 Develop the Council/Democratic engagement feature of the Mayoral role.
- 2.1.5 Lead in the organisation and delivery of Civic events; these include Mayor-Making, Civic Sunday, Royal Visits and Freedom Ceremonies
- 2.1.6 Develop the framework of the *Mayoral Handbook* to include induction, checklist of standard procedures, guidance on financial protocols, claims to expenses and use of the Civic Car.
- 2.1.7 To develop, a programme of activities for the year that is consistent with the Mayor's role as first citizen, providing organisational and promotional support to each key activity.
- 2.1.8 Assign the day-to-day duties to the Civic Chauffeur and Civic Relief, holding regular briefings to discuss the *Mayoral Engagement Sheet*.
- 2.1.9 Oversee the care and maintenance of the Civic Regalia.
- 2.1.10 Procure annually the Past Mayor's Medals
- 2.1.11 Gather examples of best practice (and inform the Mayor accordingly) through involvement with the National Association of Civic Officers and the Wales Association of Civic Officers
- 2.1.12 Sustain the service during "unsociable hours", including evenings, weekends and Bank Holidays. This does not include Christmas Eve (after 12 noon), Christmas Day, Boxing Day, Easter Sunday, New Year's Eve and New Year's Day. Please see para 2.4.5 with regard to working "unsociable hours". (Sustain the service during unsociable hours – this needs to be clarified in that only the Chauffeurs work evenings, weekends and Bank Holidays, the Mayor's Secretary/Mayoral Assistant do not attend functions unless there is a specific need)

- The following further services are also provided by the Civic Chauffeur:

The Civic Chauffeur will: -

- 2.1.13 Act as chauffeur and personal attendant to the Mayor and Mayoress/Consort and Deputy Mayor and Deputy Mayoress/Consort as required.
- 2.1.14 Be responsible for the polishing and cleaning of the Civic Car, ensuring that cleanliness is kept to a high standard at all times.
- 2.1.15 Be responsible for the care and maintenance of the civic car, undertaking routine maintenance checks, including tyre pressures, oil and water levels and that the car has an adequate supply of fuel prior to embarking on journeys and liaising with the Mayor's Secretary for repairs and servicing.



- 2.1.16 When required act as chauffeur to members and chief officers of the Council. See the Chauffeurs Protocol with regard to terms and conditions of use of the Civic Car and the order of priority of claim. Note that the Civic Chauffeur is expected to exercise discretion and diplomacy in applying the principles of the protocol attached to the use of the Civic Vehicle.
- 2.1.17 Plan routes as necessary, using available resources, including *Autoroute*, and undertaking any necessary reconnaissance. Calculating accurate pick up and drop off times and being on hand to collect at the correct time.
- 2.1.18 May be required to retain the chains for safekeeping whilst at events. The Chains of Office should never be left unattended this includes leaving in the civic car whilst unattended by the Chauffeur. Become familiar with the content of the weekly *Mayoral Engagement Sheet* and be briefed and ready to assist the Mayor or Deputy Mayor on background details of the functions they are attending.
- 2.1.19 Act as Civic equerry at receptions and visits, introducing the Mayor and making announcements as necessary and ensuring that the Mayor is received and escorted by the host organisation.
- 2.1.20 Conduct tours of the Civic offices for visitors to the Mayor's Parlour.
- 2.1.21 Assist the Mayor's Secretary by attending receptions held in the Mayor's Parlour, or at any other venue indicated by the Mayor's Secretary, ensuring that an adequate supply of refreshments is available and assist in the preparation of the room and facilities for this purpose and clearing away.
- 2.1.22 Work with the Mayor's Secretary to be responsible for the procurement of refreshments.
- 2.1.23 Take photographs at Civic Functions using the digital camera provided.
- 2.1.24 Carry out any other reasonable instructions that may be given by the Mayor's Secretary or the Head of Member Services.
- 2.1.25 Be familiar with the first principles of first aid.

## **2.2. Charity Support**

- 2.2.1. Each Mayor will decide beforehand what level of prominence he/she will give to the charity role during his/her term of office.
- 2.2.2. To ensure propriety the Mayor's Office will have no day to day responsibility/involvement with the monies raised for charities. To facilitate this each Mayor will set up an independent charity appeal committee to provide administrative, financial and organisational support.
- 2.2.3. The Mayor is directly accountable for any monies he/she collects on behalf of any charities to those charities and must ensure compliance with all Charity Commission and legal requirements. The Mayor must be responsible for accounting for all monies collected and ensuring that all financial records are independently audited.
- 2.2.4. The Mayor will ensure that all accounts and banking records or monies collected on behalf of any charities are open to inspection to the Authority's Chief Finance Officer and approved auditors.

- 2.2.5. The Mayor will ensure that adequate insurance cover is obtained in respect of all activities organised by the Mayor's Charity.
- 2.2.6. The Mayor's Office will offer organisational support for those charity events which promote positive relationships between the Council and the business community. These events are:-
- The Charity Golf Tournament
  - The Charity Business Lunch(es)/Dinners
- 2.2.7. Organisational support will not include the banking of any charity monies or the keeping of accounts.
- 2.2.8. Any new, proposed events for inclusion on the above list will be considered and agreed by the Civic Steering Group.
- 2.2.9. Any member of staff who wishes to put themselves forward for membership of the independent charity appeal committee will do so on a voluntary basis and any work resulting from membership of the charity appeal committee will not form part of normal duties.

### **2.3. Service Availability**

- 2.3.1. The Mayoral Support Service is available throughout the working week, i.e. Monday – Thursday 8.30am – 5.00pm, Friday 8.30am – 4.30pm.
- 2.3.2. Outside of normal working hours (evenings and weekends), it is usual for the Civic Chauffeur to act as the Mayor's Equerry and the Mayor's Secretary is not always expected to be present. As to whether the Mayor's Secretary is in attendance (or indeed the Principal Officer Member Services) is a matter of judgement and negotiation on any given occasion.
- 2.3.3. The service is not available on Christmas Eve (after 12 noon), Christmas Day, Boxing Day, Easter Sunday, New Year's Eve and New Year's Day.
- 2.3.4. The availability of the service will be curtailed during local government pre-election periods, when Civic Hospitality could be construed (however incorrectly) as an attempt to procure votes. It is recommended that Civic activities cease during the period from the date of Notice of Election to the election with certain exceptions as approved by the Assistant Chief Executive Legal & Regulatory Services & Monitoring Officer.
- 2.3.5. It is important to remember that each member of staff is employed to work 37 hours per week. There is no overtime budget and therefore, any time that they work outside of normal office hours will need to be repaid to them as time in lieu. Clearly, this will impact upon the service that can then be provided in the normal working week.
- 2.3.6. Under the European Working Time Directive, the Authority is bound, as responsible employers, to monitor the Civic Chauffeur's hours and to take corrective action if necessary.

### **2.4. Place of Service Delivery**

- 2.4.1. The service will be ordinarily delivered at the Civic Offices, Bridgend as the seat of the Mayor's Parlour, and other parts of the building can be used to host functions as required.
- 2.4.2. Functions can also be hosted in Bryngarw House and other venues subject to negotiation.

## **2.5. Behaviour**

- 2.5.1. Mayoral Support Team (together with all members of the wider Team) must adhere to the current Code of Conduct for Council Employees. This can be viewed on the Council's "Intranet".
- 2.5.2. *The Mayor is required to adhere to the current Councillors Code of Conduct.*  
The Mayoral Support Team are expected to demonstrate high standards of professional behaviour and will perform their respective roles in a cheerful, courteous and accommodating manner.
- 2.5.3. Other members of the Members' Services Team are required to present similar standards of behaviour when dealing with the Mayor.
- 2.5.4. The usual form of formal address at all times is *Mr Mayor, Madam Mayoress, Madam Mayor, Mr Consort, Madam Consort* etc– as appropriate.
- 2.5.5. All staff are required to be discreet and sensitive to situations, with an ability to maintain confidences.

## **2.6. Changes to Services**

- 2.6.1. Any changes to the services provided to the Mayor will be communicated and explained before any such changes are implemented.

## **3. PERFORMANCE, TRACKING AND REPORTING**

### **3.1. Key personnel changes**

- 3.1.1. Any changes in staffing arrangements within the Mayoral Support Team (including the Members' Services Team as necessary) will be communicated and explained to the Mayor.

### **3.2. How each individual service will be monitored**

- 3.2.1. Each area of the service is subject to the monitoring of performance  
These include: -
  - Civic Protocol sheets are submitted by those seeking the services of the Mayor
  - Daily communication between the Mayor's Secretary and Mayoral Assistant, when day-to-day issues of quality and performance can be monitored if required

- Monthly team meetings with the Principal Officer Member Services, when broader issues of quality can be discussed.

### **3.3. Benchmarks, targets and metrics to be utilised**

- The Mayor, the Mayor's Secretary, the Principal Officer Member Services will agree a programme of events for the year ahead in conjunction with the budget. This may be undertaken immediately after the Mayor's inauguration.
- An action plan, complete with target dates and deadlines will inform progress and will be continually reviewed with the Mayor at the periodic briefings with the Mayor's Secretary.

## **4. PROBLEM MANAGEMENT**

### **4.1. Support Services**

- Problems with the service should initially be raised with the Mayor's Secretary.

### **4.2. Problem escalation**

- If the problem cannot be resolved to the satisfaction of the Mayor by the Mayor's Secretary then the Head of Member Services should be approached.
- If the Head of Member Services cannot resolve the problem to the satisfaction of the Mayor, then the Mayor has recourse to the Assistant Chief Executive Legal & Regulatory Services.

### **4.3. Problem definition**

- For the purposes of this protocol, a problem can be defined as any breach of this protocol in terms of the standards and nature of the service available.

## **5. CUSTOMER DUTIES AND RESPONSIBILITIES**

- 5.1. A Protocol is a two-way entity and it is important to recognise that the customer (in this case, the Mayor) has certain responsibilities in delivering the service effectively.
- 5.2. The Mayor and Deputy Mayor should inform the office as early as possible of future holiday dates to ensure both parties are not unavailable at the same time.

### **5.3. *The roles and responsibilities of the Mayor: -***

- 5.3.1. Is the First Citizen; second only in terms of protocol within the County boundary to a member of the Royal Family, Her Majesty's Lord Lieutenant for Mid Glamorgan and Her Majesty's High Sheriff of Mid Glamorgan.
- 5.3.2. Is the Council's ceremonial head and will therefore represent the County Borough for the purposes of all ceremonial occasions – Royal Visits, Freedom Ceremonies etc.
- 5.3.3. Chairs Council meetings without fear or favour, relinquishing party political allegiances for the duration of the Term of Office
- 5.3.4. Represents and encourages the entire community, without fear or favour, including under-represented groups in society such as black and ethnic minority people and gypsy travellers
- 5.3.5. Raises funds for, and awareness of, the work of the beneficiaries under the *Bridgend County Civic Charity Appeals Standing Committee*.
- 5.3.6. Works to generally promote the public face of the Council and the County Borough

#### **5.4. *Personal qualities of the Mayor:-***

- 5.4.1. An ability to chair a large meeting with diverse and strong personalities where complex and important issues are debated.
- 5.4.2. An understanding of Civic Protocol combined with a recognition that it is the "Chain of Office" which captures the respect and not the individual who wears it.
- 5.4.3. A commitment to the community of Bridgend and a willingness to attend or officiate at functions without fear or favour
- 5.4.4. An understanding of the Council's procedures and its Constitution
- 5.4.5. An interest in young people
- 5.4.6. A commitment to working with Civic Officers in a shared vision of delivering an effective Mayoral service to the Council Tax payers of the County Borough, together with a willingness to reciprocate the high standards of professional conduct emanating from Officers
- 5.4.7. An ability to accept the advice that Officers can offer on matters of Civic Protocol and experience of specific events in the annual calendar
- 5.4.8. An understanding of the highly charged economic environment in which modern local government operates. An understanding of employment law and European Directives in what can be expected of Officers
- 5.4.9. A recognition that the Code of Conduct applies to the Mayor as to all other Councillors and a requirement for the Mayor to be an exemplary practitioner of this code.
- 5.4.10. An acknowledgement of the limited human resources available to deliver the service, an acceptance of the requirement to work within these resources and an understanding that the Members' Services Team has duties and responsibilities to the other Members of the Council and can not always capitulate to the demands of the Mayor's Office.

5.4.11. Bridgend County Borough Council operate a non smoking policy and therefore smoking is not allowed when representing the Borough in the Mayoral chain.

5.4.12. A sense of humour and a predisposition to accept that the Mayor is a job like any other on Council and must be discharged with the same sense of duty and honour as befits all holders of public office

## **6. Training**

6.1. Induction training for prospective and new Mayors, Mayoress, Consorts, Escorts, Deputies will be conducted by the Principal Officer of Member Services and the Mayoral Secretary following the Mayoral election. Training for Council meetings will be given by Committee Services.

### **Signed**

**Cllr XXX  
Mayor of Bridgend**

**XXXXXX  
Mayoress/Consort of Bridgend**

**Cllr XXX  
Deputy Mayor of Bridgend**

**XXXXXX  
Deputy Mayoress/Consort of Bridgend**

**Andrea McMillan  
Head of Member Services**

May 2008

This Protocol is based on Managing Expectation by Ian McGill (Principal Members' Services Officer, Torfaen County Borough Council