



CHAIRING MEETINGS, PHOTOGRAPHY AND AUDIO RECORDING AT SPECIAL MEETINGS

We support the processes of appointing and Transferring, and also Chairing, recording and being identified at our meetings that are held in the evening. The most likely reason for some recordings of meetings for our own purposes. This provision applies to both meetings.

Let us know at a general meeting that you also like to record a meeting. Please email the Chairman or you yourself at chairing@dales.gov.uk

If a meeting is to be recorded the Chairman will discuss the terms of the recording before. All members of the public have the right to record from their participation in a meeting from the recording. Please make your own record to the Chairman.

The Chairman has absolute authority to terminate or suspend recording of the meeting if it is deemed to be necessary for the smooth running of the meeting or for the safety of the meeting. It is the responsibility of the recording of the meeting. It is the responsibility of the recording of the meeting.

Chairing Meetings at Derbyshire Dales District Council



What we will cover today

- What is the role
- Effective Preparation
- Behaviours and Style
- Managing challenging people and debates
- Managing the rules and applying discretion

Being Chair – what is expected?

- Provide clear leadership and direction
- Ensure that debates are focused and balanced
- Enable decisions to be reached
- Contribute to building a collective sense of purpose
- Ensuring all participants and resources are used to the best effect

Generic roles of a Chair

- **Spokesperson** – summing up other people's views and being comfortable to put these across to all kinds of people
- **Organiser** – ensuring that everything/everyone is prepared for the meeting
- **Communicator** – ensuring that everyone understands what is going on before, during and after the meeting
- **Action Person** – make meetings have purpose and result in actions
- **Mediator** – finding a compromise between individuals or conflicting ideas, being fair

Committee Chair

- **working knowledge of the** functions, policies, practices, procedures, services and budgets
- attend all **mandatory training** sessions as required
- Progress the Committee's **objectives** with officers and Members
- a power to exercise a **second (casting) vote** in the event of an equality of votes on any matter;
- a duty to **sign the minutes** of the previous meeting;
- a power to agree the addition of a **late item of business** to the agenda, if the Chair is of the opinion that it should be considered at the meeting as a **matter of urgency**.

Committee Chair

- observes any particular legal duties relevant to a proposed decision, and
- has regard as necessary to any general duties such as
 - compliance with the Human Rights Act 1998, equalities; and the general fiduciary duties to Taxpayers to act with financial prudence.
- direct that items of business be placed on the agenda and the order in which business is arranged;
- reserve Power to call extraordinary (special) meetings;
- present any reports which need approval of full Council;
- be available to answer questions;
- be consulted by officers prior to the exercise of specific delegated powers or decisions that are considered urgent.



Regulatory Committee Chair

- Decisions being made about people's lives and livelihoods – high stakes
- Ensure appropriate participation
- High potential for challenge so adhere to procedures
- Watch declarations of interest and issues of bias or predetermination
- Take officer advice
- Be absolutely clear on decisions made and the reasons

Scrutiny Committee Chair

Statutory Guidance on Overview and Scrutiny provides the following definition

- Responsible for scrutiny's profile, influence and ways of working
- Needs an ability to lead and build a sense of teamwork and consensus
- Needs to guard the committee's "independence"

Scrutiny Committee Chair

Why is it different?

- Scrutiny doesn't make decisions or set policy

But you can make a difference:

- Provide leadership
- Create an environment for constructive challenge
- Develop strong relationships
- Advocate for scrutiny
- Work with partners and stakeholders
- Encourage participation
- Manage the business of scrutiny
- Keep out political point scoring
- Support evidence based constructive scrutiny



Top Tips

- **Know the issues and topics being discussed** – read the background papers, chat to fellow Members and get briefings from officers
- **Understand the Members from your own and other groups** – get to know the personalities and who helps or hinders your role
- **Know how things should be done** – get to know the Constitution and procedure rules without having to look them up
- **Be active outside meetings** – build support and rapport with Members and encourage contributions from those outside of your own group

Handling the mechanics of the meeting



Churning – the mechanics

Before the meeting	During the meeting	After the meeting
<p>Clarify the meeting's objectives.</p> <p>Ensure that the right people are invited to attend.</p> <p>Ensure that all necessary documents are produced.</p> <p>Check the venue is suitably equipped and set out.</p> <p>Develop some contingency plans for nonattendance.</p> <p>Prepare yourself - mentally and physically.</p>	<p>Create a good first impression – welcome people and clarify roles and responsibilities.</p> <p>Focus on what the meeting must achieve and gain commitment to the agenda.</p> <p>Establish the ground rules.</p> <p>Steer discussions in a structured way - manage the time and personalities.</p> <p>Encourage a wide variety of views and opinions.</p>	<p>Summarise key points - who will do what and by when.</p> <p>Ensure the minutes record key agreements, facts, opinions or quotes.</p> <p>Agree details for the next meeting.</p> <p>Thank everyone for their contribution.</p> <p>Ensure that follow up takes place, ie progress on agreed action points.</p>

Three Key Principles – P. A. C.

PRESENCE

- authority of the office, calm, relaxed, fair, friendly, helpful, inclusive body language (e.g. constantly scanning the Chamber to see everyone – avoiding ‘physical bias’ to one part of the Chamber)
- ‘Presence’ starts with entry to the Chamber
- ‘Owning the Chamber’ by close attention to debate and proceedings (eyes, ears and body language). Avoids the appearance of becoming detached from the meeting during the debate (e.g. through lengthy private discussions, reading papers or inattentive body language)

Three Key Principles – P. A. C.

AUDIBILITY

- Chair uses the microphone correctly
- Chair also ensure that others (Members, officer and the public) also use the microphone correctly so that he/she can hear all speakers
- Chair has a clear voice – rulings are clear and decisions or motions are read out for clarity



Three Key Principles – P. A. C.

CONTROL

- of the debate and public
- Practice attentive listening throughout debates to ensure accurate rulings when required
- Reads out amended motions for clarity, organises amendments to motions and summarises amended motions
- Manages challenging contributors (Members or public), addresses Members and the public formally to convey respect and equality
- Understands and uses **‘traffic light system’**



Managing unruly behaviour

Operate a traffic light system of reminders to impolite or disruptive Members

- **Green** – polite assertiveness (behaviour breeds behaviour and if you are polite there is a chance of receiving politeness in return)
- **Orange** – slight change in tone of voice and be more assertive
'Members I am finding it really difficult to follow debate and really would like support from Members to observe courtesy to those who are addressing this chamber.'
- **Red – STAND UP** – you could say “Members I really DON'T want to suspend proceedings and I really MUST insist that Members follow the rules of debate, allow other Members and ensure that the reputation of this Chamber – for democratic debate – be maintained. I WILL adjourn this meeting unless there is an immediate return to respectful and appropriate conduct. Now can we continue ...”



Managing unruly behaviour - Meltdown

If unruly behaviour persists then speak to the Monitoring Officer or Chief Executive and adjourn the meeting for 15 minutes

Seek a meeting with Group Leaders - be very reasonable, explain how difficult it is becoming and ask them to speak with offending Members in their group to observe reasonable conduct

When the meeting resumes, go on the charm offensive, apologise for the adjournment and that you hope Members will you to proceed swiftly through the meeting.

Start the traffic light system again.

Ensure that the Chief Executive, Vice Chair and Leader of your group knows what you are doing – use staring and body language to support you

Use informal meetings with Group Leaders in advance



Reaching and presenting decisions

- Can require a Chair to act as a negotiator, influencer or diplomat in enable the meeting to reach a conclusion, consensus or compromised
- **Aim for win/win agreements** – everyone gets what they want
- **Explore options together** – a third position could be possible that accommodates everyone
- **Listen first and talk second** – understand where people are coming from before negotiating
- **Describe what you see, don't be judgmental**
- **Be empathetic** – understand situations, needs and feelings
- **Maintain assertiveness** – avoid emotion or unhelpful behaviours



“What did you take away from the meeting?”

Share your experiences

Tell us your experiences of
chairing meetings and any top
tips you have





Losing the will to live?





Engaged and inspired?

**What do you think
is the biggest
challenge to being
an effective Chair
of a meeting?**

Applying the rules

- As Chair you will be supported by officers, but you need to know and understand the rules that you apply
- The means to arrive at decisions and facilitate debate
- Part 4 of the Constitution and apply to Council and committee meetings
- Chair's discretion in respect of application of the rules
- Seek advice from MO or Democratic Services if unclear on any procedure



Procedure Rule 10 – Role of the Chair

In addition to Article 5.01, the Chair of the Council's role is to:

- Preserve order at Council meetings
- Have the discretion to exercise a casting vote in the case of an equality of votes at the Council meeting
- Preside over meetings of the Council so that its business can be carried out efficiently and with regard to the rights of councillors and the interests of the community



Procedure Rule 12 – Quorum

- Minimum number of Members present in order for business to proceed
- Council meeting = one quarter of the whole number of councillors (9)
- Committee = one third of the membership, but no less than 3 for committees, and 2 for sub-committees
- If no quorum present then the meeting will adjourn immediately and remaining business will be transacted at a future meeting

Procedure Rule 13 – Duration of Meetings

- Any meeting that has lasted for 2 ½ hours will adjourn immediately
- Can continue for an addition 30 minutes to enable business to be concluded & avoid suspending debate
- Chair has discretion to extend beyond 30 minutes
- All business outstanding adjourned to a future meeting
- Does not apply to Licensing Sub-Committee hearings

Procedure Rule 15 – Member Questions

- Must have given notice by noon on third working day before the meeting
- Urgent questions up to 10.00am on day of the meeting
- No councillor may ask more than three questions
- Can be put to the Chair of Council, Leader, Chair of any Committee or a representative on an outside body
- Answers can be given orally, by reference to a publication or in writing after a meeting
- Chairs can choose to decline to answer or refer to the Vice-Chair where appropriate

Procedure Rule 17 – Motions without Notice

- Election of Chair
- Accuracy of the minutes
- To give precedence to an item of business
- Reference of business to a committee
- Appointment of a committee or councillor thereof occasioned by an item mentioned on the agenda
- Receipt of reports or adoption of recommendations from committees or officers
- To withdraw a proposal
- Amendment to proposals
- “that Council proceed to next business”
- “that the question be now put”
- “That the debate be now adjourned”
- That the Council do now adjourn”
- Suspension of a procedure rule
- Exclusion of press and public
- That a councillor be not further heard or do leave the meeting
- To give consent where the consent of Council is required
- To continue a meeting beyond 2 ½ hours



Procedure Rule 18 – Rules of Debate

- No speeches until a proposal has been seconded (and right to speak as seconder may be reserved to a later period in the debate)
- Speakers to address the Chair, who will decide who and the order of speakers
- Speeches must be direct to the question under discussion
- Proposers of motions or amendments have up to 7 minutes to speak, everyone else has up to five minutes
- Members may not speak more than once in debate except to speak on an amendment, move a further amendment, exercise the right of reply (proposers only), a point of order or personal explanation

Procedure Rule 18 – Amendments

- Amendments must be relevant and should either:
 - Refer the matter to the appropriate body for consideration or reconsideration
 - To leave out words
 - To leave out words and to insert words or add others
 - To insert or add words
- The negative of a proposal may not be moved by way of an amendment
- Any amendment must be pertinent and relevant to the original motion
- Only one amendment at a time
- If lost, return to the original proposal
- If won, becomes the substantive motion which must be voted on again

Procedure Rule 18 – Proposals in debate

When a proposal is under debate, no other proposal may be moved except procedural proposals:

- To amend a proposal
- To adjourn a meeting
- To adjourn debate
- To proceed with the next business
- That the question be now put
- That a councillor be not further heard
- By the Chair, that a councillor do leave the meeting
- Exclusion of press and public
- The meeting to continue beyond 2 ½ hours
- Debate be adjourned for a site visit (Planning Committee)

Procedure Rule 18 – Closure Proposals

A councillor may move without comment at the conclusion of a speech of another councillor:

- That the Council proceed to the next business
- That the question be now put
- That the debate be now adjourned or
- That the Council do now adjourn

Once seconded, the Chair shall

If a proposal to next business is seconded and the Chair believes it has been sufficiently discussed, the proposer shall have the right of reply and then put the procedural proposal to the vote

If a proposal that the question now be put is seconded and the Chair believes it has been sufficiently discussed s/he will put the procedural motion to vote. If passed, the proposer of the motion has a right of reply before the motion is voted on

Procedure Rule 18 – Points of Order

- A councillor may raise a point of order at any time and be heard immediately.
- A point of order may only relate to an alleged breach of the Council's Procedure Rules or the law.
- The councillor must indicate the rule of law which he/she consider has been broken
- the Chair's ruling on the matter will be final.

Procedure Rule 19 – Voting

- The Chair shall take votes in one of the following ways:
 - By show of hands
 - By ballot
 - Where any councillor requests it immediately after the vote is taken, their vote will be so recorded in the minutes
 - If two councillors present demand it, names will be recorded in the minutes showing how councillors voted
- Any matter will be determined by a simple majority
- Chair's casting vote where there is an equal number for and against – no restriction on how it is used, but if not used then the proposal falls automatically
- In the event of an equality of votes for the Chair at the Annual Meeting, the person presiding must exercise a casting vote

Quiz on the rules

1. How many members at full Council constitute a quorum?
2. What happens if you spot that the meeting is inquorate?
3. Which procedure rule allows a Members to ask a question?
4. By when should a Members question be tabled?
5. Is a supplementary question allowed?
6. What are the rules on supplementary questions?
7. How many different types of motion can be put WITHOUT notice? 9, 17 or 21?
8. What are the most common motions moved without notice in debate?
9. How long can people speak on motions?
10. What happens when an amendment to a motion is carried?
11. Does the mover of a motion have an opportunity to speak again?
12. Define a point of order?
13. Which part of the Constitution covers the Chair's casting vote? What does it say?
14. How many members are needed to trigger a recorded vote?

Practicalities

Before

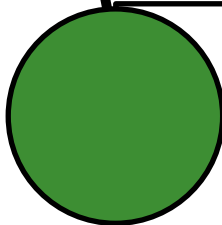
During

After

Before the Meeting



Agenda planning meeting – important part of the process

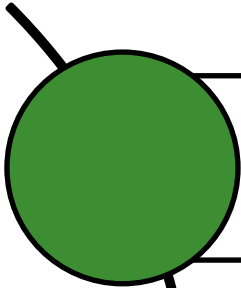


Think about the agenda and the draft reports – is the business manageable?



Touching base with officers/members/participants

At the Meeting



Remember your focus – managing the business



Think about your “audience” – members, officers, partners and the public



Reflect on your tone - appropriate authority, inclusion and fairness

After the Meeting



What went well/what can we learn and do better next time



Thinking ahead to the next meeting



Thanks to contributors



Minutes and actions

Handling people in meetings



People who stay silent



People who want to contribute but who are clearly nervous



People who contribute but can't stick to the point

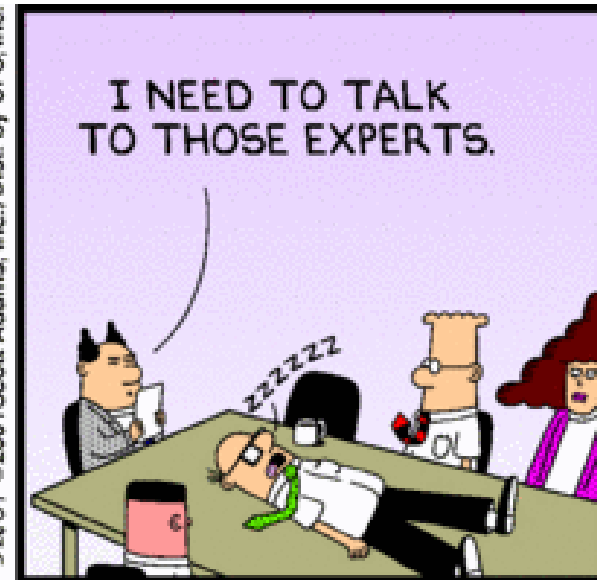


People who are deliberately disruptive or rude

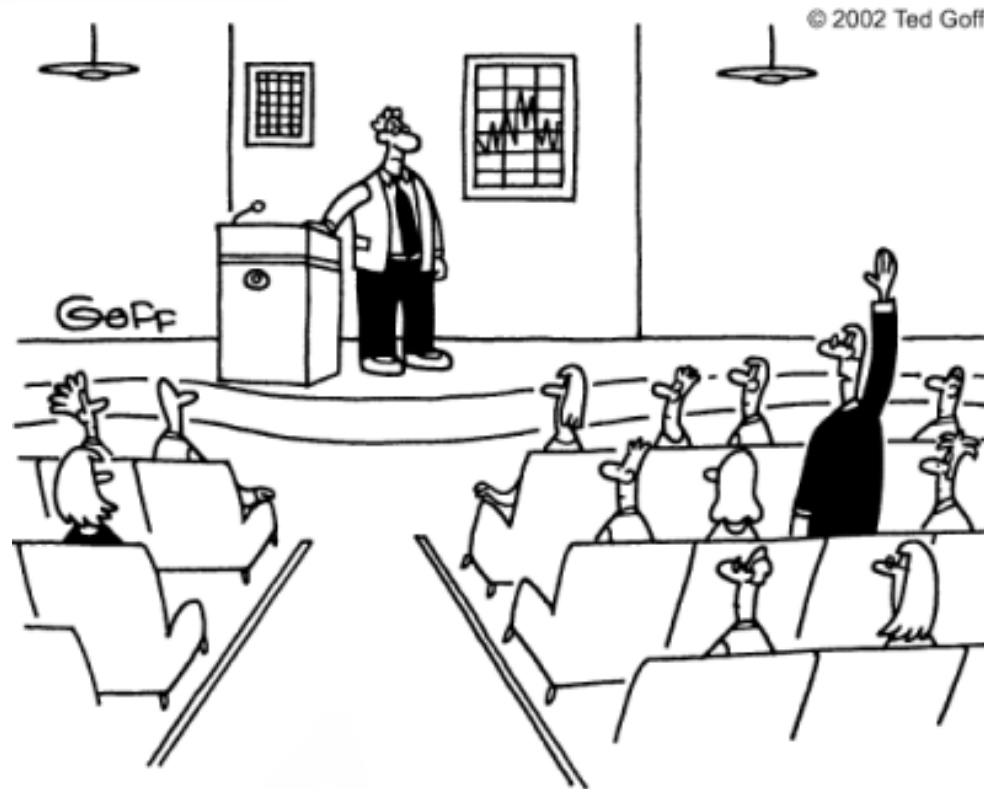
People in meetings

- Disruptors
- Non-contributors
- Show-offs
- Ramblers
- Distracted

People in meetings



People in meetings



"Could we extend the annual meeting? I still have a lot of complaining to do!"

Mini Scenarios

Tell us what you would do

You are going to chair a meeting which will be considering a very contentious issue. There will be a lot of members of the public present and a number of people will be making public statements, asking questions and submitting petitions, all about the same issue.

You are concerned (1) that people are going to run over their allotted time and (2) the debate is going to get very heated.

How do you approach this meeting? What would you do in advance? What would you do on the day?

You chair a meeting where a number of the members tend to hog the proceedings. They are experienced members who are very confident and make a good contribution so you don't want to discourage them.

But you have noticed that other, newer, members of the meeting don't speak up and seem happy to let the others do the work.

What would you do in your role as Chair?

You are at a pre-agenda meeting for a meeting. The planned agenda for the next meeting contains 10 items, a number of which are substantive and contentious issues. One of the other members is also insisting that officers prepare an urgent report on an issue which has just arisen and add this to the agenda.

You are really concerned that (1) the agenda is unmanageable and (2) officers will not be able to produce a high quality report on the urgent matter in the time available.

How would you handle this?

There is an item on the agenda for your next meeting.

It relates to a topic which you personally feel very strongly about, and you really want to get your views across to the other members. You are not sure how best to approach it given your role as Chair. You think that you might allow the debate to run for a little while and get all the issues on the table; but you also wonder if it might be better to get your views in first, so that everyone knows how you are going to be voting.

How would you approach this?

Behaviours and the Code of Conduct

- The Code applies when chairing a meeting
- Maintain the standards of public life
- Remember the general obligations – listen to all parties, being accountable, valuing Member colleagues and staff and engaging with them in appropriate manner that underpins mutual respect, treating people with dignity and respect
- Providing leadership through adherence to and promotion of the principles

Takeaway Tips

- Base contributions to meetings from a position of respect for other Members, officers and the public viewing the meeting
- Be courteous towards all participants during political debate - play the subject, not the personality
- Be inclusive and welcoming of debate - involving discussion from all of those who wish to articulate a view, particularly where conflicting viewpoints are being expressed and being clear on what is debate
- Provide clear leadership and direction - ensuring that discussions are held within some framework for debate,
- Recognition of the various roles of the Chair - summarising all views at the end of a debate, ensuring that everyone understands what is happening and how it should happen, avoiding a “talking shop” and focusing discussions on reaching decisions on actions

Questions

