

 Overview & Scrutiny Committee 2 April 2019		Agenda Item No. 10
Title	Role of the Chairman of the Council – Task & Finish Group	
For further information about this report please contact	Councillor Ashford Councillor Mrs Knight Councillor Margrave	
Wards of the District directly affected	None	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	January 2019 Scrutiny Committee	
Background Papers		

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality Impact Assessment Undertaken	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	20/3/19	Andrew Jones
Head of Service		
CMT	20/3/19	
Section 151 Officer	20/3/19	Mike Snow
Monitoring Officer	20/3/19	Andrew Jones
Finance	20/3/19	Andrew Rollins
Portfolio Holder(s)		Andrew Mobbs

Consultation & Community Engagement
<p>All 46 Councillors were provided the opportunity to respond to a questionnaire on the role of the Chairman and the work they felt it should undertake. In addition, the past Chairmen who are current District Councillors and two further past Chairmen were sent an additional list of questions.</p> <p>The four other Borough/District Councils as well as Hinkley & Bosworth Borough Council were also consulted on the work and role of their respective Chairman on Mayor.</p> <p>Chairman's P&A and Democratic Services Manager.</p> <p>The Task & Finish Group have consulted on the report and its recommendations with the current Chairman and Vice Chairman to discuss their recommendations ahead of this report coming Committee.</p>

Final Decision?	No
Suggested next steps (if not final decision please set out below)	
If agreed the report would need to be considered by both the Executive and Council.	

1. **Summary**

- 1.1 The report brings forward recommendations on the role of the Chairman of the Council following a Task & Finish Group Review.

2. **Recommendation**

- 2.1 That the Overview & Scrutiny Committee supports the proposed revisions to Article 5 of the Constitution as set out at Appendix 3 to the report.
- 2.2 That the Overview & Scrutiny Committee accepts that the current budget for supporting the Chairman is appropriate but that in light of the underspend on their allowance over each of the last four years, this be reduced by £1500 per annum.
- 2.3 That the Overview & Scrutiny Committee recommends that in the event of relocation to a new HQ, a room is not dedicated solely for the chairman's use, but a suitable room be made available to the chairman for use when inviting guests or meeting with staff.
- 2.4 The Overview & Scrutiny Committee welcomes the updated guidance/protocol for leading on events as set out at Appendix 7 to report.
- 2.5 That the Overview & Scrutiny Committee notes that a review of the current civic gifts with the Chairman's office will be undertaken with a view as to how these can be made more publically accessible or if appropriate disposed of.
- 2.6 That the Overview & Scrutiny Committee recommends that the purpose and arrangements for the annual meeting be reviewed, including who is invited and the new Chairman reports on this to Council by no later than November 2019.
- 2.7 That a report is brought back to Scrutiny in July 2020, by officers in liaison with the Chairman of the Council and Chairman of the Overview & Scrutiny Committee, that reviews the impact of these recommendations, if they are agreed by Council.

3. **Reasons for the Recommendation**

- 3.1 The Task & Finish Group was formed in October 2017 to undertake the review as set out within the defined scope, attached at appendix 1 to the report. The Membership of the Group was established as Councillors Ashford, Mrs Knight and Margrave.
- 3.2 The work took longer than expected as it had to be paused due to resource issues within Democratic Services to support the work.
- 3.3 The Group undertook a significant amount of evidence gathering from Councillors, Past Chairmen and other District and Borough Council's, as summarised in appendices 4-6 to this report. The group was pleased that nearly half of all District Councillors had completed the survey but were disappointed that some of the new Councillors from 2015 had not taken this opportunity.

- 3.4 In considering the information received, the Group was mindful of the challenges faced by the Council including the Medium Term Financial Strategy, however, they were equally mindful of the Chairman being the first Citizen of the District and the important role they play as Civic Lead.
- 3.5 From the responses received to the consultations and reviewing the relevant legislation, the Group were aware that the Chairman is responsible for Chairing the Council meeting and while beyond this the role is non prescriptive, consistently they have received evidence that the Chairman should be there to promote, in particular, the work done by the Council.
- 3.6 Within the representations there was strong agreement that the Chairman played an important part in recognising the hard work that the Parish/Town Council's undertake within the District and that the Chairman attending each one and/or holding a meal for them with guest speakers, was well received and enabled constructive dialogue.
- 3.7 There were some questions from Councillors with regard to the meaning and reason behind the Chairman being the 'conscience of the Council', as set out in the Constitution. On reflection, following written discussion with the current Chairman and Vice-Chairman, it was considered appropriate to remove this requirement for the Chairman because their role is closely defined to enable them to be fair to all.
- 3.8 The consultations undertaken, and discussion within the Group, highlighted concerns about the prominence and respect shown to the Chairman when they attended events, some of which had been WDC events. The Group therefore welcomed the work by officers to update the protocol for the Chairman attending events and guidance for officers and outside organisations who invite the Chairman to events, on who should be invited to WDC events, as set out at Appendix 7 to the report.
- 3.9 The Group recognised that, at present, the Chairman of the Council had discretion to attend whichever events they want during their year of office, because Council had never provided direction for them. This caused concern for the Group because some events appeared to be attended out of tradition without consideration of the benefit for Warwick District, the promotion of the District or the relevance of the event to Warwick District. Examples of these include Mayor making at Town Councils outside Warwick District and attending fundraising events for Mayors outside Warwick District.
- 3.10 The Group were also mindful that the Chairman attended a number of fundraising events for other Civic Heads charities. The justification for which appeared to be that if they did not attend their events they would not attend mine. The Group had significant concerns that Warwick District tax payers were essentially giving money to civic heads charities, some of which were outside the District. The Group considered this to be an inappropriate use of Council Tax payers money.
- 3.11 The Group also considered fundraising by the Chairman of the District Council. While any fundraising event had to be self-funding i.e. the money raised would pay for the costs of the event, it was recognised that there was a proportion of staff and Council time put into this which was not recharged back to the event. The Group also considered this work in relation to the main role of the Chairman to promote Warwick District and to what extent a proportion of the attendees at these events were Civic dignitaries from other authorities. The Group felt that on

balance it is not appropriate for the Chairman to be fundraising for charities. They recognised that there would still be donations made to the Council for example the donation from the crematorium recycling, that a decision had to be made on. Therefore, it would be appropriate for the Chairman, to name a preferred charity should any donations be forthcoming during the year of office.

- 3.12 The Group also reflected on the title of 'Chairman' as defined within the Local Government Act 1972. Although this involved a minor proposal for amending the Constitution, they felt it was important that the Chairman, should be given the opportunity to be called Chairperson or Chairwoman (as alternatives to Chairman or Chair already defined in the Constitution) if they so wished and the Constitution should be amended to reflect that.
- 3.13 The Group also felt that explicit reference to the appointment of Chaplin should be made within the Constitution and this should be made at the discretion of the Chairman.
- 3.14 The Group considered the current allowance paid to the Chairman each year. In total the allowance was £17,700 of which £4,240 and £1,860 are paid direct to the Chairman and Vice-Chairman respectively, with the remainder being held by officers to pay for the Chairman to attend events or host (no fund raising) events. The amounts paid directly to the Chairman and Vice-Chairman are in recognition of the role they will undertake and to cover the cost of items such as new clothing, collections, raffle ticket purchase, etc. The overall allowance of £17,700 is made under Local Government Act 1972 where the Council may pay the chairman and vice chairman for the purpose of enabling him to meet the expenses of office.
- 3.15 The Group have not established if the past Chairmen and Vice-Chairmen of the Council have found the money paid direct to them to be sufficient, but they were aware that no Chairman has ever requested further funding from the balance during their year in office. The Group has established that, as reported to Council previously, there is always a residual amount left over from the remainder of the allowance managed by officers. This has varied in level but the lowest was £1500. Having considered this, it would be a reasonable proposal to look to reduce the budget with a further review in 12 months to look at the impact of the wider recommendations if they are approved.
- 3.16 The Group noted the importance of the Chairman having a space available to meet with guests if required and also noted the minimal use the current Chairman's office has. It was recognised that this was partly because the majority of Council Officers are not based at the Town Hall and therefore the primary use of the office has become a room for the Chairman to prepare in prior to Council. The Group were mindful of the current proposals to relocate the Council's HQ and meetings to a new building. They noted that meeting space will be at a premium in the new HQ and that no officer will have a dedicated office. To have a dedicated room within the HQ for the Chairman to use for a maximum of two hours per week (when meeting with their PA), parading from and to Council eight times a year and meeting with guests for, on average, four times a year for an afternoon, was not appropriate. They also recognised the need for the Chairman to have a space to undertake these functions and that the new HQ, if approved, would have significantly improved meetings spaces which they could use.

3.17 The Group noted that over the last 45 years the Chairman of the Council has received many gifts or awards on behalf of the Council. A proportion of these were located within the Chairman's office and they welcomed that this would be reviewed by officers with the Chairman with a view to making these more visible to the public.

3.18 The final area the Group looked at was the Annual Council meeting. At present 364 people are invited, through 'plus one' invites, which includes all District Councillors. Those invited can be summarised as follows:

- Other District & Borough Council's from Warwickshire Civic heads
- Town Mayors from within Warwick District
- Parish Chairmen of Warwick District
- Town Mayors for outside Warwick District
- Other civic dignitaries from Warwickshire (e.g. WCC Chairman and High Sheriff)
- Head Teachers from schools in Warwick District
- Chief Officers of the District Council
- Local Organisations (WI, CAB etc)
- Some local businesses
- Officers from local government organisations (Army at Kineton, Warwick Hospital, Warwickshire Police etc)
- Personal invites from the Chairman.

Despite the significant number invited, only 57 non WDC Councillors (or their partners) attended the event in 2018 with a slightly greater number in 2017 and 2016.

The Group were also aware that Annual Council cost in the region of £3,100 each year and that other local authorities had less formal ceremonies. Therefore, they felt that the change in elected members of the Council in May 2019 presented an opportunity to review the approach used for the annual meeting including, but not specifically:

- The current past Chairman & Consort badges, due to the cost at over £500 each
- The need for a drinks reception after the meeting for all guests
- Those who are invited (considering if they are appropriate and the relationship they have with the District Council)
- The need for a formal ceremony with photos (could the photos be undertaken afterwards rather than during the event which would reduce the length of the meeting)
- Consideration of the need to appoint the Chairman of Committees the same evening to ensure that required delegated authorities were in place as soon as possible.

3.19 Although the Group have made no direct recommendations with regard to support for the Chairman, throughout the review past Chairman all had unequivocal gratitude for the support they received from the Chairman's PA. They also noted the views of past Chairman and Councillors that there was a need for a dedicated civic car and driver. They agreed that with the recommendations as set out there was not a need for this level of support to be reviewed, however, variation away from this may then require a further review of the resources with a view to either a reduction or increase based on the decisions.

4. Policy Framework

4.1 Fit for the Future (FFF)

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
Impacts of Proposal		
The report seeks to enhance the role of the Chairman as the first citizen of the District.	None	None
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
<i>None</i>	<i>None</i>	<i>The report brings forward proposals which would contribute to the savings required to achieve the Council's medium term financial strategy.</i>

- 4.2 **Supporting Strategies** – The report includes proposals that will contribute to the Medium Term Financial Strategy.
- 4.3 **Changes to Existing Policies** – The report brings forward possible amendments to the Constitution of the Council.

5. Budgetary Framework

- 5.1 The report does not impact on the budgetary framework for the Council.
- 5.2 The current annual budget for the provisions of the Civic office (i.e. the allowance for the chairman and the costs of supporting this) is £54,800, the equal to 85p per Council paying property in the District.
- 5.3 The proposals do provide a small annual saving from within the budget which will contribute to the Medium Term Financial Strategy. In addition, the removal of the need for a dedicated room for the Chairman within the new HQ will provide an opportunity for increased capacity in the new HQ as well as increased flexibility of the space available.

6. Risks

- 6.1 The main risk associated with the report is the loss of engagement within the community and ensuring the role of the Chairman is valued and supported.

7. Alternative Option(s) considered

- 7.1 An alternative option would be to not agree with the proposals put forward by the Task & Finish Group but this could look to undermine the work of the group who were appointed by Overview & Scrutiny Committee to scrutinise the role.
- 7.2 Members could choose to vary the proposals put forward, or to ask the group to undertake further investigations.

Scrutiny Review Outline

Review Topic	Role of Warwick District Council Chairman		
Working Group Members	Councillors Ashford, Mrs Knight & Margrave		
Key Officer Contact	Amy Barnes – Senior Committee Services Officer		
Officer Support	As above		
Rationale	There has not been a recent review of the role of the Chairperson or of the budget allocated to this role. At present the Chairman is permitted to attend and organise events as they see appropriate and it is considered that the Council should provide direction for the Chairman on this aspect.		
Purpose/Objective of Review	To clarify the purpose and role of the Chair, how to select to the role and how it can best be implemented for maximum benefit to the Council and Community. This will include a definition of the necessary experience to be considered before an individual is appointed to the role of Chairman. This would also review the allowance available to the Chairman for their work and if this set at an appropriate level to support this role. To consider if it is appropriate that the Chairman should have nominated charities that they raise money for while in office.		
Scope of the Topic	Should include how the Chair is appointed, allowance for Chair and the support required for the role should be examined.		
Indicators of Success	A clearly defined role for the Chairman of what is expected of them during their year in office.		
Specify Evidence Sources	Article 5 of the Warwick District Council Constitution (appended) Previous Chairs and Mayors, Parish/Town Councils, Warwickshire County Councillors and the public Officers working in Civic Services & Clerks to Town Councils		
Specify Witnesses/Experts	All Warwick District Councillors All Past Chairmen of Warwick District Council All parties who have invited the Chairman to an event in the last 12 months		
Specify Site Visits	N/A		
Consultation with Stakeholders	Community / Business Leaders		
Level of Publicity	This will be determined within the final report to the Overview & Scrutiny Committee. However it is no considered necessary to publish that the review is being undertaken at this time.		
Barriers/dangers/risks	Political differences Potential for loss of role, reluctance of past Chairmen to be consulted, realisation of true costs incurred. Timescales – for receipt of responses considering time of year and number of parties involved.		
Projected Start Date	1 January 2018	Draft Report Deadline	Report completed by 20 February including circulated

	01/12/2017		and approved by CMT. Scrutiny on 6 March 2017 (Agenda published 27 February) Report to Executive 5 April 2017
Meeting Frequency	Monthly - This will need to be more often to complete in such a short timescale.	Projected Completion Date	Before next Chair appointed
Date to evaluate impact		April 2019.	
Methods of tracking / Evaluating		These will be defined in the final report to Overview & Scrutiny Committee but could include: <ul style="list-style-type: none"> • Reduced budgetary impact for delivery of service • Monitor if revised role and remit works effectively 	

ARTICLE 5 - CHAIRING THE COUNCIL

LOCAL GOVERNMENT ACT 1972 - SECTIONS 3-7 LOCAL GOVERNMENT ACT 2000 - SECTION 37 - CONSTITUTIONS DIRECTION PARAGRAPH 3(G)

5.01 Role and function of the Chairman

The Chairman of the Council and in their absence, the Vice-Chairman will have both a ceremonial role and that of chairing Council meetings.

The Chairman will be elected by the Council annually. The Chairman will have the following responsibilities:

1. to uphold and promote the purposes of the Constitution, and to interpret the Constitution when necessary;
2. to preside over meetings of the Council so that its business can be carried out efficiently and with regard to the rights of councillors and the interests of the community;
3. to ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which members who are not on the Executive are able to hold the Executive to account;
4. to promote public involvement in the Council's activities;
5. to be the conscience of the Council;
6. to attend such civic and ceremonial functions as the Council and they determine appropriate. The Chairman may on occasions delegate this function to their Vice Chairman, or in exceptional circumstances, another Councillor;
7. Cannot be a member of the Executive or Standards Committee; and
8. Can decide to be called Chair or Chairman during their year in office.

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3. to ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which members who are not on the Executive are able to hold the Executive to account;
4. to promote public involvement in the Council's *activities and to celebrate the activities and achievements of the Council including its officers and councillors;*
5. *to support the Town and Parish Councils in their work by either visiting their meetings, inviting them to events or through other appropriate actions*
6. *to host or attend events or functions they determine appropriate, so long as they are not; (a) fundraising for a civic charity (e.g. a charity concert or meal for a mayors charity), or (b) a Parish/Town Council meeting outside of Warwick District*
7. The Chairman may on occasions delegate *attending* functions to their Vice Chairman, or in exceptional circumstances, another Councillor (*normally the previous Chairman*);
8. Cannot be a member of the Executive or Standards Committee; and
9. Can decide to be called Chair, *Chairwoman, Chairperson*, or Chairman during their year in office.
10. *The Chairman may optionally select a chaplain but this should not be seen as requirement of the role.*
11. *Determine one or two charities, associated with the District, to advocate during their year in office, but not hold any specific events to fund raise for them.*

Task & Finish group – Role of the Chairman
Responses to questionnaires

(1)	What do you think the role and responsibilities of Chairman should be?
	<p>To act as the face of the council and to chair council meetings and receive and host dignitaries</p> <p>The description of role and responsibilities sent to us seems to cover these adequately</p> <p>This is adequately described in the constitution</p> <p>To Chair Council meetings and represent the District at local events when invited and to always open/support District Council funded facilities and initiatives.</p> <p>Taking points 1 & 2 the preliminary introduction states the Chairmen shall have a ceremonial role and that of chairing Council meetings – two separate functions. The description contained in Article 5 paragraphs 1 -6 therefore can be widely interpreted and cover the duties that the Chairman is requested to undertake.</p> <p>The Chairman is effectively The Mayor of Warwick District in Protocol terms and a lot of confusion over the years would have been removed if the Council had voted for this title in 1974 (like North Warwickshire District Council did). This explains why the Chairman is more important than local Mayors in terms of Protocol, for processional purposes and when it comes to Meeting Royalty. Once this is clearly understood the Role and Responsibilities become a lot clearer.(provided you understand the Role of A Mayor)</p> <p>The below questions cover this</p> <p>No change</p> <p>With the obvious exception of chairing council meetings, i think the chairman has an important civic role which should include representing Warwick District Council at events both locally and regionally and convey the good work done by the council whether it be through local projects or a wider role in strategic schemes and the delivery of housing and infrastructure.</p> <p>Responsibilities for Chairman should be, Chairing council meetings, representing the Council at events that promote the area and the work of the Council, supports local organisations and at events such as memorial services</p> <p>To be a lead figure, the number one citizen of the District. He/she should be promoting the work of the Council at every opportunity. Secondly they must be well trained to Chair the Council</p> <p>To be the figurehead and ambassador for Warwick District.</p> <p><i>To chair Council meetings and other appropriate meetings in an efficient manner in accordance with the Constitution and respecting the rights of all Councillors, officers and any other persons addressing the Council. To host such civic or ceremonial events as the Council may hold on behalf of the Community. To represent the Council and the Community both within and</i></p>

outside the District at such civic, ceremonial and other events as it is appropriate to attend including visiting Towns and Parishes. To write such letters of congratulation or condolence as are called for and to present such awards as are earned. To delegate any of these roles to the Vice-Chairman should the need arise.

To Chair District Council meetings - To represent and promote the District Council at official and community functions through responding to invitations and through initiating events which reach out to the wider community to promote the Council , its activities and policies

To Chair Council meetings only as that is what the title says.

To ensure that the Council's business is conducted fairly and in accordance with the constitution and rules of procedure.

They are a representative of the Council - a figurehead. In practical terms, when it comes to meetings they preside over them, having casting vote. It should be a politically neutral role.

The responsibility of the chairman in this instance is to act as the link between the members and the executive to help prioritise the activities and actions, whilst at the same time facilitating good governance and communications between the parties affected in a neutral and unbiased way.

To chair meetings of Full Council and act as the face of Warwick District Council at outside functions and ceremonial events

I am content with the detail attached in Article 5

(2) Do you think the description of the role (attached) is accurate? If not, please detail why.

The chairman is an appropriate title

Yes x 8

The Chairman is responsible for Chairing Full Council Meetings in a concise dignified and business like manner most importantly Non Political. The Chairman is the Chairman for all the Party Groups and needs to fully understand the rules of Procedure which apply to this prior to taking Office otherwise he / she will continually have to seek advice and in so doing lose the respect of Council and thereby Control of future Meetings.

This seems a good description, but I'm not sure what 'to be the conscience of the Council' means or whether I have noticed this! Of course, if any of the below are agreed, then the description should change. I believe there also needs to be consideration of how 'political' they can be. Can they decide what events and charities to support? Can they organise their own events? Point 4 is interesting, as that suggests more of the public speaking at council meetings... anything else? Perhaps, tours or talks for the public.

Not sure as it only covers the responsibility for the constitution of the Council. The role is so much more than that.

Yes broadly speaking but could be updated

	<p><i>Items 4 and 5 seem unclear to me otherwise very similar to my words.</i></p> <p>I do not think it is necessary for the Chairman to promote the Council or attend Civic functions I do not understand/recognise what point 5 is 'the conscience' of the Council and how that works in practice.</p> <p>(Will get back to you on this Q)</p> <p><i>In part, as I don't know what they do in depth however I believe they could take a greater stance when it comes to liaison and making sure we have a positive impact</i></p> <p>See my additions in red <i>"to attend such civic and ceremonial functions as the Council's representative and they determine appropriate. To be the public face of the Council at such events The Chairman may on occasions delegate this function to their Vice Chairman, or in exceptional circumstances, another Councillor;"</i></p>
(3)	What training do you think should be provided for the Chairman before they start the role?
	<p>A Chairman's Course</p> <p>As a minimum they should receive training on how to chair meetings</p> <p>A Councillor of the usual seniority plus a year as Deputy should be capable with assistance of officers</p> <p>Traditionally they are Vice-Chair beforehand and so should have seen the way it works. Normally the Chair is a Member with a number of years experience. Some guidance with voting and dealing with amendments seems advisable!</p> <p>The question of training, which is available from outside sources, should be up to the individual. However since the position is filled by individuals who have sufficient service to have knowledge of their duties; plus a desire, presence and confidence to represent the Council, training could be considered a superfluous requirement. The year of vice- chairman should prove sufficient to brush up the necessary 'knowledge' to undertake the chairman role.</p> <p>I attended a course in Bristol for City Mayors which was relevant and useful. A Trainer should be employed to give the Future Chairman a crash course in Public Speaking. I did several years of Exams in this as a Teenager and it's proved useful over the years . There is nothing more annoying than a Chair who mumbles .Apart from a Chairman who doesn't know how to use a Microphone. Dawn Mardle who looks after the Chairman of WCC and more importantly the Lord Lt might perhaps be prevailed upon to give a brief explanation of Protocol prior to the Deputy taking Office.</p> <p>Better to ask ex-chairs! They are well guided by officers during meetings, so that isn't problematic</p> <p>Role specific briefing, but otherwise none</p> <p>Obviously not being chairman myself i feel past chairman would be better placed to address this.</p> <p>I had a training session on the role of a Chairman/ Mayor put on by Coventry</p>

City Council. It was a really good informative do's and Do not's. It is important to also have chairing skills training or refresher training. Media training would also be helpful and a session on the Constitution

Public speaking, chairman skills and speech writing

A brief course on chairing meetings if not already familiar

As the Chairman will normally be an experience councillor who has served a number of years and will bring to the role his or her own style and personality I do not see that "training" is relevant bit s briefing particularly on procedures and administration is necessary.

Opportunity to learn what is expected from a past chair, and supporting staff, and help to determine the scope and possibilities and limits of the role

How to chair a meeting effectively. Esp around the constitution and voting on motions.

It is very important that the Chairman is confident in their ability to conduct meetings of Council before taking up their duties, so training should be reasonably intensive.

How to Chair meetings. How to use social media to promote the work of the Council and community groups. Training on networking and small talk.

Meeting protocols, the impact of various communication elements and personal image /presentation

How to chair a meeting, the importance of standing orders and protocols. How to discipline a meeting in a polite but firm manner. How to deal with the press, how to behave at civic events!

Depends on the person selected. My "army training" over 40 years was sufficient I think

(4)	Is it appropriate that the Chairman uses their time in office to raise money for Charity?
	<p>No the Chairman's role is to act as the head of the council and should dedicate their time solely for this purpose</p> <p>Yes</p> <p>Yes . This is traditional and also shows the more human face of the District the Chairman represents</p> <p>I am not sure about this, However, some Chairs use it as the focal point for their year. Ultimately it should be their choice but they should not feel obligated to have a Charity Commitment.</p> <p>Throughout the District there are many voluntary organisations supporting the local community. It has become a traditional practice that as the Civic Representative that the Chairman supports a charity. In so far as I am aware previous Chairs have not had a difficulty in selecting a worthy organisation to promote their contribution to their community and usually, with the aid of other community endeavours, hold public occasions to fund raise. It also appears that provided the selected charity's aim can be interpreted as 'saving life' then Oakley Wood Crematorium monies, under a national crematoria project, can be directed to that charity.</p> <p>Fundraising for Charity: I enjoyed doing this and made many friends doing it but consider that it should be entirely at the Discretion of the incoming Chairman. The very essence of Charity is that it is discretionary.</p> <p>Tricky. My gut feeling is that 'no', they should be focussed on promoting the council. However, it could be argued that carefully selected fundraising also promotes the council.</p> <p>Yes, they do so on behalf of WDC</p> <p>Yes, i feel that it should be a key part of the role, similar to Mayors</p> <p>I think the Chairman should not fund raise but donations could be accepted</p> <p>It is neither appropriate or not, this is for the individual chairman to decide. However the profile of the position is such that it should certainly be used to raised awareness of a charities work etc such as cancer screening</p> <p>I don't think this is important role but should the chairman have a specific reason to raise funds then he/she should be allowed to <i>I do not see this as a primary role but supporting other charities in their efforts is undoubtedly part of the role towards the community.</i></p> <p><i>Acceptance of donations is fine but it should not be felt obligatory for a Chair to fundraise</i></p> <p>Not really necessary</p> <p>Yes, but that should primarily be the role of the mayors (see also 11. below) so should be limited in scope.</p>

	<p>If that consists of a small number of events, yes.</p> <p><i>In part but not with a great emphasis this role should be about monitoring and facilitating progress and presenting all the positive elements of the council.</i></p> <p>I have no thoughts either way, it can be a distraction but can also give a Chairman a focus for the year.</p> <p>“Virtue signalling” seem very popular nowadays but I was very content to raise money for Myton Hospice & Castle Froma during my time as Chairman. I have also raised funds whilst Mayor of Warwick again Myton Hospice & the RRF Benevolent Fund.</p>
(5)	<p>Do you feel the Chairman should have a dedicated office at the Civic HQ and if so, what do you feel it should be used for?</p>
	<p>Yes the Chairman should act as a figurehead for the council and should promote the council around the district for businesses and visit parish councils and visit schools</p> <p>There should be an office which the Chair has first call on. I don't know how many visitors the chair receives each year but this office would be the obvious place to host them. I assume they would robe up for meeting there as well.</p> <p>Yes. This provides a place where the Chairman is able to provide a place to welcome visitors as well as provide a preparation area for meetings. Would we wish to be the first Council not to have a Chairman /Mayors Parlour</p> <p>Yes, So that on occasions they can host and entertain guests and have private meetings. To not provide an office would be a slippery slope to lessening the role of the Chairman.</p> <p>Other than providing the launch pad for entering the Chamber I have not had any need for the room to entertain. However the room does appear to have amassed a number of objects that have been presented to the Council, that perform some part in representing the history of WDC which could be more publicly displayed?</p> <p>Is useful provided it abuts the Council Chamber for the purpose of entering and leaving Meetings in a dignified manner. Also it should not be forgotten that Chairing a Full Council Meeting is a stressful business and it's useful to have somewhere private to compose yourself in . I also used mine for a Christmas Cocktail Party for Mayors and Civic Heads .</p> <p>No, as I suspect most of the time it would be empty. However, they perhaps should have first call on an office for meeting people.</p> <p>No</p> <p>No, i think members should embrace the modern ways of working and share workspaces with council employees. i think this benefits the chair and council employees and promote mutual understanding. Separate offices are an archaic (in my opinion) past time. Therefore flexible meeting rooms/work spaces should be booked/used as required.</p> <p>I used the Chairman's office at the Town Hall quite a bit. Others do not. Do as long as there is opportunity to use other rooms when required I do not think</p>

	<p>we can justify a room just for the Chairman</p> <p>Ideally yes as there should be somewhere to meet and greet official guest, to make minor presentations etc so it should be close to the chamber and on the ground floor.</p> <p>No I think there could be a meeting room that could be shared by him for greeting visitors to the District or private consultations relating to the District.</p> <p><i>Undoubtedly the Chairman should have a room as a base for hosting, preparing and storing and displaying memorabilia relating to past Chairmen.</i></p> <p><i>Yes, a room for Chair's use for receptions or meetings with community/representatives helping plan events and receiving all visitors interested in the District Council</i></p> <p>No</p> <p>The answer should be based on an objective assessment of their workload, using appropriate comparators within WDC.</p> <p>No - they should be able to book the use of a room for free, but not have their own office.</p> <p><i>If there is in depth work required, then they should be provided with a clear space within the facility to ease and help with communication and workload (or put simply Yes) Additionally, this space should be used to receive or present to the various other people of sufficient standing but WITHOUT being too extravagant.</i></p> <p>Not necessary, I used the Parlour on one occasion. Waste if space and money!</p> <p>I only used the Town Hall office infrequently apart from Council meetings when we assembled there before the meeting.</p>
	<p>Do you feel the Past Chairman and Past Consort badges provide value for money at circa £400 plus VAT?</p>
	<p>Past Mayors badges are appropriate and should be kept</p> <p>I haven't looked closely at these badges so it is difficult to give an opinion on value for money. However, the Chair is the top civic post in the District and the badges should reflect this and be of good quality. Past Chairs would be best placed to say how important they are to them personally.</p> <p>Yes. As against the turnover of our District this recognition of the service of the Chairmans year of office and no doubt prior service is insignificant</p> <p>I do believe that a Chairman should be give a badge to recognise their time in office. Suggest retendering for provision of the badges.</p> <p>If a Chairman chooses to not require a badge fine but really £400 in the Council budget is neither here or there. I and my consort will be very gratefully appreciate the award which will be a reminder of the enjoyment, honour and privilege we have experienced in fulfilling the post.</p>

Yes . Don't let's start being Tacky

Personally I'm not keen on these traditions... photographs can be sufficient memories.

no

I feel that this cost is quite excessive on face value - however i feel that there should be recognition for the chairman over the year for their hard work and dedication to the role. So, yes badges should be awarded, but maybe an alternative supplier should be sought.

The past Chairman's badges are really special and I treasure mine, but we have little opportunity to wear them so I cannot justify the £400 cost

I don't think the consort badge is required these days and if a Chairman wanted a past consort badge that should be at personal expense. We have decided on this action at Warwick Town Council.

No.thats an expense that could be looked at and reduced.

When were these items last put out to tender?

Absolutely not

No

People like and probably deserve a token of their service which can be worn at future civic events. If there is a less expensive alternative what is it?

In an ideal world we would look for better value for money, but it is important for Civic Pride to continue to recognise past Chairs.

"No"

Not necessary, a pin badge would do

The cost is a worry and they can only be used infrequently. Mine made debut in October 2018 at the Funeral of Former Mayor of Leamington.

(7)	How do you feel the Chairman should engage with the Parish/Town Councils, if at all, during their year in office?
	<p>The Chairman should visit as many parish councils as possible in their year in office and should promote the district</p> <p>I have attended the Chair's Parish/Town Council's supper last year and found this to be a very informative event. The Chair should be visible to the Councils during their year in office but how they do it must be their choice.</p> <p>This is very important. The Chairman provides a direct link with the PCs and recognises their importance and the regard the the District has for its constituent parts. My impression is that they welcome that contact and expect it</p> <p>It used to be that the Chair visited each of the Parish Councils during their year as well as entertaining them at an event, I was disappointed when a previous Chair felt it unnecessary. The Chair is a useful link between WDC and the Parishes.</p> <p>The Chairman should be open to accepting and supporting all events organised by the Towns, Parishes and non political Community Organisations. It seems that it is a tradition that the Chairman hosts an annual supper when Parish Council Chairs are the guests, which, having attended previously, appears to be a worthwhile occasion for those who choose to support it.</p> <p>Visiting Parish Councils is hugely time consuming and hugely important. Anybody who isn't prepared to do this shouldn't be Chairman. A lot of the Parish Councillors have issues with WDC but are somewhat mollified when visited by their District Mayor/Chairman .I believe that my successor refused to visit any of the 28 and I've had most unflattering feedback about this . A lot of Parish Councils actually look forward to this visit and make it a bit of an occasion. The Dinner for Parish Clerks and Parish Chairman is likewise an important evening event for them as we should remember that they are the unpaid rung on the Democratic Ladder.</p> <p>I don't know how this should balance with other avenues for promoting the council. If the chair is apolitical, it may be better to have a different mechanism whereby parish/ town can feed ideas into the council/ executive. Perhaps invite all together for a single meeting/ discussion.</p> <p>No, it only confuses them.</p> <p>The chairman should meet all of the towns and parish councils to have an understanding of their thoughts and views, as a representative of the district i feel this is important</p> <p>I think it is very important that the Chairman is seen in all the Town and Parish's. I went to everyone of the 23 Parishes and Towns and invited them to a supper. It is important we show support for what are mainly volunteers. I know others went to Forums but i think it is worth giving each Parish and Town a visit.</p> <p>I feel this is a crucial part of the Chairmans job however the Parish/Town visits should be with a direct purpose of updating them on the work of the District, not just a social visit.</p>

	<p>The chairs secretary should make all towns/parish councils aware he is available to visit if they so wish.</p> <p><i>Linking the many (21?) Parish and Town Councils to the District Council is a vital part of the role, whether by visits to their meetings or by hosting central events.</i></p> <p><i>I think it is courteous and very useful to visit each of them to familiarise the Chair with the valuable work they do in the rural communities</i></p> <p>This could be a useful function if it's to attend their meetings and feedback but I don't know how it works in practice...</p> <p>Attending a meeting of each local council is not necessarily a good use of time, given that district councillors already attend meetings. Better to invite parish Chairs to an event hosted by the Chairman. See also 8. below.</p> <p>They should be attending the same sort of events that Parish and Town Mayors will be attending, and that is an opportunity to engage and pass information back and forth.</p> <p>"Yes, within limitations, for example setting out the areas which will be monitored by way of "Task and Finish elements" and possibly inviting them to add and contribute in order to understand the local priorities much better, something that as a whole is not as robust as it could be.</p> <p>As I was I full time work I chose to meet with the Forums rather than travel around all the PCs and Town Councils, I felt this was a better use of my time as I could meet with a group at a time.</p> <p>I feel this is very important. I visited them all and held a dinner at the trident centre for all the Parish Council Chairman & Town Council Mayors. Bill Hunt speaking was very good.</p>
(8)	<p>How do you feel the Council could ensure that the District Council Chairman is invited to events and acknowledged when they are present?</p>
	<p>The chairman should promote businesses in the town and give a report at the end of the year</p> <p>- Not sure how to answer this. I thought it was up to the organisers to decide whether the chair should be invited. The information that is sent out is very clear how the chair should be seated and acknowledged</p> <p>It should in the first place give its own Chairman the respect that this office deserves. Further it should make it plain to organisations who receive funding that it's funds and Chairman should be recognised. As the Chairman is in any event according to protocol the first citizen in the District this should be known to all organisations if they were not already aware of it.</p> <p>The diary of events to which the Chairman is invited is largely repetitive year on year. Most often local Mayors and on occasions WCC Chairman Lord Lieutenant and High Sheriff are also invitees. The question of acknowledgement, except on the more formal occasions, can be as informal as 'Civic Heads' without offence.</p>

Perhaps in the WDC Circulars & Press releases we can regularly mention that the Chair would be available to attend events, ceremonies and open businesses etc if invited. The Pro Forma sent out should make it clear that the Chair's presence is to be acknowledged together with the usual questions about what their duties would be. The Chair should also have his own page on the WDC website to show and promote his activities as well as a social media presence.

8 The Chairman has a Diary Secretary who is much more experienced than the Chairman. The Secretary should run through the list of events attended by the previous Chairman at the very beginning of the Civic Year and ascertain which events the incoming Chairman is keen on attending then contact those bodies to see if they "want their event to go in The Chairman's Diary this year " Be Proactive. I personally considered that the Chairman got invited to far too many concerts but that's only because I'm not musical and dislike sitting in Church on a Saturday Night .

I'm sure others have more insight into this than me!

Yes & yes

Whilst invitations are discretionary, i think that hen the council has contributed financially to a project or scheme the chairman should see how money is being spent and also act as a liaison between officers, the council and the community group/organisation

Publicity, Publicity, Publicity. Send to all one mail contacts list the profile of the incoming Chairman. Put in press, tell all our departments, tell Bid and the Chamber of trade, tell W.A.L.C.

We need a better invite sign up sheet giving details of what is expected of the Chairman. All those in receipt of grants, RUICS funding, major events all these events should be inviting the Chairman and this should be part of the funding.

This is up to the other towns to invite who they wish. There should be a method I.e. Central diary across the District held by all clerks to ensure civic events do not clash between towns/parishes as has happened many times. The chairman should then be acknowledged for being there either by seating arrangements or in speeches or in programmes etc.

Whether the Chairman is invited to events inside or outside the District depends to an extent on routine but also on profile. It is difficult to see how an invitation can be generated if it is not earned or the position not recognised. Protocol is an obvious problem particularly when relating to the Mayors of towns within the District who the residents see as the civic head.

As the written protocols on the request forms seems to be ignored, perhaps a phone call to organisers before event, if they seem unfamiliar with protocols or are new applicants

This is not necessary. Do people really know what Civic function a Chair of WDC performs? The Public know and recognise a Mayor but a Chair as a Civic person seems unnecessary.

	<p>See 11 below. The Chairman should avoid events in the towns which the town mayor is already attending. The Chairman ought to attend (1) events that are specifically related to the work of WDC and (2) events in the parishes where they can properly perform the "mayor" role.</p> <p>The Council should be looking to make sure that they are represented at a whole host of different events that take part across the District - and there should be knowledge of those events internally.</p> <p><i>"By helping the chairmen manage their diary and publishing events in advance where the chairmen is in attendance.</i></p> <p>Worked Ok in my day</p> <p>Traditionally we seem to be invited to an awful lot of events. I was happy to attend throughout Warwickshire, however some Town/Boroughs were less keen than others to organise events.</p>
	<p>Should the Chairman arrange specialist events to help promote Warwick District Council within the wider community and if so, how do you feel this could be achieved?</p>
	<p>The Chairman should attend businesses and schools to help promote the council</p> <p>This is a difficult question. It will depend on the experience and skills of the chair what could be achieved. Depending on the extent of the work some experienced admin support would be required</p> <p>The District should be promoting itself on an active basis as for instance a good place to live work and visit and the Chairman is an ideal neutral host for these events. Likewise there is an opportunity for the Chairman to assist with additional events.</p> <p>Yes but with co-operation and support of our own business promotion staff and the local trade bodies, BID etc.</p> <p>I hope to host a promotional event in the Pump Rooms inviting local dignitaries from across the County together with other guests in conjunction with Cultural Services. Other opportunities could present themselves to market our 'Offer'. Although our Event Organisation Officers support many events in the District, at no charge, the Chairman is not necessarily invited to visit by the organisers - eg Art in the Park. I understand that, following my suggestion, both Officers and the Executive are investigating this missed opportunity to publicise the work undertaken by WDC on behalf of our residents and work more closely with our Media Team.</p> <p>Arrange Special Events ? I did a Freedom of the District Parade to the Fusilers and also events in Shire Hall but again I regard this as discretionary. It's up to the Chairman to stamp their own signature on the year .</p> <p>Yes, working with schools, e.g. to chair debates. Decisions somewhere need to be made (by the executive?) as to whether events are considered apolitical e.g. it may be considered inappropriate if they chaired a debate for the local community on the car park displacement time.</p> <p>Don't know</p>

I think that this should be pursued to generate additional funds for charity and promote the district and what organisations have to offer

It depends on the event. It could be useful if different sections of the council have something they wish to promote. Departments have service plans cannot the Chairman be involved in promoting something happening with them.

Yes but what administrative support does the Chairman have to arrange such events he/she should work with the various area of the Council to be a lynch pin and head figure of any major promotional event

No. This should be the responsibility of the Events dept at the District but in cooperation with the chairman.

Promoting the Council has political overtones. Promoting the District is more appropriate.

Yes , through various forms of engagement with the community, and in response to their current preoccupations and through Civic receptions and through special meetings.

No. What do you mean by wider community? If that's within the District I cannot see the need to promote Warwick District. If outside, it would cost more money and time which I would not be in favour of.

Better to attend existing events e.g. community forums, parish meetings etc. of which there are plenty.

No, that is not the role of the Chair. They should attend events that are put on, but the role is not event organiser, and it strays into the political if they are organising events.

Yes and In this role only to provide details publicly about what has been achieved (task & finish) in order to promote a positive output from the council in terms of activities."

? Possibly meet with the Chamber of Trade, neighbourhood Watch etc to listen to views and feed back to fellow councillors and officers

Traditionally I held a Civic Service, Civic Dinner, Charity Concert and other fund raising events. However the Civic event cost money and could be curtailed if felt necessary. We cannot compete with Coventry on Funding. A lot would depend on the ability and time of the respective Chairman.

Should the Chairman encourage participation in democracy and help explain responsibility for services within local government?

(1) No pre established criteria just that they are an elected councillor

Not sure who the intended audience for this is but the chair should be doing this in all they do.

This is again a role that can be undertaken during a year where the Chairman is required to be neutral politically

Perhaps, but they should remain politically neutral and that isn't always easy

when dealing with these issues.

At all events I attend I take every opportunity to meet and greet and chat to those attending, particularly the representatives of local and voluntary organisations present. In terms of democratic issues questions generally surround the services we provide.

Yes

Yes. See previous point.

Yes, good idea.

I think that is part of the role of being a Councillor

It depends on the event. It could be useful if different sections of the council have something they wish to promote. Departments have service plans cannot the Chairman be involved in promoting something happening with them.

This should be a key role for the Chairman especially going out into the community or schools, student groups and showing groups around the chamber etc.

Don't see how this could be done.

All councillors should be doing this.

Very much so, especially in schools and by seeking invitations to meet businesses and other sectors of the population

Yes that would be a more useful function. Every Councillor should do this anyway.

Yes, this would be a worthwhile role.

Yes, as this is something that is politically neutral which benefits the whole council.

Yes, particularly when it comes to delivering emotive activities (eg the town hall & car park move) using data and facts not any political bias or intervention, the facts must be validated and accepted and confirmed within other processes and not conjecture"

Yes

Yes with hindsight I would have written a column for the local newspaper

What events do you think the Chairman should attend?

I believe the Chair should not be expected to attend every event they are invited to. There should be a priority order i.e. 1) The events which are a must attend 2) Those that should be attended if at all possible 3) Those to be decided on a case by case basis.

Other than official occasions at District Town and Parishes any appropriate to which the Chairman is invited which promote the District Council as an

important part of our local community

Any which they wish to and feel is appropriate in the role of Chairman but particularly those that promote local business and Charities.

All events within the District see 7 above. It is also good policy to support, civic events in the surrounding Districts and Towns on a selective basis including Coventry. Generally all civic leaders work hard and the status of their events are lifted by the attendance of other civic leaders and appreciated by their own public.

By answering this question I would be indirectly proscribing the Events which the Chairman shouldn't attend and I consider that's impertinent. To be helpful though I would suggest that the Chairman should avoid events which are commercially organised as Corporate Promotions. A good example would be Touch F M's Pride of Warwick District Awards which I foolishly went to and immediately regretted .

This is tricky, as it will be easy to fill up the chair's calendar. There probably should be a clear minimum expectation of a number of events to attend and example events to help chairs

Not as many as he / she does now.

I don't think that this should be a prescribed list and some discretion should come down to the chair, but community events are key as are wider civic events whereby the chair can build rapports with other towns and parishes

Anything that promotes the District, supports local organisations, business and the local Town and Parish's and Memorial services.

Any that are of benefit to the WDC or particular groups of residents however it should still mean that a Chairman can continue to work normally and this will influence what and how much any Chairman can do!!!

Events such as armistice day, cycle race, national bowls, civic services and dinners and any events that promote the District he is invited to.

Appropriate ones! This is a rather too open question but it is essential that the events attended, particularly within the District demonstrate a balanced approach to the community.

Those which give opportunity to promote WDC and within reasonable geographical reach

None unless it is to further their role as a Chair - ie how to chair meetings and promote democracy. Otherwise all these events take up a lot of time and do not add value to the function of the Council

Since there are 4 mayors in the district the Chairman should concentrate their efforts on matters which do not involve the mayors i.e. in the parishes or purely district events. At present the Chairman sometimes attends events in the towns which are already being covered by the relevant mayor. This is an unnecessary duplication. The respective civic offices should coordinate diaries.

	<p>A Chair should have oversight of all of the events that are available, and it should be down to the individual Chair to pick from that list what they want to go to. Some Chairs will have less time available, due to work or family commitments, and so we should not be mandating any events.</p> <p><i>""Full executive meetings and those relevant to their role (ie the completion of a major task or event that is both visible and credible" and significant "public events as they do now"</i></p> <p>I think it would be useful to attend Forum meetings, WDC Executive as an observer so they have more idea of what is going on rather than being thrust into meetings, if they have more background they would have a good understanding of issues. Not being on a committee makes you very remote.</p> <p>I attended everything I was invited to and was warmly welcomed wherever I went. I did not pick and choose.</p>
(12)	<p>Do you think there should be a pre-established set of criteria, other than being a District Councillor, applied for being appointed as Chairman?</p>
	<p>Being a District Councillor does not give you all the skills to be a good chairman but i can't think of other criteria that should be set. Past Chairs would be best placed to advise on this. However, being a good chairman is a must and training should be given in this.</p> <p>It is difficult to have a set criteria. Usually a Councillor of some experience who is held in respect of by the Council as a whole and felt to be capable of being a neutral lead and willing to undertake the role of promoting the Council</p> <p>Absolutely not.</p> <p>Alan Boad, Jane Knight, Michael Doody, Clare Sawden, Richard Davies, Michael Kinson and Felicity Bunker, have been the last seven Chairman and have already established the criteria for those following, including myself.</p> <p>The Rule used to be that you had to have served as a District Councillor for 10 years . I would add to that that I think it desirable for the incoming Chairman to have been the Chairman of a Committee, however small</p> <p>? Tradition seems to be that being deputy chair in the previous year is usual. Also that having been a councillor for a number of years. These both seem reasonable. More tricky is whether the chair should be shared round different parties or whether a judgement can be formed as to the suitability of individuals. I don't have strong views on these.</p> <p>No</p> <p>No i feel that the chair should be able to have the opportunity to bring their own style to the role, again like mayors of towns. i think there is then more of an onus on a chair to bring their style, set their goals for the year and what they would like to achieve. If there was a criteria, i feel the role may detract some members and i think to be modern, fresh ideas and priorities are fundamental</p> <p>I think it should be offered to all parties on a rota basis Conservative, Labour, Liberal, Independent, others not just the administration. Length of</p>

	<p>service has been used in the past. difficult this though if the Chairman has the casting vote, so I can understand if politically this is not popular.</p> <p>Not sure what this question is asking.</p> <p>The chairman should have served at least four years on the council and the position should be rotated through the political groups in order of seniority of the individual and length of service.</p> <p><i>Seniority should be heavily weighted and politics little. Ability is presumed to be a given.</i></p> <p><i>No except perhaps selection of those with at least 2 or 3 years experience as councillors, and in party rotation as much as feasible. Also maybe some proven experience of leadership and ability to set up innovative initiatives..</i></p> <p>No</p> <p>Yes, e.g. length of service and relevant experience e.g. having chaired their parish council or other body such as school governors.</p> <p>No, it should be a nomination by the Executive, to then be voted on by Council. Other nominations can be put forward - it is the gift of each Council to vote on.</p> <p><i>"Yes, particularly in areas of commercial competence, personal presentation and a good grasp of PR and associated media (sorry I have no idea how you select the role now but it does appear to be a little "old boys network style" rather than competency based"</i></p> <p><i>A brain!</i></p> <p><i>I think the all Councillors & District Officers should be confident that the person is someone who can represent Warwick District Council. I joined WDC in 2003 and so there was ample opportunity to weigh me up before I was elected as Chairman. I also attended events as Vice-Chairman and was fortunate to be Deputy Mayor and Mayor of Warwick immediately prior to my appointment as Chairman. I was awarded the OBE in 1990 and was requested as the most widely experienced late entry officer in the infantry and probably the army as well.</i></p>
	<p>Do you have any other views on the role of the Chairman of the Council?</p>
	<p>- The first Council meetings are very strange for new Councillors and i think a meeting (either individually, in groups or all together) with the Chair would be helpful to explain protocol and set out how they would be chairing meetings during the year.</p> <p>Yes. This Council should be proud of this office which provides a very simple and easy way to promote the Council as an important part of the community and not merely a burocrasy that provides services.</p> <p>I do think it is important that the District has a figurehead and that should be the WDC Chair. I believe that over the last 10 years or so the Office has been eroded by budget cuts and a culture that has tended to marginalise the Office of Chairman and this has come from both members and officers alike.</p>

The primary role is that of an Ambassador, either as the host or in mixing and communicating with other dignitaries and the general public at every event that is attended. When most of the events, to which the Chairman is invited, involve people enjoying themselves then sharing one's own enjoyment is something that is appreciated. Needless to say there are also sombre occasions which demand appropriate demeanour.

I believe that the role should be a Once Only Position

No

None

No, i think the role is important and should have an element of individuality whilst working in the interest of the district

Its a great honor to be asked to be Chairman. Leave the fund raising to others. Make greater use of their ability to promote and while we all do it in a unique way give the opportunity to have training and support

I have lost the survey but in short I am against a chairman and as for if I remember 400 pounds for consort badges is outrageous when we have cut out all expenses and teas, if the public had any idea of these cost they would be very unhappy.

I do think this is an important role within the Council and does need some clearer definition. However the political implications of the role when no Group has a majority could have a damaging effect on the position of the Chairman as they could wield too much influence which could mean the integrity of the Council could be challenged - one would hope that the impartiality of the post would prevent this but it could happen as the post is in the gift of a particularly group.

No

In a nutshell, there has been a ceremonial role which should draw together the strands of the District ,that is all the councils and councillors. Most councillors who become the chairman have huge local knowledge but they should know what is happening throughout and in the far corners. Promotion of the district has to be a priority too. Badges are part of the ceremonial. Charity work should be inclusive in that councillors from all the towns should be updated. There is some overlap with the role of the mayor, which I am unclear about,

I will have clearer views on this in 18 months' time, elections permitting.

No except the role could be an opportunity to explore new and effective ways to promote the council, its community activities and preoccupations and should not just be a routine round of dinners and church services with the Chain Gang

There is already enough pressure on Councillors within our roles and with the reduction of Councillors in future, this will increase. Taking a person out for the year with a number of civic functions seems unnecessary. These could be performed by the appropriate portfolio holders or officers.

Being a past Chairman I understand the role and believe it should be given the respect it deserves as the First citizen of the District . To do the job properly it needs a office to meet others and show the paintings ect that have been given over the years and to help promote the district for those who visit. It should also have member support a secretary like Roma and attendant as Cliff was and to act as the driver of the districts official car and security . the Role if done properly is to promote the district in every way including visiting the Town & Parish councils to show that they are listened too ,also to engage with other Mayors at their functions . Also to meet V.I.PS I/E Members of the Royal Family who visit the area and make them welcome along with others . Regarding the charity side this should be left to the chairperson to decide . The person selected should have had knowledge and served time as a councillor and be prepared to give the time and effort that the role demands to carry the good name of the council in their duty as Chairperson . To me it is most important to have an Attendant come Chauffeur to help in delivering this service on behalf of the council .

Important to focus on what is special to the District Council. The primary role must be promoting good civic governance through the effective chairmanship of Council meetings. The Civic Head role is valuable but secondary and should be mainly limited to places and areas of activity which are not covered by the 4 town mayors.

Training is really important. Digital is also important - we have all of these photos hanging on the wall in the Town Hall of Chairs and past Chairs, but hardly anyone sees them as the Town Hall is an intimidating place to enter for the average person. Why do we not have the photos, and a brief description (with description of things done in the year for past Chairs) on the website?

Our views are not that important really, it's what the public think and my expectation would be to have someone who understands this very public role and the impact it can have after all they in some cases are the "Face of the council"

This is an important role and you need to have the ability to work under pressure and make decisions, it is not just a role for someone who has the necessary service record

I think the role is about right though I would be to listen to other views.

Task & Finish group – Role of the Chairman
Responses to Questions for Past Chairmen

(1)	<p>Did raising money for Charity put additional pressure on you in your role as Chairman and if so was this a positive or negative?</p> <p>Yes but the personal satisfaction experienced from benefitting the community far outweighed the work and pressure involved. It also showed the District in a good light</p> <p>yes raising money did put on pressure and I feel was not what I was there for.</p> <p>No problem if anybody wanted to donate money but trying to think of what to do that the Mayors we not doing was a problem. Asking the same people each year to donate raffle prizes, buy tickets etc was difficult and i would of rather spent my time raising awareness of what the council is all about and supporting our staff doing charity events.</p> <p>No, it was something I enjoyed doing but I don't think it is essential</p> <p>I was happy to do this and it was a very satisfying ask. I think it set a good example.</p>
(2)	<p>Did you use the Chairman's office at the Town Hall and if so, what for?</p> <p>Yes..I Hosted a large number of small receptions for various bodies associated with the District to enhance our connection. with. them and to build bridges</p> <p>. I did use the Chairman's office,Not just to prepare for council meeting but also to meet residents, other Cllrs and people from organisations. It gave me a base instead of having to find somewhere at Riverside House</p> <p>Once before a police award ceremony and as a waiting area before Council, the hospitality cupboard with wine and spirits was never stocked and should not be.</p> <p>Hardly ever except assembly before council meetings</p>
(3)	<p>What support did you receive from the Civic Office?</p> <p>I had the benefit of the office making all my arrangements and carrying out and arranging my programme during the year. This is essential. as it. should be a busy. year and without that assistance it would be impossible to carry hit out adequately</p> <p>I was very lucky to have a PA and Attendant looking after me. Having a driver/security person with you meant you were never late, parking was not an issue and you could walk usually straight into the venue, much better for safety than walking with the chain on for any distance. Both Cliff and Roma knew the protocol for the functions. The diary was always kept up to date, all the information needed was sorted for you. Roma also helped arrange the civic service, civic dinner (or in my case a show at the Spa Centre), the supper for the Parish and Town Chairs and clerks. The official Christmas card and the visits to all the Towns and Parish's in Warwick District.</p> <p>Not much as I chose to do it myself, invitations were forwarded to me and I</p>

	<p>responded directly as it was easier.</p> <p>Wonderful support throughout</p>
(4)	<p>What is the one part of the role that you would change from your year in office to make the role better for future Chairmen?</p>
	<p>I would not change the role but would like to see the role enhanced. and more formal respect given to it and the Chairman used as the representative of the district on all. formal events and its source of contact with neighbours Parishes, organisations etc</p> <p>I would of liked to help promote the district and its work more. I along with other Chairman went to Worthing to help persuade the male bowlers to come to Leamington. this may involve travelling out of the area but worth it if it brings extra facilities, business etc to the area. I know we have to be careful not to become involved with political decisions but promotion of all we do should along with representing our residents at events and special occasions their groups/organisations events and chiring meetings should be our main priorities.</p> <p>I concentrated on the essentials of the role, chiring meetings and promoting WDC within the area, I did not attend many functions outside of WDC as I felt it was unnecessary and 'the chain gang' only talk to each other and do not necessarily promote their towns. If I did the role again I think I would try and talk to businesses, the university and Warwickshire College more to build relationships.</p> <p>Reading the questions I suspect some Chairman have questioned whether the traditional duties are worthwhile. I think they are and I tried to do the best of my ability to represent the Council across Warwickshire. I did not expect Southam or Shipston to compete with us but Rugby did not do a great deal throughout my Civic years. Maybe the District/Boroughs should decide on a common policy after a joint meeting.</p>

Task & Finish group – Role of the Chairman

Questions for Neighbouring LA's

To be sent to:

Hinckley & Bosworth Borough Council
North Warwickshire Borough Council
Nuneaton & Bedworth Borough Council
Rugby Borough Council
Stratford District Council

What is the Chairman's role described as at your authority?	
What would <u>you</u> describe the purpose & role of the Chairman to be?	
Do you have a selection process for new Chairmen? If not, how is it decided?	
Do you have a definition of the	

necessary experience required?	
What training do you provide for new Chairmen?	
What support does your Chairman receive (ie. Chairman's PA / Attendant)	
Does the Chairman receive a personal allowance? Are you able to provide a breakdown of the allowance & advise how much is spent on the various aspects of the role?	
What transport arrangements does the Chairman have? Is there a separate budget for this?	

Is there a budget for hosting events?	
Do you have any geographic restrictions on the role?	
Does the chairman fundraise for any charities during the year, and if so, how are the charities chosen?	
Do you have a specific room for the Chairman to use at the Town Hall or your offices?	
Do you present past Chairmen & consorts with any memorabilia?	

Do you have any other comments that we may find useful?	
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Guidance for inviting Dignitaries to events

When organising events on behalf of Warwick DC, it is likely that you will be inviting Dignitaries and Civic Heads along to raise the profile of the event and to raise awareness of the support given by the organisations they represent.

Which Dignitaries can I invite?

The district has a number of Dignitaries and Civic Heads who you can invite to attend your events. The table below lists who they are, to help you decide who to invite.

General Guidance

For events involving Warwick District Council, then you will invite the Chairman of this Council, and they will represent the council as a whole. They will take precedence over any other representative present and are senior to all Mayors of the Town Councils.

With most events, it is clear who should be involved, but with some, it is not so obvious and you might need to invite more people than you think. For example, if you are inviting the Town Mayor to an event, you must invite the Chairman of the District Council. Alternatively if you are inviting your Portfolio Holder, you must check with media team if you also need representation from CMT or whether in fact the Leader of the Council would be more appropriate.

Protocol

Prior to your invitation please use the contact column in the table, to check you are inviting the right Dignitary and then you will be advised who you need to contact to make the actual invitation.

The Dignitary should be greeted on arrival and given recognition of their role, either by way of an announcement and thanks, or by offering the opportunity to speak. They should be introduced to key people in attendance and either chaperoned or left with suitable guests. They should be included in any photos.

Booking

Most Dignitaries will provide you with a booking form to complete covering details about the event, their role, the dress code and whether there will be refreshments for example. In addition, it is good practice to provide your dignitaries and key staff with a list of who else is attending the event and what you will be expecting from them in their role as Dignitary or Presiding Officer.

Speaking and Publicity

If you would like the Dignitary to speak, provide a few bullet points of information to help them, and find out what your other speakers are saying, so that you can co-ordinate them all saying something slightly different!

You should ensure that all your guests read the **Media Policy** and the **Social Media Policy**, because even if the formal media are not attending events are very likely to be filmed and shared on social media by anyone else in attendance.

Further help

If you are unsure about who should be in attendance at your event, please speak to Roma Armstrong or the media team who can point you in the right direction to contact them.

With all events involving Dignitaries and VIPs, please advise the media team, so that we can support you and organise publicity.

Dignitary/Civic Head	Contact for guidance on protocol	Type of event
Royalty	Roma Armstrong	Very high profile!
Lord Lieutenant	Roma Armstrong	District or County-wide high profile events
High Sheriff	Roma Armstrong	District or County-wide high profile events
Chairman of Warwickshire County Council	Deputy Clerk at WCC	Representing WCC and/or district wide events
Chairman of Warwick District Council	Roma Armstrong	Representing Warwick District Council – openings, launches, awards nights etc...
Leader of the Council <i>Usually invited along with other organisations involved in the project/decision</i>	Media team	High profile projects or decisions usually in collaboration with business or organisations
Chief Executive and/or CMT	Media team	High profile projects and announcements
Portfolio Holder <i>Usually invited with Head of Service/key WDC staff in their service area</i>	Media team	Supporting and promoting a service area, project or initiative
Town Mayor <ul style="list-style-type: none"> • Leamington • Kenilworth • Warwick • Whitnash 	Town Clerks	Events and activities relevant to their specific town e.g. Light switch-on
Local MP Matt Western Jeremy Wright	Media team	Key WDC events and projects that they have represented or helped