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Report of the Chief Democratic Services Officer

Corporate Governance and Audit Committee

Date: 30th September 2009

Subject: Members' Allowances and Expenses

Electoral Wards Affected:	Specific Implications For:	
	Equality and Diversity Community Cohesion	
Ward Members consulted (referred to in report)	Narrowing the Gap	

Executive Summary

- 1. This report details the Council's arrangement for determining and administering payments to Members.
- 2. It concludes that the arrangements are transparent, comply with all of the relevant legislation and guidance, are robust and subject to regular internal audits.
- 3. The Corporate Governance and Audit Committee is asked to note the contents of the report and to determine whether it would wish to receive future reports.

1.0 Purpose of this Report

1.1 This report details the arrangements that the Council has in place for the determination and administration of payments to Elected Members.

2.0 Background Information

- 2.1 Against the background of public concern over the payment of expenses to Members of Parliament, it is appropriate that this Committee should receive assurances as to the probity of arrangements for making payments to Leeds City Councillors.
- 2.2 In outline, the arrangements operated by the Council are as follow:
 - Payments to Councillors are made in accordance with the Council's *Members'* Allowances Scheme.
 - The provisions of the Scheme include a basic allowance for all Members; dependant carers' allowances; a system of special responsibility allowances payable to Members for undertaking specific roles; and limited provision for travel and subsistence allowances.
 - Before considering changes to the Scheme, the Council must first seek recommendations from an *Independent Remuneration Panel*.
 - Payments under the Scheme are managed by Democratic Services and subject to audit every two years by the Council's internal auditors
 - In addition to the above a budget is allocated to the *Mayoralty*, to meet the additional expenditure incurred by the Lord Mayor or Deputy Lord Mayor.
 - There is a high degree of *transparency* with regard to the Council's arrangements.

3.0 Main Issues

The Council's Members' Allowances Scheme

3.1 The Council's Members' Allowances Scheme is contained within Part 6 of the Council's Constitution and is attached as Appendix 1 to this report. It is a Council (non executive) function to make, amend or revoke the Scheme.

Provisions of the Scheme

- 3.2 All Members are entitled to payment of a basic allowance which includes all telephone (including mobile phone) and office expenses in relation to travelling and subsistence within the city. This "all inclusive" approach limits the scope for Members to submit expense claims and, in so doing cuts down on the administrative work which would be associated with expenses claims.
- 3.3 Secondly, the Scheme lists a number of specific roles on the Council for which a Member is entitled to receive a special responsibility allowance. The amount of special responsibility allowance payable varies according to the role carried out and it is a feature of the Scheme that a Member can only be paid one special

responsibility allowance (although, in some cases, a Member may undertake two roles which both carry a special responsibility allowance). In addition to those roles undertaken by LCC Members, the Scheme also makes provision for special responsibility payments to be made to non Council Members on the Standards Committee and to Scrutiny Board Statutory Co-optees.

- 3.4 It should be noted that some Members sit on one of a small number of Joint Authorities and some of these also pay allowances. These are administered by the joint bodies in question and fall outside the jurisdiction of the LCC Scheme.
- 3.5 The third type of allowance payable is a dependent carers' allowance.
- 3.6 All of the above allowances are subject to annual inflation increases in line with those payable to local government employees.
- 3.7 The Scheme makes provision for Members to claim for travel and subsistence allowances at the same rates payable to local government employees. The only expenses claimable are for travel and subsistence whilst carrying out Council duties and, as indicated above, the scope for payments is limited. Such travel arrangements that are necessary are usually made by officers with the result that (unlike Members of Parliament) LCC Members submit very few expense claims. For 2008/09, 15 Members submitted claims for expenses for a total of £2414.16. All such claims are submitted to a central point in Democratic Services for verification and payment.

The Independent Remuneration Panel

- 3.8 Local authorities are required to establish and maintain an Independent Remuneration Panel¹. This Panel has the function of providing Council with advice regarding its Members' Allowances Scheme and the nature and level of allowances to be paid to Elected Members.
- 3.9 The Government's approach is to enable the Council to determine the amounts to be payable to Elected Members having regard to local circumstances, but to sharpen the accountability by having to appoint a local Panel whose members are required to be independent of the Council. The Council must therefore have regard to the recommendations of the Panel when reviewing or amending the Scheme but is free to accept, reject or modify the recommendations as it considers appropriate.
- 3.10 The associated regulations do not provide any requirements about how the members are appointed, or how long they have to be appointed for. However, advice on the establishment of panels is contained in Guidance issued in respect of the model constitution².
- 3.11 The organisation of Council's Independent Remuneration Panel complies with this Guidance and includes the following features.
 - A Panel of four Members (including the Chair) each appointed for a four year term, scheduled in such a way that one place becomes vacant each year.

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Regulation 20 of the Local Authorities (Members' Allowances)(England) Regulations 2003 as amended.

² Guidance to the Local Authorities (Members' Allowances)(England)(regulations) 2001

- Appointments to the Panel by means of public advertisement and an officer recruitment panel.
- Clear criteria for appointment which promote impartiality.
- Clear arrangements for removal from the Panel.
- 3.12 Arrangements for appointment to the Panel are contained in Appendix 2 (pertaining to the Chair of the Panel) and Appendix 3 (pertaining to the other members of the Panel).
- 3.13 The LCC Panel is chaired by Sir Rodney Brooke, CBE, DL who has chaired or served on the independent remuneration panels for some 20 local authorities.
- 3.14 There are two further serving members of the Panel, these being Mr. Matthew Knight and Ms Carolyn Lord. The fourth position on the Panel is vacant following appointment of the previous incumbent to the Council's Standards Committee and his consequent resignation from the Panel.

<u>Payments</u>

- 3.15 Responsibility for administering Members' allowances lies with officers in Democratic Services. Members are paid using the Council's payroll system and are treated in the same way as for officers. The standard basic allowance and all of the various special responsibility allowances are configured within the system and are then applied to the appropriate Members. This is known as payment by exception i.e. once the payments are set up in the system, they are automatically paid each month unless notified otherwise. Amendments and variations are processed by the Council's Business Support Unit utilising standard agreed documentation and approval processes.
- 3.16 Expenses claims received are individually checked to ensure accuracy and are all validated against the scheme. At the end of each payroll cycle a payroll report is produced which is then checked to ensure that all expenses and variations have been processed correctly. Any discrepancies are noted and corrected in the next available pay cycle.
- 3.17 Member's allowances and expenses are audited once every two years by the Council's internal auditors. All controls are checked to ensure they are robust and a report of findings and recommendations is produced which details any actions that are required.

The Mayoralty

- 3.18 As indicated above, there is generally only a limited facility for Members to submit claims for reimbursement for expenditure. The one exception to this is in relation to the Mayoralty where the Lord Mayor and Deputy Lord Mayor may submit claims for expenditure arising from their term of office.
- 3.19 For the municipal year 2004/05, and in consultation with the Council's internal auditors, clear guidelines relating to expenditure by the Lord Mayor and Deputy Lord Mayor were introduced. These guidelines are reviewed annually and the current version is contained within the document Guidelines for Civic Dignatories which appears at Appendix 4 to this report.

3.20 Payments under these guidelines are administered by officers within Democratic Services and again are the subject of regular internal audits.

Transparency

- 3.21 The Members' Allowances Scheme is contained with the Council's Constitution which can be accessed via the Council's internet site. Any amendments to it are made at a meeting of full Council and recorded within the associated minutes and agenda papers.
- 3.22 Amendments to the Scheme can only be made after the Council has first sought a report from the Council's Independent Remuneration Panel. All recommendations from the Panel are advertised in the press prior to the relevant meeting of Council. Copies of the full report from the Panel are made available to the public by means of the Council's internet site and are included in the Council agenda papers.
- 3.23 Each year, an advertisement is placed in the press detailing allowances and expenses claimed by each Member.
- 3.24 Guidance relating to claims for expenditure by the Lord Mayor and Deputy Lord Mayor is reviewed annually and published by means of the Delegated Decision System, accessible by means of the Council's internet site. At the beginning of each year details of the mayoral budget are placed on the Council's internet site as are, at the end of the year, details of actual expenditure incurred.

4.0 Implications for Council Policy and Governance

4.1 Arrangements for paying allowances and refunding expenses to Members are clearly a key component of the Council's ethical framework although this report does not raise any new issues in this regard.

5.0 Legal and Resource Implications

5.1 This report raises no new legal or resource implications.

6.0 Conclusions

6.1 The Council has in place arrangements for making payments to its Members which are transparent and comply with all of the relevant legislation and guidance. The arrangements are robust and subject to regular internal audits.

7.0 Recommendations

- 7.1 The Corporate Governance and Audit Committee is asked to note the contents of this report.
- 7.2 The Corporate Governance and Audit Committee is asked to determine whether it would wish to receive future reports on Members' allowances and expenses.

MEMBERS' ALLOWANCES SCHEME

Leeds City Council, in exercise of the powers conferred by the Local Authorities (Members' Allowances) (England) Regulations 2003 has made the following Scheme after having regard to reports of the Independent Remuneration Panel.

1.0 CITATION

1.1 This Scheme may be cited as the Leeds City Council Members' Allowances Scheme, and has effect from the date approved by a meeting of Full Council.

2.0 INTERPRETATION

- 2.1 In this Scheme.
 - "Councillor" means a Member of the Leeds City Council who is a Councillor.
 - "Co-optee" means a person who is not a member of the authority but who is a member of a committee or sub-committee of the authority
 - "year" means the 12 months ending with 31 March.

3.0 BASIC ALLOWANCE

3.1 Subject to paragraphs 5 and 11, each year a basic allowance of the amount specified in Schedule 1 is payable to each Councillor. The basic allowance includes all telephone (including mobile phone) and office expenses in relation to travelling and subsistence within the city.

4.0 SPECIAL RESPONSIBILITY ALLOWANCE

- 4.1 Each year, a special responsibility allowance is payable to those Councillors and Co-optees who hold the special responsibilities in relation to the authority that are specified in Schedule 1.
- 4.2 Subject to paragraphs 4.3, 4.4, 4.5, 5.1 and 11, the amount of such allowance is shown against each responsibility in Schedule 1.
- 4.3 Only one special responsibility allowance from the Council is payable per Councillor and where a Councillor is eligible to receive more than one allowance, the higher allowance will be paid.
- 4.4 Councillors may accept a special responsibility allowance from both the Council and a Joint Authority.
- 4.5 Where a Councillor is also a Member of another authority, he/she may not receive allowances from more than one authority in respect of the same duties.

5.0 ANNUAL UPDATING OF ALLOWANCES

5.1 The amounts referred to in paragraphs 3, 4 and 6 shall be increased yearly on 1 October in line with the headline pay increase negotiated through the National Joint Committee for Local Government Employees (or equivalent). This annual update shall continue until June 2013 or until an earlier review by the Independent Remuneration Panel.

6.0 DEPENDANT CARERS' ALLOWANCES

- 6.1 Where the Member is absent on duties specified in regulation 7 of the Local Authorities (Members' Allowances) (England) Regulations 2003 and needs to engage carers, then an allowance is payable in respect of the expenses of arranging for the care of Members' children under 15 or dependants where there is medical or social work evidence that care is required. The maximum rates of such allowances are set out in Schedule 2 and are subject to the Member observing the protocol on the claims procedure, eligibility criteria etc. The payment is not payable to a member of the claimant's household and is restricted to one weekly payment.
- This allowance is also claimable when undertaking approved duties on behalf of the Joint Authorities.

7.0 INFORMATION TECHNOLOGY EQUIPMENT – PERSONAL USE DEDUCTION

7.1 Each Member is entitled to a computer to be used in their home to assist in the discharge of their functions as a Councillor. For those Members who use the computer for personal use in addition to their Council functions, each year £50 will be deducted from the Basic Allowance to cover such personal use.

8.0 TRAVELLING AND SUBSISTENCE ALLOWANCES

- 8.1 The Councillor's basic allowance includes the cost of travelling and subsistence when undertaking Council business within the Leeds metropolitan area^{3 4}. Councillors travelling to undertake Council business outside this area are eligible to claim travel and subsistence allowances at the rates claimable by officers from the point of origin in the metropolitan area and back to the end of the journey within the metropolitan area. Current rates are detailed in Schedule 2.
- Where an overnight stay is required, accommodation should be reserved and paid for directly by the Council, taking advantage of any corporate rates on offer. Where, exceptionally, this is not possible, actual costs will be reimbursed.
- 8.3 All claims should be supported by receipts.

³ Councillors who purchase a Parking Permit for the Civic Hall Car Park may reclaim parking costs elsewhere if the Civic Hall Car Park is full or otherwise unavailable.

⁴ Where, for convenience, travel arrangements are made for joint visits by members by taxi or mini-bus, members who do not avail themselves of the travel arrangements should not be entitled to reimbursement of the cost of travel in the Leeds Metropolitan area.

9.0 CO-OPTEES' ALLOWANCE

9.1 Subject to paragraphs 5 and 11, each year a Co-optees' allowance is payable to those Co-optees' who hold special responsibilities in relation to the authority that are specified in Schedule 1.

10.0 RENUNCIATION

10.1 A Councillor or Co-optee may by notice in writing given to the Democratic Services Officer, elect to forgo any part of his/her entitlement to an allowance under this Scheme.

11.0 PART-YEAR ENTITLEMENTS

- 11.1 The provisions of this paragraph shall have effect to regulate the entitlements of a Councillor or Co-optee to basic and special responsibility allowances where, in the course of a year, this Scheme is adopted or amended or that Councillor or Co-optee relinquishes a special responsibility in respect of which a special responsibility allowance is payable.
- 11.2 If the adoption or an amendment to this Scheme changes the amount to which a Councillor or Co-optee is entitled by way of a basic or special responsibility allowance, then in relation to each of the periods:
 - (a) beginning with the year and ending with the day before that on which the adoption or amendment first takes effect in that year, or
 - (b) beginning with the day on which the adoption or amendment takes effect and ending with the day before that on which the adoption or amendment next take effect, or (if none) with the year.

The entitlement to a basic or special responsibility allowance shall be to the payment of such part of the amount of the allowance under this Scheme as has effect during the relevant period as bears to the whole, the same proportion as the number of days in the period bears to the number of days in the year.

- 11.3 Where the term of office of a Councillor begins or ends otherwise than at the beginning or end of a year, the entitlement of that Councillor to a basic allowance shall be to the payment to such part of the basic allowance as bears to the whole the same proportion as the number of days during which his/her term of office subsists bears to the number of days in that year.
- 11.4 Where this Scheme is adopted or amended and the term of office of a Councillor does not subsist throughout the period mentioned in sub-paragraph 11.2 (a), the entitlement of any such Councillor to a basic allowance shall be to the payment of such part of the basic allowance referable to each such period (ascertained in accordance with that sub-paragraph) as bears to the whole the same proportion as the number of days during which his/ her term of office as a Councillor subsists bears to the number of days in that period.
- 11.5 Where a Councillor or Co-optee has during part of, but not throughout, a year such special responsibilities as entitle him/ her to a special responsibility allowance, that Councillor's or Co-optee's entitlement shall be to payment of such part of that allowance as bears to the whole, the same proportion as the number of days during which he/ she has such special responsibility bears to the number of days in that year.

- 11.6 Where this Scheme is adopted or amended as mentioned in 11.2 (a) and a Councillor or Co-optee has during part, but does not have throughout the whole, of any period mentioned in sub-paragraph 11.2 (a) of that paragraph any such special responsibilities as entitle him/her to a special responsibility allowance, that Councillor's or Co-optee's entitlement shall be to payment of such part of the allowance referable to each such period (ascertained in accordance with that sub-paragraph) as bears to the whole the same proportion as the number of days in that period during which he/she has such special responsibilities bears to the number of days in that period.
- 11.7 Appropriate adjustments will be made in respect of any basic or special responsibility allowance which:
 - (a) has already been paid under the previous Scheme in respect of the remainder of the year from which this Scheme has effect; or
 - (b) is to be paid in respect of any part of the year during which the previous Scheme had effect.

12.0 CLAIMS AND PAYMENTS

- 12.1 Payments in respect of basic and special responsibility allowances, will be made in instalments of one-twelfth of the amount specified in this Scheme on the 16th of each month two weeks in arrears, 2 weeks in advance.
- 12.2 Where a payment of one-twelfth of the amount specified in this Scheme in respect of a basic allowance or a special responsibility allowance would result in the Councillor or Co-optee receiving more than the amount which, by virtue of paragraph 11, he/she is entitled, the payment shall be restricted to such amount as will ensure that no more is paid than the amount to which he/she is entitled.
- 12.3 Claims for dependant carers, travel and subsistence allowances should be made on the approved forms, together with supporting receipts to the Assistant Democratic Services Officer within 2 months of the date of the duty in respect of which the entitlement to the allowances arise.

13.0 WITHDRAWAL OF ALLOWANCES

- 13.1 If a Councillor or Co-optee is suspended or partially suspended from his/her duties as a Councillor or Co-optee in accordance with Part 3 of the Local Government Act 2000, or Regulations made under that Part, the part of the basic, special responsibility, travel or subsistence allowance payable to him/her in respect of the period of suspension or partial suspension may be withheld.
- 13.2 Where a Councillor or Co-optee who has been suspended or partially suspended from his/her duties as a Councillor or Co-optee as detailed above has already received payment of any allowance in respect of that period, the Council will require repayment of such part of the allowance as relates to any such period.

14.0 PENSIONS

14.1 All Councillors are entitled to access to the Local Government Pension Scheme, made under section 7 of the Superannuation Act 1972.

14.2 Both the basic and special responsibility allowances shall be treated as amounts in respect of which such pensions are payable in accordance with the pension scheme referred to above.

15.0 NOTIFICATION FEE

15.1 The Council will bear the cost of the annual registration fee payable by Members to the Information Commissioner in respect of data protection registration relating to their constituency work.

16.0 IMPLEMENTATION

16.1 Notwithstanding the implementation date referred to in paragraph 1 of this scheme provision be made for the backdating of allowances, within the current municipal year, where specifically recommended by the Panel.

SCHEDULE 1 ALLOWANCES 2008/2009

BASIC ALLOWANCE – All Members	£14,634.72
SPECIAL RESPONSIBILITY ALLOWANCES -	
Leader of the Council	£37,880.88
Alternate Leader ⁵	£24,802.80
Leader of Opposition Parties with more than 20% membership of the Council	£24,802.80
Members of the Executive Board	£22,548.48
Advisory Member of the Executive Board	£22,548.48
The Chairs of Scrutiny Boards (7)	£19,842.00
The Whips with more than 10% of membership of the Council	£8,899.20
The Deputy Whips of groups with 10% or more of the	£4,746.12
membership of the Council (one per group) The Chairs of the Plans Panels (3)	£13,244.52
The Chairs of Area Management Committees (10)	£8,899.20
The Chair of the Licensing and Regulatory Panel	£7,119.60
The Chair of the Licensing Committee	£7,119.60
The Chair of Standards Committee	£7,119.60
The Chair of Corporate Governance & Audit Committee	£7,119.60
The Chair of the Development Plans Panel	£4,746.12
Deputy Executive Members (8)	£4,746.12
Opposition Group Officer Holders with more than 10% of membership of the Council (5)	£4,746.12
Lord Mayor ⁶	£16,909.56
The Chair of Leeds Grand Theatre Board (and any similar positions that may be similarly affected by the VAT regulations)	£572.40
Statutory Co-optees on Scrutiny Board (5)	£572.40

⁵ Allowance for the Alternate Leader will be paid to one Executive Member who is either the Alternate Leader or the Executive Member who has been identified by the leader as fulfilling the role of deputy leader ⁶ The Special Responsibility Allowance payable to The Lord Mayor is without prejudice to the Lord Mayor's Allowance which is paid against receipts to cover expenses.

Independent Members on Standards Committee (3)	£2,373.48
Parish Members on Standards Committee (3)	£1,183.00

SCHEDULE 2 ALLOWANCES 2009/ 2010

NB In all cases, claims should be supported by receipts

1.1 TRAVEL ALLOWANCE

Rate (pence per mile)

a) Motor Cycle 16.5

b) Motor Car

Capacity

Not exceeding 999 cc	42.9
999 – 1199 cc	47.7
Exceeding 1199 cc	60.1

c) Cycle Allowance 14

d) Passenger Supplements

The above rates are increased in respect of the carriage of each passenger, not exceeding 4, to whom a travelling allowance would be otherwise payable, by not more than 3 pence per mile, for the first passenger and 2 pence per mile for the second and subsequent passengers.

- e) Actual cost of tolls, ferries or parking fees.
- f) Travel outside geographical area of West Yorkshire

For such travel, Members will be reimbursed at the appropriate public transport fares or at the appropriate car allowance rate whichever is the lower.

1.2 CARERS ALLOWANCE

1.3 Maximum hourly rate

a) Re children aged 15 and under £5.32

b) Other dependants Equivalent to that paid by Department of Social

Services in similar circumstances

1.4 SUBSISTENCE ALLOWANCE

a) Day Subsistence	Rate
Breakfast allowance (more than 2* hours away from normal place of residence before 11am)	£6.69
Lunch allowance (more than 2* hours away from normal place of residence including the lunch time between 12 noon and 2 pm)	£9.24
Tea allowance (more than 3* hours away from normal place of residence including the period 3 pm to 6 pm)	£3.63
Evening meal allowance (more than 2* hours away from normal place of residence, ending after 7 pm)	£11.43

b) Overnight Subsistence

Accommodation should be reserved and paid for directly by the Council. Where, exceptionally, this is not possible, actual costs will be reimbursed. All claims should be supported by receipts

*Council determined this lesser period on 22.5.95.

c) Meals provided free of charge

Where a free meal has been provided during the period to which the allowance relates, the meal allowance cannot be claimed.

d) Meals taken on trains

Where main meals (i.e. breakfast, lunch or dinner) are taken on trains during a period for which there is entitlement to a day subsistence allowance, the reasonable cost of the meals (including VAT) may be reimbursed in full within the limits specified below. This cost would replace the amounts specified in "day subsistence" above.

Limits

For breakfast, an absence of more than 2 hours away from normal place of residence before 11am

For lunch, an absence of more than 2 hours away from normal place of residence including between 12 noon and 2pm

For dinner, an absence of more than 2 hours away from normal place of residence ending after 7pm

e) Aggregation

Where the period of absence gives an entitlement to more than one meal, allowances can be aggregated over the period in question.

f) Overseas journeys

Members are entitled to claim reasonable expenses having regard to the country visited.

SCHEDULE 3

LEEDS CITY COUNCILLOR - ROLE DESCRIPTION⁷

Key tasks for all Councillors - all Members of Council will undertake the following:

- Represent the interests of the ward for which he/she was elected, and deal with constituents' enquiries and representations, in a manner he/she considers appropriate to the circumstances.
- Fulfil the statutory requirements of any elected Member of Council, as contained within the Members' Code of Conduct, and the local requirements of a Leeds Member as contained within the Council's constitutional arrangements.
- Contribute to Council wide decisions (by participating in meetings of full Council, the remit of which includes deciding the Budget and Policy Framework of the Council, and determining the constitutional arrangements of the Council).
- Contribute to local decisions (by participating in the area committee relating to the ward for which the Councillor was elected).

Develop such working knowledge of the Council's services, management arrangements, powers and duties as is necessary in order to perform effectively as a City Councillor.⁸

<u>Additional tasks - with his/her agreement, a Member of Council may be</u> assigned some or all of the following specific tasks

- Contribute to the Council's Overview and Scrutiny Function (by participating as a member of a Scrutiny Board in the scrutiny of the policies, decisions and performance of the Council or of health related services provided to the population of Leeds).
- Contribute to the Council's Regulatory Function (by participating as a member of one of the Council's panels relating to its planning, personnel, licensing and other regulatory activities).
- Contribute to the development of high standards of conduct for Councillors (by participating as a member of the Standards Committee).
- Contribute to the recruitment and selection of the Council's most senior officers (by participating as a member of ad hoc Appointments Committees).
- Contribute to the running of partnership bodies and outside bodies (by participating as a member of any such organisations to which he/she has been appointed by the Council).

⁷ All Leeds City Councillors are entitled to the payment of a basic allowance in recognition of undertaking a range of tasks. These comprise tasks which are common to all Councillors and a number of additional tasks which will vary from Member to Member. Details of these tasks are contained within this role description. In addition, some Members are allocated roles which carry with them specific additional responsibilities, entitling them to payment of a Special Responsibility Allowance. These are detailed elsewhere within the Council's Members Allowances Scheme.

⁸ The Council's Member Development Strategy offers all Councillors the opportunity to participate in a range of training and development activities in support of the tasks contained within this role description; for some specific activities, participation is considered to be an essential requirement.

INDEPENDENT REMUNERATION PANEL CHAIR APPOINTMENT ARRANGEMENTS

Overview of the Independent Remuneration Panel

The Independent Remuneration Panel (IRP) has been established under the requirements of the of the Local Authorities (Members' Allowances) (England) Regulations 2003 as amended in order to make recommendations to the Council on its Members' Allowances Scheme and the nature and level of allowances to be paid to elected members.

The IRP is made up of a chair and three other members.

The Role of Independent Remuneration Panel Chair

All members of the IRP are required to:

- To receive reports/proposals from Officers of the Council in connection with the Members' Allowance Scheme.
- To formulate a view as to any appropriate changes to the Members' Allowance Scheme.
- To attend meetings of the IRP, as appropriate, and contribute to the production of recommendations to be put before the Council.

In addition, the chair of the IRP is required to:

- Chair meetings of the IRP
- Co-ordinate further contributions from panel members via e-mail, gain a consensus of opinion for the recommendations and draft the final report to Council.
- On occasions, issue press statements regarding reports of the IRP (with the support and advice of the Council's Communications Team)

Conditions of Appointment		
Term of membership:	4 years	
Workload:	All IRP members are required to undertake one or two briefing and training sessions upon taking up appointment	
	The IRP normally produces between one and three reports per annum. Generally, each report requires attendance at one formal meeting of the Panel, plus associated correspondence and telehone follow up. In exceptional circumstances, and at the discretion of the Chair, the Panel may conduct its business by exchange of correspondence and issue its report without the necessity for a formal meeting.	
Fee	£700 per report (Inclusive of expenses)	

	Personal Attributes		
		Ess	Des
1.	Able to make informed judgements based upon complex information	✓	
2.	An awareness of the sensitive and confidential nature of the work	✓	
3.	To be contactable via E-Mail	✓	
4.	To be available to attend and contribute to meetings	✓	
5.	Committed to undertaking the background work in preparation for meetings	✓	
6.	Have experience of Committee work	✓	
7.	Have experience of chairing Committees		✓
8.	Have experience of setting remuneration levels in complex organisations		✓
9.	Knowledge of Local Authority structures	✓	
	Contra-Indicators		
Pers	ons will be disqualified from serving on the IRP if they:		
1.	. Are an elected Councillor of any Local Authority		
2.	Are employed or appointed by Leeds City Council		
3.	. Are a senior employee (in a politically restricted post) of another local authority		
4.	Are the holder of any position within a political party at local, regional or national level		evel
5.	Are the subject of a bankruptcy restrictions order or interim order		
6.	6. Have been convicted in the last 5 years of an offence with a sentence of imprisonment (whether suspended or not) for a period of not less than 3 months without the option of a fine		
7.	Are in debt to or in dispute with Leeds City Council		
8.	Are a relative or personal friend of an elected member of Leeds City Cou	ıncil	
	Removal from the Panel		
The Council will have the right to remove particular members from the IRP before the 4 year term expires in special circumstances such as:			
1.	Becoming disqualified for any of the reasons detailed in the contra-indica	itors abo	ve
2.	Persistent non-attendance		
3.	Breach of confidentiality		
4.	Conduct that brings the panel into disrepute and/or prejudices its impartial effective operation	ality or its	3

INDEPENDENT REMUNERATION PANEL MEMBER APPOINTMENT ARRANGEMENTS

Overview of the Independent Remuneration Panel

The Independent Remuneration Panel (IRP) has been established under the requirements of the of the Local Authorities (Members' Allowances) (England) Regulations 2003 as amended in order to make recommendations to the Council on its Members' Allowances Scheme and the nature and level of allowances to be paid to elected members.

The IRP is made up of four members.

The Role of Independent Remuneration Panel Member

- To receive reports/proposals from Officers of the Council in connection with the Members' Allowance Scheme.
- To formulate a view as to any appropriate changes to the Members' Allowance Scheme.
- To attend meetings of the IRP, as appropriate, and contribute to the production of recommendations to be put before the Council.

Conditions of Appointment				
Tern	Term of membership: 4 years			
Wor	kload:	 All IRP members are required to under briefing and training sessions upon taking appointment The IRP normally produces between or reports per annum. Generally, each reattendance at one formal meeting of the associated correspondence and teleph exceptional circumstances, and at the Chair, the Panel may conduct its busing of correspondence and issue its report necessity for a formal meeting. 	ing up ne and the port requested Panel, one follodiscretioness by expenses to the properties of the pr	nree uires plus w up. In n of the xchange
Fee				
Personal Attributes				
	Ess Des			
1.	Able to make informed	judgements based upon complex information	✓	
2.	An awareness of the s	ensitive and confidential nature of the work	✓	
3.	To be contactable via E-Mail ✓			
4.	To be available to attend and contribute to meetings ✓			
5.	Committed to undertaking the background work in preparation for meetings			
6.	Have experience of Committee work ✓		✓	
7.	Have experience of setting remuneration levels in complex organisations		✓	
8.	Knowledge of Local Authority structures ✓		✓	

	Contra-Indicators		
Pers	Persons will be disqualified from serving on the panel if they:		
1.	Are an elected Councillor of any Local Authority		
2.	Are employed or appointed by Leeds City Council		
3.	Are a senior employee (in a politically restricted post) of another local authority		
4.	Are the holder of any position within a political party at local, regional or national level		
5.	Are the subject of a bankruptcy restrictions order or interim order		
6.	Have been convicted in the last 5 years of an offence with a sentence of imprisonment (whether suspended or not) for a period of not less than 3 months without the option of a fine		
7.	Are in debt to or in dispute with Leeds City Council		
8.	Are a relative or personal friend of an elected member of Leeds City Council		
	Removal from the Panel		
The Council will have the right to remove particular members from the panel before the 4 year term expires in special circumstances such as:			
1.	Becoming disqualified for any of the reasons detailed in the contra-indicators above		
2.	Persistent non-attendance		
3.	Breach of confidentiality		
4.	Conduct that brings the panel into disrepute and/or prejudices its impartiality or its effective operation		



LEEDS CITY COUNCIL

DEMOCRATIC SERVICES (LORD MAYOR'S OFFICE)

GUIDELINES FOR CIVIC DIGNITARIES

Revised March 2009

GUIDELINES FOR CIVIC DIGNITARIES

1. The Mayor

- a) The word "Mayor" derives from the Latin word "Magnus" meaning great. The office of Mayor together with the Domesday Book and the feudal system were brought to this country by the Normans. During the Middle Ages the Mayor seems to have held a position similar in many ways to that of his modern successor. He (it was always a "he") was acknowledged as the "First Citizen" of the Town and he had a Council to assist him. He was "Custodian of the Peace" the name for early Magistrates. By Tudor times the powers of the Mayor were greatly increased and by the 17th century the Mayor had, in many Boroughs, become all-powerful with powers which included being Borough Coroner and Keeper of the Borough Gaol.
- b) Leeds had 240 Mayors until 1897 when, in her Jubilee Year, Queen Victoria declared and ordained by Letters Patent that the First Citizen should be "styled, entitled and called 'Lord Mayor of Leeds' and be authorised and empowered to enjoy and use all the rights, privileges, pre-eminences and advantages to such degree duly and of right belonging". The title of City had been conferred upon the Borough by Royal Charter on 13 February 1893 and the Leeds Corporation Act of 1899 and declared the style of the corporate body to be "The Lord Mayor, Aldermen and Citizens of the City of Leeds".

2. The Importance and Role of the Lord Mayor Today

- a) The three suggested important roles for the Lord Mayor are:
 - 1. A symbol of authority
 - 2. A symbol of an open society
 - 3. An expression of social cohesion
- b) The Lord Mayor, as first citizen, should act as a focal point in times of crisis, tragedy and triumph.
- c) The Lord Mayor should lead the citizens in an appropriate and dignified manner. Throughout the year of office many people or organisations will wish the Lord Mayor to spearhead their particular favoured project. The Lord Mayor should not give patronage to any appeal or society unless he or she is satisfied of its relevance to the area.
- d) The Lord Mayor enjoys precedence in his/her own area, not that of neighbouring areas. Therefore the Lord Mayor should not accept an invitation to attend, in an official capacity, a function in another area without the express permission of the Lord Mayor of that area. Such consent should be discussed between the appropriate Lord Mayor's officers. If consent to attend in another area is forthcoming, the Mayoral robes/chains should not be worn unless approved by the Lord Mayor of the area to be visited.

NB For Lord Mayor read Lord Mayor, Mayor or Chairman of the Council to be visited.

3. The Deputy Lord Mayor

- a) In accordance with the Local Government Act 1972 Schedules 5(1) and 5(2) the Council must appoint from amongst its members a Deputy Lord Mayor. In the absence of the Lord Mayor, the Deputy Lord Mayor is entitled to the Lord Mayor's right of precedence within the District although he/she does not have the right to wear the Lord Mayor's Robe and Chain.
- b) Invitations to a function should not be sent to (or solicited by) a Deputy Lord Mayor. The Deputy should not attend functions in his/her own right, but only when deputising for the Lord Mayor.
- c) All invitations should be sent for consideration by the Lord Mayor and, if he/she cannot attend, it may be appropriate to "pass down" an invitation.
- d) On the rare occasions when the Deputy Lord Mayor receives an invitation in his/her own right, the procedure is that, as a matter of courtesy, it must be shown to the Lord Mayor via the Mayoral Secretary so that there is no misunderstanding.
- e) The Deputy exists to cover for the Lord Mayor only when he/she is absent and it is not intended that the Deputy should act or be used as a second Lord Mayor.

4. Forms of Address

Title:

The Right Worshipful The Lord Mayor of Leeds The Lady Mayoress of Leeds The Deputy Lord Mayor of Leeds

Verbal:

"My Lord Mayor" or "Lord Mayor" "Lady Mayoress" "Deputy Lord Mayor" or "Deputy"

5. Precedence

a) After the Royal Family and Her Majesty's representative, the Lord Lieutenant, the Lord Mayor has precedence in the City as the first citizen. At civic functions and **in civic premises** the Lord Lieutenant usually concedes precedence to the Lord Mayor.

6. <u>Effect of being Lord Mayor</u>

- a) The Lord Mayor's role is potentially **full-time** seven days per week. It is essential therefore to consider how the gap in the Lord Mayor's career can be bridged. The Lord Mayor is traditionally neutral and should **step back from politics** for his/her term of office. He/she also represents all sections of the Council, not merely those who support a particular political, social or religious view. The role of the Lord Mayor is to **acknowledge**, **celebrate and support diversity in the City**.
- b) He/she cannot deliberately avoid invitations to particular places and he/she, with a particular belief, should support and attend other **religious** services, as should a Lord Mayor who is an atheist.
- c) Some Lord Mayors will feel uncomfortable with the **formality** of the office. There are robes, chains etc to wear and numerous protocols to follow. Yet most of the public want such trappings of office and it is disappointing to visitors/guests and staff alike if the office holder does not keep to formalities and observe protocols. Guidance exists on this from the staff of the Lord Mayor's Office. It should be noted that during the year of office there will be several requests from members of the public and guests to "try on" the Mayoral chains. For insurance reasons such requests must be declined.

- d) As a Councillor, the prospective Lord Mayor will be aware of the constraints on him/her in terms of **personal and prejudicial interests** and such constraints also apply to the Lord Mayor.
- e) The **Lord Mayor's partner** will also be expected to play a part in this and observe the neutral positions.
- f) A Lord Mayor is amongst, but separate from **other councillors**. The Lord Mayor will spend less time on committee work than other councillors, and there may be some loss of "political" contact.
- g) Due to the higher profile the office of the Lord Mayor brings, the Lord Mayor can experience an increase in **constituency work**. This should either be planned for, or assistance sought although this assistance cannot come from the staff of the Lord Mayor's Office.
- h) Finally, the Lord Mayor should not forget about the effect of the office on himself/herself and should consider the practicality of accepting numerous invitations. The role is very demanding, which is often not appreciated, and rest periods and/or suitable breaks should be taken. Too many late nights and the necessary extensive socialising takes its toll on the Lord Mayor and can lead to tiredness and ill-health. This can have the effect of lessening the enjoyment of the Mayoral year.
- i) During your term of office you will establish links with a wide range of organisations and as such will attend functions in your capacity as Lord Mayor. However, if these organisations invite you to attend similar functions after your year of office finishes you must refer these to the Lord Mayor's Secretary so that he can make contact with the organisation to establish if these are personal invitations or official ones that should be passed to your successor.

7. Engagements

- a) All invitations for the Lord Mayor/Deputy Lord Mayor should be sent to the Lord Mayor's Office, where they will be processed as to availability to attend, after which they will be discussed with the Lord Mayor/Deputy Lord Mayor. Details of new engagements will be passed to you each day and a response is required within 48 hours to ensure that all necessary arrangements can be made. Once a decision has been made the Lord Mayor/Deputy Lord Mayor enters the engagement in their own personal diary and it is also entered in the Civic diary, kept in the office and an appropriate response will be sent to the correspondent.
- b) Please do not be tempted to accept invitations made by word of mouth. It is so easy for you to be approached by someone when attending an official engagement, be made aware of similar functions in the future and asked to go along to that. It is not appropriate for this to happen, as you will not have access to your diary.
- c) The best response you can give is "I'd be delighted to attend, if I am free. Please write in to the Lord Mayor's Office giving all the details and we will get back to you".
- d) To enable all arrangements to be made including the necessary briefing notes, it is not possible to accept any invitation received less than seven working days before the event.
- e) It is recommended that once an invitation is accepted it should only be cancelled as a last resort. It does not matter whether it is a high profile event, or something more informal, such as a 100th Birthday celebration. Both functions are very important to those organising them and it is disappointing to let them down, once you have agreed to accept an invitation. If there is any uncertainty about attending it is best not to accept in the first place and to send apologies and best wishes instead.

- f) You should not seek or accept invitations to events that relate to your personal interest rather than your Civic capacity. As an elected Councillor it may not be appropriate to accept tickets or invitations to sports events or the theatre etc on a regular basis. The Lord Mayor's Secretary will offer advice and guidance on whether it is appropriate to accept an invitation but the decision and responsibility for complying with the Members Code of Conduct remains with you.
- g) When you attend engagements, whether of a formal or informal nature it is probable that the organisers will wish to take photographs of you, either alone or with others, to remember the occasion. These photographs should not be reproduced for commercial purposes or to endorse any company, service or product and you should not do or say anything which might give the impression that such usage is permissible.

8. Use of Civic Car

- a) Whilst the Civic car is the usual mode of transport for local engagements there will be times when rail and air travel is necessary or more appropriate and on these occasions wherever possible second/economy class travel must be used. When travelling by air flights from Leeds/Bradford Airport must be booked wherever possible. From a practical point of view there will be engagements in the City Centre when it would be more sensible to attend on foot for example – City Centre events at the Carriageworks, the Town Hall, St Ann's Cathedral, City Varieties etc.
- b) When attending civic engagements, a car and driver will be available to collect you from home, take you to the engagement and then take you back home.
- c) The Civic car(s) can only be used for civic engagements by the Lord Mayor, the Lady Mayoress, Deputy Lord Mayor, Deputy Lady Mayoress. It is not appropriate for it to be used for any private/personal journeys.
- d) At the conclusion of a civic engagement, if you wish to come back to the Civic Hall to attend a meeting, which is not Civic related, the car will be available to bring you into the Civic Hall. However, it is not appropriate for the car and driver to remain to take you home afterwards. Instead, arrangements will be made for you to be taken home by taxi. This is to ensure that the uniformed staff are not on duty for longer periods than appropriate or acceptable under Health and Safety Regulations. In addition should you decide to return to the office to deal with matters not related to Civic duties again it would not be appropriate for the car and driver to remain to take you home. Again arrangements will be made for you to be taken home by taxi (in both cases the cost of the taxi will be charge to the Lord Mayor's budget).

9. <u>Mayoral Budget</u>

a) The annual Mayoral budget is available to support the Lord Mayor/Deputy Lord Mayor in carrying out their Civic duties including expenditure on appropriate clothing, presentation items, gifts to people visiting the City or for when the Lord Mayor takes gifts on overseas visits; donations to charities; churches; etc.; accommodation and travel; photographs; entertainment/refreshments etc. Separate amounts are payable to the Lord Mayor and the Deputy Lord Mayor.

The Lord Mayor's Secretary will maintain a running total of expenditure and this will be provided to the Lord Mayor on a monthly basis for budget monitoring purposes.

The Mayoral Budget is subject to tax when spent on clothing, or on any items which appear to be for personal use. The Taxation Manager in the Resources directorate will brief you on any taxation issues upon request but the council has a well established procedure for settling tax liability.

At the end of the year of office the tax will be calculated and paid, out of the budget, by the council and details will be forwarded to you as you may receive later queries from the tax authorities or your accountant.

- b) The clothing budget only covers clothing for the Lord Mayor, Lady Mayoress and the Deputy Lord Mayor and Deputy Lady Mayoress or Consort. It should only be used to purchase appropriate outer wear garments to be worn at Civic engagements. The majority of clothing required should be purchased during the first six months of office - but it is acceptable for some expenditure on clothing to be incurred from around two months prior to Mayor-making. Except in exceptional circumstances, no significant expenditure should be incurred during the final three months of office. In respect of the Lord Mayor, expenditure on clothing should never exceed 10% of that total budget allocated to the Lord Mayor. In respect of the Deputy Lord Mayor (who is allocated a smaller payment but who also undertakes fewer mayoral commitments), expenditure on clothing should never exceed 20% of that total budget allocated to the Deputy Lord Mayor. When purchasing items of clothing you are advised to exercise care in the amount spent on individual items. Whilst it is recognised that as a Civic dignitary, representing the City both at home and abroad, you need to be smartly dressed, care should be taken so that excessive amounts are not spent on individual items bearing in mind that public money is being spent.
- c) Payment for approved clothing purchases should be made by you and the receipt given to the Lord Mayor's Secretary at the earliest opportunity. The receipt should indicate the item(s) of clothing purchased and should be submitted without delay to ensure prompt reimbursement. Credit Card or Bank statements (without itemised receipts) cannot be accepted. In the case of foreign language receipts, these should be supplemented with details of the purchase in English.
- d) Under normal circumstances if receipts are submitted in this way you will receive payment by cheque before you are required to settle your credit card account, if appropriate. The Council's financial procedures rules should be observed at all times and this includes providing receipts for any expenditure to be reimbursed. Payments by credit card/debit cards are the most efficient way of processing receipts however if you choose to use a store card which attracts bonus points/discounts which are accumulated for future benefit it is necessary to ensure that the total of such benefits is declared and accounted for by the end of March.
- e) When attending religious services where a collection is taken, on the day, you will be given an envelope containing £10.00 (this is the accepted contribution and will be handed to you by the Sergeant-at-Mace).
- f) When attending other functions such as open days, which may include raffles, tombola etc., you will be expected to join in and purchase raffle tickets etc. The suggestion is not to spend more than £10.00 on the day. You should make a note of the function and each month submit details for re-imbursement on the claim form provided. If you are successful in winning a prize at such a function you should either politely refuse the prize or inform the Lord Mayor's Secretary who will advise you on the appropriate course of action.
- g) If you wish, arrangements may be made for the Sergeant at Mace to be allocated a cash float, in order to assist you in dealing with small items of expenditure.
- h) At the end of the Mayoral year when details of the incoming Lord Mayor and Deputy Lord Mayor are posted on the website details of expenditure for the retiring Lord Mayor and Deputy Lord Mayor will also be included.

⁹ If you attend a charity function that you especially wish to support, it is recommended that you do not exceed the £10.00 expenditure on the day. If you wish to give additional financial support, discuss this with the Lord Mayor's Secretary.

10. Taxis

- a) There may be times, for a number of reasons, when it is more convenient for you to use a taxi. If this is the case, it should be discussed and agreed beforehand with the Lord Mayor's Secretary.
- b) If it is agreed to be appropriate, the office will make the arrangements and arrange to settle the account on your behalf.
- c) The account with the taxi company exists for the sole benefit of the Lord Mayor, Lady Mayoress, the Deputy Lord Mayor and Consort only when engaged in Civic functions and **must not** be used by other members of family, or friends. The account is drawn up in the name of the Lord Mayor and Deputy Lord Mayor.

11. Meals

- a) Generally speaking it will be known in advance if it will be necessary for you to have a meal at some point in between engagements. As time may be at a premium, it is recommended that the Lord Mayor's Office be advised in advance so that any necessary reservations can be made.
- b) It is recommended that wherever possible the venue be en route and as well as being acceptable to you for its standard of food and comfort, that it should also be able to provide safe, secure parking for the Mayoral car.
- c) The Basic Budget, which is paid to all Members of Council, includes an element to cover all subsistence expenses in relation to duties **within** the city.
- d) For subsistence taken **outside** the City, the Sergeant-at-Mace, or equivalent, will deal with the bill on each occasion, generally by advising the proprietor to send the account to the office for payment.
- e) Any necessary travel and accommodation bookings in connection with Civic engagements will be made on your behalf by the Lord Mayor's Office.

12. Providing Hospitality

- a) On occasions the Lord Mayor or Deputy Lord Mayor may wish to host Blue Room lunches/dinners for the purpose of providing hospitality to Civic visitors. The arrangements for these occasions should be discussed with the Lord Mayor's Secretary.
- b) The Mayoral Rooms are also available for the Lord Mayor and Deputy Lord Mayor for private functions but any such requests need to be discussed with the Lord Mayor's Secretary and all costs associated with such functions must be paid for personally by the Lord Mayor or Deputy Lord Mayor.
- c) The Lord Mayor and Deputy Lord Mayor have access to a drinks cupboard for the purposes of providing hospitality to official Civic visitors. Hospitality for personal guests is discouraged and if it does occur the cost should not be borne by the Council. The Lord Mayor's Secretary and/or the Sergeant-at-Mace will carry out regular stocktaking to ensure that stocks are maintained at an acceptable level.
- d) Invitations will be regularly received for the Lord Mayor and Deputy Lord Mayor to be guests at charitable dinners and fundraising events. It is not appropriate to use the Mayoral Budget to purchase additional tickets for events of this nature to distribute to personal quests.

13. Civic Visits/Travel Arrangements

- a) The Lord Mayor may undertake Civic visits abroad. As soon as information is available on the visit(s) you will be briefed on the content of the visit by the appropriate officers.
- b) Arrangements will be made for the Lord Mayor/Lady Mayoress/Consort to attend Buckingham Palace Garden Party, travelling to and from London on the day.

14. Civic and Personal Gifts

- a) Throughout the year you will receive gifts from visiting dignitaries. Whether the gifts are personal or for the City, it is necessary to notify the Lord Mayor's Secretary, so that details can be entered in the Register, held in the Lord Mayor's Office. The Lord Mayor's Secretary will offer advice and guidance on whether it is appropriate to accept a gift but the decision and responsibility for complying with the Members Code of Conduct remains with you.
- b) In order to comply with the Members' Code of Conduct, all Members (including the Lord Mayor and Deputy Lord Mayor) must record any personal gifts or hospitality received (over the value of £25) in their register of interests because they are a Councillor.

If you do not know the value of the gift or hospitality you have received you should estimate it. This estimate should reflect what it would cost a member of the public to obtain the same item. You should bear in mind that if multiple gifts are received from the same source, it is the cumulative value which applies. Also if you take a guest to a civic engagement, it is the combined value of the hospitality received which should be recorded.

The Lord Mayor's Secretary will assist you with recording appropriate gifts and hospitality by informing the relevant officer of all civic engagements where hospitality has been received with an estimated value of £25 or more. The Lord Mayor's Secretary will also inform the relevant officer of any personal gifts which are received.

However, it is your responsibility to ensure your register entry is correct. If you receive a gift or hospitality which the Lord Mayor's Secretary is unaware of, you must notify the relevant officer within 28 days of receiving that gift or hospitality.

Civic gifts do not need to be recorded in your register of interests, and will instead be recorded in a separate register by the Lord Mayor's Secretary for audit purposes.

15. Christmas Cards

a) The Lord Mayor's Office will make arrangements for official Civic Christmas cards to be produced in consultation with the Lord Mayor and Deputy Lord Mayor. Should extra cards be required by the Lord Mayor and Deputy Lord Mayor for family and friends they can be arranged but it is the responsibility of the Lord Mayor and Deputy Lord Mayor to address and post them at their expense.

16. Lord Mayor's Charity

- a) Care should be taken when identifying a charity or charities to support during your year of office. It is strongly recommended that local rather than national charities (with which the public can identify) should be chosen and that they must be registered with Charity Commissioners and wherever possible have an established, active support base available to ensure maximum benefit to the Appeal fund.
- b) It is the Lord Mayor's responsibility to lead any primary fund raising initiatives on behalf of the Charity. The Civic Office does not have the staff resources to act as fundraisers, but appropriate support will be given as staff resources allow.

c) To maximise the amount received in support of the Charity, staff in the office, as well as the Lord Mayor, should impress on those wishing to support the Charity that cheques should be made payable to the "Lord Mayor's Charity Appeal", so that they can be deposited into the account opened in that name. Funds should not be paid directly to the Charity concerned.

17. Review of Guidelines

This document is provided by the Assistant Chief Executive (Corporate Governance) & Monitoring Officer. Its implementation will be monitored, as a result of which it will be revised and reissued as appropriate.