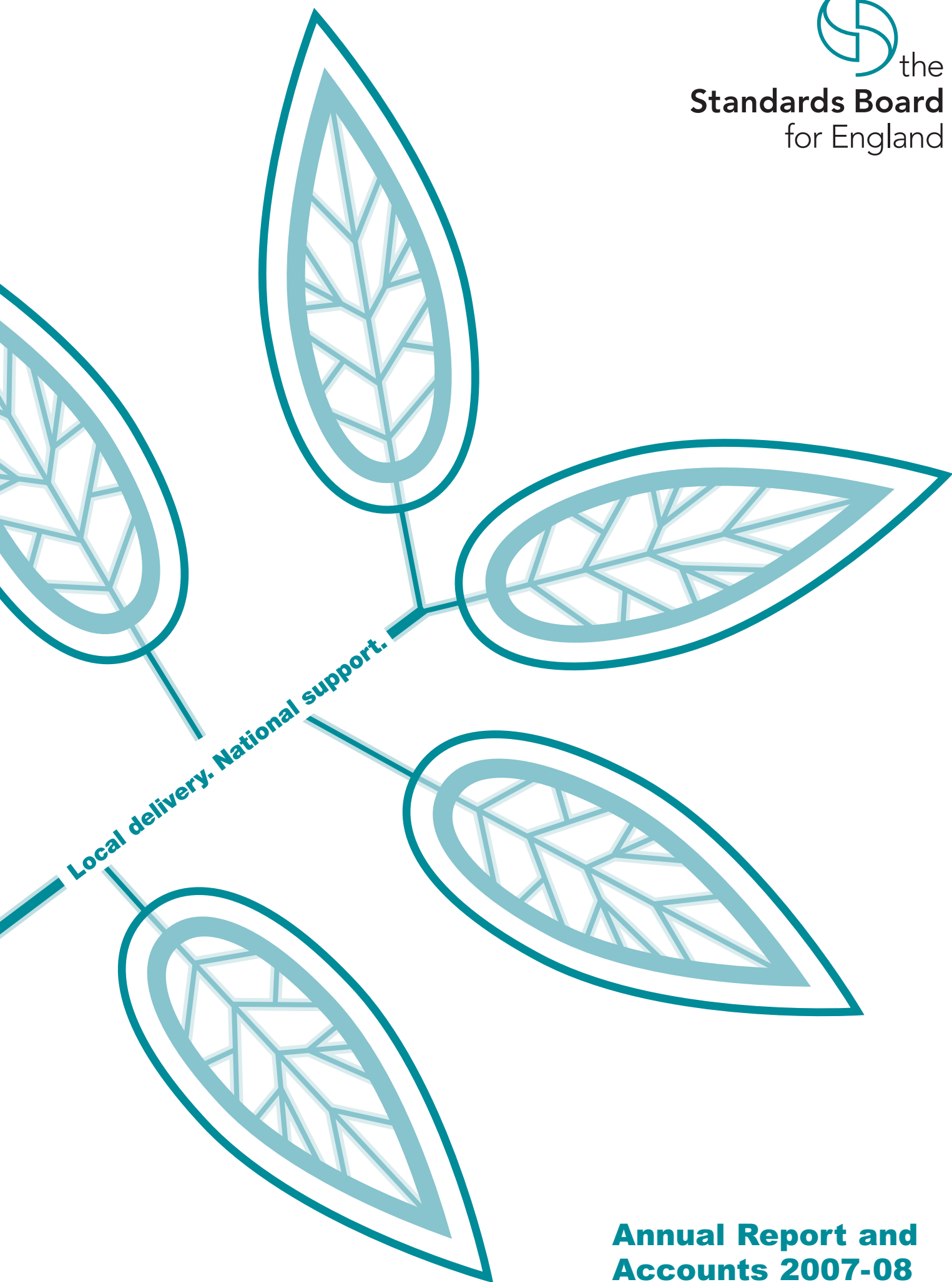




the
Standards Board
for England



Local delivery. National support.

**Annual Report and
Accounts 2007-08**

The Standards Board for England

**Annual Report and Accounts
2007-08**

Presented to Parliament pursuant to Section 13 of Schedule 4
to the Local Government Act 2000.

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Foreword from the Chair and Chief Executive

The 2007-08 financial year saw the Standards Board for England prepare for our new role and help local authorities prepare for their new responsibilities.

On 8 May 2008, local authority standards committees became responsible for receiving complaints about member conduct and deciding what to do with them, and the Standards Board became a strategic regulator. Our focus now is on supporting the effectiveness of the local framework and on setting the standards agenda nationally.

We are entering a period of greater local accountability and targeted national support. In some ways, this formalises the shift that has been taking place over a number of years towards local authorities taking greater ownership for their own ethical agenda. Over the past two years, we have been paving the way for the new local assessment framework.

In 2007-08, we completed local pilot studies designed to explore and shape the framework. We gave guidance and advice on the implications of the revised Code of Conduct and on the importance of maintaining the highest ethical standards. We ran a programme of events not only to disseminate information, but also to make sure that authorities around the country

could question us and make their concerns known.

We have developed monitoring systems to allow us to assess whether the system as a whole is fair – both to those who are complained about and to the complainants. Monitoring will also allow us to identify those in local authorities who are experiencing problems with the new system, or areas where more support and guidance is needed.

A revised Code of Conduct was introduced in May 2007. Clearer and simpler to understand, we believe the revised Code gives greater scope for members to speak as community advocates and act on behalf of the people who elected them. To coincide with its implementation, we printed and distributed comprehensive guidance which provides an overview of the Code and gives members a general understanding of their obligations under it.

This is a new era in other ways too. Glenys Stacey started at the Standards Board in April 2008 and took over as Chief Executive from David Prince in May. Glenys was previously Chief Executive of Animal Health, where she led a national organisation through development and reform.

Dr Robert Chilton OBE took over as Chair from Sir Anthony Holland for a three-year term in July 2008. Dr Chilton has a deep understanding of local government, with which he has been associated since 1965, and a wide range of experience in both officer and Board member roles.

We would like to take this opportunity to thank David and Sir Anthony for their leadership and dedication over the last five and seven years respectively.

We share a belief with everyone at the Standards Board and in local authorities in the need for ethical behaviour at all levels of government. Research has shown a marked improvement in standards since our inception, but with the new framework in place, there is much hard work ahead of us. We look forward to leading the Standards Board into the next phase of its life as a strategic regulator.

Dr Robert Chilton OBE

Chair



Glenys Stacey

Chief Executive



July 2008

Board information

Board

Dr Robert Chilton OBE
(Chair – term began 1 July 2008)

Sir Anthony Holland
(Chair – term ended 30 June 2008)

Patricia Hughes CBE
(Deputy Chair – term ended
30 June 2008)

Roger Taylor
(Term ended 30 October 2007)

Paul Gott

Elizabeth Hall

Judy Simons

Shirley Flint

Beatrice Fraenkel
(Resigned 7 March 2008)

Mehboob Khan

Sir Ron Watson CBE

Chief Executive

Glenys Stacey

(David Prince retired 2 June 2008)

Principal Office

Fourth Floor
Griffin House
40 Lever Street
Manchester
M1 1BB

Auditors

External

Comptroller and Auditor General
National Audit Office
151 Buckingham Palace Road
Victoria
London
SW1W 9SS

Internal

Bentley Jennison
26 Pall Mall
Manchester
M2 1JR

Management commentary

Format of the annual accounts

The annual accounts have been prepared in a form directed by the Secretary of State with the consent of HM Treasury in accordance with the Local Government Act 2000 as amended.

History of the Standards Board for England

The background to the Standards Board for England and its main tasks are explained in the Annual Report.

Statutory background

The Standards Board for England is a corporate body established on 22 March 2001 by the Secretary of State under powers conferred by the Local Government Act 2000 as amended.

Principal activities of the Standards Board for England

The Standards Board for England is a non-departmental public body sponsored by the department for Communities and Local Government. Its principal activities are explained in the Annual Report.

Significant changes in tangible fixed assets

The movement in tangible fixed assets is shown in note 11 to the annual accounts.

The Standards Board for England's activities and how these are undertaken

The Standards Board for England (the Standards Board) was formally established in March 2001. Although set up by an act of Parliament, we are a public body acting independently of the government.

The Standards Board oversees the locally managed framework of compliance with the Code of Conduct (the Code). This is a set of rules that all elected or appointed members of local authorities must follow. We champion and promote high standards of ethical conduct in local government.

Until 8 May 2008, we assessed complaints and referred appropriate ones for investigation, focusing on fair and effective treatment of the most serious cases. Cases were, and continue to be, dealt with at local level wherever possible, and we provide guidance and support to standards committees and monitoring officers in order to achieve this.

Management commentary continued

The Local Government and Public Involvement in Health Act 2007 was passed in October 2007, developing the role of the Standards Board as a strategic regulator. The act has made standards a truly local issue, reversing the centralism of the original Local Government Act 2000 as amended.

The act has created the framework for local authorities to take the major responsibility for upholding ethical standards into their own hands. It has also led to our new function as a strategic regulator. Our primary role is now to champion and support local ownership and accountability, and to ensure that standards committees act effectively and in an impartial way.

In this new role we are handling only the most serious cases – those that have national significance or set an important precedent – as well as those that cannot be investigated locally, for example due to a conflict of interest.

One of the key changes brought about by the Local Government and Public Involvement in Health Act 2007 was the government's decision to adopt a 'local filter' approach to considering allegations, with standards committees now receiving and assessing new allegations.

The new system came into effect in May 2008, and we carried out a great deal of work to ensure local authorities were fully prepared for the workload and the challenges it brought. The Standards Board consulted extensively with Communities and Local Government on developing the relevant legislation and ensuing regulations. We then produced guidance to assist authorities in making the new ethical framework effective.

The legislative, regulatory, operational and external environment

The Standards Board's new strategic role carries a number of responsibilities. We are required to monitor and ensure that local standards arrangements are effective. We will continue to take responsibility for the Code of Conduct and keep it up-to-date in light of experience. We will also continue to issue appropriate guidance on case handling and Code-related issues.

We monitor the numbers and outcomes of cases, identifying trends and common problems, and deal with any concerns relating to the case handling system not working at a local level.

In the past year, the Standards Board has consolidated its links with other regulators and key stakeholders who are committed to improving local government. We have previously worked with the Audit Commission to ensure the incorporation of standards and conduct issues into the Comprehensive Performance Assessment (CPA). The CPA is a tool which the Audit Commission currently uses to assess the performance of local authorities.

We are now contributing to a new assessment framework, the Comprehensive Area Assessment (CAA), which the Audit Commission is to introduce in 2009 to replace the CPA. The Audit Commission intends that the CAA will provide the first independent assessment of the prospects for local areas and of the quality of life for people living there.

As the Standards Board develops its role as a strategic regulator and the Audit Commission seeks to implement the new CAA, it is important to review the existing memorandum of understanding between the two organisations.

Over the past year, a Standards Board team has been working with the Audit Commission to develop and update the memorandum of understanding. The memorandum outlines the types of information that we will share with the Audit Commission. It will provide transparency for local authorities on how each body will be using this information. It will also avoid the Standards Board and the Audit Commission collecting the same data, duplicating work and so adding to the administrative burden on local authorities. In addition, it will ensure that both organisations have the appropriate information to enable them to undertake their roles.

We have further updated the ethical governance toolkit in partnership with both the Audit Commission and the Improvement and Development Agency for local government (IDeA). The toolkit enables authorities to assess how well they are meeting the ethical agenda and identifies how they can further improve their arrangements. It consists of four main elements which are each administered by either the Audit Commission or the IDeA. The toolkit now reflects the revised Code of Conduct and the Local Government and Public Involvement in Health Act 2007.

Management commentary continued

The toolkit is already consistent with the new framework for Good Governance in Local Government, which we have endorsed and developed in conjunction with the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE). We have particularly supported its emphasis on upholding standards of conduct and behaviour as an integral part of good governance.

Local authorities can use this toolkit to assess standards arrangements and identify where they can improve. Toolkit materials are available from the IDeA's website, but we recommend that authorities use trained practitioners, who will be able to constructively challenge existing processes, procedures, culture and behaviour. The Audit Commission's 'governance toolkit' builds on this work and has been endorsed by the Standards Board.

We have also contributed to the development of the IDeA's governance and partnership benchmark and health check founded on the good governance standard. The increased emphasis on partnership working has created an accountability gap. People involved in partnership arrangements are often making decisions or allocating resources that affect

the lives of the wider public, without there being clear lines of accountability for those decisions. The partnership benchmark identifies appropriate and inappropriate behaviour in partnership-working set against six principles of good governance. It also enables organisations to assess how well they are working in partnership and how they can improve.

We additionally completed three major projects as part of our research programme in 2007-08. These were:

- a project examining the public's perceptions of ethics
- a quantitative survey examining satisfaction levels with the Standards Board and attitudes to the ethical environment
- a qualitative study which explored the emerging themes from the quantitative survey

In January 2008, we commissioned Cardiff University to carry out case studies over a five-year period, which will aim to assess the impact and effectiveness of the ethical framework.

The Standards Board will continue to work with local and national stakeholders to share information, promote improvement and embed high standards locally. To do this effectively, we will continue to set up and maintain new networks of key stakeholders where they do not already exist. In addition, we have continued to develop support for parish and town councils, taking seriously our role as the only national regulator that has substantial engagement with these councils.

Experience has shown that the responsibility for setting and upholding ethical standards needs to be shared as widely as possible. To this end, we have continued to work with a range of government bodies and external organisations, combining our expertise and theirs in the pursuit of higher standards.

The Standards Board's objectives and strategies for achieving them

The Standards Board works with local government and other organisations to build confidence in local democracy through the promotion of high standards of ethical conduct. We have a number of key objectives in order to achieve this. These include assisting relevant authorities in achieving high standards of ethical conduct

through issuing guidance and recommendations. We also provide independent, impartial and timely investigations into those cases that cannot be investigated locally.

The Code plays a key part in the strategic framework, which allows local authorities to take the major responsibility for upholding ethical standards into their own hands. We believe that the locally based approach helps embed high standards of ethical conduct in each authority, and increases the public's trust in their locally elected representatives.

In meeting our objectives, we perform our duties and exercise our powers in a way that is fair and open, and that preserves our independence and integrity. We ensure that ethical standards officers fulfil their statutory functions. We set up robust and fair procedures for the conduct of investigations and appropriate rules governing privacy and confidentiality. These are consistent with the provisions in Section 63 of the Local Government Act 2000 (amended by the Local Government and Public Involvement in Health Act 2007) and other relevant legislation (such as the Human Rights Act 1998 and the Data Protection Act 1998).

Management commentary continued

Resources available to the entity: key strengths

In 2007-08, the Standards Board introduced an internal quality auditing programme. This is just one of the quality management activities being implemented throughout the organisation. The auditing programme will assist in the improvement of quality control by ensuring that staff follow their procedures. It also demonstrates our commitment to continuous improvement.

The Standards Board continues to encourage staff to gain the appropriate professional, management and other expertise necessary to achieve our objectives. We also continue to recruit from a broad range of backgrounds to ensure that we have the right blend of knowledge and experience to operate as effectively as possible.

Key relationships with stakeholders (central government) that might affect the organisation's long-term position

The government supported our recommendations to provide a lighter touch Code of Conduct that supported elected members' advocacy and representative roles. The revised Code was implemented in May 2007.

In October 2007, the Local Government and Public Involvement in Health Act was passed. The key change in the act is the provision for local standards committees to gain responsibility for receiving complaints and deciding whether they should be investigated. This act, together with its accompanying regulations, which were laid before Parliament on 17 April 2008, established the Standards Board's strategic regulatory role, supporting and ensuring the effectiveness of the localised standards framework. The Standards Board responded to the government's consultations on both the bill and the regulations.

Directors' report

1. Review of the development of the Standards Board for England and its position at the balance sheet

One of the Standards Board's primary objectives in 2007-08 was to continue the progress we had made in ensuring our referrals and investigations processes were fair, thorough, timely and consistent. In 2007-08, the Standards Board received 3,547 complaints, which is a very slight decrease on the year before. Complaints from members of the public made up 66% of the total considered. There was a further decrease in the percentage of cases referred for investigation from 19% last year to 14% this year. Ethical standards officers referred 54% of cases for investigation back to local authorities, with the Standards Board continuing to focus its resources proportionately on the most serious cases.

The Adjudication Panel for England acts independently of the Standards Board. It provides open, fair and impartial hearings when an ethical standards officer passes on matters which are the subject of an investigation. The Adjudication Panel is an independent judicial tribunal which was established by Part III, Chapter IV of the Local Government Act 2000 to hear and adjudicate on

matters concerning the conduct of local authority members. It consists of a president and members who were appointed by the Lord Chancellor after consultation with the Secretary of State. The current President is David Laverick.

The Standards Board's ethical standards officers referred eight cases to the Adjudication Panel during 2007-08. In all, they heard ten cases during the year (including cases carried over from the previous year). This resulted in nine members being given sanctions, ranging from suspensions to disqualifications.

Overall, there is a wide consensus that standards of councillor conduct have improved since the inception of the Standards Board. While this is partly due to the threat of sanctions, it is also a result of greater awareness of and adherence to the Code. In addition it has been shown that the benefits of local hearings and investigations are:

- raised awareness of the Code
- a reinforcement of its importance
- raised awareness of standards committees and the statutory role of the monitoring officer

Management commentary continued

Directors' report continued

The Standards Board has, within a relatively short time, established a positive reputation for providing high quality guidance on relevant issues, in addition to giving an effective and timely response to day-to-day enquiries. We are continuing to gain experience of the types of issues arising from interpretation of the legislation and individual cases.

The Standards Board remains uniquely placed to provide an oversight of misconduct issues across local government. We have built networks and partnerships with local and national stakeholders to champion good practice and publish good ideas to help local government raise its standards.

2. Indication of likely developments

While the revised Code of Conduct is lighter and the changes to the framework allow for more local enforcement of standards, the Standards Board will continue to monitor the effectiveness of the local framework. This is to strengthen public confidence in the system and achieve an effective balance between a local and central system.

We developed our approach to monitoring in partnership with local

authorities. This was in order to ensure we were both equipped to make the new framework work successfully from the start. The monitoring system is designed to be light touch, proportionate and risk triggered, with local authorities providing quarterly returns and an annual report. In addition we may request information from individual authorities whenever necessary. However, this will only be used in limited circumstances.

The information will be used to monitor how the local conduct framework is operating. It will enable us to share guidance and good practice recommendations. It will also help determine whether reasonable and fair decisions are being made, and help us understand and assist authorities which may be having difficulty in operating the local system.

There will be a review of the Code in the next year. The review should result in the Code applying to a member's conduct in a private capacity, where their behaviour has led to a criminal conviction. The Standards Board will consult with Communities and Local Government on the Code revisions and will provide members with guidance when the revised Code is introduced.

3. Post balance sheet events

The Standards Board for England's financial statements are laid before the Houses of Parliament by the Comptroller and Auditor General. FRS21 requires the Standards Board for England to disclose the date on which the accounts are authorised for issue. This is the date on which the certified accounts are despatched by the Standard Board for England's management to the Comptroller and Auditor General or HM Treasury. The authorised date of issue is 21 July 2008.

4. Board members and executive directors

The Board members who served in the year ending 31 March 2008, together with details of their remuneration, are shown in the remuneration report to the annual accounts. Details regarding the appointment and remuneration of the Chief Executive, who is not a member of the Board, are shown in the remuneration report.

Dr Robert Chilton OBE was appointed as Chair with effect from 1 July 2008. Sir Anthony Holland's term as Chair ended on 30 June 2008.

The membership of Roger Taylor ended on 30 October 2007 and on 7 March 2008 Beatrice Fraenkel resigned from the Board.

Margaret May was appointed to the post of an independent member of the audit committee on 1 September 2007.

5. Board delegation of referral decisions

The Standards Board continued to ensure that its focus was only on those allegations that have the potential to damage the public's confidence in local democracy. Politically motivated or vexatious complaints or those that sought to abuse the role and purpose of the Standards Board were rigorously weeded out. A total of 3,787 complaints were assessed over the course of the year and of these 14% were referred for investigation. These decisions were made and communicated to all the relevant parties in an average of ten working days. The Standards Board continued to delegate responsibility for referral decisions to officers under the powers of the Local Government Act 2000 as amended.

6. Going concern

The balance sheet at 31 March 2008 shows net assets of £115,000. This reflects the inclusion of liabilities falling due in future years which, to the extent that they are not to be met from the Standard Board's other sources of income, may only be met by future grants or grants-in-aid.

Management commentary continued

Directors' report continued

These will be from our sponsoring department, Communities and Local Government. This is because, under the normal conventions applying to parliamentary control over income and expenditure, such grants may not be issued in advance of need.

Grant-in-aid for 2007-08, taking into account the amounts required to meet the Standards Board's liabilities falling due in that year, has already been included in the department's estimates for the year. These have been approved by Parliament. There is no reason to believe that the department's future sponsorship and future parliamentary approval will not be forthcoming. It has therefore been considered appropriate to adopt a going concern basis for the preparation of these financial statements.

Operating financial review

The expenditure for the year 2007-08 before interest receivable, notional cost of capital and taxation amounted to £10,465,000. Corporation tax is payable on interest receivable and amounts to £9,553.

Details of the Standards Board's pension scheme and financial instruments are shown in notes 15 and 17 respectively.

Key performance indicators

A number of key performance indicators were introduced and monitored during the 2007-08 financial year. Table 1 below presents our performance for

2007-08 against key performance indicators contained within the corporate plan. There were ten key performance indicators, of which eight out of ten have been achieved.

Table 1 – Performance against key performance indicators

No.	KPI	Target	Performance 2007-08	Performance 2006-07
1	Percentage of allegations acknowledged within two working days	90%	Achieved 90%	Not Achieved 86%
2	Average time taken from receipt of allegation to notification	10 days	Achieved 10 days	Achieved 9 days
3	Telephone enquiries (other than case-related) to receive a substantive response within two working days	90%	Achieved 100%	Achieved 100%
4	Correspondence (including faxes and emails but excluding case-related correspondence) receiving a substantive response within five working days of receipt	90%	Not Achieved 85%	Achieved 91%
5	Percentage of complainants to be contacted by an investigator, either by letter or telephone, within ten working days of receipt of referral	95%	Achieved 100%	Achieved 100%
6	Percentage of cases referred for investigation six months ago completed within six months	90%	Achieved 96%	Achieved 90%
7	Percentage of invoices paid within terms	90%	Not Achieved 87%	Achieved 93%
8	Average sickness absence rate	Below 3.5% per annum	Achieved 3.0%	Achieved 2.4%
9a	Percentage of staff to be drawn from ethnic minorities – Manchester	19%	Achieved 19%	Achieved 20%
9b	Percentage of staff to be drawn from ethnic minorities – London	29%	Achieved 31%	Not Achieved 21%

Management commentary continued

Table 1: Performance against key performance indicators

We have achieved all targets with the exception of 'Correspondence receiving a substantive response within five working days of receipt', and 'Percentage of invoices paid within terms'.

The shortfall in providing a substantive response to correspondence was due to a 35% increase in the number of enquiries received throughout the year.

The target for paying invoices within terms was achieved for nine out of the last twelve months. However, in the first quarter of the year, and as a result of the relocation to Manchester, the Finance Department encountered technical difficulties with the accounting system and the electronic BACS payment link. Since resolving these issues this performance target has consistently been exceeded.

Employment issues

The Standards Board aims to be a good employer. There are a number of ways in which this is demonstrated:

- The creation of human resource policies and procedures that reflect the law and current best practice, ensuring fairness and consistency of approach in all employment issues.
- The use of a performance appraisal system, to reinforce the vital link between corporate and departmental goals and individual performance against agreed competencies.
- The development of appropriate retention strategies to enable business continuity during a period of change.
- The ongoing development of a human resource strategy, to set high standards of practice in terms of resourcing, learning and development, and organisation development. This takes place across core and temporary workforces to deliver optimal organisational performance.
- The creation of systems to encourage employee involvement and consultation. This includes involving an elected staff council to represent staff's views to senior management and the Board in all issues which have an impact on staff, and the recognition of a trade union.
- The performance review process is linked to the pay structure to enhance the rewarding of effective performance. Access to a flexible range of additional benefits is also available to staff.
- The Standards Board is fully committed to diversity and equal opportunities in all aspects of employment. Our policies ensure that all job applicants and employees receive fair treatment regardless of their gender, sexual orientation, race, nationality, ethnic origin, colour, creed, disability, marital status, age, trade union membership, religious or political beliefs.
- Additional resource has been made available to the staff being made redundant because of either the restructure or the relocation. This has been directed into additional training to assist career development outside the organisation, careers counselling, and outplacement sessions.

Management commentary continued

Environmental issues

The Standards Board is committed to adopting policies to promote the conservation of energy, reducing waste, minimising greenhouse gases, and encouraging the recycling of material whenever consistent with the efficient use of public funds.

The Standards Board's environmental working group meets on a regular basis to discuss current environmental issues and ways to implement new initiatives, including the introduction of an environmental policy.

Some initiatives introduced during the 2007-08 financial year were:

- development of an environmental policy and circulation to all staff
- development of an environmental audit to be rolled out in 2008-09 as part of our corporate social responsibility and commitment to the principles of an environmental management system
- improved recycling facilities and increased awareness by staff
- questions on a company's environmental impact are now part of tender exercises

Better payment practice code

The Standards Board complies with the British Standard for Achieving Good Payment in Commerce Transactions (BS7890) in its treatment of all its suppliers. We also comply with the Late Payment of Commercial Debts (Interest) Act 1998. Excluding disputed items, key performance indicators show that 87% of suppliers' invoices were paid within the supplier's credit terms.

External auditors

The auditors for the year ended 31 March 2008 are the National Audit Office. Their fee for the audit of the financial statements was £32,000.

Audit information

As Accounting Officer, I Glenys Stacey confirm that there is no relevant audit information that the external auditors are unaware of and have taken all the steps to ensure that they are aware of all relevant information.

Disclosure of registered interests by Board members and higher-paid employees

The Standards Board maintains a comprehensive register of interests for Board members and higher-paid employees, which is available for public inspection on the website (www.standardsboard.gov.uk) and on application to the secretary to the Board. Members of the public may also visit the Standards Board's offices during normal working hours to inspect the register.

Remuneration report

Remuneration and employment policy and methods used to assess performance

Remuneration policy

All staff operate under a job family performance related pay system, whereby each job is assigned a salary band, which is grouped with those jobs at the same grade and in the same family.

Salary ranges are externally benchmarked every three years and increased by the average earnings increase for the two years in-between. The benchmarks give a range for both the public and private sector and an average of both is applied to the mid-point in the salary scales. The ranges then have a span of 15% either side of that mid-point. This process ensures that salaries are competitive and enables the Standards Board for England (the Standards Board) to recruit, retain and motivate high calibre staff, from the public and private sectors.

Performance is assessed on an ongoing basis through a performance management system. The system monitors and tracks achievement against objectives agreed at the beginning of the year, and development against competencies agreed for the role.

Performance is formally reviewed every six months, and a performance rating of one to five is given annually.

The performance rating is used to establish individual percentage salary increases. This is assessed on a matrix of the performance rating awarded against the individual's position in the salary band. In compiling the matrix, the minimum level is set at Consumer Price Index for those staff achieving at least a satisfactory level rating of three (on the one to five scale).

Policy on recruitment

Where posts are permanent, all staff are recruited through open and fair competition and appointed on an open-ended permanent contract with a six-month probation period.

Where posts are temporary, or short-term cover is needed while the recruitment process is completed, staff are appointed on a fixed-term contract of up to one year, and usually appointed through an agency.

Occasionally, appointments on an agency contract basis are necessary. This would only be for very short-term temporary cover (of up to three months), or for IT temporary cover.

Decisions on pay

Decisions on pay have been delegated to the Standards Board's senior management team when they are within the rules set out in the pay guidelines.

The guidelines set the rules for pay on recruitment, pay on promotion, pay for temporary and additional responsibility allowances, and for the annual pay review. Pay decisions made within these guidelines are made by a senior manager in conjunction with the Human Resources (HR) manager or an HR officer. Any pay changes outside of these guidelines require approval from Communities and Local Government.

Amendments to senior management pay and agreement to the overall annual salary review are made by the remuneration committee. The remuneration committee members consist of the audit committee members, the Head of Governance and Client Services and the HR manager.

Salary

Salary includes basic salary and allowances. Allowances consist of either an Acting Allowance, for those staff acting up to a high grade or job on a temporary basis; or an Additional Responsibility Allowance, for those staff taking on additional responsibilities for a temporary period.

No other allowances or benefits in kind are paid to Standards Board employees.

Pension benefits

All staff are entitled to join the Greater Manchester Pension Fund, which is part of the nationwide pension scheme for local authorities, the Local Government Pension Scheme (LGPS). The scheme is a 'final salary' or 'defined benefit' scheme. Employer's contributions are set at the rate of 13% of pensionable earnings.

Remuneration report continued

Part of the Remuneration Report subject to audit

The Board consists of ten members, including the Chair and the Deputy Chair, and members are initially appointed by the Secretary of State on renewable contracts lasting up to 36 months. Details of the Board members' emoluments for the year were as follows:

Name	Position	Date of original appointment	Contract end date	2007-08 Fees and other remuneration £	2006-07 Fees and other remuneration £
Sir Anthony Holland	Chair	07/02/01	30/06/08	40,804	40,568
P Hughes	Deputy Chair	22/03/01	30/06/08	10,691	10,675
L Bloom	Member	06/09/04	02/05/06	–	649
C Cameron	Member	03/05/01	02/05/06	–	1,837
P Chalke	Member	03/05/01	02/05/06	–	649
P Sabapathy	Member	22/03/01	21/03/07	–	7,231
R Taylor	Member	22/03/01	30/10/07	4,850	14,611
P Gott	Member	13/02/06	13/02/09	7,273	7,231
E Hall	Member	13/02/06	13/02/09	7,273	7,231
J Simons ¹	Member	13/02/06	13/02/09	7,702	7,963
S Flint	Member	23/10/06	23/10/09	7,273	3,631
B Fraenkel ²	Member	23/10/06	23/10/09	6,807	3,692
M Khan	Member	23/10/06	23/10/09	7,273	3,631
R Watson	Member	23/10/06	23/10/09	7,273	3,631

No pension contributions are payable for Board members.

¹ Includes £429 of overtime payments.

² Resigned 7 March 2008.

³ All Board members have attended their committed days either through full Board meetings, limited agenda Board meetings, and various panel meetings or in the many conferences, seminars and roadshows held around the country.

