



AC 09/09/2021 Review of Governance Procedures

<b>Audit committee paper title</b>	AC 09/09/21
Review of Governance Procedures	
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<b>Job Title</b>	Governance & Secretariat Officer
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### Summary

This paper presents LWARB's current Standing Orders, Scheme of Delegated Authority and Audit Committee Terms of Reference for review by the committee.

### Recommendation

The committee is recommended to:

- Review the Standing Orders and recommend to the Board any amendments the Committee considers appropriate (no amendments are recommended by officers).
- Review the Terms of Reference of the Audit Committee and recommend to the Board any amendments the Committee considers appropriate (no amendments are recommended by officers)
- Review and approve the recommended revised Scheme of Delegated Authority.

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### **Why the report is being presented**

The Audit Committee's Terms of Reference state that its responsibilities include reviewing the Board's governance arrangements, including the standing orders and the terms of reference of any committee of the Board.

### **Report**

#### **Background**

The London Waste and Recycling Board Order (2008) allows that LWARB may determine its own procedures, establish any committees it wishes and delegate its functions to any Board member, committee or employee it chooses. To these ends, the Board has an approved set of Standing Orders and a Scheme of Delegated Authority (SODA) and currently has only one committee (the Audit Committee).

Governance arrangements were last formally reviewed by the Audit Committee in May 2019.

While reviews of the Standing Orders, SODA and Committee Terms of Reference are within the remit of the Audit Committee, any changes require the approval of the Board.

#### **Standing Orders**

The current Standing Orders are shown at Appendix 1. No amendments have been made since last reviewed by the Audit Committee, other than in relation to the ReLondon name, and no issues have come to light since then that suggest any amendments are required.

#### **Audit Committee**

The Audit Committee standing orders are attached at Appendix 2. No amendments have been made since they were last formally reviewed and no issues have come to light since then that suggest any amendments are required.

#### **Scheme of Delegated Authority**

The Scheme of Delegated Authority (SODA) was last amended by the Board in February 2021.

The current SODA is attached at Appendix 3.

No substantive changes are recommended but the Head of Finance and Operations will be replaced with Director of Operations and Governance (with the same delegated authority), and the Head of Programmes job titles



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amended to Head of Local Authority Support and Head of Business Transformation and Sector Support.

### **Further Information**

- Appendix 1: Standing Orders
- Appendix 2: Audit Committee Terms of Reference
- Appendix 3: Scheme of Delegated Authority

### **Standing orders**

These are the Standing Orders and rules of debate and procedure for the conduct of meetings of the London Waste and Recycling Board (operating as ReLondon) and its committees.

The London Waste and Recycling Board is established under section 356A of the GLA Act 1999 (as inserted by section 38 of the GLA Act 2007) and Statutory Instrument 2008 No. 2038: The London Waste and Recycling Board Order 2008 (the “Order”).

These Standing Orders apply to the Board and any Committees it establishes and should be read in conjunction with the Order and nothing in these Standing Orders should be interpreted as being contrary to the Order.

Revised:

December 2010  
November 2012  
December 2013  
December 2015 (IC Quorum)  
June 2019 (Gifts & Hospitality declaration threshold).

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### Appendices

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### 1. Definitions

**Board** means the London Waste and Recycling Board, operating as ReLondon

**The Mayor** means the Mayor of London.

**Chairman** has the meaning given by article 3(1)(a) of the Order

**Committee** has the meaning given by article 8 of the Order

**Designated Deputy** has the meaning given in three below

**The Fund** means the London Waste and Recycling Fund

**Greater London Authority Group** means the Greater London Authority, Transport for London, London Fire and Emergency Planning Authority, Metropolitan Police Authority.

**Mayor's Representative** has the meaning given by article 4 of the Order

**Members** has the meaning given by article 3(1) of the Order

**The Order** means the London Waste and Recycling Board Order 2008 (2038)

**Secretariat** means the persons or body responsible for the administrative arrangements of the Board provided for under article 13 of the Order and to deliver part 5 of the Order

### 2. Membership

The Board comprises eight members as prescribed by the Order (Section 3). Namely: The Mayor or his/her representative (as defined in Section 4 of the Order); four elected members of any borough council or the Common Council appointed by the London councils (“Council Members”); two persons appointed by the London councils and one person appointed by the Mayor (“independent members”).

Terms of appointment and tenure are prescribed in Sections 4 and 6 of the Order. In summary:

- The term of office for any Board member (other than the chair) must not exceed 4 years.
- Council members and independent members may be appointed for at most two terms.
- Board members cease to be Board members if:
  - They are Council Members who cease to be elected members of a London borough or Common Council.
  - They are an independent member who becomes an elected member of a London borough or the Common Council.
  - They are the Mayor, on leaving office.
  - They are the Mayor’s appointee and the Mayor ceases to be Mayor (unless their appointment is confirmed by the subsequent Mayor.)
  - They are the Mayor’s representative and the Mayor leaves office.
  - They are the Mayor’s representative and they become an elected member of a London borough or the Common Council.

Section 6 of the Order includes provisions for the London Councils or the Mayor to remove their respective appointees. Section 4 of the Order includes provisions for the Mayor to remove his representative.

Membership of all committees is as agreed by the Board.

Members of the Board and its Committees are required to adhere to the Board’s Code of Conduct which includes the requirement to make a declaration of any personal interests and to register any gifts or hospitality received in relation to their work for the Board in excess of £50 – see Section 8 and Appendix SO3.

### 3. The Chairman

The Mayor or the Mayor's Representative will be the Chairman of the Board (as prescribed by the Order). If the Mayor or the Mayor's Representative is unable to attend a Board meeting he or she may appoint another Board member as his or her Designated Deputy, who shall act as Chairman for that Board meeting only and have all such powers and rights as Chairman, pursuant to these Standing Orders, as are delegated to him by the Mayor or the Mayor's Representative in connection with such appointment. Any such appointment shall be made by written notice which shall be delivered to the Secretariat and notified to Members prior to the meeting.

Committee Chairs will be appointed by the Board. If committee chair is unable to attend a particular meeting, he/she may appoint a deputy to chair in his/her place.

### 4. Committees

The Board shall establish any committees that it considers appropriate.

The membership, delegated authority and any reporting requirements will be agreed by the Board.

The Chairman of the Board may not be a member of any Committee (as prescribed by the Order); Non-Board members may be appointed as Committee members.

Each Committee will have terms of reference which will be approved by the Board.

Terms of Reference for all committees will be reviewed annually by the Audit Committee.

### 5. Meetings

The Board shall hold a minimum of three meetings each year. The frequency of committee meetings will be determined by committee chairs.

The Board or Committee Chairman will determine the time and place of meetings which will be notified to the membership by the Secretariat at least ten working days in advance of the meeting.

Details of all meetings including agendas and any non-confidential reports will be published on the ReLondon website not less than five working days before the meeting.

The Board or Committee Chairman will set the agendas for all meetings. All agenda items and reports for circulation should be received from Board/Committee Members and/or officers by the Secretariat for the Chairman's approval not less than ten working days prior to the meeting.

The secretariat will endeavour to despatch all Board and Committee papers to members at least five working days in advance of any meeting.

Board and Committee meetings will automatically adjourn after two and a half hours from the start of the meeting unless the Board/Committee agrees to the contrary.

Meeting agendas will include the following as standing items:

- Approval of the minutes of the previous meeting, which shall be signed by the Chairman once approved
- Declarations of interest;
- Update report from the Chief Operating Officer (Board Meetings only).
- Matters arising from the previous meeting.

The Board or Committee Chairman may at his/her discretion alter the order in which business is taken.

In addition to formal meetings the Board and its committees may carry out its business by email and telephone.

### ***Quorum***

The quorum of the Board is four Members, to include at least the Chairman, or the Designated Deputy Chairman, and in addition one London borough Councillor and one independent Member.

The quorum of any committee is one third of the members or four, whichever is the greater, unless specified differently in the Committee's Terms of Reference.

The Audit Committee's Terms of Reference (as revised November 2012) define a quorum of 3 members.

The Investment Committee's Terms of reference (as revised December 2015) state that the quorum for the Committee varies depending on the number of voting members currently appointed. If there are six or more voting members, the quorum shall be one third of the voting members, or four, whichever is greater. If there are less than six voting members, the quorum shall be three voting members

If within half an hour of the time appointed for the meeting to commence, a quorum is not present, the meeting shall be dissolved.

A quorum may be convened by way of a conference call.

### ***Minutes of meetings***

The secretariat will draft minutes and a list of actions arising of each Board and Committee meeting. The minutes will include a list of attendees, a summary of discussions and any decisions made. The minutes and actions

list will be for approval at the next meeting. The Chairman of the Board or relevant Committee will sign the minutes once approved. The only part of the minutes that can be discussed is their accuracy and any matters arising.

### ***Public access to meetings***

Meetings of the Board and its Committees are required by the Order to be held in public.

Members of the public may be excluded from meetings when confidential, or commercially sensitive information is to be discussed (as defined in Section 18 of the Order).

Non-members of the Board may, at the discretion of the Board or Committee Chairman be invited to attend and participate the Board or Committee discussions, but may not vote on any matters.

### ***Disturbance of meetings***

If there is a general disturbance making orderly business impossible, the Board or Committee Chairman may adjourn the meeting for as long as he/she thinks necessary.

If a member of the public interrupts proceedings, the Board or Committee Chairman will warn the person concerned. If they continue to interrupt, the Board or Committee Chairman will order their removal from the meeting room.

### ***Points of order***

A Board or Committee Member may raise a point of order at any time. The Board or Chairman will hear them immediately. A point of order may only relate to an alleged breach of these Standing Orders or the law. The ruling of the Board or Committee Chairman on the matter will be final.

### ***Voting***

The closing of the debate and move to vote will be at the Board or Committee Chairman's discretion.

With the exception of amendments to these standing orders, decisions will be made by a simple majority vote. The Chairman shall have an extra, casting, vote if no majority is reached.

Where a Board or Committee member requests it and is supported by two other members, the secretariat shall record each member's vote (including abstentions).

A member may request that their individual vote be recorded in the minutes.

For significant decisions, all votes are recorded.

### ***Voting on appointments***

If there are more than two people nominated for any position to be filled and there is not a clear majority of votes in favour of one person, then the name of the person with the least number of votes will be taken off the list and a new vote taken. The process will continue until there is a majority of votes for one person.

### **6. Board decisions between meetings**

The Board and Committees may make decisions other than at formal meetings via one or other of the two procedures below (Urgency or Written Resolutions procedure).

#### ***Urgency procedure***

If at any time the Chairman of the Board or a Committee considers that any matter is urgent and should be decided prior to the next meeting of the Board or Committee, then he/she shall consult all Members. If at least three of the Members, of whom one will be the Chairman, and (for Board decisions) one will be a London Borough Councillor and one will be an independent Member agree on the recommendation, then the decision shall be taken by the Chairman.

In the event that this urgency procedure is inoperable following, for example, Mayoral or local government elections and there is a need for urgent action, the Board Chairman is authorised to take executive action, subject to an independent member agreeing to that action, such action to be reported to the next meeting of the Board.

A copy of the record of a decision taken under procedure shall be kept by the Secretariat and reported to the next meeting of the Board along with an explanation of why the decision was required to be taken via the Urgency Procedure.

#### ***Written Resolutions***

If at any time the Chairman of the Board or a Committee considers that any matter should be decided between meetings but is not considered to be urgent the Board/Committee Chairman will seek a Written Resolution. The Chairman will consult all members of the Board or Committee via email, and the decision will be put to a vote, with deadline for votes to be received by the Secretariat stipulated. Other than for the amendment of these standing orders, decisions will be taken on a simple majority vote, with the Chairman having a casting vote if necessary. A valid decision requires that the number of votes cast must be greater than or equal to the quorum for the body making the decision.

A copy of the record of a decision taken under this procedure shall be kept by the Secretariat and reported to the next meeting of the Board or Committee.

### **7. Delegation**

The Board or a Committee may authorise any of the following to exercise on its behalf any of its functions as it may determine: The Chair or member of the Board or Committee; a Committee of the Board or an employee of the Board.

### **8. Code of Conduct, Declarations of Interest, and Hospitality Register**

Members of the Board and its Committees are required to adhere to the Board's Code of Conduct which includes a requirement that members declare any interests in the matters being considered by the Board or its Committees, and to register any gifts or hospitality received as a result of being a member of the Board or its Committees above a value of £50. Full details of the code of conduct may be found in "G5 Code of Conduct and Declarations of Interest".

### **9. Amendment of Standing Orders**

The Standing Orders may only be amended by majority decision of the Board that includes the Chairman.

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## Terms of Reference for the Audit Committee

The London Waste and Recycling Board (the “Board”) was established under section 356A of the Greater London Authority Act 1999 (as amended) and the London Waste and Recycling Board Order (Statutory Instrument 2008 No. 2038) (the “Order”). ReLondon is the operating name of the London Waste and Recycling Board.

The Order provides that the Board may establish committees (article 8) and delegate certain functions to a committee of the Board (article 12). The Audit Committee is a committee of the Board under article 8 of the Order, and section 3 of the Board’s Governance Framework.

The Audit Committee was established by a decision of the Board through its Urgency Procedure on 13 February 2009.

The Board has delegated certain functions to the Audit Committee, set out here as the Terms of Reference.

### **Membership and attendance**

The Audit Committee will initially comprise five members of the Board. The Board’s Head of Finance, Chief operating Officer, the external auditors and internal auditors will be invited to attend Audit Committee meetings. The Audit Committee may appoint external members to provide additional support on legal, financial or commercial matters, any such appointment to be subject to confirmation by the Board.

A member of the Committee shall be nominated by the Board to act as Chairman of the Audit Committee. In his or her absence at a meeting the members of the Audit Committee present may nominate a committee member to deputise in his or her place for the duration of the meeting.

Under Section 18 of The London Waste and Recycling Board Order 2008 committee meetings are open to the public: this is subject to paragraphs 18 (2) and (3) which refer to the exclusion of the public where confidential information may be disclosed.

### **Quorum**

A quorum will be constituted provided that at least three members are present.

### **Authority**

In all other respects (including without limitation with regard to voting and procedural matters) the Audit Committee shall be governed by the Board’s Standing Orders

### **Responsibilities**

The Audit Committee’s main roles are:

- To ensure the existence of financial systems, processes and procedures to maintain financial probity and control over the activities of the Board;
- To liaise with the external auditors over their annual programme and to approve the annual internal audit programme;

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- To deal as appropriate with matters raised by the external auditors' management letters and reports;
- To deal as appropriate with matters arising from the internal auditors' reports;
- To review, approve and recommend for signature the annual report and accounts of the Board;
- To review the Board's risk register and ensure that satisfactory actions are being taken to mitigate identified risks;
- To monitor administrative expenditure against budget, and approve any variations in accordance with procedures set out in the Scheme of Delegated authority.
- To review annually the Terms of Reference of any committees of the Board.
- To review the Board's governance arrangements, to include the Board's Standing Orders

The Audit Committee's role is combined with that of a Finance Committee and a Remuneration and Staffing Committee. This will include:

- Review the Head of Finance reports on the financial performance of the Board; and
- Reviewing routine financial and administrative matters on behalf of the Board.
- Overseeing the establishment and implementation of the Board's Pay Policy
- Approving any changes in the Board's staff structure.

## **Frequency of meetings**

It is envisaged that the Audit Committee will meet at least four times a year. One of these meetings will be concerned mainly with the approval of the Board's annual report and accounts, and will be usually be in July. The remaining meetings will be held approximately one month before Board meetings.

## **Reporting Procedures**

The Audit Committee will receive and consider, inter alia, the following reports:

- Minutes of previous Audit Committee meetings;
- Quarterly reports of the Board's financial performance;
- Quarterly updates of the Board's risk register and any mitigating actions that have been taken;
- Reports from the Board's internal auditors;
- Reports from the Board's external auditors, in particular the annual management letter following the audit of the Board's accounts;
- Papers for consideration in respect of financial, budgetary and internal control matters from time to time.

These reports will form the basis of the Audit Committee report to the Board.

June 2009

Revised:      October 2010  
                  November 2012 (Committee Quorum)  
                  January 2013 (Staffing & Remuneration function)  
                  August 2017 (Minor amends)

## **ReLondon (London Waste and Recycling Board) Scheme of Delegated Authority**

### **Preamble**

The London Waste and Recycling Board Order allows the Board to authorise an individual member of the Board, an employee of the Board or a Committee of the Board to carry out any of its functions that it chooses.

All decisions are required to be made by the Board if they are not delegated to another person or committee either in this Scheme of Delegated Authority or by specific decision of the Board.

This Scheme of Delegated Authority was adopted by the Board on 25 February 2021 and supersedes all previous versions.

### **Policy**

Authority for making all decisions on the Board's policy sits with the Board. LWARB's main expression of policy is the Business Plan which it is required to publish each year.

### **Staffing and Remuneration**

Authority for changes to the permanent establishment, pay and pay policy is delegated by the Board to the Audit Committee. Appointment of temporary staff (< two-year appointments), whether contractors or employees, is delegated to the CEO.

The day-to-day management of all staff (including recruitment of new staff) is delegated to the Chief Executive Officer to operate under the policies and procedures as agreed by the Board and/or Audit Committee (for example, the Pay Policy and other policies agreed in the Employee Handbook).

### **Budgets**

Overall budgets for ReLondon's programmes and operations are agreed by the Board through its business plan. Subsequent decisions on how budgets are deployed are delegated to the Chief Executive and the Senior Management Team, subject to the approval limits set out below.

### **Virements**

- Any virements between approved Business Plan budget lines below £50,000 shall require the approval of the Chief Executive Officer and will be reported to the next meeting of the Audit Committee.

- Any movements between approved Business Plan budget lines of between £50,000 and £100,000 shall require the approval of the Audit Committee at the next Audit Committee meeting.
- Any movements between approved Business Plan budget lines over £100,000 shall require the approval of the Board.

## Funding Agreements

The following criteria for entering into inward funding agreements are to be applied:

- If the project for which funding is sought is within the scope and time horizon of the current business plan, and the cost to LWARB of any funding (i.e. match funding) is within the Chief Executive's delegated authority, the decision to make an application should be for the Chief Executive to make.
- If the project is within the scope of the current business plan, but reaches beyond its time horizon, approval should be sought from the Board Chair.
- If the project is outside scope of the business plan or significantly outside of the time horizon (eg more than three years beyond the business plan period), approval should be sought from the Board.

## Approval of Expenditure

The tables below show the maximum spending authorities (in pounds sterling, including VAT) for different programmes. These limits apply to the ordering of goods and services as well as to the paying of invoices.

## Further Delegations

Those to whom spending authority has been delegated may further delegate authority others within their teams. Such onward delegation is not included in this SODA but is included below for information.

## HR and Staffing

Activity	Note	Board	Board Chair	Audit Cttee	Audit Cttee Chair	CEO	Head of Programme <i>(Resource/Circular London)</i>	Head of Communications and Behaviour Change	Head of Finance and Operations	Governance & Secretariat Officer	
External Permanent Appointments	Standard contracts within pay policy only.					All					
Fixed term appointments, secondment or agency staff.	Appointments less than two years in duration only.					All					
Pay increments	Within pay policy only.				CEO's	All (except CEO's)					
Annual Cost of Living Pay Award	Within pay policy only.			All (including CEO's)							
<i>Ex gratia</i> <td></td> <td></td> <td></td> <td>&gt;10,000</td> <td>10,000</td> <td>5,000</td> <td></td> <td></td> <td></td> <td></td>				>10,000	10,000	5,000					
Staff Loans	Loans other than transport season ticket loans may not be approved other than with the explicit approval of the Board Chair.			>10,000		10,000					
Expenses Claims		>10,000	10,000		1000	1,000	500	500	1000	500	
		Notes	<ul style="list-style-type: none"> <li>• All staff expenses claims must be approved by the claimant's line manager or the Head of Finance &amp; Operations, unless for an amount greater than that manager's delegated authority, in which case they are to be approved by the CEO, the Board Chair or the Board.</li> <li>• Board Members' expenses are to be approved by the CEO unless for an amount greater than the CEO's delegated authority, in which case they are to be approved by the Board Chair, or the Board.</li> <li>• Expenses incurred by Committee members who are not Board members are to be approved by the CEO or the Chair of the Board, unless for an amount greater than the CEO's delegated authority, in which case they are to be approved by the Board Chair, or the Board.</li> <li>• The CEO's expenses must be approved by the Board Chair</li> <li>• The Chair's expenses must be approved by the Audit committee Chair.</li> <li>• All expenses must be in accordance with the Board's expenses policy.</li> </ul>								

## Programme activities

Activity	Note	Board	Board Chair	Audit Cttee	Audit Cttee Chair	CEO	Head of Programme (Resource London/Circular London)	Head of Communications and Behaviour Change	Head of Finance and Operations	Governance & Secretariat Officer
Programme Costs (Circular Economy and Resource London)		>100,000				100,000	50,000	10,000	50,000	
Investments – amendment to existing investments		>200,000				200,000 or Approval on behalf of the Board if greater*	Approval on behalf of the Board*		Signature on behalf of the CEO or Head of Programme – Circular London	
New Investments.		>200,000				200,000 or Approval on behalf of the Board if greater*	Approval on behalf of the Board*		Signature on behalf of the CEO or Head of Programme – Circular London	
Investment Development, Evaluation and Monitoring Costs						100,000	50,000			
		<p><b>Note: Investment Programme</b>            The Board shall approve any new investment proposals, or amendments to existing ones, with a value greater than £200,000, based on recommendations from officers,. Unless specifically decided otherwise, the detailed negotiations and contracting are delegated by the Board to the Head of Programme – Circular London who shall seek further approval from the Board should there be a material adverse change to the proposal as originally agreed. The Board may delegate to the Head Programme – Circular London, and the CEO the authority to negotiate and sign contracts on its behalf subject to the qualification above. Other investment proposals or amendments to existing ones with a value less than £200,000 will be approved by the Chief Executive in consultation the Head of Programme – Circular London and also with the Chair of the Board if of greater value than £200,000.</p> <p>*Where a commitment has previously been made by the Board</p>								

## Central costs

Activity	Note	Board	Board Chair	Audit Cttee	Audit Cttee Chair	CEO	Head of Programme (Resource London/Circular London)	Head of Communications and Behaviour Change	Head of Finance and Operations	Governance & Secretariat Officer
Operational expenditure	Expenditure in accordance with contracts already approved at an appropriate level may be approved by the CEO or the Head of Finance & Operations	>150,000	150,000			100,000	25000	50000	100,000	5000
Settlement of legal proceedings		>30,000	30,000			20,000				

**Further delegations (as agreed internally)**

From	To	Limit	Note
Head of Programme (Resource London)	Senior Advisors	10,000	Programme costs
Head of Programme (Resource London)/Head of Communications & Behaviour Change	Communications and Campaign Leads	1,000	Programme or corporate costs
Head of Programme (Circular Economy)	Senior Advisors	10,000	Programme costs
Head of Programme (Circular Economy)	Advance London Business Advice Manager	25,000	Advance London Programme costs
Head of Programme (Circular Economy)	Advance London Project Manager	5,000	Programme costs
Head of Programme (Circular Economy)	Project Manager – Built Environment	10,000	Programme costs
<b>Governance &amp; Secretariat Officer</b>	<b>Community and Office Manager</b>	<b>1,000</b>	<b>Central overheads only.</b>

## Bank Mandates

### Approvals required by signatories

Cheque Payments	Up to £5000 two signatories one of which must be Group A or B; > £5000 two signatories one of which must be Group A							
Standing Orders and Direct Debits	Up to £5000 two signatories one of which must be Group A or B; > £5000 two signatories one of which must be Group A							
Electronic banking (internal transfers)	WH or EC only							
BACs Run	Up to £1,000,000 any two signatories one of which must be Group A or Group B; above £1,000,000 any two signatories one of which must be group A (individual items to be initialled in line with Cheque Payments)							
CHAPs	Up to £5000 two signatories one of which must be Group A or B; > £5000 two signatories one of which must be Group A							
Changes to mandate	Two Group A signatories							
Signatory	BM	WH	EC	AB	PM	AM	AL	
Signatory Group	A	A	A	B	B	B	C	
BM - Board Member								
WH - Wayne Hubbard								
EC - Eddie Confoey	-	-	-	-	-	-	-	
AB - Antony Buchan								
PM - Pauline Metivier (from 31/3/21)								
AL - Adam Leibowitz								