ATODIAD / ENCLOSURE CH

ISLE OF ANGLESEY COUNTY COUNCIL

MEETING:	Standards Committee
DATE:	11 th September 2014
TITLE:	Briefing Note for County Council Members on Gifts and Hospitality
REPORT BY:	Awena Walkden, Solicitor (Corporate Governance)
PURPOSE OF REPORT:	To obtain Standards Committee agreement on draft training document
CONTACT OFFICER:	Awena Walkden Solicitor (Corporate Governance) Ext 2563

Background

Following the Local Government Elections in May 2013, our new and returning Members underwent a substantial programme of training and development. In February 2014 the Council achieved the WLGA's Member Development Charter status and adopted its Annual Development Programme for Members for 2014/15.

Not all issues, though, lend themselves to specific developmental sessions and so the Council has introduced the concept of publishing occasional briefing notes to Members on discrete subject areas, especially those on which Members frequently seek advice.

Thus far, 4 briefing notes have been issued on the following topics:-

- 1. Section 25 Localism Act 2011
- 2. Public Procurement
- 3. Local Council Housing Allocations
- 4. Political Freedom of Speech v Code of Conduct

Copies are attached at Appendix 1. They are also available on the Council's web site at http://monitor.anglesey.gov.uk/corporate-resource/corporate-governance/briefing-notes-to-members/

Gifts and Hospitality Register

Earlier this year the Standards Committee completed its annual review of the three public registers of Members' interests ("the Review").

Attached at Appendix 2 to this Report is an extract of the email that went out to all Members on the 17th April 2014 setting out the findings of the Review. This letter reminds Members of the requirement under their Code of Conduct that they must register all gifts and hospitality received, within 28 days of receipt, and where the gift or hospitality exceeds the £20 threshold. This reminder was specifically included because the Standards Committee was concerned that so few declarations had been made. Of course, the Committee could not tell whether there was any failure to declare gifts and hospitality or whether there were no gifts or hospitality that required declaration.

Frequently Asked Questions on Gifts and Hospitality

Given the Standards Committee's findings in the Review, and the fact that the Council already has a current and comprehensive Protocol to advise Members on the principles which underpin the registration of gifts and hospitality (at section 5.9 of the Constitution) we have devised a draft document entitled "Frequently Asked Questions on Gifts and Hospitality" which tries to address some of the obvious issues arising from this aspect of the Code and the Protocol, and which it is proposed be circulated to Members as a briefing note in accordance with the system that has already been adopted. A copy of the draft is attached at Appendix 3.

Recommendation

For the Standards Committee to :-

- (i) approve / amend the draft document at Appendix 3;
- (ii) authorise its publication as a briefing note to Members;
- (iii) suggest any other subject areas which may form useful briefing notes.

ATODIAD / APPENDIX 1

Section 25 Localism Act 2011 – A Quick Guide for Councillors

Many electors expect their views on local matters to be voiced by their Councillors. Councillors are often expected to lead public opinion in their locality and to speak out publicly on matters which are controversial, significant or important. Frequently Councillors may be asked to make public statements on matters when only some of the relevant facts are known.

Very often Councillors are able to voice public opinions on many matters without concern. However, difficulties may arise where those Councillors are also the decision makers on the very issues where they are expected to voice public opinions.

Decision makers in local authorities should act as custodians of the public interest. Decisions must be made according to the relevant considerations, and irrelevant matters disregarded. Decisions must be approached with an open mind. Speaking out prematurely in strident and absolute terms may give the impression that minds are closed and have already been made up. This poses a danger to the decision maker, both the Council itself and the Councillor concerned.

Those giving the impression that they have already made up their mind on an issue before the decision is actually taken may be open to allegations that they are biased on the matter or that they have predetermined the issue. Such a decision may be the subject of a legal challenge against the decision and the Councillor may be the subject of a complaint.

The Localism Act 2011 tries to correct this perceived imbalance between representing local views on a matter and making a decision on the same matter.

Section 25 of the Act says that a decision maker is not to be taken as having closed their mind to a matter, or be guilty of bias or predetermination, merely because they have previously expressed their view on that matter.

It is unclear whether this piece of legislation will fundamentally change the law in this area but the current position is that Councillors can express a view on matters before decisions are taken on those matters, **provided a degree of caution is exercised**.

When making public comments on matters where they will, in future, also be the decision makers, Councillors should not express their views on the merits in unequivocal terms. They can state their view but Councillors should always make it clear that, as a decision maker, they will have to consider the matter afresh before the decision is taken. This means reviewing all of the relevant information in front of them before taking the decision.

By approaching matters in this way, Councillors can express a preliminary view on a matter (technically known as a predisposition) but without placing themselves and the Council at risk of a finding of bias or predetermination.

Whilst this issue can cause danger, a careful and balanced approach can allow Councillors to express preliminary views on matters and retain the right to make the decision on those same matters. In addition to being able to make public comments, this means that Councillors who are also members of Town and Community Councils, can speak and vote on matters which they will later consider in their role as County Councillors.

It is likely that, over time, the courts will decide disputes relating to Section 25 of the Localism Act 2011, which could affect the legal position. If there is any significant or fundamental change that would affect the advice in this note, then we will notify Members.

In the meantime, if you are in any doubt about a particular situation or set of circumstances then please contact us for legal advice on 01248 752586 <u>lbxcs@anglesey.gov.uk</u>, 01248 752134 <u>rwjcs@anglesey.gov.uk</u> or 01248 752563 <u>apxce@anglesey.gov.uk</u>.

Public Procurement - A quick Guide for Councillors

Introduction

You may occasionally be asked to provide advice to the public on Council contracts and public procurement. In particular, the local business sector may ask for your advice about winning work from the Council.

As the Council is a public body it is classed as a "Best Value" authority which is under a statutory duty to achieve best value for money on all of the contracts that it enters into with suppliers of goods and/or services. This statutory obligation means that it cannot always provide contracts to local businesses as they may not be able to offer the Council the best value for money when compared to their competitors. There are also restrictions which prevent the Council from breaking up contracts into smaller parcels of work. The Council does however want to encourage local businesses to tender for work, and to help them to understand the contract process so as to provide them with the best chance of being successful in winning work from the Council.

Contract Limits

The table below sets out the steps that the Council is legally obliged to take before it awards a contract for the purchase of goods or services:-

Value of Contract	Steps the Council has to take
£0 – £3,000.00	Informal enquiries.
£3,000.00 - £30,000.00	At least three formal quotations
	must be obtained.
£30,000.00 +	Must abide by the Council's full Tendering Procedure in accordance with the Council's Contract Procedure Rules (" CPR ") and put the contract out to tender.

The CPR can be found by following this link- <u>http://www.anglesey.gov.uk/council-and-democracy/councillors-democracy-and-elections/constitution/constitution-part-4-rules-of-procedure/constitution-49-contract-procedure-rules/</u>

EU Procurement Rules

As the Council is within the European Union it must also comply with complex EU Regulations on public procurement if the contract value falls within the EU financial thresholds which are currently as follows:-

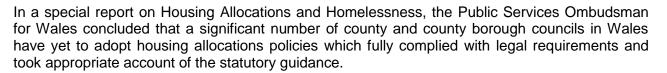
Contract for works (i.e. construction type	Contracts for Supplies and Services
contracts)	
£4,332,012.00	£172,514.00

These EU financial thresholds are reviewed every two years and up to date figures can always be found by following this link:- <u>http://www.ojec.com/Threshholds.aspx</u>. When the EU Regulations apply there is an obligation on the Council to advertise the contract in the Official Journal of the European Union. There may also be an obligation to advertise contracts below EU value when the contract is likely to be of interest to a contractor in another EU state (cross-border interest).

What is the Council doing to help local businesses tender for work?

The following assistance is currently being provided by the Council and its colleagues to encourage local businesses to tender for contracts with the Council:-

- 1. Access is provided to *"Menter a Busnes"* which helps SMEs understand the Council's contractual requirements;
- Registration on <u>www.sell2wales.gov.uk</u>. If a local business wants to register its interest in becoming a prospective supplier to IACC, it can register its details on this website and receive updates when an advert is placed by the IACC;
- 3. A Procurement Strategy is currently being drafted by the Procurement Manager and will set out the steps which need to be followed by suppliers, including local suppliers, wishing to tender for work. Members will all have an opportunity to provide input into this strategy before it becomes effective.



In compliance with the legal requirements, our Constitution delegates authority to the Head of Service (Housing) to "manage, maintain, issue, develop, approve, administer, determine and implement..." the allocation of tenancies; the allocation of temporary housing, including emergency accommodation (for up to 2 years); and services relating to homelessness. This delegation is supported by Section 18 of the Anglesey Housing Allocations Policy, which confirms that the operation of the allocations scheme is delegated to the Head of Service (Housing) and her staff.

However, there is still a role for elected Members:-

What Members Can Do

- Local Members are responsible for approving, adopting and monitoring the implementation of allocations policies that comply with the Housing Act 1996 (as amended by the Homelessness Act 2002), the Welsh Assembly Government's 'Code of Guidance for Local Authorities on Allocation of Accommodation and Homelessness' 2003 and Equal Opportunities Legislation. Further, Members are collectively involved in any future reviews of the Lettings Policy to ensure that it is achieving its aims, and to ensure the operation of open and accountable systems that are compliant with policy objectives.
- Local Members enquiring about the status of a property will be advised whether it is currently
 void or has been allocated. However, to comply with the Data Protection Act 1998, personal
 information in relation to the new tenant cannot be disclosed. Additionally, Members can
 contact the Allocations Departments (contact details email/phone) to make enquiries about
 the whereabouts or availability of vacant properties at any given time.
- Local Members may make **written enquiries** on behalf of applicants within **their wards only** in relation to the status of their housing register application provided that the **written consent of the applicant** is held on file by the Council. Also, Members may attend pre-arranged office appointments with applicants should the applicants wish to make further enquiries about their application, to discuss their individual circumstances, or to ensure that all the facts of the applicant's case are taken into account when assessing the application.
- Local Members can help applicants by ensuring that they understand the importance of completing the form accurately and that all supporting documentation is included with the application form. Further, it is important that Members are familiar with the points allocation system, so they can answer questions from the public and provide general advice on the allocations process.

What Members Cannot Do

• Decide who is allocated a Council property or be involved in the allocation decision. Allocations are made according to the Council's Lettings Policy. All applications are assessed and awarded points based on the applicant's present housing circumstances.

NB: June 2013, due to the pending impact of the new welfare housing reforms the Council will need to implement the wholesale review of the Allocations Policy, so as to address the compatibility of the policy with the housing benefit under occupancy penalty amendments etc.,.

Political Freedom of Speech v Code of Conduct

1. <u>Members' Code of Conduct ("the Code")</u>

Among other things, the Code requires all Members:-

- To treat others with respect and consideration;
- Not to bully or harass others;
- Not to behave in a way which could reasonably be regarded as bringing the role of Member, or the Council, into disrepute.

2. <u>Political Speech</u>

Cases decided by the Courts, over the years and still evolving, have established the following definition of what amounts to political speech:-

"Information on matters relevant to the organisation of the economic, social and political life of the country ..."

But what does this actually mean in practice? Examples of comments which fall within the definition of political speech are broadly defined, and may include those relating to the way in which meetings are conducted, the administration and management of organisations and comments relating to the performance of others in their public duties.

The High Court, and the Ombudsman, have specifically stated that politicians (and Senior Officers) are expected to have "thicker skins" than others; presumably because they have chosen to operate within a political environment.

This expectation of resilience applies particularly to political debate, which the Ombudsman has frequently described as "the cut and thrust". It is clear that comments about other politicians, which are mocking, sarcastic or satirical, meet the definition of political speech. However, if those comments may reasonably be interpreted as malicious, racist, homophobic etc, or so extreme as to be inappropriate, then such comments lose the extra legal protection which other political speech attracts.

Comments defined as "political" are not just confined to those made within formal Council meetings and can include Members' comments to the media, including social media. It includes written material as well as verbal.

Only those comments reasonably (i.e. objectively) considered as highly offensive, outrageous, racist, malicious, or entirely inappropriate in the language used, are likely to meet the Ombudsman's threshold test for investigation in cases where the subject matter is political.

Similarly, when Members raise "political issues" with Senior Officers the Ombudsman may also decline to investigate if he/she takes the view that the Member was entitled to question the Officer about legitimate issues of concern. Clearly, context is everything and the seniority of the Officer, the role of the Member and the manner in which the Member pursues the issue would all be relevant features.

3. <u>Conflict with the Code</u>

There is a potential for conflict between the provisions of the Code, as described in paragraph 1 above, and the right of Members to criticise other politicians.

In paragraph 4 below are some examples of decided cases which give a flavour of the Courts' current thinking in this area:-

4. <u>Example A – R (on the application of Calver) v Adjudication Panel for Wales</u> [2012] EWHC 1172

In this case the Adjudication Panel (effectively the national Standards Committee) acting as an appeal jurisdiction upheld a finding of the Standards Committee that a Member had failed to show respect and consideration to others by posting online comments about fellow Members and about the way in which the Council was run.

The Member was censured by the Standards Committee and, having failed in his appeal to the Adjudication Panel, sought a judicial review of the case in the High Court. The Court was satisfied that the comments posted, which were many and often, were sarcastic and mocking but, as the majority of the content related to the way in which the Council was being run, the competence of its Members, and its Clerk (this was a Community Council) the Court concluded that the comments fell within the definition of political speech. As such it attracted additional legal protection under Article 10 of the European Convention on Human Rights. So, the finding of the Standards Committee, upheld by the Adjudication Panel, were found by the Court to be a disproportionate interference with the Member's right to political freedom of expression. The original decision to censure the Member was therefore set aside by the Court

Example B - Livingstone v Adjudication Panel for England [2006] EWHC 2533 (Admin); [2006]

Members will doubtless recall this case, when the (then) Mayor of London spoke to a journalist, likening him to a concentration camp guard. The High Court concluded that this comment did not constitute political free speech because the words were not used in an official capacity, nor in the performance of Mr Livingstone's function as Mayor. As such, the Code of Conduct did not apply and, clearly, if it did not apply then it could not be breached.

However, the Court did conclude that if the Code had applied, the Mayor would not have been entitled to enhanced protection for political expression as he was not expressing a political view but, rather, "indulging in offensive abuse".

For our purposes it should be noted that if the facts of this case occurred now, under the Wales Code, the Mayor would have been in breach of the Code as our Code specifically states that the duty not to bring the role of Member into disrepute applies when acting in any capacity (including personal). The Code in Wales was changed as a result of the decision in the <u>Livingstone</u> case.

In any event the comments of the Court regarding interpretation of "political expression" is valid and is regularly relied upon in Court proceedings.

Example C - Cllr Heesom - APW/005/2010-011/CT

In this case there were numerous allegations, and findings, on each issue. As a consequence of the net impact the Member was disqualified. However, in assessing some of the allegations, the Court specifically concluded that the Member's claims that a service/department of the Council was "shambolic" and "a shambles", were held to be "political expression", because they were about the way in which the Council was run. The comments therefore fell within the Article 10 protection of the ECHR resulting in the conclusion that these comments were not a breach of the Code.

Example D - Cllr Jones - APW/004/2012-013/AT

In this case it was decided by the Court that Councillor Jones' comments were not directed at a fellow Member but at an Officer who, as a paid employee, should be entitled to protection from disrespectful and harassing behaviour (i.e. an employment law obligation) and therefore the conduct did not fall within the protection of "political expression". You will appreciate that this case, decided after 4A above, suggests a watering down of the enhanced protection for Members insofar as their comments relate to Officers.

5. <u>Conclusion</u>

So, if any comment made by a politician constitutes "political expression" (and this is broadly defined) it will attract enhanced protection, and is unlikely to be investigated by the Ombudsman in the event of a complaint being lodged.

However, political comments which are highly offensive or degrading in some way, particularly if they are motivated by malice, form part of a targeted campaign, or are racist, homophobic etc, will not get enhanced protection. The test is an objective one. That is, the intention and effect are not relevant to the issue of whether or not the Code has been breached; although they may be relevant to sanction.

Comments made during the heat of a debate, or which are "one offs", rather than a pattern of behaviour, are also less likely to attract the interest of the Ombudsman.

Lynn Ball

Head of Function (Council Business)/Monitoring Officer

ATODIAD / APPENDIX 2

Extract of email sent to all Members 17 April 2014

Register of Gifts and Hospitality

9. The Committee would like to remind Members of their duty to register any relevant gift or hospitality in excess of £20. Very few declarations have been made but the Committee acknowledges that that could be perfectly legitimate, but reminds Members to review the Gifts and Hospitality Protocol which is in section 5.9 of the Constitution. Any gifts and hospitality which need to be registered must be registered online within 28 days and, of course, this is an ongoing requirement.

Islwyn Jones Is-Gadeirydd y Pwyllgor Safonau / Vice-Chair of the Standards Committee Cyngor Sir Ynys Môn / The Isle of Anglesey County Council Document: CC-017471-AP/208602

ATODIAD / APPENDIX 3

The Standards Committee carries out an annual review of the 3 public registers of Members' interests.

One of the requirements under the Code of Conduct is that Members register all gifts and hospitality received, known or estimated to have a value of £20.00 or more, in the register of gifts and hospitality within 28 days of receipt.

The register is available for Members to complete on-line at <u>http://www.anglesey.gov.uk/Journals/2012/01/10/constitution-5-gifts-form.pdf</u>

At section 5.9 of the Constitution, there is a Protocol on Gifts and Hospitality, devised by the Standards Committee, to assist Members in deciding when registration, particularly the registration of hospitality, is appropriate.

Members will appreciate that the purpose of the register is to ensure that any actions/decisions taken by Members, in their role as Councillors, are not influenced by favouritism, or perceived favouritism, and not just that arising from personal interests, but also any gift/hospitality received from interested parties.

At the request of the Standards Committee, and to further assist Members in ensuring compliance with the registration of gifts and hospitality, included here is a list of typical questions asked by Members on this subject, together with our advice.

If you require advice on a specific issue, now or at any time, then please do not hesitate to contact the following Officers in the Legal Section:

- Lynn Ball tel 01248 752586, E-mail: <u>lbxcs@anglesey.gov.uk</u>
- Robyn Wyn Jones,tel 01248 752134, E-mail: rwjcs@anglesey.gov.uk
- Awena Walkden,tel 01248 752563, E-mail <u>awxce@anglesey.gov.uk</u>.

Similarly, if there is a general question arising from the register, or the protocol, then please let us know and we will amend this document to include any other related issues you would like to see addressed here.

FREQUENTLY ASKED QUESTIONS ON THE REGISTER OF GIFTS AND HOSPITALITY:

- What counts as hospitality? this will usually involve food or drink provided to you free of charge, or at a discounted rate, but may also include the provision of free or discounted entertainment, travel or accommodation. Please note that if you are invited to attend events which have a commercial value, even if you do not receive a physical ticket, this still constitutes hospitality.
- 2. What constitutes a gift? this can be a tangible item or an experience e.g. theatre tickets, concert tickets, invitation to a sporting event etc, received free of

charge or provided at a discounted rate. Tickets provided free of charge, or discounted, should be registered as gifts.

3. When am I legally required to register a gift or hospitality? – the requirement only applies to gifts or hospitality which you receive in your capacity as a Member of the County Council (Community Councils' are not required to keep an equivalent register for their Members) and where you know, or reasonably estimate, that the gift or hospitality is worth £20 or more.

The £20.00 threshold for registration is set by the full Council, and you may be asked, from time to time, to review and revise that threshold.

- 4. What if the hospitality is provided by the Council? you are not required to register hospitality provided by the Council if it is ancillary to the conduct of business. So, for example, travel and accommodation to training events, or a meeting, conference or civic reception do not require registration.
- 5. What if the hospitality is provided by another public body? Other public bodies are still "third parties" and therefore any hospitality you receive in excess of the threshold should be declared in the register. This includes hospitality provided to you by outside bodies to which you have been appointed by the County Council..
- 6. What if the hospitality is provided by a potential developer/investor? As a Member you must always act in the public interest, and not be swayed, or seem to be swayed, in the discharge of your duties by an offer, prospect of an offer, inducement, reward etc by a developer/investor. You need to take particular care when being offered hospitality from such sources and especially so when you know that you have a particular role, that could influence the outcome e.g. that you will be a Member of a committee making a decision that affects the developer/investor's interests.

If the hospitality exceeds the threshold but is nevertheless ancillary and proportionate to the conduct of business, and is in the Council's best interests, then it is reasonable to accept hospitality; always ensuring that it is declared in the register. The purpose of the Code is not to prevent the legitimate conduct of business, but to ensure that it is done transparently. So, for example, if a developer wishes to provide a reception for Members, setting out their development proposals and answering questions, and hospitality is provided as part of that process, then such hospitality is acceptable, even if it exceeds the threshold, provided it is declared in the register. Clearly, lavish hospitality, or hospitality which is disproportionate to the business to be transacted, would not be appropriate even if registered.

Members also need to be aware that they have an obligation to be as well informed as possible about potential developments/investments particularly in circumstances where their wards are affected or where they are participating in decisions.

Say something here about Planning Procedure Rules?

7. What if the hospitality is provided by a potential contractor/supplier? – Please see the response to questions 6, which also applies here.

Members are reminded that at all times they are required to act in the overall public interest, rather than acting in the interests of a particular organisation or individual and that it would be a breach of the Code of Conduct to improperly confer an advantage or disadvantage on any contractor/supplier. Accepting hospitality from a potential contractor/supplier could be misunderstood by the public unless it was clear that the circumstances surrounding the hospitality were for the benefit of the Council. A particular sensitive event, for example, would be where the Council was going through a competitive procurement process with a contractor/supplier. In those circumstances Members are advised not to meet with contractors or suppliers without first obtaining the advice of the Officers leading on the procurement process.

8. How do I work out the value of the gift or hospitality? – A reasonable objective standard should be applied in assessing the value of a gift. So, for example, if there is a series of small gifts provided from the same source, over a short period of time and the overall value exceeds £20.00 then the gifts, in their entirety, should be registered.

As far as assessing the value of hospitality is concerned you should estimate how much a person would be expected to pay for the equivalent provision on a commercial basis. If you are in any doubt about the value then the better course of action would be to register the hospitality but always bearing in mind that hospitality provided by the Council, if ancillary to the conduct of business, even in excess of the threshold, does not require registration. See paragraph 4.

- 9. What if I am offered a gift or hospitality, but I do not accept it? if you do not accept the gift or hospitality then you do not have to register it provided any gifts are refused and returned to the donor. If however you receive a gift and pass it on to another person to use then it still needs to be registered as technically it has been accepted by you.
- 10. What about free tickets provided to me? Again, this gift or hospitality should be registered if it is provided by someone other than the Council, is over the threshold, even if ancillary to the business conducted.

Any Member receiving tickets to events during the course of their duties should register tickets as gifts.

11.I have been provided with a ticket to an event by a Council Officer but the Council is not the organiser of the event. Should I register this ticket as a gift from the Council? - Tickets which have been provided to the Council to distribute to Members would still need to be registered as a ticket as it is still a gift from the end donor to Members. The involvement of Officers in the process is an administrative step and would not affect the obligation to register the gift if it exceeds of the threshold.

The original donor, or event organiser, should be listed on the form as the donor of the gift or hospitality as opposed to the Council Service or the individual Officer who passed the gift on.

- 12. What should I do in terms of accepting a gift or hospitality if I have a reasonable basis to suspect that the donor may expect some kind of favouritism in return? You should be aware of the Prevention of Corruption Act 1889. This legislation remains in force and provides that if any gift, reward or advantage received by you is provided as an inducement for doing something, or not doing something in respect of a particular matter or transaction then it could constitute a criminal offence. If you have reason to suspect that the offer of a gift or hospitality is in some way conditional or comes with "strings attached" then you should refuse the offer and report the matter to the Monitoring Officer.
- 13. What if other Members have been provided with free tickets for an event which I also want to attend. May I ask for a free ticket for myself? Whilst the Code of Conduct does not specifically deal with this issue, seeking to secure a free ticket for yourself may constitute a breach of paragraph 6.a of the Code which states that you must not use, or attempt to use, your position as a Member to secure for yourself or any other person an advantage or disadvantage.

You should therefore never solicit or invite an offer of a gift or hospitality in your position as a Member and should also take care to avoid giving an indication to anyone that you might be open to such offers.

14. What is the relationship between the gifts and hospitality register and the register of personal/prejudicial interests?

These are two separate registers and both need to be completed where the conditions for registration of both apply, as set out in the Code of Conduct. So, for example, if you attend an event with a developer for the purpose of obtaining information and asking questions regarding a proposed development, and you receive hospitality at that event which exceeds the threshold, then it needs to be registered. If you are subsequently required to make a decision in relation to the development, then you should also declare that hospitality as a personal interest at the meeting where the issue is to be discussed/decided. In these circumstances it would be a personal interest only; it would not be a prejudicial interest, so you would be allowed to fully participate. You will appreciate that the reasoning behind this is that the decision making is fully transparent but acceptance of appropriate and proportionate hospitality in the context of Council business should not preclude you from taking decisions and fully participating in the process.

We hope you find this general advice useful.