

# Independent Remuneration Panel Report November 2004

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## **Introduction**

### **1.0 Formation and Membership**

1.1 In September 2001, Horsham District Council approved the formation of an Independent Remuneration Panel to recommend to the Council any changes necessary to Members' remuneration. In accordance with The Local Authorities (Members' Allowances) (England) Regulations 2003/1021 (as amended), the Panel was reconstituted and met and reported in 2003. The Panel has met in the autumn of 2004 to carry out a further review into Members' responsibilities, their remuneration and the levels of allowances in each of the statutory categories set out in the Regulations. In this report we refer to elected members of the Council as Councillors, non-elected or co-opted members as Co-optees and both together as Members.

1.2 Following advertisement and interview, one further member was appointed and the Panel is, therefore, comprised as follows:

Dr. Brian Holdstock (Chairman)	Ann Swain
Reg Beard	Eric Blackburn
Douglas Eaton	Sir Michael Checkland

1.3 Sir Michael Checkland was unavailable for this review.

1.4 Biographical details of the Panel members are at Appendix 1.

1.5 The Panel met on four occasions in October/November 2004.

### **2.0 Previous Recommendations**

2.1 In our last report dated August 2003 received and approved by Council on 17<sup>th</sup> September 2003, we presented our recommendations based upon extensive document review, interviews with Members and Officers and the previous report accepted by the Council at its meeting on the 30<sup>th</sup> January 2002.

### **3.0 Scope of the Panel**

3.1 In respect of allowances paid within Horsham District Council, the Panel was asked to conduct its review in the light of experience and of the changes to the Council's management structure that had taken place since the previous report and to make recommendations for change where that was felt necessary. The Panel was keen, however, to rebase its views in the light of current circumstances.

3.2 We were asked to review the all of the allowances set out in the list in Regulation 21 (Appendix 2)

Members' basic allowance  
Special responsibility allowances  
Dependants' carers' allowance  
Travelling and subsistence allowances  
Co-optees' allowances

Pensions  
Indexation  
Backdating

- 3.3 The Panel was also asked to look at the specific issues of:
- Broadband for all councillors
  - Licensing – the impact of the Licensing Act 2003
  - Scrutiny chairing in the light of the new scrutiny and overview agenda

#### **4.0 The Panel's approach**

- 4.1 The Panel is very conscious of the fact that the changes in the structure of the political governance of the Council introduced during the last few years as part of the Modernisation Agenda are still developing and evolving. In previous phases of the Panel's work the Panel became familiar with the new roles of Cabinet members and started to investigate the ways that these were impacting on non-executive members who were, at that time, not finding it easy to come to terms with the changes in the way they worked.
- 4.2 Since the Panel last met, the management structure of the officers of the Council has also undergone a major reorganisation. The Panel was anxious to find out what implications there were for the work of Cabinet members.
- 4.3 The Panel was also keen to find out how some of the roles which were unclear last time were developing and whether workload had changed quantitatively and qualitatively as a result. As well as wanting to know how non-executive members were now operating under Cabinet-style government, the Panel also wanted to know how the processes of checks and balances, which were put in place for taking an overview of the Council's work, were being used in practice.
- 4.4 The Panel continues to believe that the most effective way of investigating the areas in which they have an interest is by interviewing a sample of Members. The sample of interviewees was constructed with the aim of its being representative of non-executive members plus those with special responsibility. Time did not allow us to see all those that expressed interest in being interviewed but we are grateful to all those who offered themselves for interview.

#### **5.0 Investigations**

##### *Documents*

- 5.1 A list of documents reviewed by the Panel appears at Appendix 3.
- 5.2 The Panel had before it data about the level of activities of members including
- questionnaire to members and analysis of replies (Appendix 4)
  - timesheets
  - membership of bodies
  - attendances at meetings
  - allowances paid by other district councils in the Region
  - written comments from Members

### *Interviews*

- 5.3 A list of the Members interviewed together with their roles appears at Appendix 5.
- 5.4 The Chief Executive was also interviewed.
- 5.5 Interviews were scheduled at 30 minute intervals allowing some 25 minutes for the interview and 5 minutes for Panel discussion. The interviews were structured by asking a series of open-ended questions aiming to cover the same ground with each Panel member focussing on one or more topics.
- 5.6 The headline topics covered in the interviews are shown at Appendix 6. The rationale for the line of questioning about non-executive Members' workload, working practices and about training and decision-making processes requires some explanation. We are of the view that one of the things which needs to be determined is the role of remuneration in enabling Members to feel satisfied with their work. Members who feel satisfied with their work are more likely to be more effective and want to continue in office.

## **6.0 Findings**

- 6.1 We think it important to report in some detail on what we read in the papers and what we heard from interviewees.

### *Non-executive Members' workload*

- 6.2 Factors tending to increase workload include the emergence of Scrutiny-appointed working groups as a more widely used means of involving Members in the process of governance to scrutinise and examine but also to assist in policy formulation. Factors tending to reduce workload include the reported decline in use of Cabinet Member-appointed advisory groups.
- 6.3 What appears to be unchanged in terms of workload is the constituency work undertaken by Members and this continues to be a significant part of a weekly time commitment which is generally reported as being in the range 16 to 25 hours. We view constituency work as the bedrock of local democracy and feel that it has not been adequately recognised in the past.
- 6.4 We noted that there appeared to be differences in the nature of the workload between urban and rural areas. We were told that some, minority party, urban Members have formed a shadow cabinet thereby increasing their workload – although we are aware that such voluntary party-political activity cannot be taken into account when reviewing the workload of councillors.
- 6.5 We formed the view that it is the time commitment to being a local councillor which is the principal constraint to attracting new and younger councillors and not the remuneration level. Furthermore, the time constraint is perhaps felt most keenly by people with young families or those professionals concentrating on their careers. These are probably the kinds of people who, many feel, would make excellent councillors and would more than redress the imbalance in the current age profile. This balance would be unlikely to change unless being a councillor were fully regarded as a career in itself and remunerated accordingly.

*Non-executive Members' working practices*

- 6.6 A frequently heard comment was that the work is less interesting now (meaning, less interesting than under the previous committee system, pre May 2001). This was generally articulated as a process issue with there being fewer opportunities to participate in the work of the Council. For example, Cabinet Member-appointed advisory groups have had a chequered history with there being divergent views on their role: ranging from one of control (rather like an old-style committee or a scrutiny-type watchdog) to one of consultation. In the event, it appears they are unlikely to be a feature in the long term other than on an ad hoc or focussed basis or in connection with the Local Development Framework.
- 6.7 Working Groups, often working to the Scrutiny Committee, were reported by several to be an effective way of working and contextual developments such as generic issues of a cross-cutting nature, e.g. the Community Strategy, social inclusion or performance management and business improvement, or topic-based matters were thought to provide a structure which would further encourage the increased use of Working Groups either on an ad hoc basis or as standing groups. We noted the Council's decision that no more than two or three ad hoc reviews would be undertaken at any one time.
- 6.8 We noted very wide variations in the sentiments expressed by non-executive Members about their effectiveness. They ranged from new councillors who, within 18 months of election, felt they had found a way of being effective to those well into their second term who still felt frustrated and ineffective. We believe this is an issue which could be addressed by suitable training (in awareness, skills and knowledge) and is discussed further below.

*Decision-making processes*

- 6.9 Cabinet style government was trumpeted by Central Government as being a means of speeding up decision-making, especially through increased delegation of decision-making to individual Cabinet Members. We learn, however, that many major decisions are still taken to full Cabinet and to full Council. This is a conscious decision by the Leader who chooses not to avail her Cabinet of all the powers which legislation permits. We make a number of observations about the current practice –
- The impact on the workload of non-executive Members is not huge whether decisions are referred to full Cabinet or to full Council.
  - When decisions are taken in Cabinet some non-executive Members feel unhappy about having been bypassed and feel that a discussion forum has been lost even though non-executive Members are invited to attend and to participate in discussions at Cabinet meetings.
- 6.10 A different Leader may well take a different view concerning this inclusive approach. Greater delegation of decision-making to individual Cabinet Members would need to bring with it assurances about the transparency of and accountability for decisions.
- 6.11 The issue for us is about involvement of non-executive Members. Involvement translates into level of responsibility and job satisfaction. In the past we have tried to find a link between responsibility and remuneration level but at this

stage we feel broadly neutral on the subject of decision-making process, the implications for responsibility and its effect on remuneration levels.

#### *Training*

- 6.12 Many interviewees were complimentary about the induction provided by the Council to Members and felt that, should any new training need be identified, it would be addressed. However, very many were of the view that training as it is now delivered is, in fact, a briefing for new Members. “Too much knowledge and too little process”, was how one interviewee expressed it and there was universal agreement that, in the early days of the life of the Council, too much content was crammed into too short a time space.
- 6.13 One view heard was that the induction briefings were too front-end loaded and should be spread over the first year to eighteen months. Additionally, those who were having most trouble at finding ways in which they could be effective as a non-executive Member believed that they could be helped by suitable training in working processes and we very much share this view.
- 6.14 Our impression was, however, that while the Council was willing and financially able to provide for Members’ training, there was some ambivalence about an effective Members’ champion and Members’ fully grasping opportunities available.

#### *Cabinet Members*

- 6.15 We explored the implications for Cabinet of the reduction in the number of officers holding Director posts. We note that that this means, in broad terms, that there are some 14 Heads of Service who each have relationships with Cabinet Members. Conversely, Cabinet Members have, in strategic management terms, an increased span of control than previously. How this changes levels of responsibility or time commitment is not clear at this time. Perhaps this is because it is still too soon after the event. However, we did not feel that there was any pressure to revise Cabinet Members’ responsibility allowances purely on account of the management reorganisation.

#### *Licensing*

- 6.16 We looked in some detail at all the information now available about the new system of granting integrated licences pursuant to the Licensing Act 2003 and were struck by the large amount of work which has already gone into the assimilation of briefing information and into training. Attempts to quantify the workload for those involved face major variations in assumptions about the level of contested applications and the consequent adjudication hearings required. However, we do need to record the basic assumptions we have made about activity levels so that, when we revisit this area in the future, we have a datum established.
- 6.17 We estimate that members of the Licensing Committee will each be involved 15 to 25 days per year (one or two days per month) in day-long activities in connection with the work of the Committee including hearings and associated visits. This is based on between 50% and 80% of premises applications requiring a sub-committee hearing. On the basis of the evidence given to us we anticipate that this commitment could be maintained over a period of 12 months and then decline.

### *Scrutiny and Overview*

- 6.18 We said in our introduction that we wanted to know how the processes of checks and balances which were put in place for taking an overview of the Council's work were being used in practice. We understand that this kind of work falls to the Standards Committee (which oversees and regulates the behaviour of both district and parish councillors) and the Scrutiny and Overview Committee and that, whereas there were previously two Scrutiny committees, there is now one.
- 6.19 Clearly, the work of the Scrutiny and Overview Committee is still embryonic, but it has vigorous champions in its chairman and vice chairman and there seems no reason to doubt that it will become an active player in the work of the Council. Indeed, we are of the view that, having watched the basic operational processes of the work of the Council start to become normalised under Cabinet-style government, the next phase is the establishment of working practices for ensuring probity and scrutiny and overview.

### *Pensions*

- 6.20 There was little discernible interest in pensions as part of the allowances package.

## **7.0 Financial implications**

- 7.1 The financial consequences of our proposals set out sections 11 and 13 are as follows:
- The current budget for Members' allowances is £204,000 with £500 for travelling and subsistence.
  - If no changes were made to Members' allowances the only increase for 2005-6 would be due to indexation at a rate of 2.95% (less the in-year changes made to Scrutiny and Overview), a total of some £2,000 (net of employer's National Insurance Contributions).
  - The impact of the proposed changes during the current year (2004-5) can be accommodated within the existing budget.
  - The impact of the proposed changes for 2005-6 (full year) assuming indexation is an additional £85,000 in round terms.

## **8.0 Human rights**

- 8.1 We are advised that we must take into account the human rights implications of our proposals. The proposals taken as a whole are intended to promote the proper discharge of Members' duties and are therefore intended to promote and enhance citizens' Convention rights, particularly those under Article 6 (determination of rights) and Article 8 (right to family life etc.).

## **9.0 Crime and disorder**

- 9.1 We are advised that we must consider the impact of our proposals on the Council's duty in all of its functions to reduce crime and disorder. These proposals do not directly conduce to the reduction of crime and disorder.

## **10. Race relations**

- 10.1 We are advised that we must consider the effect of our proposals on the Council's efforts to promote race relations. This report will not directly affect efforts to promote race relations.

## **11.0 Recommendations**

### ***Remuneration***

#### *The basic allowance*

- 11.1 Having said that it is time commitment not remuneration which constrains the attracting of new councillors, we recognise that once remuneration is offered it becomes a legitimate area of interest. In our view, the principal role of remuneration in Horsham district is to provide a mark of recognition of service to the community. With very few exceptions, the absolute level of remuneration is of less interest than this. At its current level, the sum for basic allowance is felt by recipients to be poor recognition for their work. We share this view and do not feel that it now adequately reflects the level of commitment to constituency work or its burden given that we first set the basis for the remuneration levels four years ago in the circumstances then pertaining. A baseline of the types of activity connoted by the basic allowance is at Appendix 7.

- 11.2 We have rejected the view that some equation to hourly rate or an assimilation to a point on the staff salary scale can reasonably be arrived at or that it is relevant. Based on our collective and diverse experience we believe that the correct level for the basic allowance from April 2005 is £4,300 per annum which sum includes the cost of Members making their own arrangements for the provision of broadband telecommunications at home of around £300 per annum.

#### *Special responsibility allowances*

- 11.3 With the exception of those allowances specifically discussed below (Licensing and Scrutiny and Overview), we recommend that special responsibility allowances continue at their current levels subject to their being indexed as they have been until now. A baseline of the types of activity connoted by the special responsibility allowance is at Appendix 7.

#### *Licensing Committee*

- 11.4 On the best evidence available to us we have estimated the workload of the Licensing Committee and in recognition we recommend that all members of the Licensing Committee with the exception of the Chairman and Vice Chairman should receive an allowance of £1250 per annum for being a member of the Committee. We recommend that the Chairman receives an annual allowance of £3750 and the Vice Chairman £1575, both allowances being instead of the Committee members' allowance. We recommend that all the allowances for the Licensing Committee be paid from 1<sup>st</sup> January 2005.
- 11.5 To some extent our recommendations for Licensing represent an act of faith and we feel we should record our view that if developments do not materialise as expected or normalise at a lower level we may review the allowance downwards at the next review.

### *Scrutiny and Overview*

- 11.6 It is our hope that the work of the Scrutiny and Overview Committee develops as its Chairman and Vice Chairman both hope and, on that basis, we believe that the allowance paid to the Chairman should be £3750 per annum and to the Vice Chairman £1575, both allowances to be paid from 1<sup>st</sup> January 2005, reflecting the new regime now obtaining.
- 11.7 The comments with respect to Licensing in 11.5 apply equally to the activities of Scrutiny and Overview and we feel we should record our view that if developments do not materialise as expected we may review the allowance downwards at the next review.

### *Dependants' Carers' allowance*

- 11.8 It is our view that as there was no indexation the dependants' carers' allowance has not kept pace with market rates and that the correct sum to recompense claimants by way of reimbursement is a maximum of £6 per hour.

### *Co-optees' allowance*

- 11.9 The basis of the co-optees' allowance payable to non-councillor members of the Standards Committee has been 25% of the Members' basic allowance. In the light of a reduction to the number of meetings a year we recommend that this be adjusted to 20%.

### *Travelling and subsistence allowances*

- 11.10 The current arrangements whereby Members' travelling and subsistence is assimilated with and indexed to those of the staff is logical and works satisfactorily and no change is recommended.

### **Training**

- 11.11 Among other things we looked at the level of activity recorded by non-executive Members and we formed the view that the disparity between activity levels has some correlation with variations in levels of understanding of the processes which enable people to be effective as councillors. We firmly believe that this is an issue which can be addressed by suitable training and development activities. We view this kind of training as being in the nature of continuing professional development or in-service training and we recommend that the Council seek provision from suitable sources.

### **Communications**

- 11.12 No interviewees had any great issues about communications either between the Council and themselves or among themselves. We understand that a review of Members' communications is underway.

### **Pensions**

- 11.13 We remain of the view that the office of councillor should not be regarded as a career and therefore should not attract pensionable rights. We recommend that the Council does not offer to make allowances pensionable.

### **Indexation**

- 11.14 Decisions have already been taken on indexation and they are in line with the previous recommendations of the Panel.

### ***Backdating***

- 11.15 Apart from the recommendation in respect of Licensing and Scrutiny and Overview (to take effect from 1<sup>st</sup> January 2005), it is proposed that the other changes recommended should take effect from 1<sup>st</sup> April 2005.

### ***Next Review***

- 11.16 We recommend that the Independent Remuneration Panel convenes in April 2006 for the specific purposes of reviewing the special responsibility allowances payable to the Licensing Committee and to the Chairman and Vice-Chairman of the Scrutiny and Overview Committee.

## **12. Acknowledgements**

- 12.1 We should like to thank Members and officers who assisted us in our work.

## **13. Summary of Proposals**

- 13.1 Recommendations

The Panel has made the following recommendations:

<b>Allowance</b>	<b>Existing £ pa</b>	<b>Proposed £ pa</b>	<b>Effective date</b>
Basic Allowance	2740	4300	1.4.05
Special Responsibility Allowances			
Leader	10275	No change*	
Leader of Minority Group	3000	No change*	
Cabinet Member	6680	No change*	
Chairman of Council	4255	No change*	
Chairman of Scrutiny and Overview Committee	3195	3750*	1.1.05
Vice-Chairman of Scrutiny and Overview Committee	1335	1575*	1.1.05
Chairman of Development Control Committee	3195	No change*	
Chairman of Licensing Committee	3195	3750*	1.1.05
Vice-Chairman of Licensing Committee	0	1575*	1.1.05
Member of Licensing Committee	0	1250*	1.1.05
Chairman of Personnel Committee	930	No change*	
Chairman of Standards Committee	3195	No change*	
Co-optees	685	860	1.4.05
Travelling and subsistence		No change *	

\* index-linked from 1.4.05

- The Council should offer a dependants' carers' allowance by way of reimbursement up to maximum of £6 per hour
- Pensions be not payable
- That a further review be undertaken in April 2006

### 13.2 Financial Summary of the proposals

	A	B	C	D	E	F	G	H
	Current	Current	Proposed	Proposed	Current	Current	New totals	New totals
	pa wef	wef	pa wef	pa wef	totals	wef	wef	pa wef
	1.4.04	1.4.05	1.1.05	1.4.05		1.4.05	1.1.05	1.4.05
<b>Allowance</b>								
<b>Basic allowance</b>	2740	2820	2740	<b>4300</b>	120560	124080	120560	189200
<b>Special responsibility allowances</b>								
Leader	10275	10580	10275	10580	10275	10580	10275	10580
Leader of Minority Group	3000	3090	3000	3090	1865	3090	3000	3090
Cabinet member	6680	6880	6680	6880	40080	41280	40080	41280
Chairman of Council	4255	4380	4255	4380	4255	4380	4255	4380
Chairman of CSSOC	3195	0	0	0	1331	0	0	0
V-Ch of CSSOC	1335	0	0	0	556	0	0	0
Chairman of ROSOC	3195	0	0	0	1331	0	0	0
V-Ch	1335	0	0	0	556	0	0	0
Chairman of SOC	0	3290	<b>3750</b>	3860	1864	3290	2003	3860
V-Ch of SOC	0	1375	<b>1575</b>	1620	779	1375	839	1620
Chairman of DCNC	3195	3290	3195	3290	3195	3290	3195	3290
Chairman of DCSC	3195	3290	3195	3290	3195	3290	3195	3290
Chairman of Licensing	3195	3290	<b>3750</b>	3860	2063	3290	3334	3860
V-Ch of Licensing	0	0	<b>1575</b>	1620	0	0	394	1620
Member of Licensing	0	0	<b>1250</b>	1285	0	0	3438	14135
Chairman of Personnel	930	960	930	960	930	960	930	960
Chairman of Standards	3195	3290	3195	3290	3195	3290	3195	3290
Co-optees	685	705	685	<b>860</b>	2740	2820	2740	3440
<b>Totals</b>					198771	205015	201433	287895
Current budget					204000			

Notes

Column A = the current allowances

Columns B, F = the current allowances updated by 2.95%

Columns C, G = the changes recommended by the Panel with effect from 1.1.05

Columns D, H = the changes recommended by the Panel with effect from 1.4.05

Column E = current year's outturn

n1 the minority group leader has renounced part of his entitlement

n2 the Chairman of Licensing renounced part of his entitlement

n3 the two Scrutiny and Overview Committees were reduced to one

## **APPENDICES**

- Appendix 1 Biographical details of Independent Remuneration Panel
- Appendix 2 Extract from The Local Authorities (Members' Allowances) (England) Regulations 2003/1021 – Regulation 21 (Allowances)
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## **BIOGRAPHICAL DETAILS**

### **REGINALD BEARD**

Reginald Beard was County Treasurer with Derbyshire County Council until his retirement in 1991. He has worked for five local authorities during his career in Local Government. During his time in Derbyshire he was Deputy Chief Executive. He was also Treasurer to the Police Authority, Probation Committee, Peak Park Planning Board, East Midlands Arts Association and CLASP (consortium of local authorities concerned mainly with school building) and past Director of Buxton Opera Festival. Moved to Horsham in 1999.

### **ERIC BLACKBURN**

Eric Blackburn, OBE. QPM. CPM. MPM (Port), CIMgt was a career policeman serving in Hong Kong since 1954. He ended his career as Acting Commissioner of Police in 1989. Since retiring he spent time in Cyprus and then joined Macau Jockey Club to restructure the security department to combat illegal, triad controlled bookmaking activity. Settled full time in Horsham in 2000.

### **SIR MICHAEL CHECKLAND**

Sir Michael Checkland BA, FCMA, CIMgt, FRTS was Director-General of the BBC (1987-1992), Chairman of The Higher Education Funding Council for England (1997-2001) Chairman of NCH (1991-2001) and. Chairman of Brighton Festival Society (1993-2002) He is currently a trustee of Reuters (1994-), Chairman of Brighton University, and Chairman of Horsham District Arts Fanfare (1994-) and a member of the Independent Television Commission (1997- ).

### **DOUGLAS EATON**

Douglas Eaton has lived enjoyed a successful international business career in a wide range of industries. He won the Queen's Award for Enterprise for the Colour Workshop range of children's colouring products and appearing in The Sunday Times Fast Track 100 for two consecutive years. He is now Chairman of Elgar Estates, a property developer, and acts as a voluntary business adviser with British Enterprise Services Overseas, which works with companies and NGOs in developing nations. He has recently completed assignments in Nigeria and Romania.

### **BRIAN HOLDSTOCK**

Dr. Brian Holdstock PhD, FRSA was Managing Director of Newmark Precision Metal Finishes Ltd. (1978-1998), past Chairman of Horsham and District Industrial Association, past President of Chartered Institute of Marketing, (Sussex Branch) and is a General Commissioner of Income Tax. He is now a Senior Lecturer (part time) in Business Strategy at the University of Brighton.

### **ANN SWAIN**

Ann Swain MRSC, FRSA is a member of the Royal Society of Chemistry, having been a research chemist on Nimrod, a proton accelerator, and later Head of Science and Technology in a girl's school. She is an experienced trainer and qualified assessor. She owns a consultancy, LINKS, specialising in personal development and diversity issues, and 4 years ago started Southwater Business Resource Centre. She is currently Executive Secretary of BPW International, Director and Past Chair of The 300 Group, Vice-Chairman of Fair Play SE, Chairman of the Home Office Advisory Committee on Community and Race Relations Training, a member of the Advisory Panel on CRR for National Police Training and Chairman of CVS. She has been an independent member of Sussex Police Authority since 1995 and represents the Authority on APA Human Resources and Training Committees.

## Appendix 2

### Recommendations of panels

21. - (1) An independent remuneration panel shall produce a report in relation to the authority or authorities in respect of which it was established, making recommendations -

(a) as to the responsibilities or duties in respect of which the following should be available -

(i) special responsibility allowance;

(ii) travelling and subsistence allowance; and

(iii) co-optees' allowance;

(b) as to the amount of such allowances and as to the amount of basic allowance;

(c) as to whether dependants' carers' allowance should be payable to members of an authority, and as to the amount of such an allowance;

(d) as to whether, in the event that the scheme is amended at any time so as to affect an allowance payable for the year in which the amendment is made, payment of allowances may be backdated in accordance with regulation 10(6);

(e) as to whether adjustments to the level of allowances may be determined according to an index and if so which index and how long that index should apply, subject to a maximum of four years, before its application is reviewed;

(f) as to which members of an authority are to be entitled to pensions in accordance with a scheme made under section 7 of the Superannuation Act 1972; and

(g) as to treating basic allowance or special responsibility allowance, or both, as amounts in respect of which such pensions are payable in accordance with a scheme made under section 7 of the Superannuation Act 1972.

(2) A copy of a report made under paragraph (1) shall be sent to each authority in respect of which recommendations have been made.

(3) An independent remuneration panel may make different recommendations in relation to each of the authorities for which it exercises functions.

Extract from SI 2003/1021

Appendix 3

**LIST OF DOCUMENTS ISSUED TO INDEPENDENT REMUNERATION PANEL**

The following reports and documents are available for inspection by arrangements with the Council Secretary and Solicitor and his staff.

**DOCUMENTS**

<b>Document no.</b>	<b>Description</b>	<b>Date</b>	<b>Publisher</b>	<b>Internet Links</b>
IRP4/ 1	Report of the Independent Remuneration Panel	8/03	IRP	<a href="http://www.horsham.gov.uk">www.horsham.gov.uk</a>
IRP4/ 2	Members' Allowance Scheme (extract from Constitution)	4/02	Horsham District Council	<a href="http://www.horsham.gov.uk">www.horsham.gov.uk</a>
IRP4/ 3	Pensions for Councillors -Circular 136	4/03	Local Government Pensions Committee	
IRP4/ 4	South East Employers Regional Survey	5/04	SE Employers	
IRP4/ 5	Members Allowances Payable 2003/04		Horsham District Council	<a href="http://www.horsham.gov.uk">www.horsham.gov.uk</a>
IPR4/ 6	Questionnaire to Members	1/04		
IRP4/ 7	Results of survey	3/04		
IRP4/ 8	Email to Members – update rates	7/04	Horsham District Council	<a href="http://www.horsham.gov.uk">www.horsham.gov.uk</a>

<b>Document no.</b>	<b>Description</b>	<b>Date</b>	<b>Publisher</b>	<b>Internet Links</b>
IRP4/ 9	Payment to Members – a note for IRP	7/03	HDC	
IRP4 /10	HDC Pay scales	4/03	HDC	
IRP4/11	Cabinet Responsibilities	7/03	HDC	<a href="http://www.horsham.gov.uk">www.horsham.gov.uk</a>
IRP4/12	Allowances Assumes	7/03	HDC	
IRP4/13	Membership of Committees, Advisory Groups etc	7/03	HDC	
IRP4/14	Members attendance at Council, Committees and Working Groups 03/04	10/04	HDC	
IRP4/15	Relationship between Executive and Directors/Heads of Service	10/04	HDC	
IRP4/16	Corporate Structure	10/04	HDC	
IRP4/17	Members' attendance at Committee and Working Groups 2003/04	10/04	HDC	
IRP4/18	Executive Leaflets	10/04	HDC	
IRP4/19	Submissions by Members	10/04	Members	



**Horsham  
District  
Council**

## **Independent Remuneration Panel**

### **Questionnaire - January 2004**

#### **Introduction**

In accordance with the Local Authorities (Members' Allowances) (England) Regulations 2003/1021 the Council has appointed the Panel to produce a report making recommendations on the following:

- Members' basic allowance
- Special responsibility allowances

To enable it to reach conclusions based on the fullest information and views, the Panel would be grateful if you would complete this questionnaire and return it to:

Ian Davison (CEA 93)  
Secretary to the Independent Remuneration Panel  
Horsham District Council  
Park House, Horsham  
West Sussex RH12 1RL

Please return this questionnaire by 9th January 2004.

If you have any questions please call Ian Davison (01403 215470) or Karen Jordan (01403 215478) or email [irp@horsham.gov.uk](mailto:irp@horsham.gov.uk).

Please be aware that by returning this form you consent pursuant to the Data Protection Act 1998 to the use by the Council of any of the information for any of its statutory purposes including the completion of the Independent Remuneration Panel's statutory report.

## PART A About you:

To enable the Panel to gain a full picture of the demands on Members' time and circumstances please give the following details about you.

Name

e-mail address

Telephone no.

Do you currently have a special responsibility allowance?

Yes

No

If yes, for what position?

## PART B What do you do?

### 1. Time spent on councillors' work NOT attributable to any position of responsibility.

How many hours did you spend on each of the following District Council activities from 1st October to 31st December 2003?

(a) Attending meetings of:

(\*you can use this space for your working sheet)

Council

TOTAL

Cabinet

Scrutiny & Overview Committees

Development Control North

Development Control South

Licensing Committee

Personnel Committee

Standards Committee

**PART B****What do you do? (Cont'd..)**

## Advisory Groups

\*

## Working Groups

\*

- (b) Preparing for the meetings referred to in B1 (a)

\*

- (c) Serving on outside bodies as the Council's representative

\*

- (d) Dealing with individual constituents

\*

- (e) Dealing with e-mails, telephone calls and other correspondence

\*

- (f) Other attendances at the Council offices

\*

- (g) Attendance at conferences or on other Council business

\*

- (h) Attendance on training courses, seminars and other training activities

\*

- (i) Travelling in connection with B1(a) - (h)

\*

- (j) Party political meetings relating to District Council business

\*

## PART B What do you do? (Cont'd..)

### 2. Time spent on work attributable to any position of responsibility IN ADDITION to your answers to B1 above.

How many hours did you spend on each of the following District Council activities from 1st October to 31st December 2003?

(a) Attending meetings of:

	TOTAL
Cabinet	
* <input type="text"/>	<input type="text"/>
Scrutiny & Overview Committees	
* <input type="text"/>	<input type="text"/>
Development Control North	
* <input type="text"/>	<input type="text"/>
Development Control South	
* <input type="text"/>	<input type="text"/>
Licensing Committee	
* <input type="text"/>	<input type="text"/>
Personnel Committee	
* <input type="text"/>	<input type="text"/>
Standards Committee	
* <input type="text"/>	<input type="text"/>
Advisory Groups	
* <input type="text"/>	<input type="text"/>
Working Groups	
* <input type="text"/>	<input type="text"/>

(b) Preparing for the meetings referred to in B2 (a)

* <input type="text"/>	<input type="text"/>
------------------------	----------------------

(c) Serving on outside bodies as the Council's representative

* <input type="text"/>	<input type="text"/>
------------------------	----------------------

(d) Dealing with individual constituents

* <input type="text"/>	<input type="text"/>
------------------------	----------------------

## PART B What do you do? (Cont'd..)

- (e) Dealing with e-mails, telephone calls and other correspondence

\*

- (f) Other attendances at the Council offices

\*

- (g) Attendance at conferences or on other Council business

\*

- (h) Attendance on training courses, seminars and other training activities

\*

- (i) Travelling in connection with B2(a) - (h)

\*

- (j) Party political meetings relating to District Council business

\*

## PART C Your Views

### 1. *Public Service*

For what percentage of time spent on Council business should members be compensated?

 %

### 2. *Members' basic allowance*

- (a) Do you think that the current level Members' basic allowance (£2,665 from 6th May 2003) is right?

 Yes No

If no, what level is appropriate £  per annum



## **PART C Your Views (Cont'd..)**

### **4. Interviews**

Would you wish to be interviewed by the Panel in early 2004?  Yes  No

## **PART D Returning your form**

Thank you for completing this questionnaire.

Please return to Ian Davison, whose address is on the front of this form, by no later than 9th January 2004.

## Independent Remuneration Panel, January 2004

### Part A

Of the 17 questionnaires received, 7 (or 41.2%) came from councillors with a special responsibility allowance, and 10 (or 58.8%) from those without.

### Part B1 - Time spent on councillors work not attributable to any position of responsibility.

a)

	<u>Council</u>	<u>Cabinet</u>	<u>Scrutiny &amp; Overview</u>	<u>Dev Contr. North</u>	<u>Dev Contr. South</u>	<u>Licensing Comm.</u>	<u>Personnel Comm.</u>	<u>Standards Comm.</u>	<u>Advisory Groups</u>	<u>Working Groups</u>
1	2		3		7	8	2		4	3
2	3.183		1.3		8.3			2	7.5	2.5
3	3							3		
4	6	3	4	6			4	2	2	4
5	8			8		8			9	
6										8
7	1.08		4		10				1.08	
8	6		6		6		3			8
9	5.5	4		8.5		12			0.5	
10	7		6		11.5	7.5			8	12.5
11	4.75		3	6.5			1		2.25	6
12	8.66		5.5	16.83			8.25		16.25	7.5
13	11.5			10					4	
14	5.5	4	6	11.5						28.25
15	9		2	9	7					
16					6		0	3		
17	2	2	2		2		2		2	2
<b>Total</b>	<b>83.173</b>	<b>13</b>	<b>42.8</b>	<b>76.33</b>	<b>57.8</b>	<b>35.5</b>	<b>20.25</b>	<b>10</b>	<b>56.58</b>	<b>81.75</b>
<b>Avg</b>	<b>4.89</b>	<b>0.76</b>	<b>2.52</b>	<b>4.49</b>	<b>3.40</b>	<b>2.09</b>	<b>1.19</b>	<b>0.59</b>	<b>3.33</b>	<b>4.81</b>

b – j)

	<b>b</b>	<b>c</b>	<b>d</b>	<b>e</b>	<b>f</b>	<b>g</b>	<b>h</b>	<b>i</b>	<b>j</b>	<b>Other</b>
1	15	3	20	10	6		6	24		
2	28	7	3	27	6		3	15		
3	2			3						
4	8	10	5	30	2		9	25	2	
5		12	8	6	2		2		3	
6	6			4				6		
7					2.08		12.08			
8	10	8	4	16	2			9	3	
9	15	4	8.75	18.75	10.5		4	2.25	12	
10	43	3	47	60	5	9.5	3.5	51	6	
11	2.5	11	8.66	17.75	3.66	9.5	4	6.5	11.33	
12	122	45	4.5	44	15.75				22.25	
13			3.5		1				12.75	7
14	15.25		11	21	6	20	6.5		11.25	4
15	5	7.5	4.3	21	10.3	16.5	5	10.58	4.5	
16	3	12	3	3			3	12	9	
17		20	12	40	3.5	10	10	21	10	
<b>Total</b>	<b>274.75</b>	<b>142.5</b>	<b>142.71</b>	<b>321.5</b>	<b>75.79</b>	<b>65.5</b>	<b>68.08</b>	<b>182.33</b>	<b>107.08</b>	<b>11</b>
<b>Avg</b>	<b>16.16</b>	<b>8.38</b>	<b>8.39</b>	<b>18.91</b>	<b>4.46</b>	<b>3.85</b>	<b>4.00</b>	<b>10.73</b>	<b>6.30</b>	<b>0.65</b>

Part B2 – Time spent on work attributable to any position of responsibility in addition to answers B1 above

a)

	<b>Cabinet</b>	<b>Scrutiny &amp; Overview</b>	<b>Dev Contr. North</b>	<b>Dev Contr. South</b>	<b>Licensing Comm</b>	<b>Personnel Comm</b>	<b>Standards Comm</b>	<b>Advisory Groups</b>	<b>Working Groups</b>
1									
2									
3	5								
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14				2					1.5
15									
16	24	9						12	6
17	10					12			
<b>Total</b>	<b>39</b>	<b>9</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>12</b>	<b>7.5</b>
<b>Avg</b>	<b>2.29</b>	<b>0.53</b>	<b>0</b>	<b>0.12</b>	<b>0</b>	<b>0.71</b>	<b>0</b>	<b>0.71</b>	<b>0.44</b>

b – j)

	<b>b</b>	<b>c</b>	<b>d</b>	<b>e</b>	<b>f</b>	<b>g</b>	<b>h</b>	<b>i</b>	<b>j</b>
1				2	15				
2									
3				5					
4									
5									
6	2			4				1.5	
7	4	12	6	45					
8									
9									
10									
11									
12									
13									
14	0.6	5.25							
15				22.3	8.6	19.25		10.3	24.83
16	24			48	42		6	18	
17						3		7	
<b>Total</b>	<b>30.6</b>	<b>17.25</b>	<b>6</b>	<b>126.3</b>	<b>65.6</b>	<b>22.25</b>	<b>6</b>	<b>36.8</b>	<b>24.83</b>
<b>Avg</b>	<b>1.80</b>	<b>1.01</b>	<b>0.35</b>	<b>7.43</b>	<b>3.86</b>	<b>1.31</b>	<b>0.35</b>	<b>2.16</b>	<b>1.46</b>

Part C

*For what percentage of time spent on council business should members be compensated?*

11 out of 17 members chose to answer this question. Answers given are as follows:

<b>% compensation</b>
75
75
80
80
80
100
100
100
100
100
100
50-100

*Do you think that the current level members basic allowance is right?*

2 respondents answered Yes (11.8%), 10 answered No (58.8%) and 5 respondents did not mark either option.

*If No, what level is appropriate?*

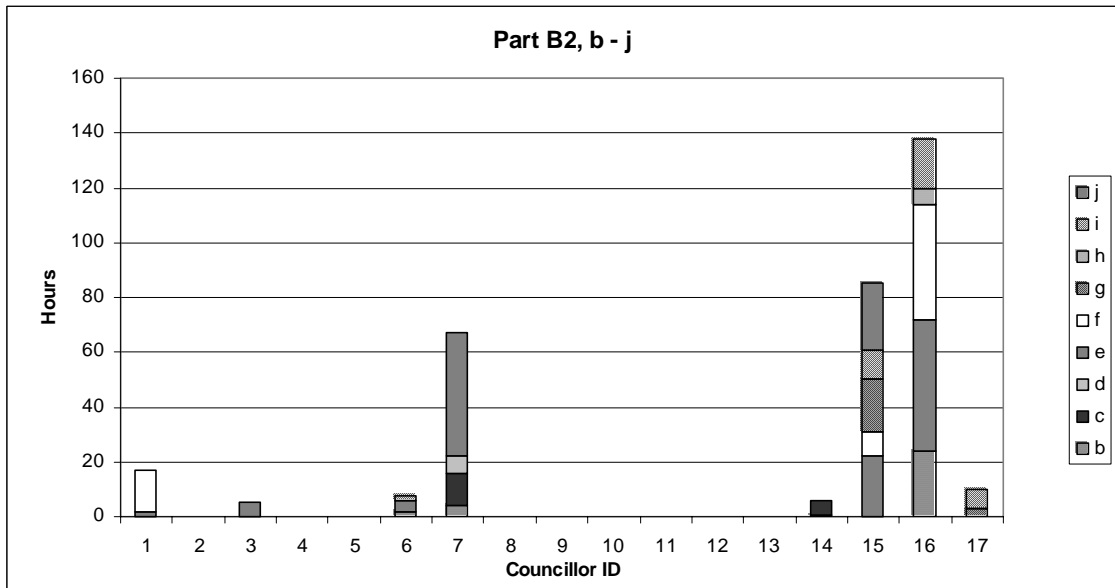
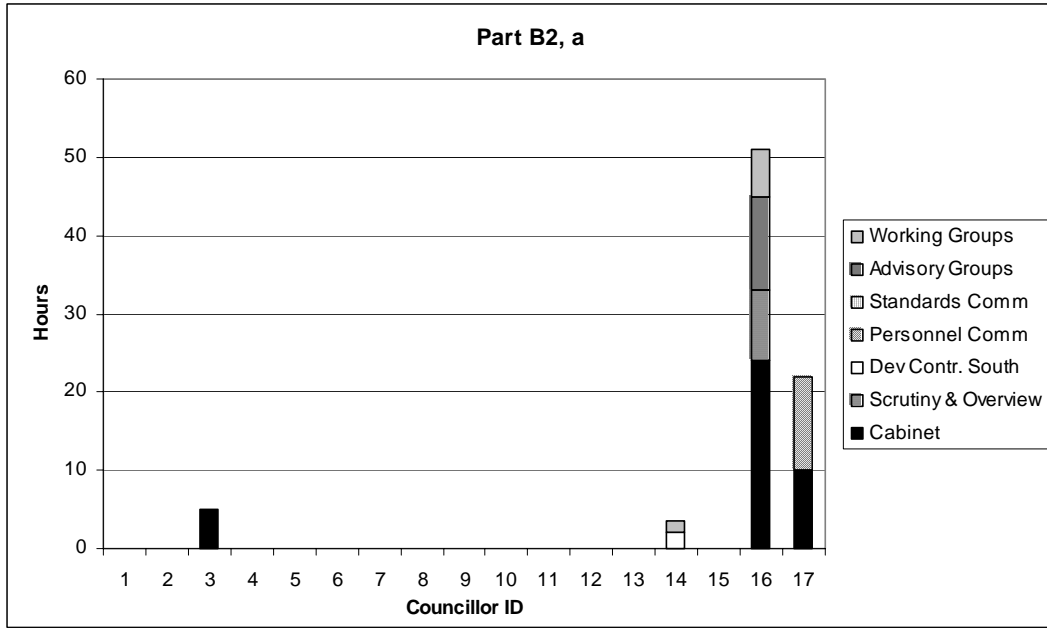
6 Members opted to answer this question. Answers given are below:

<u>Appropriate level</u>
3000
3000
3000
4000
4000
4280

Key to tables

- b) Preparing for the meetings referred to in B1(a)/B2(a)
- c) Serving on outside bodies as the councils representative
- d) Dealing with individual constituents
- e) Dealing with e-mails, telephone calls and other correspondence
- f) Other attendances at the council offices
- g) Attendance at conferences or on other council business
- h) Attendance on training courses, seminars and other training activities
- i) Travelling in connection with B1 a-h
- j) Party political meetings relating to District Council business





Appendix 5

Independent Remuneration Panel – Members Interviewed

<b>Name</b>	<b>Position</b>
<b>John Bailey</b>	<b>Non-executive (C) Chairman of Scrutiny Working Group</b>
<b>Andrew Baldwin</b>	<b>Non-executive (C)</b>
<b>Neil Butler</b>	<b>Executive (C) (Outgoing)</b>
<b>George Cockman</b>	<b>Chair of Scrutiny (I)</b>
<b>Leonard Crosbie</b>	<b>Member of Licensing Committee (LD)</b>
<b>David Holmes</b>	<b>Group Leader (LD)</b>
<b>Gordon Lindsay</b>	<b>Non-executive (C) (Incoming Executive Member)</b>
<b>Liz Kitchen</b>	<b>Leader of Council and Leader of Majority Group (C)</b>
<b>Vivien Lyth</b>	<b>Executive (C) Past Chairman of Council</b>
<b>Godfrey Newman</b>	<b>Non-executive (LD)</b>

**C – Conservative**  
**LD- Liberal Democrat**  
**I - Independent**

**HDC Independent Remuneration Panel**

**Semi Structured Interview Plan**

**Opening questions**

- Why did you decide you wanted to be a councillor?
- How satisfied are you with the current scheme of councillor remuneration?

**Personal background and interests**

- What is your background / area of interest?
- Is your background helpful to what you do as a councillor?
  - In what ways is it relevant?

**Quality of the work**

- What do you think your contribution is?
- What do you think the significance of your contribution is?
- How would you describe the level of responsibility you carry?

**Constituency work**

- To what extent is the time commitment onerous?
- How do you keep in touch with your constituents?
- How effective do you think the council's communications processes are at -
  - Keeping you well informed?
  - Keeping council tax payers informed?

**Round up and loose ends**

- Inconsistencies . . .
- Corroboration . . .
- New insights . . .

## Basic Allowance Assumes

1. Membership of, preparation for and attendance at:
  - a) full Council
  - b) one development control committee
  - c) one ordinary committee
  - d) one scrutiny committee
  - e) one working group
  - f) one advisory group
  - g) one outside body
2. All other meetings of Members and meetings with officers
3. Site meetings
4. Training
5. Attending conferences (and travelling and subsistence)
6. Attending the Standards Committee (as appropriate)
7. Preparations for meetings
8. Travelling (travelling allowances)
9. Constituency work
10. Attendance at Parish Council meetings (if appropriate) as District Councillor
11. ASDL/ISDN provision
12. Telephone calls to office
13. Telephone calls, correspondence etc.
14. Postage and stationery

## **Special Responsibility Allowances**

### **Cabinet Members and chairmen**

1. Membership of, preparation for and attendance at Cabinet
2. Holding a position of responsibility, e.g. as Leader, the Chairman of the Council, Chairman of a Committee, leader of a political group
3. Advisory group meetings
4. Briefing meetings
5. Informal Cabinet meetings (as appropriate)
6. Meetings of rep orgs
7. Correspondence, telephone calls, postage and stationery as Member/Chairman
8. Conferences
9. Tender opening
10. Training

### **Members of Licensing Committee**

1. Membership of, preparation for and attendance at meetings of the Committee and the sub-committees to which the Member is appointed.
2. Briefing meetings
3. Site visits
4. Correspondence, telephone calls, postage and stationery as a Committee/sub-committee member
5. Training