



**Horsham
District
Council**

Report of the Independent Remuneration Panel



March 2006

Independent Remuneration Panel report March 2006

Fourth report

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Introduction

1.0 Formation and Membership

1.1 In accordance with The Local Authorities (Members' Allowances) (England) Regulations 2003/1021 (as amended), the current Panel was appointed in 2003. In that year it met and reported having reviewed Members' responsibilities, their remuneration and the levels of allowances in each of the statutory categories set out in the Regulations. The Panel met again in the autumn of 2004 to carry out a further review which was reported to the Council. In that report the Panel indicated their intention to meet again in the Spring of 2006 for the specific purpose of reviewing the Special Responsibility allowances related to the Scrutiny and Overview Committee and the Licensing Committee. Where we refer to Members in this report we are referring to Councillors unless specified otherwise, i.e. to elected members of the Council.

1.2 The Panel was previously comprised of:

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

However, Sir Michael Checkland was unavailable for this review and Eric Blackburn has had to stand down as he has been appointed as an independent member of the Council's Standards Committee.

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

1.4 The Panel met on three occasions in February and March 2006.

2.0 Previous Recommendations

2.1 In our last report dated November 2004, we presented our recommendations based upon extensive document review, interviews with Councillors and Officers and the last report was accepted by the Council at its meeting on the 15th December 2004.

3.0 Scope of the Panel's review

3.1 The Panel's intention was to meet to look at the specific issues of:

- Licensing and the impact of the Licensing Act 2003
- Scrutiny chairing in the light of the new scrutiny and overview agenda which included the reduction of two committees to one.

In the event, the Panel were also asked for a view on the interpretation of specific elements embraced by the basic Councillors' allowance.

3.2 The reasons for looking at the two specific issues above arose from the particular circumstances surrounding these committees. First, in respect of licensing, we noted in November 2004 that the Licensing Committee was

facing major changes in its scope and responsibilities consequent on the Licensing Act of 2003. The nature of the responsibilities and the workload arising from the implementation of the Act were impossible to determine with any accuracy and the Panel, therefore, made an interim recommendation with the intention of revisiting it in 2006 in the light of events.

- 3.3 Similarly, the Scrutiny and Overview Committee in November 2004 was only just starting to address its role which came into being as part of the change from the old committee system of local government organisation to the new Cabinet system and the Council's approach to Scrutiny and Overview had just undergone a major change.

4.0 The Panel's approach

- 4.1 The Panel's area of investigation was, on this occasion, tightly focused and we felt that an appropriate method of investigating the areas which concerned us would be to interview those participating in the work of scrutiny and licensing whether in a leadership or membership role. We are grateful to all those who gave us their time for interview. We also received and took note of a number of written submissions from Members.

- 4.2 What the Panel was keen to find out was whether the changes presaged in its previous report had, in fact, materialised and to what extent. These changes involved development of the basic management processes of Cabinet style government through which the Authority discharges its responsibilities and the extension of the Authority's jurisdiction to embrace alcohol licensing, an area previously in the jurisdiction of Magistrates.

5.0 Investigations

Our reporting

- 5.1 We have reported on what we found from documentary and oral evidence. We have then reported on our reflections and considerations in some detail so that the arguments are captured and placed on record. We feel that this will be useful at future reviews and provide some measure of consistency of future recommendations. It also demonstrates the wide ranging nature of our deliberations some of which may even be beyond our brief. However, they do provide useful context and feedback to Members who read this report. Finally, we report our recommendations.

Documents

- 5.2 A list of documents reviewed by the Panel appears at Appendix 3.
- 5.3 The Panel had before it data about the level of activities of Councillors set out in documents listed as IRP6/3 and IRP6/4 in Appendix 3.
- 5.4 The panel also received written submissions from individual Councillors.

Interviews

- 5.5 A list of the Councillors interviewed together with their role appears at Appendix 4.

- 5.6 The Chief Executive and the Head of Public Health and Licensing were also interviewed.

6.0 Findings

Licensing Committee

- 6.1 There was a huge workload arising from the first round of applications, to say nothing of the training of Councillors. There were 387 applications which gave rise to 54 Hearings where elements of the application were contested. Of these Hearings, some 10% have gone to appeal to the Magistrates Court. No appeals had been heard at the time of the interviews, but some are imminent.
- 6.2 The training and preparation appears to have paid off handsomely with the result that all applications were heard and licences issued by the due date. In the process a tremendous esprit de corps emerged among Councillors of the Licensing Committee and congratulations all round seemed entirely justified.
- 6.3 By all accounts, the peak workload is now over and came to an end in October 2005. This is reflected in the cycle of meetings of the Committee for the current and next years on a monthly cycle but which is likely to revert to a 6-weekly cycle.
- 6.4 There is a further peak work load on the horizon arising from the implementation of the Gambling Act 2005, but analysis of the number of premises involved suggests that the workload arising will be smaller than licensing by several orders of magnitude. Policy and member training will be developed in 2006 with applications being invited from January 2007 prior to implementation in September 2007.
- 6.5 After the initial peak workload arising from applications, the ongoing workload is now emerging. This consists of amendments to licences, reviews, new applications and appeals. There is also the work of enforcement which is the responsibility of the Council. However, it is its partners in the Police, Fire, Customs and Environmental Health regulatory bodies who are the hands-on activists in this area. To this is to be added non-Licensing Act 2003 work and the regulation of gambling in due course.
- 6.6 Detailed questioning of all interviewees enabled us to ascertain the key differences between the work of Councillors who are members of the Licensing Committee and Councillors who are members of other committees.
- 6.7 The first difference noted is that the Chairman of the Licensing Committee is responsible to Council and not to the Cabinet.
- 6.8 The differences in the work of Councillors serving as members of the Licensing Committee were found to be –
- Councillors are called upon to consider only those applications where there is no agreement between the applicant and the Council (by virtue of it not meeting policy guidelines) or where there are objections from third parties.
 - Officers present the facts to a group of three Councillors, who constitute the Sub-Committee for a Hearing, rather than to a committee of, say, 15 Councillors.

- Officers make no recommendation to the Hearing Sub-Committee who have to elect one of their number to chair the proceedings and who make their decision independently.
- The person who chairs a Hearing is usually an ordinary committee member and not the Chairman or Vice Chairman.
- The framework for the Hearing is a quasi-judicial one in the presence of one of the Council's Legal officers and a Clerk. Applicants may also be legally represented.
- Decisions made by the Hearing panel can be appealed not only by the applicant but also by objectors. The appeal goes to the Magistrates Court and the Chairman of the Hearing panel has to attend to give evidence.

Scrutiny and Overview Committee

- 6.9 We commenced all our interviews with Scrutiny Committee Councillors and office holders with a question about the difference which the interviewee perceived to have been made by Scrutiny since November 2004. Supplementary questions probed issues of relativity with Chairmen and Vice Chairmen of other committees.
- 6.10 Without exception, all interviewees reported marked changes in the way that the Council now conducted its business, a change in the environment and an increase in effectiveness.
- 6.11 The process of integrating an effective Scrutiny process into the normal workings of Council got off to a slow start for various historic reasons. However, after vigorous championing of the process by the Chairman and Vice Chairman, new ways of working are emerging.
- 6.12 At the level of the ordinary member, participation in Working Groups has provided a vehicle for involvement which in large measure addresses the reported feelings of disenfranchisement which we found at our last review in November 2004 and which were as a result of the change from the old committee system to the Cabinet style of government. Indeed, the working group process was reported to be more effective than the old committee system by virtue of its being apolitical with smaller groups.
- 6.13 At the Cabinet level we noted that the output from the Scrutiny Committee had risen in perceived priority from an initial one of simply 'noting' the work to one where it is now a standing agenda item and one which requires a positive response.
- 6.14 We noted that the cycle of meetings is 6-weekly, that the duration of meetings is typically two and a half to three hours and that there are three standing working groups, i.e. Performance Management, Business Improvement Social Inclusion but soon to be joined by a fourth, Budgetary Review. These are supplemented by ad hoc working groups on a range of issues.
- 6.15 The Working Group which has had the most marked effect on the workings of the Council appears to be the Budget Review Working Group. Councillors devoted a great deal of time to meetings, including meetings with officers and budget holders and, in the words of one interviewee, "have brought the budget process to life". The budget process was more transparent and participative and the detail was worked out before it came to Council. There was speculation that a contributory factor in the effectiveness of the

Budgetary Review Working Group may in some measure be due to the appointment of a Chairman from other than the majority party. Although reportedly a marginal decision at the time, independence has been found to be an ideal position which is above suspicion of political bias.

6.16 In response to probing the question of relativity between Chairman of Scrutiny and a Cabinet member, there was a view by common consent that Scrutiny does not carry accountability in the same way as Cabinet.

6.17 The way that the work of Scrutiny and its working groups has grown would, if extrapolated, suggest continued massive growth of exponential proportions. However, there was a consensus view that there will now be a period of consolidation and prioritising at the current level of activity.

7.0 Reflections

Scrutiny and Overview

7.1 The processes at work in establishing the work of Scrutiny have been vigorously championed by the Chairman and Vice Chairman. It appeared to us that the argument has now largely been won and that new customs and practices have become embedded into the way the Council works to the extent that they can confidently be expected to survive the tenure of the present officeholders of Chairman and Vice Chairman. The Panel were enormously pleased by this reflection and believe that all members of the Council can be satisfied with progress made.

7.2 Although the small minority of Councillors who have not yet been able to participate in any working group of Scrutiny should probably be encouraged to do so, we recognise that for some Councillors their (legitimate) priority is to be active as a representatives of their constituents and that this is where they put the emphasis of their involvement rather than becoming involved in committee work. Furthermore, there is the issue of day time meetings (the usual mode for working groups) which are difficult for Councillors in full time employment and a better balance between day time and evening meetings would address this issue.

7.3 If we recommend making an exception of Scrutiny by virtue of the special responsibility allowance (SRA) paid to its Chairman and Vice Chairman then we do so to deliberately send a signal that we regard its status to be elevated above other Chairmen and Vice Chairmen.

Licensing

7.4 We noted that the proposed frequency of Licensing Committee meetings is now in line with Development Control where only the Chairman of the Committee receives an SRA.

7.5 It seemed to us that the default position is that membership of a committee does not attract an SRA. The default position for a Vice Chairman is not, however, so clear cut. At its review in August 2003 the Panel recommended that the Vice Chairman of Scrutiny receive an SRA so that there are, in fact, two models for Vice Chairmen, i.e. with and without an SRA. In November 2004 the Panel recommended that the Vice Chairman of Licensing come into line with the Scrutiny model and that the Vice Chairman of Licensing receive

an SRA. However, this was an exception from other models in another way. The Vice Chairman of the Licensing Committee's SRA was in lieu of receiving the SRA paid to ordinary members of the Licensing Committee. (The Basic Allowance paid to all members of the Council is paid to all notwithstanding any SRA.)

7.6 Paying an SRA to ordinary members of a committee is clearly an exception to the normal rule. In our consideration of the case for continuing to pay an SRA now that the hump of the work load has passed we took into account –

- the special nature of the work and the responsibility which it carries,
- the need to protect the investment in training which has been made by all parties by preserving conditions which encourage Councillors to continue with the work of Licensing.

7.7 In considering the case for an SRA for the Vice Chairman of Licensing we asked ourselves the question, "To what extent is the work load of the Vice Chairman a reflection of the personalities and personal relationships of the incumbents rather than of the intrinsic nature of the role?" The issue of an SRA for the Vice Chairman of Licensing is, of course, inextricably linked with the case for an SRA for ordinary Members. For example, if ordinary Members receive an SRA, should the SRA for the Vice Chairman be any different from that of a member? On the other hand, if ordinary Members do not receive an SRA then is there a case for the Vice Chairman receiving one?

In the event, we came to the view that the work of the members of the Licensing Committee is sufficiently different from that of other committee members as to attract an SRA, but that the work of the Vice Chairman is not sufficiently different to that of ordinary Members as to attract a different SRA.

8.0 Recommendations

Special Responsibility Allowances Licensing Committee

8.1 As we hinted in our previous report, we recommend that the SRA's paid to the Licensing Committee be reduced to reflect the lower work load, but that an SRA continues to be paid to all Councillors on the Licensing Committee to reflect the special nature of their work and preserve the investment in training them.

8.2 It is perhaps easier to view our recommendations on the basis of the figures pertaining at November 2004 even though they have subsequently been indexed upwards. Hence, it is our recommendation that the SRA of £1250 paid to ordinary Members be reduced, in November 2004 terms, to £750 and that a reduction by a similar amount be made to the SRA paid to the Chairman making it the same as the SRA paid to the Chairman of a Development Control Committee. As previously, the SRA paid to the Chairman is instead of and not in addition to the SRA paid to ordinary Councillors.

8.3 We further recommend that the Vice Chairman of Licensing does not in future receive an SRA for holding that office. He or she should, however, receive the Members' SRA.

Scrutiny and Overview

- 8.4 The role of Scrutiny has lived up to the hopes we expressed in our previous report and we feel that the importance of its role be signalled by an increase in the SRA paid to the Chairman. Our recommendation is that the SRA be set at two thirds of the SRA paid to a Cabinet member.
- 8.5 Our view is that the case for an increase in the SRA paid to the Vice Chairman of Scrutiny is less clear. However, it was our view in August 2003 that the Vice Chairman should be the exception to the norm for Vice Chairmen and receive an SRA. Not only is the case for that exception to be made as clear to us as before, but to significantly reduce it or to remove it now would send entirely the wrong signal. It is, therefore, our recommendation that the SRA for the Vice Chairman of Scrutiny be fixed at one third of the SRA paid to the Chairman. The reduction in SRA is marginal in our view and simply a consequence of our seeking a simple formula – it is not intended to send a signal that we have revised our view of the Vice Chairman's role.

Basic Allowance

- 8.6 We were made aware that some questions have arisen concerning the interpretation of Printing and Stationery which is listed among the items which are covered by the basic allowance for Councillors (see Appendix 5 item 14). The question arose as to whether ink cartridges for printers and paper supplies are included.
- 8.7 In our view, given that committee members receive hard copy documents for those committees on which they serve and all Members receive hard copies of Cabinet and Council agendas, there seems to be no case for making ink cartridges and paper an exception to printing and stationery costs covered by the basic allowance. No doubt the Council purchases ink cartridges and paper at more advantageous rates than can be obtained through normal retail outlets and ways can be found to enable Members to purchase them through the same channel.

Pensions

- 8.8 The Panel did not revisit the question of pensions and our view, therefore, remains as published in the previous review, i.e. that the Council does not offer to make allowances pensionable.

Indexation

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

Backdating

- 8.10 It is proposed that the changes recommended should take effect from 1st April 2006.

Next Review

- 8.11 The Panel was appointed in 2003 for a period of four years and will, therefore, need to be re-appointed in the summer of 2007. The Panel recommends that the re-appointed Panel carry out a broad review of the current arrangements in the November following the next Council elections so that any budget

implications may be incorporated into the following year's budgets. Under current arrangements, this would suggest a review in November 2007.

9.0 Financial implications

- 9.1 The financial consequences of our proposals set out sections 8.2 – 8.5 are set out in paragraph 14.

10.0 Human rights

- 10.1 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.).

11.0 Crime and disorder

- 11.1 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.

12. Race relations

- 12.1 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.

13. Acknowledgements

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

14.0 Summary of the proposals

	Wef 1.4.05	Totals wef 1.4.05	Rounded wef 1.4.06	Budgeted totals 2006-7	Independent Remuneration Panel's proposals	New budget requirement	Effect of Independent Remuneration Panel's Changes
Allowance							
Basic allowance	4300	189200	4430	194920	4430	194920	0
Special responsibility allowances							
Leader	10580	10580	10895	10895	10895	10895	0
Leader of Minority Group	3090	3090	3185	3185	3185	3185	0
Cabinet member	6880	41280	7085	42510	7085	42510	0
Chairman of Council	4380	4380	4510	4510	4510	4510	0
Chairman of SOC	3860	3860	3975	3975	4725	4725	750
V-Ch of SOC	1620	1620	1670	1670	1575	1575	-95
Chairman of DCNC	3290	3290	3390	3390	3390	3390	0
Chairman of DCSC	3290	3290	3390	3390	3390	3390	0
Chairman of Licensing	3860	3860	3975	3975	3390	3390	-585
V-Ch of Licensing	1620	1620	1670	1670	0	0	-1670
Member of Licensing	1285	14135	1325	17225	795	11130	-6095
Chairman of Personnel	960	960	990	990	990	990	0
Chairman of Standards	3290	3290	3390	3390	3390	3390	0
Co-optees	860	3440	890	1780	890	1780	0
Totals Current budget		287895		297475		289780	-7695

Notes

Chairman of Scrutiny and Overview Committee to be remunerated at 2/3 of Cabinet Member

Vice Chairman of Scrutiny and Overview Committee to be remunerated at 1/3 of Chairman of Scrutiny and Overview Committee

Chairman of Licensing Committee to be remunerated at same level as Chairmen of Development Control and Standards Committees

Vice Chairman of Licensing Committee not to receive a special responsibility allowance as vice chairman but to receive the allowance as for licensing committee members

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)
- Appendix 3 Documents List
- Appendix 4 Members Interviewed
- Appendix 5 What the allowances connote

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.

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.

Document no.	Description	Date	Publisher	Internet Links
IRP6/ 1	Report of the Independent Remuneration Panel	11/04	IRP	www.horsham.gov.uk
IRP6/2	Media/public and Council reaction to 2004 report	12/04 1/05	WSCT	
IRP6/3	Members' attendance at Licensing Sub-Committee 2005	2/06		
IRP6/4	Members' attendance at Scrutiny and Overview Committee and Working Groups 2005	2/06		
IRP6/5	Submissions by Members of Licensing Committee	2/06		
IRP6/6	Scrutiny Committee and Council Papers	1/06		
IRP6/7	Stationery issues	2/06		
IRP6/8	Scrutiny Programme 2006/7	2/06		
IRP6/9	Mileage claim form – example of time involvement Sept 05	9/05		
IRP6/10	LGA Alert 50/06 – Members' Allowances –daily rates	1/03/06		

Appendix 4

Independent Remuneration Panel – Members Interviewed

Name	Position
B Baldwin (C)	Member of Scrutiny and Overview Committee Chairman of Licensing Committee – Chair sub committee
George Cockman (I)	Chair of Scrutiny and Overview Committee Member of Licensing Committee - Chair sub committee
Leonard Crosbie (LD)	Vice - Chair of Scrutiny and Overview Committee Member of Licensing Committee - Chair sub committee
B Donnelly (C)	Member of Scrutiny and Overview Committee Vice - Chair of Licensing Committee - Chair sub committee
A Fisher (C)	Member of Scrutiny and Overview Committee Member of Licensing Committee - Chair sub committee
A Purches (LD)	Member of Scrutiny and Overview Committee Member of Licensing Committee - Chair sub committee
Tom Crowley	Chief Executive
Nigel Haverson	Head of Public Health and Licensing

C – Conservative
LD- Liberal Democrat
I - Independent

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