

**A Review**

**Of**

**Members' Allowances**

**(Chairs of Overview & Scrutiny, Audit &  
Corporate Governance and Standards  
Committees/Task & Finish Groups and  
Indexation)**

**For**

**Slough Borough Council**

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**A Report**

**By the**

**Independent Remuneration Panel**

**Dr Declan Hall (Chair)  
John Murtagh  
Chris Stevens  
Andrew Vallance**

**March 2023**

## **EXECUTIVE SUMMARY**

The IRP recommends the following, namely that:

### **The Chair of Corporate Improvement Scrutiny Committee**

The Chair of the new Corporate Improvement Scrutiny Committee is paid an SRA of £10,404.

### **The Vice Chair of the Corporate Improvement Scrutiny Committee**

The Vice Chair of the Corporate Improvement Committee is paid an SRA of £2,081.

### **The Chairs of the Scrutiny Task and Finish Groups**

The Chairs of the Task and Finish Groups are paid a pro rata SRA of £2,312, paid according to the length of time acting as Chair measured from the date their Scrutiny Task and Finish Group is established until the date its report is received by the Corporate Improvement Scrutiny Committee.

### **The Chair of the Audit and Corporate Governance Committee**

The Chair of the Audit and Corporate Governance Committee is paid an SRA of £4,624.

### **The Chair of the Standards Committee**

The Chair of the Standards is paid an SRA of £1,156.

### **Issue arising – mileage rates when travelling by hybrid/electric vehicle**

To future proof the allowances scheme the IRP recommends that the following clarification should be inserted in Schedule 3 of the Allowances Scheme:

Where a Member is claiming mileage allowance by travelling in a hybrid or electric vehicle then the normal HMRC rate is applicable

### **Continuation of Indexation**

The IRP supports the continuation of indexation for allowances payable under the Slough Borough Council Members' Allowances scheme and recommends the following indices:

- **Basic Allowance, Special Responsibility Allowances, Co-optees' Allowances, the annual cap on the DCA and the remuneration of the Independent Person:**
  - Indexed to the annual percentage salary increase for local government staff as agreed by the NJC (at new spinal column 43) to be adopted from 1<sup>st</sup> April 2023 and to run for 4 years (31<sup>st</sup> March 2027).

- **Travel Allowances (Outwith Borough Only):**
  - **Mileage:** indexed to the HMRC rates
  - **Other Travel:** actual costs subject to most cost effective provisions
  
- **Travel Allowances (Co-optees within the Borough only):**
  - **Mileage:** indexed to the HMRC rates
  - **Other Travel:** actual costs subject to most cost effective provisions
  
- **Subsistence and Overnight Allowances (Outwith Borough Only):**
  - Indexed to the maximum rates payable under the South East Employers Subsistence scheme

### **Implementation**

The recommendations contained in this report are implemented as follows:

- **Indices:**
  - From 1<sup>st</sup> April 2023
  
- **All other recommendations:**
  - From the date of the Council's Annual Meeting on 18<sup>th</sup> May 2023

# Slough Borough Council

## Report by the Independent Remuneration Panel

### A Review of Members' Allowances

#### Chairs of the Overview & Scrutiny, Governance & Audit and Standards Committees/Task & Finish Groups

And

#### Indexation

March 2023

#### The Regulatory Context

1. This report contains the recommendations arising out of the independent review of certain Members' Allowances for Slough Borough Council by the Council's statutory Independent Remuneration Panel ('IRP' or 'Panel'). It also lays out the deliberations of the IRP so as to show elected Members, Officers and the public the rationale for the IRPs recommendations or where relevant non-recommendations.
2. The IRP was convened under The Local Authorities (Members' Allowances) (England) Regulations 2003 (SI 1021) (the 2003 Regulations). These regulations, arising out of the relevant provisions in the Local Government Act 2000, require all local authorities to maintain an independent remuneration panel to review and provide advice on the Council's Members Allowances. This is in the context whereby the Council retains powers to determine the scope and levels of Members' Allowances.
3. All Councils are required to convene their IRP and seek its advice before they make any changes or amendments to their members' allowances schemes and they must 'pay regard' to the IRPs recommendations before setting a new or amended members' allowances scheme.
4. In this particular instance, the IRP has been reconvened under the 2003 Regulations (paragraph 10. 5) which states:

Where an authority has regard to an index for the purpose of annual adjustment of allowances it must not rely on that index for longer than a period of four years before seeking a further recommendation from the independent remuneration panel established in respect of that authority on the application of an index to its scheme.

5. This provision, known as the '4-year rule', is utilised to oblige all Councils to reconvene their independent remuneration panels at least every four years so that, in a context where councils retain final responsibility for determining their own allowances, they are subject to periodic scrutiny and accountability. It is under the requirement of the 4-year rule that the IRP has undertaken this review of Members' Allowances for Slough Borough Council

### Terms of Reference

6. While the review was required to provide advice on the applicability of the indexation of allowances a number of other issues have arisen due to some recent and upcoming governance changes. Thus the IRP was presented with a specific terms of reference, namely whether an SRA should be paid, and if so at what level for:
  1. The Chair and Vice Chair of the Corporate Improvement Scrutiny Committee
  2. The Chairs of the Scrutiny Task & Finish Groups
  3. The Chair of the Audit & Governance Committee
  4. The Chair of the Standards Committees
  5. As to whether annual adjustments of allowance levels may be made by reference to an index, and if so, for how long such a measure should run

In arriving at its recommendations the IRP shall take into account:

- The views of relevant Members and factual briefings from relevant Officers
- The payment of SRAs to similar posts in comparable councils
- The requirement of the 2003 Regulations and 2006 Statutory Guidance
- The current economic climate facing local government in general and Slough Borough Council in particular

### The IRP

7. Slough Borough Council reconvened its Independent Remuneration Panel, constituting of the following appointees:
  - Declan Hall PhD (Chair)
    - A former academic at the Institute of Local Government, the University of Birmingham and now independent consultant specialising in members' allowances and who was appointed by the Council as Chair of the IRP
  - John Murtagh
    - A civil servant and a member of the Bracknell Forest IRP
  - Chris Stevens:
    - A journalist and a member of the Windsor & Maidenhead IRP

- Andrew Vallance:
    - A retired Air Vice Marshall, formerly a civil servant providing guidance to UK media on the public discharge on sensitive security issues and a member of the Windsor & Maidenhead IRP
8. The IRP was supported by Nicholas Pontone, Democratic Services Lead, who acted as the 'Panellists' Friend' and whose role was to support the IRP, and take the organisational lead in facilitating the whole process

## Process and Methodology

9. Due to the time constraints in organising and carrying out this review it was conducted in a 2 stage process. First the IRP Chair, (Dr Declan Hall) visited the Council Offices at Observatory House during the day on 15<sup>th</sup> March 2023, to interview relevant elected Members and receive factual briefings from relevant Officers, as well as consider the written material. Subsequently, the rest of IRP, which had been sent a relevant information pack in advance, convened on the evening of 15<sup>th</sup> March 2023 to receive feedback from the Chair regarding the interviews and to raise any queries that they may have had before arriving at the IRPs recommendations. When all IRP members agreed on the recommendations the Chair of the IRP led in the drafting of the report for further IRP comment and final agreement before being submitted to the Council for confirmation.
10. For details of Members/Officers interviewed and all other written information and evidence considered see
- Appendix 1: Information received and considered by IRP
  - Appendix 2: Member interviews and Officers who provided factual briefings
  - Appendix 3: Benchmarking data – all other SE England Unitary Councils

## The Chair of Corporate Improvement Scrutiny Committee

11. As a central part of the Council's response to the directions from the Secretary of State, the Council will, from its Annual Meeting on 18<sup>th</sup> May 2023, reorganise how Overview and Scrutiny will operate. While the final details of that structure are not yet confirmed, Full Council has endorsed a range of recommendations by the Centre for Governance and Scrutiny which set out the overall structure, and a panel of councillors convened on behalf of Full Council has been working on the detail; their decisions-to-date about what to recommend back to Council have been shared with the IRP. It is expected that Council will agree at its AGM that the current Overview and Scrutiny Committee plus three standing Scrutiny Panels will be discontinued and replaced by a new Corporate Improvement Scrutiny Committee plus Task and Finish Scrutiny Groups which will meet as and when.

12. Corporate improvement has been identified as essential for the Council to recover and the Corporate Improvement Scrutiny Committee will be the prime public vehicle to deliver this goal. While the remit of the Committee is yet to be finalised it is expected to prioritise the following areas, which the Member Panel has agreed to recommend be included in the committee's Terms of Reference:
  - Monitoring and driving Improvement against any Directions by the Secretary of State and other external or internal inspections/reviews/performance information which the Chair/committee choose to prioritise.
  - Monitoring and driving progress of major corporate improvement initiatives eg transformation programmes, major programmes of savings delivery, culture change, governance improvement etc. which the Chair/committee choose to prioritise.
  - Scrutinising and inputting into the council's budget-setting cycle and monitoring the council's financial recovery progress, noting that this should not be allowed to conflict with or duplicate the work of the Audit Committee.
  - Scrutinising proposals for, and delivery of, major savings initiatives, including their impact on partners and residents.
  - Commissioning Task and Finish Groups to investigate specific discrete questions or issues on behalf of the committee, where an issue requires more attention than can be given inside a committee item.
13. This remit is in addition to the normal scope of Overview and Scrutiny, including responsibility for Crime and Disorder and Health scrutiny.
14. The Chair of the current Overview and Scrutiny Committee receives an SRA of £8,092, which has been set at 35% of the Leader's SRA. Clearly the role of the Chair of the new Corporate Improvement Scrutiny Committee will be larger than that of the Chair of the current Overview and Scrutiny Committee as the former will be central in delivering corporate improvement, as well having responsibility for the customary remit of Overview and Scrutiny.
15. Benchmarking shows that in the 7 out of 13 Councils in the comparator group (all Unitary Councils in South East England) have a main Overview and Scrutiny Committee the Chair is paid a mean SRA of £7,030 and median SRA of £7,239. However, as the context in Slough Borough Council is so atypical the IRP has not been driven by benchmarking.
16. In arriving at the recommended SRA for the Chair of the Corporate Improvement Scrutiny Committee the IRP considered whether it should be on a par with the SRA (£12,715) paid to Lead (Cabinet) Members. The IRP concluded that while the Chair of the Corporate Improvement Scrutiny Committee will have a remit across the Council and in all likelihood a workload at least equal to that of Lead Members there is an important constitutional distinction to be made. Lead Members exercise decision making powers, whereas the Chair of the Corporate Improvement Scrutiny Committee will not.

Moreover, the IRP was cognisant of the economic context and has sought to ensure that all recommendations will be broadly cost neutral.

17. Consequently, the IRP settled upon 45% of the Leader's SRA (£23,120) as an appropriate ratio to arrive at the recommended SRA for the Chair of the Corporate Improvement Scrutiny Committee, which equates to £10,404.
18. **The IRP recommends that the Chair of the new Corporate Improvement Scrutiny Committee is paid an SRA of £10,404.**

### **The Vice Chair of the Corporate Improvement Scrutiny Committee**

19. Currently the Vice Chair of the Overview and Scrutiny Committee is paid an SRA of £1,619, which has been set at 20% of their Chair's SRA. It was paid on the basis that the Vice Chair of the Overview and Scrutiny Committee is given responsibility to lead on particular topics at the direction of the Chair, in addition to the normal Vice Chair duties of attending pre-meetings with the Chair, standing in when required and acting as a sounding board for the Chair.
20. Benchmarking is of limited value as only 3 out of the 13 Councils in the comparator group pay a Vice Chair of their main Overview and Scrutiny Committee, with a mean SRA of £2,376 and median SRA of £1,675. The general picture of not paying an SRA to Vice Chairs of main Overview and Scrutiny Committees is not particularly relevant in the Slough context due to the centrality of the Scrutiny corporate improvement agenda.
21. While the role and function of the Vice Chair of the Corporate Improvement Committee has yet to be settled the IRP received no evidence that indicated the role of the Vice Chair of the Corporate Improvement Committee will be that different. As such, the current ratio of 20% of the Chair's SRA is still appropriate. Thus, 20% of the recommended SRA (£10,404) for the Chair of the Corporate Improvement Committee equates to £2,081. The IRP may revisit this assessment in future once there is experience of the actual role.
22. **The IRP recommends that the Vice Chair of the Corporate Improvement Committee is paid an SRA of £2,081.**

### **The Chairs of the Scrutiny Task and Finish Groups**

23. The Council will also establish Scrutiny Task and Finish Groups. A problem the IRP faced in settling on an SRA for the Chairs of the Scrutiny Task and Finish Groups is that the final details have yet to be determined. However, it is envisaged that they will be time limited, operating for a maximum of 4 months, unless an extension is granted by the Chair of the Corporate Improvement Scrutiny Committee. They will be flexible in the number of meetings they hold and in what format those meeting may take during their lifespan although it is expected that they will be fluid and dynamic depending on the nature of their scrutiny topic.



24. The Scrutiny Task and Finish Groups will most likely focus on the operational impacts of the council's change agenda while the Corporate Improvement Scrutiny Committee will focus on strategic and corporate issues. It is expected that a pool of 5 Scrutiny Task and Finish Group Chairs will be appointed who will rotate in chairing these groups.
25. In arriving at a recommended SRA for the Chairs of the Scrutiny Task and Finish Groups the IRP first considered a hybrid approach, namely a relatively low SRA to recognise the work done outside the Task and Finish Groups, including training, planning and preparing for Task and Finish Groups, liaising with other Chairs and relevant Officers as necessary, plus a small SRA on a per meeting chaired basis. However, due to the expected fluid and dynamic nature of their meetings there would be an issue in counting what constitutes a formal meeting. Much work could be done outside a formal meetings context.
26. Instead, the IRP settled on a pro rata approach in that a fixed annual SRA be established but paid to a Scrutiny Task and Finish Group Chair pro rata for the length of time they act as Chair measured from the date their Scrutiny Task and Finish Group is established by the Corporate Improvement Scrutiny Committee until the date its final report is received by the Corporate Improvement Scrutiny Committee.
27. In arriving at the appropriate SRA the IRP has settled on 10% of the Leader's SRA, which equates to £2,312. Thus if a Chair of a Scrutiny Task and Finish Group chaired it for 4 months their SRA would be £771 (£2,312 divided by 12 months and multiplied by 4 months). Of course a Scrutiny Task and Finish Group Chair may be expected to chair more than one Scrutiny Task and Finish Group, of varying lengths, in any given year.
28. The IRP recognises a possible administrative burden associated with handling pro-rata payments of this kind, it will be a matter for the council to consider how to do this most efficiently, and the IRP will need to review this arrangement once there is more evidence of this arrangement operating in practice.
29. **The IRP recommends that the Chairs of the Task and Finish Groups are paid a pro rata SRA of £2,312, paid according to the length of time acting as Chair measured from the date their Scrutiny Task and Finish Group is established until the date its report is received by the Corporate Improvement Scrutiny Committee.**

### **The Chair of the Audit and Corporate Governance Committee**

30. From the date of the Council Annual Meeting in 2022 the Council discontinued the Audit and Standards Committee and replaced it with the Audit and Corporate Governance Committee plus the Standards Committee. The Chair of the new Audit and Corporate Governance Committee has simply been paid the SRA paid to the Chair of the old Audit and Standards Committee, which is £3,468 that was set at 15% of the Leader's SRA. Benchmarking shows that the Chairs of the equivalent committees in the comparator group of councils is paid a mean SRA of £4,824 and median SRA of £4,876, although it is noted that

- four of the benchmarked councils combine Standards with their Audit Committee.
31. On the face of it, separating the Standards function from the committee could have been expected to reduce the remit of the Audit and Corporate Governance Committee. However, the rationale behind the splitting of the old committee was the need to increase the focus on Audit and Corporate Governance. In light of the financial focus of the government intervention at Slough and the need to work through a number of historic statements of accounts, Audit has become a more critical function. As a sign of this the number of meetings of the Audit and Corporate Governance Committee has been increased to 6 per year.
  32. As a result of the enhanced importance of Audit and Corporate Governance function the IRP concluded that the Chair merited an uplift in their SRA. The IRP has applied a small uplift as it was cognisant of ensuring that the overall impact of all recommendations would be broadly cost neutral. Consequently it decided to reset the SRA at 20% of the Leader's SRA which equates to £4,624, which places it more in line with the benchmarked mean and median SRA paid to chairs of equivalent committees.
  33. **The IRP recommends that the Chair of the Audit and Corporate Governance Committee is paid an SRA of £4,624.**

### **The Chair of the Standards Committee**

34. The Council has set up a separate Standards Committee to adopt the local Standards regime including the Code of Conduct, provide advice, train or arrange to train Members on matters relating to the Council's Ethical Framework and promote and maintain high standards of conduct by Members. It also has the power to determine written complaints made against a Member alleging a breach of the Code of Conduct and taking any action that is deemed appropriate and permitted under the Localism Act 2011 and Regulations thereafter. It is scheduled to meet 2 times per year and meetings dealing with complaints against Members have historically been few in number, no more than a few in the past 10 years.
35. As the Standards Committee is a new committee established at the Council's Annual Meeting 2022 the Chair does not receive an SRA. Benchmarking is of limited value in this context as only 4 out of the 13 comparator group of councils maintain a separate Standards Chair with a remunerated Chair. Out of this small comparison group, the mean SRA for the Chair of Standards is £3,988 and median SRA is £3,190. However, this mean/median figure is heavily skewed by Buckinghamshire, which pays its Standards Chair an SRA of £8,323. What is also unknown is how active the other Standards Committees are in dealing with complaints, which historically have been very few in Slough Borough Council.
36. Nonetheless, as a standing committee of the Council the IRP concluded that the Chair of the Standards Committee merited an SRA but set at the lowest end

of SRAs paid by the Council. As such the IRP has arrived at the recommended SRA of the Chair of the Standards Committee by setting it at 5% of the Leader's SRA, which equates to £1,156. The IRP will revisit this recommendation if in the future there is significant change in the number of complaints against Members that the Standards Committee has to deal with.

37. **The IRP recommends that the Chair of the Standards is paid an SRA of £1,156.**

#### **Issue arising – mileage rates when travelling by hybrid/electric vehicle**

38. During the course of the review the IRP noted one issue arising regarding the Travel Allowances. There is no provision for when a Member travels by hybrid or electric vehicle. The Office of Low Emission Vehicles points out when someone is claiming business mileage rates by travelling in a hybrid or electric vehicle then the normal HMRC rates apply, which is 45p per mile up to 10,000 miles. This provision should be inserted into the travel allowances section of the Members' Allowances Scheme for clarification purposes.
39. **To future proof the allowances scheme the IRP recommends that the following clarification should be inserted in Schedule 3 of the Allowances Scheme:**

**Where a Member is claiming mileage allowance by travelling in a hybrid or electric vehicle then the normal HMRC rate is applicable**

#### **Continuation of Indexation**

40. The representation received by the IRP was supportive of the principle of the continuation of indexation. It ensures that the allowances are not eroded over time thus avoiding the need for periodic substantial increases just to maintain their original value. Moreover, the current position of indexing the main allowances to annual percentage increase in Officers salary as agreed annually or bi-annually by the National Joint Council for Local Government Staff was accepted at the most fair and equitable index (also known as the NJC index). It treats Members and Officers equally; if Officers receive no annual increase then the same is applicable to the main allowances for Members. Finally, the majority of Members' Allowances schemes have indexation provisions including the NJC index.
41. The IRP supports the continuation of indexation for allowances payable under the Slough Borough Council Members' Allowances scheme and recommends the following indices:
- **Basic Allowance, Special Responsibility Allowances, Co-optees' Allowances, the annual cap on the DCA and the remuneration of the Independent Person:**
    - Indexed to the annual percentage salary increase for local

government staff as agreed by the NJC (at new spinal column 43) to be adopted from 1<sup>st</sup> April 2023 and to run for 4 years (31<sup>st</sup> March 2027).

- **Travel Allowances (Outwith Borough Only):**
  - **Mileage:** indexed to the HMRC rates
  - **Other Travel:** actual costs subject to most cost effective provisions
  
- **Travel Allowances (Co-optees within the Borough only):**
  - **Mileage:** indexed to the HMRC rates
  - **Other Travel:** actual costs subject to most cost effective provisions
  
- **Subsistence and Overnight Allowances (Outwith Borough Only):**
  - Indexed to the maximum rates payable under the South East Employers Subsistence scheme

42. It is pointed out that if the Council adopts all or any of the indices recommended it is under no obligation to implement a particular index each year. If adopted, the Council has a choice and retains the right not to implement an index or if it decides to implement an index then it can implement an alternative index. However, if the principle of indexation is not adopted by the Council then it cannot index its allowances and if any, even minor, uplifts for inflation are sought by the Council it must come back to the Panel for its advice. Having the principle of indexation in place removes the requirement to seek advice from the Panel for a maximum period of 4 years, unless the Council seeks a review sooner.

## Implementation

43. **The IRP further recommends that its recommendations contained in this report are implemented as follows:**
- **Indices:**
    - From 1<sup>st</sup> April 2023
  
  - **All other recommendations:**
    - From the date of the Council's Annual Meeting on 18<sup>th</sup> May 2023

## **Appendix 1: Information Received & Reviewed by the IRP**

1. IRP Terms of Reference
2. Slough Borough Council Members' Allowances Scheme 2022/23
3. Slough Borough Council, draft calendar of meetings, 2023/24
4. Remit of Audit & Corporate Governance (SBC Constitution Part 2 – Article 9)
5. Remit of Standards Committee SBC Constitution Part 2 – Article 9a)
6. Relevant benchmarking data/material namely spread sheets summarizing & comparing allowances paid in benchmarking group for the review (based on all English SE Unitary Councils) these were used previously
7. Slough Borough Council, Secretary of State for Levelling Up, Housing & Communities, Directions under Section 15(5) and (6) of the Local Government Act 1989
8. National Joint Council for Local Government Services, showing Local Government Staff Pay increase for 2022/23 – SCP 43
9. Statutory Guidance on Consolidated Regulations for Local Authority Allowances May 2006. (Extract)
10. Statutory Instruments: 2003 No. 1021 – The Local Authorities (Members' Allowances) (England) Regulations 2003
11. Office for Low Emissions Vehicles, Ultra Low Emission Vehicles Tax Benefits, 2018
12. Centre for Governance & Scrutiny, Slough Borough Council, Improvement Review, Feedback Report Letter, November 2022
13. Slough Borough Council, Scrutiny Improvement Report, Action Plan, 3<sup>rd</sup> November 2022
14. Overview & Scrutiny Committee, Minutes recording recommendations on Overview and Scrutiny governance changes, 17<sup>th</sup> November 2022
15. Slough Borough Council, Report on recommendations of the Overview and Scrutiny Committee (17<sup>th</sup> November 2022), 22<sup>nd</sup> November 2022 plus minutes recording Council decision
16. Decisions of the Member Working Group on Overview and Scrutiny, 22<sup>nd</sup> February 2022
17. Memorandum from Slough BC Labour Group to Alex Polak, Head of Governance & Scrutiny 23<sup>rd</sup> November 2022
18. Slough Borough Council, Draft Annual Scrutiny Report, 2022/23

## **Appendix 2: Representations and Briefings Received by the IRP**

### **Members:**

1. Cllr H. Gahir                      Chair Overview & Scrutiny Committee (Labour)
2. Cllr P. Man                        Chair Standards Committee (Labour)
3. Cllr D. Smith                      Leader of Majority (Conservative) Opposition Group
4. Cllr J. Swindlehurst              Leader of Council & Labour Group and Cabinet Member  
for Council Recovery, Forward Strategy & Economic  
Development

### **Officers who provided a briefing to the IRP:**

Alex Polak                              Statutory Scrutiny Officer

### Appendix 3: Benchmarking data – relevant SRAs paid in SE Unitary Councils

BM1 Slough Council BM Group - All other SE Unitary Councils: Leaders, O&S, Audit + Standards SRAs (22/23)								
Comparator Council	Leader's SRA	Chairs Main O&S	Vice Chairs Main O&S	Chairs Scrutiny	Chairs Scrutiny T&F Groups/Subs	Chairs Audit & Governance	Chairs Standards	Other/Comment
Bracknell Forest	£28,654	£7,239	NA	£5,791	NA	£2,895	NA	
Brighton & Hove	£32,505	NA	NA	£4,876	NA	£4,876	NA	Audit & Standards combined
Buckinghamshire	£46,818	NA	NA	£8,323	NA	£8,323	£8,323	Chair Health & Social Care Scrutiny £5,026
Isle of Wight	£16,754	£8,377	£1,675	£4,189	NA	£3,351	NA	
Medway	£32,856	NA	£3,834	£10,952	NA	£7,667	NA	O&S Spokespersons £6,572
Milton Keynes	£33,495	£8,374	NA	£5,024	£5,024	£5,024	£3,340	Scrutiny T&F SRAs paid pro rata - length of time chaired
Portsmouth	£22,262	NA	NA	£3,092	NA	£6,430	NA	Audit & Standards combined
Reading	£18,500	NA	NA	NA	NA	£3,039	£3,039	
Southampton	£27,800	£6,950	NA	£3,475	NA	£6,950	NA	Audit & Standards combined
West Berkshire	£20,721	£5,179	NA	£3,108	NA	£3,108	NA	Audit & Standards combined
Windsor & Maidenhead	£25,416	NA	NA	£5,084	NA	£5,084	NA	
Wokingham	£20,000	£5,000	NA	£2,500	NA	£2,500	£1,250	
<b>Slough</b>	<b>£23,120</b>	<b>£8,092</b>	<b>£1,619</b>	<b>£3,468</b>	<b>NA</b>	<b>£3,468</b>	<b>NA</b>	
Mean	£26,839	£7,030	£2,376	£4,990		£4,824	£3,988	
Median	£25,416	£7,239	£1,675	£4,533		£4,876	£3,190	
Highest	£46,818	£8,377	£3,834	£10,952		£8,323	£8,323	
Lowest	£16,754	£5,000	£1,619	£2,500		£2,500	£1,250	
Mean Ratios	100%	26%	34%	19%		18%	15%	
Slough Ratios	100%	35%	20%	15%		15%	NA	