

**MEETING**

**CONSTITUTION AND GENERAL PURPOSES COMMITTEE**

**DATE AND TIME**

**MONDAY 12TH APRIL, 2021**

**AT 7.00 PM**

**VENUE**

**VIRTUAL MEETING: <https://bit.ly/3u8RvoW>**

**TO: MEMBERS OF CONSTITUTION AND GENERAL PURPOSES COMMITTEE  
(Quorum 3)**

Chairman: Councillor Melvin Cohen LLB  
Vice Chairman: Councillor Laithe Jajeh

Richard Cornelius                      Barry Rawlings                      Alison Moore  
Helene Richman                      Geof Cooke

**Substitute Members**

Peter Zinkin                      Sachin Rajput                      Anthony Finn  
Alan Schneiderman                      Anne Clarke                      Claire Farrier

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is 7 April 2021 at 10am. Requests must be submitted to Andrew Charlwood 020 8359 2014 [andrew.charlwood@barnet.gov.uk](mailto:andrew.charlwood@barnet.gov.uk)

**You are requested to attend the above meeting for which an agenda is attached.**

**Andrew Charlwood – Head of Governance**

Governance Service contact: Andrew Charlwood 020 8359 2014  
[andrew.charlwood@barnet.gov.uk](mailto:andrew.charlwood@barnet.gov.uk)

Media Relations Contact: Tristan Garrick 020 8359 2454

**ASSURANCE GROUP**

## ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes	5 - 10
2.	Absence of Members	
3.	Disclosable Pecuniary interests and Non Pecuniary interests	
4.	Report of the Monitoring Officer (if any)	
5.	Public Question and Comments (if any)	
6.	Members Item (if any)	
7.	Emergency Changes to Polling Arrangements	11 - 20
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12.	Any item(s) that he Chairman decides is urgent	



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# Decisions of the Constitution and General Purposes Committee

12 January 2021

Members Present:-

AGENDA ITEM 1

Councillor Melvin Cohen (Chairman)  
Councillor Laithe Jajeh (Vice-Chairman)

Councillor Richard Cornelius      Councillor Geof Cooke  
Councillor Helene Richman      Councillor Alison Moore  
Councillor Barry Rawlings

## 1. MINUTES

**RESOLVED** that the minutes of the meeting dated 10 October 2020 be agreed as a correct record.

## 2. ABSENCE OF MEMBERS

None.

## 3. DISCLOSABLE PECUNIARY INTERESTS AND OTHER INTERESTS

None.

## 4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

## 5. PUBLIC QUESTION AND COMMENTS (IF ANY)

None.

## 6. MEMBERS ITEM (IF ANY)

None.

The Chairman announced a variation in the order of the agenda. Item 8 (Electoral Services Overview Report 2019) would be considered before agenda item 7 (Constitution Review).

## 7. ELECTORAL SERVICES - OVERVIEW REPORT 2019

The Chief Executive, John Hooton, Head of Electoral Services, John Bailey and Head of Assurance & Business Development, Emily Bowler, presented a report which provided an update on the activities of Barnet's Electoral Services Team throughout 2019 and 2020 and reported on Barnet's delivery of the UK Parliamentary general election on 12 December 2019. The report highlighted the learning that had been taken from each election and offered recommendations to inform the preparations for future elections in the borough.

The Chief Executive advised the Committee that recommendation 3 on page 82, which related to circulating pre-filled postal vote application forms to every elector that currently does not use a postal vote, was being withdrawn.

Officers reported that preparations were taking place to deliver a Covid-secure Mayoral and GLA election on 6 May 2020. Additional staff were being recruited and polling venues were being reviewed to ensure that additional steps could be taken to deliver in-person voting safely.

Members noted that due to the pandemic, some voters may be reluctant to attend polling stations in-person to vote and highlighted the requirement for postal voting to be promoted to ensure fairness. Officers reported that postal voting was being promoted in the following ways:

- Including leaflets in Household Notification Letters;
- An article in Barnet First;
- Promotion on social media;
- Via London Elects who would promote the election London-wide; and
- Via the Electoral Commission's national publicity campaign.

The Head of Electoral Services reported that he had been working as part of a London-wide project looking at delivering the Mayoral and GLA election and this included considering how to make all count venues Covid-secure. It was noted that the venues had been booked for an extended period of time in case the count took longer than usual.

The Committee noted that the date of the election was being kept under review by Government.

The Chairman moved the following amendments to the Electoral Services Overview Report – September 2020 attached at Appendix A:

1. Amend recommendation on 7 (page 84) to add that "In all cases there will be prior consultation with Ward Members."
2. Add a new recommendation 9 as follows: "That every effort be made to eradicate duplicate entries on register wherever possible."

The Committee noted and agreed the amendment and new recommendation.

**RESOLVED that:**

1. **The Committee note the Electoral Services overview report attached at Appendix A.**
2. **The Committee note the recommendations detailed in section 4. of the Electoral Services overview report attached at Appendix A subject to:**
  - **the withdrawal of recommendation 3; and**
  - **the amendment and addition as detailed above.**

## 8. CONSTITUTION REVIEW

The Monitoring Officer, Jessica Farmer, presented a report which contained various proposed Constitution amendments.

The Committee agreed item 2. (Chairmen of Meetings) and item 3. (Suspension of Committee Business) as detailed in section 1.2 of the report and appendices A and B.

The Committee discussed the issue of late amendments moved by Members for committees which had been included in the report without any specific amendments proposed. The Monitoring Officer advised the Committee that substantial late amendments could result in new information being introduced at meetings. In some cases, officers would not have had sufficient time to consider the implications of the amendments and provide advice to a committee. It was highlighted that committee reports followed a clearance process which allowed all issues to be considered.

A Member highlighted that reports were occasionally published as 'to follow' and suggested that where this was the case, there needed to be a degree of flexibility. It was proposed that the following wording could be added "Where reports are published after the deadline, amendments will be accepted after the deadline including during the meeting." It was also suggested that the deadline be 10.30am the same working day to be consistent with other deadlines in Constitution.

Officers advised Members that this issue could be dealt with by way of a protocol agreed by the Committee rather than a Constitution amendment as this would enable the principle to be agreed and applied for a period before considering how effective it was.

Following debate, it was agreed that a protocol be drafted for the next meeting of the Committee for consideration and agreement.

### **RESOLVED that the Committee:**

- 1. Agree that a protocol regarding late amendments would be drafted for consideration and debate at the next meeting.**
- 2. Recommend to Council that the Constitution be amended to incorporate the changes set out in the report and the amended versions attached at Appendices A and B.**

## 9. PAY POLICY STATEMENT

The Assistant Director Human Resources & Organisational Development, Jon Bell, presented a report on the Pay Policy Statement incorporating information on Gender Pay Gap and Recruitment and Retention.

The Committee noted that there was currently a gender pay gap in favour of female employees. It was suggested that this could be attributed to a combination of factors including: social workers tending to be female and, due to requirement for those posts to require a professional qualification, that they were higher paid; Street Scene staff tending to be male and for those roles to be lower paid; and some lower paid professions which tended to have female staff, such as care services, being outsourced and not therefore part of the Council's pay data. Officers reported that overall there were no significant issue with pay parity.

In relation to pay progression, the Committee commented that there was a significant increase in percentage from Satisfactory (0.5%) to Good (2.25%). It was suggested that such a big increase could move officers to the top of their grades faster which then result in there being a demotivating factor for future performance. The Assistant Director Human Resources & Organisational Development advised the Committee that performance related pay was due to be reviewed and this would be taken into consideration at that time.

A Member questioned whether there was a London minimum pay level for apprentices. The Assistant Director Human Resources & Organisational Development advised the Committee that there was and highlighted that Barnet pay above the minimum level.

The Chief Executive reported that a report on the Ethnicity Pay Gap would be produced by 31 March 2021.

**RESOVLED that Committee recommend that Council approve the Pay Policy Statement 2021/22 (as attached at Appendix A) at the meeting on 19<sup>th</sup> January 2021.**

## **10. BARNET COUNCIL'S ANNUAL HEALTH AND SAFETY REPORT**

The Head of Safety, Health and Wellbeing, Mike Koumi, presented the Annual Health and Safety report which set out health and safety performance for the period 2019/20 and sets the priorities for the period 2020/21. The Committee noted that Barnet had been achieved an excellence award for the revised London Healthy Workplace Award.

The Committee questioned whether more could be done to ensure completion of mandatory health and safety training audits. It was reported that staff turnover could have an impact and that some officers might not be desk-based which could impact on their ability to complete training. Members were advised that there were other types of training available to those members of staff.

It was noted that performance in health and safety audits varied across different services and it was questioned if an overall compliance of 87% was good performance. It was reported that the level of compliance was generally very high including for services such as Street Scene, but there were of course areas for improvement.

Responding to question, officers reported that the health and safety team had worked closely with services and schools on a Covid secure return to activities and continued to provide advice and support. It was noted that the health and safety team coming under Public Health has assisted with this.

The Committee were advised that comprehensive arrangements had been put in place to respond to the increase in working from home due to the pandemic.

**RESOLVED that the Committee note Barnet Councils Annual Health and Safety Report as set out in Appendix 1 and approve the priorities for the period 2020/21 as outlined in section 3.**

## 11. COMMITTEE FORWARD WORK PROGRAMME

**RESOLVED that the Committee note the forward work programme.**

Members requested that if there are any changes to polling stations in the lead up to the Mayoral and GLA election that the Committee and Ward Members be informed once decisions had been made. **Action: Head of Electoral Services**

The meeting finished at 8.30 pm

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## Constitution and General Purposes Committee

12 April 2021

<b>Title</b>	<b>Emergency Changes to Polling Arrangements for the Mayor of London and Greater London Assembly Elections on Thursday 6 May 2021</b>
<b>Report of</b>	John Hooton – Constituency Returning Officer
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix A – Polling Arrangements on Behalf of the Constituency Returning Officer for the Barnet and Camden GLA Constituency
<b>Officer Contact Details</b>	John Bailey, Head of Electoral Services 020 8359 3008 - <a href="mailto:john.bailey@barnet.gov.uk">john.bailey@barnet.gov.uk</a> Emily Bowler, Head of Assurance & Business Development 020 8359 4463 - <a href="mailto:emily.bowler@barnet.gov.uk">emily.bowler@barnet.gov.uk</a>

### Summary

The postponed Mayor of London and London Assembly elections are taking place on 6 May 2021. Electoral Services have assessed all polling venues to ensure that they are suitable for use under the COVID restrictions. Subsequently the CRO has made a number of temporary changes (using emergency CRO powers). This report gives information to the Committee on the polling arrangements for the 6 May 2021 elections.

## Officers Recommendation

**That the Committee note for information the changes to polling place arrangements, made on behalf of the Constituency Returning Officer and included within the report at Appendix A.**

### 1. WHY THIS REPORT IS NEEDED

- 1.1 On 6 February 2021, the Government advised that the Mayor of London and London Assembly elections will go ahead as planned on 6 May 2021.
- 1.2 Whilst the Government have stated that elections can safely be held under current COVID restrictions, it was necessary for risk assessments to be undertaken across all designated polling venues in Barnet. Officers from Electoral Services visited every polling place in the borough to assess suitability for use, given the social distancing and other COVID specific arrangements that will be required at these elections.
- 1.3 Due to the statutory and operational requirements for supplying polling station data to various bodies and suppliers (most notably for the preparation and despatch of poll cards), it was necessary for the Constituency Returning Officer to make the changes to polling places under emergency Returning Officer powers.

### 2. REASONS FOR RECOMMENDATIONS

- 2.1 Following consultation with Barnet's Health and Safety Team and Public Health Colleagues, the Electoral Commission's Polling Station Assessment Form was adapted to include COVID specific considerations, and this was used for every visit. Key to the considerations were:
  - Space available for queuing (either outside and/or inside the venue)
  - Capacity of the venue within social distancing requirements
  - Potential to apply a one-way system (e.g. separate entrance and exits)
  - Ventilation available within the venue (e.g. opening windows or air conditioning etc).
- 2.2 Where a polling venue was assessed as being unsuitable to manage the numbers of electors expected to vote there (based on previous elections), alternative venues were investigated.
- 2.3 The Ministers of State for the Cabinet Office and for Schools Standards sent a letter on 11 February to all Returning Officers and Headteachers requesting that schools are not used as polling places *'where it is practically possible to do so; in particular, we are clear that where schools would be required to close, Returning Officers should look to other available venues first'*.
- 2.4 Following this Electoral Services conducted a further review of all 31 polling districts where a school is a designated polling place. Potential alternative venues were identified for 8 schools and following further investigation and visits, 6 have been assessed as suitable (and are included in the table below).

- 2.5 Of the 25 schools that will still be used as polling venues, 11 expect to remain open on polling day with additional arrangements in place to ensure pupils continue to be safeguarded. Feedback from those schools will close is that they are continuing to explore ways to ensure pupils do not lose teaching times.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 By law, polling could have gone ahead in all of the formally designated polling stations in Barnet, but this would not have allowed for optimal safeguards against COVID19.
- 3.2 In addition, many of the designated polling places would have encountered unacceptable levels of queuing on polling day due to the COVID restrictions – meaning that many of Barnet’s electors would either choose not to vote or would feel that they have been exposed to high risk of infection from COVID19.

### **4. POST DECISION IMPLEMENTATION**

- 4.1 The polling place changes as directed by the Constituency Returning Officer will be used for the London Mayor and Greater London Authority elections on 6 May 2021.
- 4.2 Following publication of the LGBCE’s Electoral Review of Barnet which established the new Ward boundaries within the borough) we are already working on designating new polling districts and polling places to effectively serve the new ward boundaries of the borough. Electoral Services, in consultation with the Returning Officer, will complete this work to ensure the new arrangements can be brought before Committee in October 2021, ahead of the Local Government elections in May 2022.

### **5. IMPLICATIONS OF DECISION**

#### **5.1 Corporate Priorities and Performance**

- 5.1.1 The Barnet Plan sets out the four priorities for the borough. The plan focuses on the key outcomes we are seeking to achieve and how we will work to achieve those outcomes. This work supports the council’s priority of Clean, Safe and Well Run.
- 5.1.2 Ensuring that the designation of polling places give all electors reasonable and accessible facilities for voting (so far as is practicable within the circumstances), helps to ensure that the views of all electors resident within the borough can be expressed and are taken into consideration on all aspects of the corporate outcomes.

#### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 5.2.1 The Council is only responsible for the costs of conducting local (council) elections, including, when held, local by elections that elect the Borough’s own councillors. At all other elections all ‘actual and necessary’ costs are recovered by the Returning Officer from the relevant governing body for that election (e.g. central government for national UK elections or referendums and the GLA for the London Mayoral and Greater London Assembly elections).

5.2.2 There will be some financial impact from the recommendation of this report which will be recovered from the GLA for these elections.

### 5.3 **Social Value**

5.3.1 As stated at 5.1.2.

### 5.4 **Legal and Constitutional References**

5.4.1 The Representation of the People Act 1983 requires that local authorities designate the polling places.

5.4.2 Under Representation of the People Act 1983, Returning Officers have the right to use certain public buildings (including schools that receive public funds) for use as polling stations at elections. Where a polling place is not designated as a public building (or land) and the Returning Officer is informed that the location is not available, the Returning Officer has no legal power to insist upon the use the location and must therefore find an alternative location for the polling station.

5.4.2 Whilst the Constitution & General Purposes Committee is responsible for designating the locations of all polling places within the borough when a full review and consultation of polling districts and places is conducted, the terms of reference of the committee do not provide for those instances where a polling place becomes unavailable at short notice and a review and consultation is not practicable before a forthcoming election takes place.

### 5.5 **Risk Management**

5.5.1 By reviewing all polling places ahead of the May 2021 elections the council has addressed some of the risks presented by delivering an election in a pandemic.

5.5.2 In conducting and implementing the findings of this review of Polling Districts and Polling Places, the Council mitigates the risk that electors find the arrangements for polling within the Borough to be hampered by poor accessibility or the provision of sub-standard facilities (given the practicable circumstances prevailing in each polling district).

5.5.3 The projects that prepare and deliver elections have in place procedures for dealing with circumstances where a change of polling station is required at very short notice (e.g. due to flood, fire or vandalism). However, there remains a risk to the perceived legitimacy of the polling at the election in question if a polling place has been moved without regard to the relevant legislation.

### 5.6 **Equalities and Diversity**

5.6.1 The delivery of this electoral process is strictly governed by legislation, which is in itself designed to provide for reasonable access for all electors – including persons who have different forms of disability (so far as is reasonably practicable in the circumstances). In addition to providing polling stations that are as accessible as practicable in the circumstances, Part 2 Representation of People Act 2000 provides that all voters have the right to request the use of postal or proxy voting

arrangements.

- 5.6.2 The legislation governing this review requires that representations are sought from persons who are considered to have an expertise in access to locations for persons with different forms of disability. In order to fulfil this requirement, the Head of Service for Health and Safety at the London Borough of Barnet was given oversight of the continuing arrangements for polling across the borough.
- 5.6.3 Pursuant to section 149 of the Equality Act, 2010, the council has a public-sector duty to have due regard to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advancing equality of opportunity between those with a protected characteristic and those without; promoting good relations between those with a protected characteristic and those without.
- 5.6.4 Effective processes and activities with regards to registering residents on the electoral roll, in compliance with all relevant electoral legislation, ensures that all eligible individuals can choose to exercise their democratic rights in the manner in which they choose (as allowed by law).
- 5.6.5 Officers have reviewed the changes and have concluded that they will allow better access to disabled voters.

## **5.7 Corporate Parenting**

- 5.7.1 Not applicable

## **5.8 Consultation and Engagement**

- 5.8.1 The list of changes to polling places was sent to CGP Committee members and relevant Ward members for comment before the polling arrangements for the May 2021 elections were finalised.

## **5.8 Insight**

- 5.8.1 None

## **6 BACKGROUND PAPERS**

- 6.1 Constitution and General Purposes Committee, 17 January 2019, Item 12, Annual Interim Review of Polling districts and Polling Places:  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CIId=174&MIId=9503&Ver=4>
- 6.2 General Functions Committee, 25 March 2014, Item 8, Polling Places – Late Change of Location:  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CIId=174&MIId=7527&Ver=4>

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**Mayor of London and Greater London Authority  
Elections – 6 May 2021**

# **Polling arrangements**

**on behalf of the Constituency Returning Officer  
for the London Borough of Barnet**

## Introduction

On 6 February 2021, the Government advised that the Mayor of London and London Assembly elections will go ahead as planned on 6 May 2021. Electoral Services are working hard to ensure that polling stations will be safe places to vote.

To prepare for these elections Electoral Services have visited every polling place in the borough to assess their suitability for use, given the social distancing requirements and other COVID secure arrangements that will be necessary at these elections.

Following consultation with Barnet's Health and Safety Team and Public Health Colleagues, the Electoral Commission's Polling Station Assessment Form was adapted to include COVID specific considerations, and this was used for every visit. Key to the considerations were:

- Space available for queuing (either outside and/or inside the venue)
- Capacity of the venue within social distancing requirements
- Potential to apply a one-way system (e.g. separate entrance and exits)
- Ventilation available within the venue (e.g. opening windows or air conditioning etc)

Where a polling venue was assessed as being unsuitable to manage the numbers of electors expected to vote there (based on previous elections), alternative venues were investigated.

### Further review of schools used as polling places

The Ministers of State for the Cabinet Office and for Schools Standards sent a letter on 11 February to all Returning Officers and Headteachers requesting that schools are not used as polling places *'where it is practically possible to do so; in particular, we are clear that where schools would be required to close, Returning Officers should look to other available venues first'*.

Following this Electoral Services conducted a further review of all 31 polling districts where a school is a designated polling place. Potential alternative venues were identified for 8 schools and following further investigation and visits 6 have been assessed as suitable (and are included in the table below).

Of the 25 schools that will still be used as polling venues, 11 expect to remain open on polling day with additional arrangements in place to ensure pupils continue to be safeguarded. Feedback from those schools will close is that they are continuing to explore ways to ensure pupils do not lose teaching times.

It should be noted that, in Barnet a review of polling arrangements is conducted every year (in addition to the statutory review every five years) and all potential alternative polling sites that have been identified or that are put forward are assessed. The review criteria for polling stations, as laid out by the Electoral Commission, are that they must be easy to find and within easy reach for all electors within a defined area. Polling stations should also be accessible for people with disabilities and they must be 'affordable'. In order to assist Councils and Returning Officers in meeting these requirements for polling stations, Electoral legislation makes publicly funded buildings (and specifically schools) the only venues whereby a Returning Officer has a right to use them by law. Schools should only be used where there is no practical and affordable alternative. However, it is often the case that only a school can meet the specific criteria.

## Polling venue changes for 6 May 2021

PD	Ward	Current Polling Place	Proposed new Polling Place(s) for GLA 2021	New type of polling place	Comments / rationale
CCC	Brunswick Park	<b>Portable Office</b> (Brunswick Park Road), in the Car Park, Brunswick Park Road, Southgate N11 1HA	<b>MOVE TO:</b> <b>Osidge Library</b> Brunswick Park Road, Osidge, London N11 1EY	Library	Move away from portable offices. Moving to adjacent polling district
CDB	Coppetts	<b>Portable Office</b> (Balmoral Avenue/ Regal Drive) at Junction of Balmoral Avenue/ Regal Drive N11 3QA	<b>MOVE TO:</b> <b>St John's Parish Centre</b> St John's Church, Friern Barnet Road, London N11 3EQ	Hall	Move away from portable offices. Church hall at border of adjacent polling district
CFA	Totteridge	<b>St Andrew's JMI School</b> The Green, Totteridge N20 8NX	<b>MOVE TO:</b> <b>Totteridge Village Hall</b> Badgers Croft (Off Totteridge Lane), Totteridge N20 8AH	Hall	Move from school venue to village hall within the polling district.
CFD	Totteridge	<b>Finchley Catholic High School</b> Woodside Lane, Finchley N12 8TA	<b>MOVE TO:</b> <b>The Sports Pavilion</b> Finchley Catholic High School Playing Fields, Southover, London N12 7ES	Hall	School buildings not available. Alternative venue on school playing fields (just outside polling district)
FJB	Garden Suburb	<b>Portable Office</b> (The Green) The Green, Widcombe Way/Vivian Way, London N2 0HL	<b>MOVE TO:</b> <b>Brooklands Infant School</b> Hill Top, Hampstead Garden Suburb, London NW11 6EJ	Primary School	Move away from portable offices. Merge with adjacent polling district
FJC	Garden Suburb	<b>Portable Office</b> (Synagogue, Norrice Lea) in the Car Park, The Synagogue, Norrice Lea, Garden Suburb N2 0RE	<b>MOVE TO:</b> <b>St Jude's Church Hall</b> 1 South Square, London NW11 7AH	Hall	Move away from portable offices. Merge with adjacent polling district
FLC	Golders Green	<b>Claremont Primary School</b> Claremont Road, Cricklewood NW2 1AB	<b>MOVE TO:</b> <b>Carey Hall</b> 58a Claremont Road, Cricklewood, London NW2 1BU	Hall	Move from school venue to hall within polling district
HOC	Hale	<b>Deansbrook Infant School</b> Hale Drive, London NW7 3ED	<b>MOVE TO:</b> <b>John Keble Church</b> Church Close, off Deans Lane, Edgware HA8 9NT	Hall	Moving away from school. Hall is within the polling district
HOD	Hale	<b>Portable Office at Harvester</b> Car Park, Selvage Lane, Edgware HA8 9RZ	<b>MOVE TO:</b> <b>Baden Powell Centre</b> John Keble Church, Church Close, off Deans Lane, Edgware HA8 9NT	Hall	Move away from portable offices. Moving to adjacent polling district

<b>HPD</b>	Mill Hill	<b>Dollis Primary School</b> Pursley Road, Mill Hill NW7 2BU	<b>MOVE TO:</b> <b>Mill Hill East Church</b> Pursley Road, Mill Hill NW7 2BU	Hall	Moving away from school. Hall is within the polling district
<b>HQB</b>	Hendon	<b>St Mary &amp; St John CE School</b> Bennett House, Sunningfields Road, Hendon NW4 4QR	<b>MOVE TO:</b> <b>Hendon Library</b> The Burroughs, Hendon NW4 4BQ	Library	Move away from school venue to library within polling district
<b>HRD</b>	West Hendon	<b>West Hendon Community Centre</b> Marsh Drive, West Hendon NW9 7QE	<b>CHANGE TO:</b> <b>The Hyde School</b> Hyde Crescent/ Edgware Road, Hendon NW9 7EY	School	West Hendon Community Centre not available. Moving to adjacent polling district within existing polling place.
<b>HSD</b>	Colindale	<b>Estate Management Suite</b> 16 Heritage Avenue, Beaufort Park, London NW9 5EN	<b>CHANGE TO:</b> <b>Barnet Council Offices</b> 2 Bristol Avenue Colindale NW9 4EW	Hall	Estate Management Suite not available. Moving to new venue within the polling district.
<b>HTD</b>	Burnt Oak	<b>Watling Community Centre</b> 145 Orange Hill Road, Edgware HA8 0TR	<b>CHANGE TO:</b> <b>Burnt Oak Library</b> 99 Watling Avenue, Edgware HA8 0UB	Library	Watling Community Centre used as Testing Site, Change to Burnt Oak Library

	<p align="center"><b>Constitution and General Purposes Committee</b></p> <p align="center"><b>12 April 2021</b></p>
<p><b>Title</b></p>	<p><b>Restructure of Services within the Adults and Health Directorate</b></p>
<p><b>Report of</b></p>	<p>Dawn Wakeling, Executive Director Adults and Health</p>
<p><b>Wards</b></p>	<p>All</p>
<p><b>Status</b></p>	<p>Public</p>
<p><b>Urgent</b></p>	<p>No</p>
<p><b>Key</b></p>	<p>No</p>
<p><b>Enclosures</b></p>	<p>Appendix 1 – Formal consultation document on the proposals for the restructure of the Care Quality and Customer Finance Service.</p> <p>Appendix 2 – Formal consultation document on the proposals for the restructure of the Performance and Systems Service.</p> <p>Appendix 3 – Restructure of Care Quality and Customer Finance Service Consultation Closure report and Final Proposals</p> <p>Appendix 4 - Restructure of Performance and Systems Service Consultation Closure report and Final Proposals</p> <p>Appendix 5 – Equalities Impact Assessment, Care Quality and Customer Finance Service</p> <p>Appendix 6 - Equalities Impact Assessment, Performance and Systems</p> <p>Appendix 7 - Care Quality and Customer Finance Proposed Structure</p> <p>Appendix 8 – Performance and Systems Proposed Structure</p>
<p><b>Officer Contact Details</b></p>	<p>Courtney Davis, Assistant Director  <a href="mailto:Courtney.Davis@barnet.gov.uk">Courtney.Davis@barnet.gov.uk</a></p> <p>Sam Raffell, Head of Care Quality and Customer Finance,  <a href="mailto:Sam.Raffell@barnet.gov.uk">Sam.Raffell@barnet.gov.uk</a></p>

## Summary

This paper sets out the final proposed changes to the staffing structure of the Care Quality and Customer Finance service and the Performance and Systems service in the Adults and Health Directorate following a period of formal consultation with staff and the trade unions from 18 February 2021 – 19 March 2021. Subject to committee approval, the proposals will be implemented to take effect in April 2021.

The consultations for the two services ran simultaneously, the consultation documents (attached as appendix 1 and 2) set out both the rationale and proposals for the changes. There have been minimal changes to each of the services in the last five years and in this period both service areas have seen significant changes to ways of working, demand and the skillsets required. Changes include: the implementation of a new case management system; and changes to statutory frameworks and the health and social care system. The restructure also presented an opportunity to build flexibility and resilience into the structure and improve routes for career progression.

In line with the rationale, the proposals involve changes to a number of posts, including the establishment of new posts, deletion of others and amendments to some job descriptions, line management and fixed terms roles being made permanent.

## Recommendations

- 1. The Committee approve the proposed changes to the adult social care staffing structure to take effect in April 2021.**
- 2. The Committee note formal consultation has been undertaken with a summary of the feedback from this is included within the report.**

### 1. WHY THIS REPORT IS NEEDED

- 1.1 The restructure consultation documents outline proposals for an updated structure for the Care Quality and Customer Finance service and Performance and System service within Adults and Health. The Consultation Reports (appendix 1 and 2) and Final Proposals documents (attached as appendix 3 and 4) confirms the final proposals following consideration of the feedback provided from staff and the Trade Unions during the consultation period.
- 1.2 The final proposals will result in total of 19 posts being deleted. Of the posts proposed for deletion, 6 are currently vacant, 12 members of staff will be put at risk of redundancy and there is one planned retirement. 18 new roles have been created. Additionally, a number of roles have seen amendments to job descriptions and been re-evaluated with some line management changes in-line with the new proposed structure and some fixed term roles have been made permanent.
- 1.3 In-line with the council's Managing Organisational Change Policy, formal

consultation was launched for a 30-day period on 18 February 2021, running to 19 March 2021, with the new structures proposed to take effect in April 2021. Following requests from Unison on behalf of Unison members, an extension of four working days was agreed for the Performance and System service consultation resulting in a new consultation end date of 25 March 2021.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 There have been minimal changes to each of the services in the last five years and over this time both services areas have seen significant changes to ways of working, demand and the skillset required. Key changes include, the implementation of a new case management system, changes to statutory frameworks and the health and social care system. The restructure also presented an opportunity to build flexibility and resilience into the structure and improve routes for career progression.
- 2.2 Overall, the feedback has been positive and supportive, and the rationale is understood. However, concerns were raised about individuals at risk, workloads, process and the implementation of the proposals. These concerns are addressed in the closure report.
- 2.3 The detail of the proposed changes, as well as a summary of consultation feedback and responses, can be found in the Consultation Closure Report and Final Proposals attached in the appendices.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 As part of the case management system implementation, 'target operating model' work was carried out to review the resources and capability required to operate the new system. Research was carried out looking at a 'typical support model' based on other users of the system and generally the structure and remit of similar functions in other local authorities. The work considered what was optimal based on current structures, demand, resilience and cost. The restructure proposals have taken this work into account and recommendations, particularly in the performance and business systems teams, were informed by this work.
- 3.2 Similarly, in the Care Quality and Customer Finance teams, the Head of Service and managers jointly reviewed the structure, skill and capacity requirements

against delivery requirements that have evolved over a number of years due to changes in demand, systems and quality changes.

- 3.3 Doing nothing was not an acceptable option as it would leave both services unable to respond to changes resulting from service demands, new case management system, legislative and health and social care system changes.
- 3.4 The structural proposals have not changed as a result of feedback following the consultation. However, the closure reports set out some further actions that will be carried out post-consultation.

#### **4. POST DECISION IMPLEMENTATION**

- 4.1 Upon approval of the recommendations, changes will be confirmed with affected staff. Management will lead and HR will support the implementation of the changes. It is expected that the new organisational structure will be in place in April 2021.
- 4.2 Where staff are at risk of redundancy, HR and the Head of Service will work to finalise arrangements.
- 4.3 There will be some further actions undertaken based on feedback in regard to the remit / priorities of some roles, career progression opportunities, and the implementation of changes. These will be taken forward by the management team working within the areas concerned.

#### **5. IMPLICATIONS OF DECISION**

##### **5.1 Corporate Priorities and Performance**

- 5.1.1 The services in scope sit within the Adults and Health Directorate and contribute to the Healthy Priority within the corporate plan. Each service plays a supporting role in bringing health and care together, supporting residents to maintain their strengths and independence, mental health and supporting the long term affects of Covid-19.

##### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 5.2.1 The restructures are not a cost saving exercise and have been modelled on the current staffing budget and establishment for each area.
- 5.2.2 The 2021/22 budget for both the care quality and customer finance service and performance and systems service is £4.103m, funded from existing general fund resources plus relevant external funding streams.
- 5.2.3 The proposals aim to limit redundancies; in the event of redundancies cost will be managed within existing budgets.

### **5.3 Social Value**

5.3.1 Not applicable in the context of this report.

### **5.4 Legal and Constitutional References**

5.4.1 Article 7 of the Constitution includes the terms of reference of the Constitution and General Purposes Committee which includes responsibility for staffing matters other than those within the remit of the Chief Officer Appointment Panel and specifically the approval of staffing restructures involving 20 or more employees.

5.4.2 The consultation process with staff is required in line with the Council's obligations under the relevant consultation regulations.

5.4.3 The restructure has been carried out in accordance with the Council's Managing Organisational Change Policy. Consultation with Trade Unions and collective and individual staff consultation has concluded. The new structure can now be implemented subject to the approval of this Committee in accordance with the Managing Change Policy.

5.4.4 According to the Scheme of Delegation the Executive Director Adults and Health can authorise the payment of redundancy payments in line with the Managing Change Policy below £100,000. The Constitution and General Purposes Committee approves severance packages above £100,000.

### **5.5 Risk Management**

5.5.1 The key risk is typical of any restructure: that the lead up to and the actual changes create uncertainty and destabilise the organisation and detract from key priorities or cause staff to leave the council. The proposed mitigations are to:

- Work closely with HR and the Unions
- Ensure regular communication and engagement with staff
- Ensure sufficient pace in selection processes for ringfenced posts and redeployment opportunities.
- On-going monitoring post implementation to the review structure is delivering intended outcomes.

### **5.6 Equalities and Diversity**

5.6.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between people from different groups
- foster good relations between people from different groups

5.6.2 The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services.

- 5.6.3 A detailed Equality Impact Assessment (EQIA) was undertaken. The EQIA has been carried out for all staff in the Adults and Health Directorate as the numbers within both service areas are too low to be able to report equality information without identifying individuals. By referencing the wider Adults workforce, it is possible to provide a greater degree of equalities breakdown and given this and that these services are both intrinsically linked with the broader functions of Adults and Health it is reasonable to consider the wider Equalities aspect.
- 5.6.4 The EQIA outlines that the Adults and Health workforce is a predominantly female workforce (75% of the workforce) and therefore it is anticipated that female employees will be disproportionately affected by the proposed changes across the workforce. The EQIA's also outlines that there are a higher percentage of people of BAME background in Adults and Health (38%) compared to corporate figures (31%) and a slightly higher percentage of people with disabilities (7% compared to 5% in corporate services).
- 5.6.5 Adults and Health have put mitigations in place to ensure that employee relations issues which tend to disproportionately affect women are recognised and that where possible mitigating action is put in place to support staff. This includes but is not limited to ensuring that flexible working is encouraged across the department and that staff with caring responsibilities are appropriately supported. Adults and Health follows the Council's equal opportunity recruitment process to ensure people of BAME background have equal opportunities. There are also measures in place to ensure equality of access to opportunities for people with disabilities, with reasonable adjustments made in respect to interviews, redundancy selection and communication of interviews.
- 5.6.6 Where staff require reasonable adjustments to be made in respect of this restructure relating to interviews, redundancy selection or the communication of information
- 5.6.7 A neutral impact is anticipated for each of the remaining equality strands. The equality impact assessments are attached as appendix 5 and 6.

## 5.7 **Corporate Parenting**

- 5.7.1 The changes have no direct impact on looked after children or care leavers.

## 5.8 **Consultation and Engagement**

- 5.8.1 The consultation was launched for a 30-day period on 18 February 2021 running until 19 March 2021. The Trade Unions were initially briefed that consultations for the two areas were planned at the regular adult social care Trade Union meetings in November and December. An outline of the plans was presented at the Trade Union meeting on 9 February 2021 and the draft consultation document was shared on 15 February 2021. The Trade Unions were invited to the formal consultation launch meetings on 18 February 2021.
- 5.8.2 Following requests from Unison on behalf of Unison members an extension of four working days was agreed for the performance and system service consultation resulting in a new consultation end date of 25 March 2021.

5.8.3 A job evaluation panel meeting has been arranged by HR in line with agreed protocols.

5.8.4 Staff across the service areas were encouraged to comment and put forward ideas to improve the proposals or alternative proposals. A variety of ways were made available for people to put these forward or to ask questions.

<b>Email</b>	Comments and suggestions could be emailed 14 individuals responded in this way. Where appropriate, key messages from feedback have been included in the consultation closure reports. Where comments and questions were about personal/confidential matters, these were responded to individually.
<b>Open meeting</b>	There was an option to arrange one-to-one or group meetings with the Heads of Service to discuss the proposals.
<b>One-to-one meetings</b>	Individuals at risk of redundancy have had the opportunity to meet with a senior manager, HR and their own representation where requested.
<b>Survey</b>	For the Care Quality and Customer Finance consultation, a web link to an online survey was circulated as another method to feedback. The survey could be completed anonymously if desired and included free text fields that allow for open comments and suggestions. Two staff fed back using this method.
<b>Consultation Log</b>	Throughout the consultation feedback, common questions and concerns will be logged and responses provided, where appropriate, at the close of consultation.

5.8.5 A number of consultation responses were received. The detail of the proposed changes as well as a summary of consultation feedback and responses can be found in the Consultation Report and Final Proposals

5.8.6 Staff briefings to close consultation were held on 26 March 2021 for the Care Quality and Customer Finance Service and on 31 March 2021 for the Performance and Systems Service to present the findings of the consultation and update staff on the final proposals being presented to Constitution and General Purposes Committee.

## 5.9 Insight

5.9.1 Insight data is not applicable in the context of this report.

## **6. BACKGROUND PAPERS**

6.1 None.

**LONDON BOROUGH OF BARNET**

**ADULTS AND HEALTH**

**Formal consultation on the proposals for the  
restructure of Care Quality and Customer Finance  
Service**

**February 2021**

## **INTRODUCTION**

This document outlines proposals for an updated structure for the Care Quality and Customer Finance service within Adults and Health. The changes are proposed to focus resources as effectively as possible and improve the service offer made to Barnet residents.

The document outlines the planned changes to the structure, the rationale for these changes and acts as a way to formally consult with staff on these changes and their potential impact upon the workforce.

This document is provided under Section 188 of the Trade Union and Labour relations (Consolidation) Act 1992 and in line with the council's obligations under ICE Regulations to inform and consult employees about proposed changes to their working circumstances. This document constitutes the start of consultation.

The consultation will take place in accordance with the Council's Policy on Managing Organisational Change, which is within the Employee Handbook on the Council Intranet site.

This proposal involves changes to a number of posts, including the establishment of new posts and deletion of others. As a consequence of these proposals it is likely that a few staff will be placed at risk of redundancy, as a consequence of their posts being deleted.

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## 1 INTRODUCTION AND BACKGROUND

### 1.1 RESPONSIBLE OFFICERS

ROLE	NAME	CONTACT
Sponsor	Courtney Davis	<a href="mailto:courtney.davis@barnet.gov.uk">courtney.davis@barnet.gov.uk</a>
Senior Responsible Officer	Sam Raffell	<a href="mailto:sam.raffell@barnet.gov.uk">sam.raffell@barnet.gov.uk</a>
Human Resources Advisory	Stephen Cranfield	<a href="mailto:stephen.cranfield@barnet.gov.uk">stephen.cranfield@barnet.gov.uk</a>

All responses to this consultation should be sent to: [Andrea.Porter@barnet.gov.uk](mailto:Andrea.Porter@barnet.gov.uk).

### 1.2 TIMETABLE

It is proposed to implement the final structure with effect from April 2021, subject to the completion of the consultation and approval through agreed mechanism.

The consultation period will be 30 days, lasting from 18 February 2021 to 19 March 2021.

### 1.3 STAFF IN SCOPE

The changes proposed within this document affects posts within the Care Quality and Customer Finance Service Area. There are currently 60 posts (58 FTE) that are filled by 53 individuals (51 FTE), including 2 fixed term staff and 4 agency staff. There are currently 7 vacant posts. The new permanent structure will have 53 posts (51.5 FTE).

There are 6 roles within the service (3 agency staff and 4 fixed term health funded posts which are out of scope of the consultation).

The impact of the consultation of staff will be:

- 29 postholders will be assimilated into their existing roles
- 13 postholders will be ring-fenced for either their existing role or for a 'lead' role within their service area.

- 5 postholders ring-fenced with the opportunity to apply for 2 roles. All staff will be at risk of redundancy or redeployment.

The document breaks the changes down into two sections, section 2 focuses on Care Quality and section 3 on Customer Finance. Although one service, the document is split in this way as it designed to be as clear as possible for staff who sit within each area of the service.

#### **1.4 RATIONALE FOR CHANGE**

The proposed changes are focussed on improving the service offered by the Care Quality and Customer Finance service. There have been minimal changes to either service for a number of years and over this time period the way we deliver services and demand for services has continued to evolve. This re-structure is to ensure the service is fit-for-purpose to deliver to current requirements. The principal drivers for change are:

- Delivering services to achieve outcomes as efficiently and effectively as possible
- Ensuring we have the right skillset to meet the needs of Barnet residents
- Ensuring there is resource to fill gaps identified in service delivery
- Take into account how system changes have changed the way we work
- Add more resilience and flexibility to the service
- Improve routes for career progression
- Improve staff supervision
- Long term planning, transferring fixed term and agency posts into permanent roles
- Focus on quality support to the care market with an increase in providers completing self-assessments
- Minimising redundancies

#### **1.5 CHANGES TO TERMS AND CONDITIONS**

No changes to terms and conditions of employment will take place as a consequence of this restructure.

## 2 CARE QUALITY

### 2.1 Main Changes

The main changes proposed for the Care Quality are as follows:

#### **A. Deletion of Contract Monitoring Officers and change in Care Quality Advisors Role**

It is proposed to delete the 4 Contract Monitoring Posts from the Community and Supported Living and Care Homes and Extra Care Teams. Some of the core functions of the Contract Monitoring Officer roles are no longer required, whilst others will be allocated to Care Quality Advisor or the new Care Quality Support Officer.

The rationale for this change is as follows:

- An increased focus on quality monitoring, rather than traditional contract monitoring, has meant that the role required to effectively quality assure the care market is aligned closer to the Care Quality Advisor role.
- A move to more provider self-assessments has reduced the requirement for a contract monitoring function
- This change allows each provider to have one link officer, who can support the provider through self-assessment, quality assurance and quality improvement process.

The role of the Care Quality Advisor will also change, as they will take on some of the quality monitoring function currently carried out by the Contract Monitoring Officers. This will include initiation, reviewing and challenge of self-assessments completed by providers. This will likely take up approximately a third of the Care Quality Advisors role. The proposed newly created Care Quality Support Officer will support in regard to communications, collating responses, minutes at meetings, KPI reporting and updating the Care Quality Dashboard.

#### **B. Brokerage Service Manager and Brokerage Lead**

The Adults and Health Brokerage Team has continued to develop and expand over the last 5 years and therefore it is deemed that due to increase responsibility and staffing levels within the service the area now requires a dedicated Service Manager. It is proposed that the role will be re-evaluated and will be report directly to the Head of Service. There has also been Brokerage Lead role established to provide additional supervision capacity within the Brokerage Team as well as providing more resilience and a route for career progression. The

Brokerage Lead role will supervise staff, lead on engagement with wider care quality teams, deal with complex queries and deputise for the Brokerage Manager where required.

### C. Market Management, Sustainability and Contracts – New Team

Having reviewed the functions of the service it has become clear that there are particular areas where the service needs more focus and therefore there is a proposal to establish a new service area which focuses on market management, sustainability and contracts. This area will include the contract monitoring of prevention and wellbeing contracts, contract register and due diligence process as well as be responsible for market management and sustainability of the care market. This includes leading across NCL on market sustainability, managing the uplift process and working closely with commissioning to ensure a value for money and sustainable care market.

Below summarise the key role changes:

Action	Roles	Summary
Delete	4 x Contract Monitoring Officer	The 4 Care Quality Monitoring Officers within the Community and Care Home and Extra Care services will be deleted.  Some of the functions currently carried out by these roles will be allocated to Care Quality Advisors and Care Quality Support Officers.
Delete	1 x Brokerage Officer	A Brokerage Officer post will be deleted and replaced by a Brokerage Lead post.
Delete	1 x Business Support Assistant	Deletion of a vacant Business Support Assistant role. This role has been vacant for 2 years.
Role change	1 x Brokerage Team Manager re-evaluated to Brokerage Service Manager.  Line Management directly to Head of Service	Re-evaluation of the Brokerage Team Manager role to a Service Manager role reporting directly to the Head of Service.

		It is proposed the current Brokerage Team Manager will assimilate into the Brokerage Service Manager role.
Role change	1 x Prevention, Wellbeing and Brokerage Service Manager will change to Market Management, Sustainability and Contracts Service Manager	<p>Care Quality Service Manager to lead new team focussing on Market Management, Sustainability and Contracts.</p> <p>It is proposed the current Prevention, Wellbeing and Brokerage Service Manager will assimilate into the role of Market Management, Sustainability and Contracts Service Manager.</p>
Role change	<p>The following fixed term posts will become permanent:</p> <p>1 x Business Support Officer (Data Inputter)</p> <p>1 x Project Co-ordinator</p>	<p>Fixed Term roles where an individual has been in place for over 1 year to be made permanent.</p> <p>The 2 short term health funded brokerage roles are out of scope for this consultation.</p>
Role change	Minor changes to Brokerage Officer Job Description	Roles will allow more flexibility to work across Customer Finance and Care Quality to cover Financial Assessment where required.
Role change	Changes to Care Quality Advisor Job Description	Changes to the Care Quality Advisor Job Description to include Quality Monitoring / Assurance which is estimated to account for one-third of the role.
Line management changes	Project Co-ordinator role will move to be line managed by the Market Management, Sustainability and Contracts Service Manager	Project Co-ordinator role to become permanent and change of line management. Project Co-ordinator role will support the Service Manager for Market Management, Sustainability and Contracts within their new remit.

New role	1.5 FTE x Care Quality Advisors	Establishment of 1.5 Care Quality Advisors (as well as recruitment to 2 current vacant posts) to support the care market through quality monitoring, quality assurance and quality improvement.
New role	1 x Lead Broker	New role established to provide more supervising capacity with Brokerage team. This role will be Grade I.
New role	1 x Care Quality Support Officer	Establishment of Care Quality Support Officer to support Quality in Care Advisors across Community and Care Homes and Extra Care Services

## 2.2 Current Establishment

The table below outlines the current Care Quality Establishment.

Role	Current FTE	Contract type
<b>Community Services</b>		
CARE QUALITY SERVICE MANAGER	1	Permanent
QUALITY IN CARE ADVISOR	1	Permanent
QUALITY IN CARE ADVISOR	1	Permanent
CONTRACT MONITORING OFFICER	1	Permanent
CONTRACT MONITORING OFFICER	1	Permanent
	<b>5</b>	
<b>Care Homes and Extra Care</b>		
CARE QUALITY SERVICE MANAGER	1	Permanent
CARE QUALITY SERVICE MANAGER	0.5	Permanent
QUALITY IN CARE ADVISOR	1	Permanent

QUALITY IN CARE ADVISOR	1	Permanent
QUALITY IN CARE ADVISOR	0.5	Permanent
QUALITY IN CARE ADVISOR	0.5	Permanent
QUALITY IN CARE ADVISOR	0.5	Permanent
QUALITY IN CARE ADVISOR	0.5	Permanent
NURSE ADVISOR	0.5	Permanent
CONTRACT MONITORING OFFICER	1	Permanent
CONTRACT MONITORING OFFICER	1	Permanent
ASSESSMENT AND ENABLEMENT OFFICER	1	Permanent
ASSESSMENT AND ENABLEMENT OFFICER	1	Permanent
PROJECT CO-ORDINATOR	1	Fixed Term
	<b>11</b>	
<b>Prevention, Wellbeing and Brokerage</b>		
CARE QUALITY SERVICE MANAGER	1	Permanent
BROKERAGE MANAGER	1	Permanent
BROKERAGE OFFICER	1	Fixed Term – Out of scope
BROKERAGE OFFICER	1	Fixed Term – Out of scope
BROKERAGE OFFICER	1	Agency – Out of scope
CONTRACT MONITORING OFFICER	1	Permanent
CONTRACT MONITORING OFFICER	1	Permanent
CARE QUALITY SUPPORT OFFICER	1	Permanent

CARE QUALITY SUPPORT OFFICER (DATA INPUTTER)	1	Fixed Term
BUSINESS SUPPORT ASSISTANT	1	Permanent
	<b>17</b>	
<b>Total Care Quality</b>	<b>33</b>	

You can find the current structure chart in Appendix A

### 2.3 Changes to Establishment

Role	Impact on Role	Impact of Postholder	Current FTE	Proposed FTE	Net Change
<b>Community Services</b>					
CARE QUALITY SERVICE MANAGER	No Change	Assimilated	1	1	0
CARE QUALITY ADVISOR	Change to JD	Assimilated	1	1	0
CARE QUALITY ADVISOR	Change to JD	Assimilated	1	1	0
CONTRACT MONITORING OFFICER	Role deleted	Ring-fenced. Post holder at risk of redundancy.	1	0	-1
CONTRACT MONITORING OFFICER	Role deleted	Vacant	1	0	-1
CARE QUALITY ADVISOR	New post	Recruitment	0	1	1
CARE QUALITY ADVISOR	New post	Recruitment	0	1	1
Total			<b>5</b>	<b>5</b>	<b>0</b>
<b>Care Homes and Extra Care</b>					
CARE QUALITY SERVICE MANAGER	No Change	Assimilated	1	1	0
CARE QUALITY SERVICE MANAGER	No Change	Assimilated	0.5	0.5	0

CARE QUALITY ADVISOR	Change to JD	Assimilated	1	1	0
CARE QUALITY ADVISOR	Change to JD	Assimilated	1	1	0
CARE QUALITY ADVISOR	Change to JD	Assimilated	0.5	0.5	0
CARE QUALITY ADVISOR	Increase in role from 0.5 to 1 FTE	Vacant	0.5	1	0.5
CARE QUALITY ADVISOR	Increase in role from 0.5 to 1 FTE	Vacant	0.5	1	0.5
CARE QUALITY ADVISOR	Removal of vacant role	Vacant	0.5	0	-0.5
NURSE ADVISOR	Change to JD	Assimilated	0.5	0.5	0
CONTRACT MONITORING OFFICER	Role deleted	Ring-fenced. Post holder at risk of redundancy.	1	0	-1
CONTRACT MONITORING OFFICER	Role deleted	Ring-fenced. Post holder at risk of redundancy.	1	0	-1
ASSESSMENT AND ENABLEMENT OFFICER	No Change	Assimilated	1	1	0
ASSESSMENT AND ENABLEMENT OFFICER	No Change	Assimilated	1	1	0
PROJECT CO-ORDINATOR	Role made permanent. Change of line management.	Assimilated	1	1	0
CARE QUALITY SUPPORT OFFICER	Creation of new role	Recruitment	0	1	1
Total			<b>11</b>	<b>10.5</b>	<b>-0.5</b>
<b>Prevention, Wellbeing and Brokerage</b>					
CARE QUALITY SERVICE MANAGER	Change of role	Assimilated	1	1	0
BROKERAGE MANAGER	Job re-evaluated	Assimilated	1	1	0
BROKERAGE LEAD	Creation of new role	Ring-fenced	0	1	1
BROKERAGE OFFICER	No Change	Ring-fenced	1	1	0
BROKERAGE OFFICER	No Change	Ring-fenced	1	1	0

BROKERAGE OFFICER	No Change	Ring-fenced	1	1	0
BROKERAGE OFFICER	No Change	Ring-fenced	1	1	0
BROKERAGE OFFICER	No Change	Ring-fenced	1	1	0
BROKERAGE OFFICER	No Change	Ring-fenced	1	1	0
BROKERAGE OFFICER	Deleted	Ring-fenced	1	0	-1
BROKERAGE OFFICER	Out of scope	Fixed Term / Agency agreement continues as planned.	1	1	0
BROKERAGE OFFICER	Out of scope	Fixed Term / Agency agreement continues as planned.	1	1	0
BROKERAGE OFFICER	Out of scope	Fixed Term / Agency agreement continues as planned.	1	1	0
CONTRACT MONITORING OFFICER	No Change	Ring-fenced. Post holder at risk of redundancy.	1	1	0
CONTRACT MONITORING OFFICER	No Change	Ring-fenced. Post holder at risk of redundancy.	1	1	0
CARE QUALITY SUPPORT OFFICER (DATA INPUTTER)	Role made permanent	Assimilated	1	1	0
CARE QUALITY SUPPORT OFFICER	No change	Assimilated	1	1	0
BUSINESS SUPPORT ASSISTANT	Role deleted	Vacant	1	0	-1
<b>Total</b>			<b>17</b>	<b>16</b>	<b>-1</b>
<b>Care Quality Total</b>			<b>30</b>	<b>31.5</b>	

Further information on roles that are ringfenced and selection process can be found in section 7.2

## 2.4 New Establishment

Below is the proposed new establishment list for Care Quality.

Role	New FTE
<b>Community Services</b>	
CARE QUALITY SERVICE MANAGER	1
CARE QUALITY ADVISOR	1
	<b>5</b>
<b>Care Homes and Extra Care</b>	
CARE QUALITY SERVICE MANAGER	1
CARE QUALITY SERVICE MANAGER	0.5
CARE QUALITY ADVISOR	1
CARE QUALITY ADVISOR	1
CARE QUALITY ADVISOR	0.5
CARE QUALITY ADVISOR	1
CARE QUALITY ADVISOR	1
NURSE ADVISOR	0.5
ASSESSMENT AND ENABLEMENT OFFICER	1
ASSESSMENT AND ENABLEMENT OFFICER	1
CARE QUALITY SUPPORT OFFICER	1
	<b>9.5</b>
<b>Brokerage</b>	
BROKERAGE SERVICE MANAGER	1
BROKERAGE LEAD	1
BROKERAGE OFFICER	1

BROKERAGE OFFICER	1
BROKERAGE OFFICER	1
CARE QUALITY SUPPORT OFFICER	1
	<b>9</b>
<b>Market Management, Sustainability and Contracts</b>	
CARE QUALITY SERVICE MANAGER	<b>1</b>
CONTRACT MONITORING OFFICER	1
CONTRACT MONITORING OFFICER	1
PROJECT CO-ORDINATOR	1
CARE QUALITY SUPPORT OFFICER	1
	<b>5</b>
<b>Total Care Quality</b>	<b>28.5</b>

The table above does not include the 3 Fixed Term / Agency Brokerage Officers who will continue in their role as planned.

The proposed new Care Quality Structure can be found in Appendix B.

### 3 CUSTOMER FINANCE

#### 3.1 Main Changes

The main changes being proposed as part of the Customer Finance are:

##### **A. Establishment of a Direct Payment Lead**

A Direct Payment's Lead role will be established as part of the new structure to provide additional supervisory and leadership capacity within the Direct Payment team. The role will supervise the Direct Payment Advisors as well as leading on engagement with wider teams across social care and deputise for the Team Manager where required.

Currently the Customer Finance Team Manager (Community) line managers 12 members of staff, the establishment of Direct Payment lead would reduce this role direct line management to 7 staff, with the Direct Payment Lead line managing 5 members of staff. This will allow more supervisory capacity as well as improving opportunities for staff development and resilience.

##### **B. Increase capacity to support Financial Assessment, Deferred Payments and 12 Week Property Disregard**

There will be an additional Financial Assessment Officer post with the Residential Team to add capacity to completed Financial Assessments for Residential Services, Deferred Payments and 12 Week Property Disregard.

##### **C. Customer Finance Residential to take on responsibility for Integra Invoices**

There will be an additional invoicing officer who will take on some responsibilities from the agency member of staff working within the team and will also take on the processing of invoices made outside of Mosaic (through Integra). This will initially be for payments above £10k but this will be reviewed on an on-going basis.

##### **D. Establishment of permanent posts to replace agency**

There will be permanent posts establish within the team meaning that once the service is fully staffed there will be no further requirement for agency staff within the service. This will provide more stability and resilience within the service.

Below summarise the key role changes:

Action	Roles	Summary
Delete	1 x Direct Payments Officer	Role deleted. Part of function to become part of Direct Payment Lead role and part of function allocated to Invoice Officers / Financial Assessment Officers.
Role change	3 x Direct Payment Monitoring Officers and 2 x Direct Payment Advisors will become Direct Payment Advisors.	Amalgamation of Direct Payment Monitoring Officers and Advisors. This formalises arrangements in place for past 18 months.
Role change	Minor amendment to Financial Assessment Officer Roles	Roles will allow more flexibility to work across Customer Finance and Care Quality to cover Brokerage Service if / when required.
Changes to line management	Community Resource Office and Support Office will now report to Deputyship Officer	Re-allocation of line management from Team Manager to Deputyship Officer to ensure suitable level of supervision within the service.
Changes to line management	5 x Direct Payment Advisors will report to Direct Payment Lead	Re-allocation of line management from Team Manager to Direct Payment Lead to ensure suitable levels of supervision within the service.
New role	1 x Direct Payments Lead	Establishment of a new role to lead on Direct Payments at Grade I. Role will include supervision of Direct Payment Advisors, oversee delivery of monitoring and lead on engagement with services across Adults and Health
New role	1 x Invoice Officer (Fixed Term)	Additional Invoice Officer role will cover Invoice payments on Integra (currently within Business Support)

New role	1 x Financial Assessment Officer (Community)	Additional role replacing current agency post.
----------	--	--

We will also be recruiting to the vacant Community Resource Officer and Financial Assessment Officer within the Residential Team.

All agency posts within the service will end once the new structure is fully implemented.

### 3.2 Current Establishment

Current Customer Finance establishment list below:

Role	Current FTE	Contract type
<b>Community</b>		
TEAM MANAGER (COMMUNITY)	1	Permanent
DIRECT PAYMENTS OFFICER	1	Permanent
DIRECT PAYMENTS ADVISOR	1	Permanent
DIRECT PAYMENTS ADVISOR	1	Permanent
DIRECT PAYMENTS ADVISOR	1	Permanent
DIRECT PAYMENTS MONITORING OFFICER	1	Permanent
DIRECT PAYMENTS MONITORING OFFICER	1	Permanent
VISITING OFFICER	1	Permanent
FINANCIAL ASSESSMENT OFFICER	1	Permanent
FINANCIAL ASSESSMENT OFFICER	1	Permanent
SUPPORT OFFICER - CUSTOMER FINANCE	1	Permanent
FINANCIAL ASSESSMENT OFFICER	1	Agency
<b>Total</b>	<b>12</b>	
<b>Residential</b>		
TEAM MANAGER (RESIDENTIAL)	1	Permanent
DEPUTYSHIP OFFICER	1	Permanent

COMMUNITY RESOURCE OFF (PRO PROT & FUNE)	1	Permanent
FINANCIAL ASSESSMENT OFFICER	1	Permanent
FINANCIAL ASSESSMENT OFFICER	1	Permanent
SUPPORT OFFICER - CUSTOMER FINANCE	1	Permanent
INVOICE OFFICER	1	Permanent
SUPPORT OFFICER - CUSTOMER FINANCE	1	Agency
FINANCE OFFICER	1	Agency
<b>Total</b>	<b>12</b>	
<b>Customer Finance Total</b>	<b>25</b>	

The Current structure chart can be found in Appendix A.

### 3.3 Changes to Establishment

Proposed changes to the Customer Finance team establishment.

Role	Impact on Role	Impact of Postholder	Current FTE	Proposed FTE	Net Change
<b>Community</b>					
TEAM MANAGER (COMMUNITY)	No Change	Assimilated	1	1	0
DIRECT PAYMENT LEAD	Creation of new role	Ring-fenced	0	1	1
DIRECT PAYMENTS OFFICER	Removal of role	Ring-fenced	1	0	-1
DIRECT PAYMENTS ADVISOR	Change to JD	Ring-fenced	1	1	0
DIRECT PAYMENTS ADVISOR	Change to JD	Ring-fenced	1	1	0
DIRECT PAYMENTS MONITORING OFFICER	Change to JD	Ring-fenced	1	1	0
DIRECT PAYMENTS MONITORING OFFICER	Change to JD	Ring-fenced	1	1	0
DIRECT PAYMENTS MONITORING OFFICER	Change to JD	Ring-fenced	1	1	0

VISITING OFFICER	No Change	Assimilated	1	1	0
FINANCIAL ASSESSMENT OFFICER	Change to JD	Assimilated	1	1	0
FINANCIAL ASSESSMENT OFFICER	Change to JD	Assimilated	1	1	0
SUPPORT OFFICER - CUSTOMER FINANCE	No Change	Assimilated	1	1	0
FINANCIAL ASSESSMENT OFFICER	Change to JD	Recruitment	0	1	1
FINANCIAL ASSESSMENT OFFICER	Agency – Out of Scope		1	0	-1
<b>Total</b>			<b>12</b>	<b>12</b>	<b>0</b>
<b>Residential</b>					
TEAM MANAGER (RESIDENTIAL)	No Change	Assimilated	1	1	0
DEPUTYSHIP OFFICER	Change to JD	Assimilated	1	1	0
COMMUNITY RESOURCE OFF (PRO PROT & FUNE)	Change to JD	Recruitment	1	1	0
FINANCIAL ASSESSMENT OFFICER	No Change	Assimilated	1	1	0
FINANCIAL ASSESSMENT OFFICER	Change to JD	Recruitment	1	1	0
SUPPORT OFFICER - CUSTOMER FINANCE	No Change	Assimilated	1	1	0
INVOICE OFFICER	No Change	Assimilated	1	1	0
INVOICE OFFICER	No Change	Assimilated	1	1	0
INVOICE OFFICER	No Change	Assimilated	1	1	0
INVOICE OFFICER	No Change	Recruitment	0	1	1
SUPPORT OFFICER - CUSTOMER FINANCE	Agency – Out of Scope		1	0	-1
FINANCE OFFICER	Agency – Out of Scope		1	0	-1
<b>Total</b>			<b>12</b>	<b>11</b>	<b>-1</b>
<b>Customer Finance Total</b>			<b>25</b>		

Further information on roles that are ringfenced and selection process can be found in section 7.3

### 3.4 New Establishment

The proposed new establishment is detailed below.

Role	New FTE
<b>Community</b>	
TEAM MANAGER (COMMUNITY)	1
DIRECT PAYMENTS LEAD	1
DIRECT PAYMENTS ADVISOR	1
FINANCIAL ASSESSMENT OFFICER	1
FINANCIAL ASSESSMENT OFFICER	1
FINANCIAL ASSESSMENT OFFICER	1
VISITING OFFICER	1
SUPPORT OFFICER - CUSTOMER FINANCE	1
Total	12
<b>Residential</b>	
TEAM MANAGER (RESIDENTIAL)	1
DEPUTYSHIP OFFICER	1
COMMUNITY RESOURCE OFFICER	1
SUPPORT OFFICER - CUSTOMER FINANCE	1
FINANCIAL ASSESSMENT OFFICER	1
FINANCIAL ASSESSMENT OFFICER	1
INVOICE OFFICER	1
INVOICE OFFICER	1
INVOICE OFFICER	1
INVOICE OFFICER	1

INVOICE OFFICER	1
Total	11
<b>Total Customer Finance</b>	<b>23</b>

## **4 REORGANISATION TIMETABLE AND APPROACH**

This section details how we will engage and consult with employees and their representatives, and support staff through the changes proposed, take into account feedback from staff and respond to concerns raised.

### **4.1. TIMETABLE**

The timetable below covers the main timescales for the consultation, selection process and implementation. These timescales are designed to ensure sufficient opportunity for staff to be properly consulted prior to formal implementation of the new structure and set out a clear timetable for selection / recruitment to roles where applicable.

**4.1.1 Phase one: consultation and engagement – 18 February – 19 March 2021**

**4.1.2 Phase two: selection and support - 1 March – 12 April 2021**

**4.1.3 Phase three: implementation - 12 April 2021 onwards**

## 4.2. CONSULTATION TIMETABLE

Date	Activity
18 February 2021	Individual meetings with staff effected by the restructure
18 February 2021	Formal Consultation Opens with Care Quality and Customer Finance Staff
19 March 2021	Consultation closes
23 March 2021	Consultation response prepared
March 2021 / TBC	Final Approval
12 April 2021	New structure in place

## 5 CONSULTATION

### 5.1. CONSULTATION METHOD

The consultation will take place by means of:

- Launch of consultation: The Head of Care Quality and Customer Finance will meet all those significantly impacted by the changes in advance of the wider service meeting.
- Launch of consultation: The Head of Care Quality and Customer Finance will present the changes to all members of the service.
- Collective consultation: The Head of Care Quality and Customer Finance will meet with trade union representatives
- Collective consultation: Circulation of the consultation document to the team members.
- Individual consultation: managers to meet with individuals directly affected and drop-in session offered by Head of Service for all staff.

## 5.2. RESPONDING TO CONSULTATION

Comments, ideas to improve the proposals and alternative proposals are welcomed from across the service. There are a number of ways to put these forward or to ask questions.

Structured survey	A web link to an online survey will be circulated. The survey can be completed anonymously if desired and includes free text fields that allow for open comments and suggestions. <b>This will be shared separately to this document.</b>
Email	Comments and suggestions can be emailed to <a href="mailto:Andrea.Porter@barnet.gov.uk">Andrea.Porter@barnet.gov.uk</a> or directly to the Head of Care Quality and Customer Finance ( <a href="mailto:sam.raffell@barnet.gov.uk">sam.raffell@barnet.gov.uk</a> ) or Assistant Director for Communities and Performance ( <a href="mailto:Courtney.davis@barnet.gov.uk">Courtney.davis@barnet.gov.uk</a> ).
One-to-one or group meetings	There will be an option to arrange one-to-one or group meetings with the Head of Service throughout the consultation period where staff can discuss the proposals with the Head of Service. Please contact <a href="mailto:Andrea.Porter@barnet.gov.uk">Andrea.Porter@barnet.gov.uk</a> to request a meeting.
One-to-one meetings	You can discuss your thoughts on the proposals with your line manager who can feed your comments directly to the Head of Service and into the consultation.

### 5.3. FEEDING BACK

The Head of Care Quality and Customer Finance will provide an update on Frequently Asked Questions (FAQs) at the mid-point of the consultation (9 March 2021) as well as a final written report.

At the closure of consultation there will be a written consultation report and briefings to staff.

### 5.4. AREAS FOR CONSULTATION

The key areas for consultation are:

- Structural proposals: what are the views of those being consulted about the proposed structures, alignment of responsibilities, functions and approach to meeting the financial restraints of the Council?
- Roles: what are the views of those being consulted about the proposed new roles?
- Selection: what are the views in respect of the proposed selection criteria to the roles proposed?
- Service Offer: What other changes could we make to how we deliver services to Barnet Residents?
- Redundancies: how can the council mitigate any potential redundancies resulting from this proposal?

### 5.5. ADDITIONAL SUPPORT

We recognise that it is imperative employees are given support during this time. This can be provided through:

**The Council's Employee Assistance Programme:** Access to free 24 hour telephone counselling and information services at any time of the day or night:

Tel: 0800 716 017; Textphone: 0845 600 5499; Online: [www.healthassured.com](http://www.healthassured.com).

**HR advice:** Where required the Employee relations team can provide some on site advice, via Stephen Cranfield ([Stephen.cranfield@barnet.gov.uk](mailto:Stephen.cranfield@barnet.gov.uk)).

**Preparation:** We will offer the team the opportunity to access support to prepare for CV writing, applications, interview preparation.

**Trade Unions:** You can talk to the Trade Unions by contacting Unison at [contactus@barnetunison.org.uk](mailto:contactus@barnetunison.org.uk) or on 020 8359 2088 or Mary Goodson at GMB at [Mary.goodson@gmbactivist.org.uk](mailto:Mary.goodson@gmbactivist.org.uk) or on 07908988051.

## 6 SELECTION FOR ROLES

The Council has an objective to minimise the potential for redundancies. We do this through identifying at an early stage (opening of consultation) employees who are potentially 'at risk' of redundancy early to whom we will provide access to the Council's redeployment register.

### 6.1 MANAGING ORGANISATIONAL CHANGE

This consultation will be conducted in accordance with the Managing Organisational Change policy for Barnet staff.

### 7.2 RINGFENCING AND ASSIMILATION

Prior to the opening of Formal Consultation an exercise will be carried out to identify which posts are considered a job match for roles in the new organisation structure.

Where it is identified that posts are a match under Managing Change, and there are sufficient posts within the new structure to match staff to, then these staff will automatically assimilate. A "match" is defined under Managing Change as:-

- The post being assimilated to is identical and is available in the same work area and it is a grade match; or
- The post is a 55% match and it is available in the same work area and it is a grade match.

Where there are more people than posts available within the new structure, a ring-fenced redundancy selection process will need to take place, using redundancy selection criteria which will be consulted upon as part of the consultation process. The proposed redundancy selection criteria are published below.

## 7.2 Care Quality Posts

The below table outlines the process for ring-fenced roles within the Care Quality Team.

Posts	Process
<p>Brokerage Lead Brokerage Officers</p>	<p>There are currently 7 permanent Brokerage Officers in post. In the new structure there will be 6 Brokerage Officers and 1 Brokerage Lead. All permanent Brokerage Officers will be ring-fenced for the 7 roles in the new structure.</p> <p>All Brokerage Officers will have the opportunity to go through a selection process for Brokerage Lead role. Assuming there is a successful candidate then the remaining Brokerage Officers will be assimilated into their current roles.</p> <p>If there is not a successful candidate then there will be a selection process for the 6 Brokerage Officer Roles</p>
<p>Contract Monitoring Officers</p>	<p>There are currently 6 Contract Monitoring Officers posts within the service (5 currently occupied).</p> <p>All the Contract Monitoring Officers work on the same job description and therefore there will be a selection process between the 5 officers for the 2 remaining Contract Monitoring Officers.</p> <p>Those who are not successful will be at risk of redundancy and have opportunities to apply for other roles within the service area and across the Council.</p>
<p>New / Vacant roles</p>	<p>There will be a number of new roles (or vacant roles now being recruited to) in the team. These are:</p> <ul style="list-style-type: none"> <li>• 4 (3.5 FTE) x Care Quality Advisors</li> <li>• 1 x Care Quality Support Officers</li> </ul> <p>Those at risk of redundancy within the service will have an opportunity to apply for these roles and go through a selection process prior to the roles being advertised externally.</p>

### 7.3 Customer Finance Posts

The below table outlines the process for ring-fenced roles within the Customer Finance Team.

Posts	Process
<p>Direct Payment Lead</p> <p>Direct Payment Monitoring Officer and Advisors</p>	<p>There are currently 3 Direct Payment Monitoring Officers, 2 Direct Payment Advisors and 1 Direct Payment Officer. All 6 roles will be ring-fenced for the 6 new roles. This is 5 Direct Payment Advisors and 1 Direct Payment Lead.</p> <p>All Officers will have the opportunity to go through a selection process for the Direct Payment Lead role. Assuming there is a successful candidate then the remaining Officers will be assimilated into the Direct Payment Advisor role.</p> <p>If there is not a successful candidate then there will be a selection process for the 5 Direct Payment Monitoring Officers and Advisors.</p>
<p>New / Vacant roles</p>	<p>There will be a number of new roles (or vacant roles now being recruited to) in the team. These are:</p> <ul style="list-style-type: none"> <li>• 2 x Financial Assessment Officers</li> <li>• 1 x Invoice Officer</li> <li>• 1 x Community Resource Officer</li> </ul> <p>Those at risk of redundancy within the service will have an opportunity to apply for these roles and go through a selection process prior to the roles being advertised externally.</p>

## **7 SELECTION FOR REDUNDANCY**

Where it is identified that staff are in a competitive ring-fence in respect of a deleted post then selection will be through a skills interview, the criteria for which are set out at Appendix E. The criteria applied are based on the principles of selection as set out in Managing Organisational Change, in that this will be an interview based on the redundancy selection criteria including an assessment of relevant skills and knowledge.

This will take the form of A skills-based interview and technical test where appropriate

The highest scoring candidates will be appointed in order.

### **7.1 REDPLOYMENT AND REDUNDANCY**

All employees potentially at risk of redundancy will have access to the Council's redeployment opportunities.

Employees who are not successful at securing a role in the future structure will be expected to fully participate in the council's efforts to identify suitable alternative employment in positions that are currently covered by agency/consultants or vacant positions.

For employees who may accept a lower-graded role in the new structure, the Council will apply pay protection in line with the Pay Protection Policy.



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**LONDON BOROUGH OF BARNET**

**ADULTS AND HEALTH**

**Formal consultation document on the  
proposals for restructure of the Performance  
and Systems Service**

**Consultation Closure Report and Final Proposals**

**March 2021**

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## 1 INTRODUCTION AND BACKGROUND

### 1.1 RESPONSIBLE OFFICERS

ROLE	NAME	CONTACT
Sponsor	Courtney Davis	<a href="mailto:courtney.davis@barnet.gov.uk">courtney.davis@barnet.gov.uk</a>
Senior Responsible Officer	Appy Reddy	<a href="mailto:appy.reddy@barnet.gov.uk">appy.reddy@barnet.gov.uk</a>
Human Resources Advisory	Stephen Cranfield	<a href="mailto:stephen.cranfield@barnet.gov.uk">stephen.cranfield@barnet.gov.uk</a>

### 1.2 INTRODUCTION

Following the staff consultation this document outlines the final proposals for the new structure for Performance and Systems, as well as addressing feedback from the consultation. The new structure is designed to focus resources as effectively as possible and in response to the need to advance in terms of better service provision by adapting to changed business needs.

The document outlines changes to the structure, the rationale for these changes and the next steps regarding the selection process and implementation.

The new structure involves changes to a number of posts, including the establishment of new posts and deletion of others. As a consequence of these proposals there is 5 member of staff who is at risk of redundancy however there are more posts available in the structure than staff at risk.

### 1.3 RATIONALE FOR CHANGE

The changes are focussed on improving the service offered by the Performance and Systems service unit. There have been minimal changes to either service for a number of years and over this time period the way we deliver services and demand for services has continued to evolve. This re-structure is to ensure the service is fit-for-purpose to deliver to current requirements. The principal drivers for change are:

- Improving reporting functions, particularly in analytics of activity and finance resources;
- Supports the delivery of key organisational priorities around Adult Social care improvement, financial sustainability and prevention
- Accurate and timely delivery of statutory functions
- Support and maintenance of Mosaic system
- Improved resilience within the service
- Improve staff retention especially in lower grade roles by providing opportunities
- Decrease in the number of vacancies – reducing recruitment and re training cycle
- Increased opportunities to support more complex administrative tasks

## 2 CONSULTATION

### 2.1 CONSULTATION

The consultation period lasted 30 days from 18<sup>th</sup> February 2021 to 19<sup>th</sup> March 2021, however was further extended to 25<sup>th</sup> March 2021 as per trade unions recommendations providing sufficient time to comment on Job Descriptions. The consultation was launched at a service wide meeting on 18 February 2021, with individual or team meetings set up in advance for those significantly impacted by the changes.

The Trade Unions were initially informed of the upcoming consultation on 15 December 2020 with a follow up meeting on 9 February 2021.

One-to-one meetings at risk meetings were held with the 5 staff members at risk of redundancy through the process.

Staff were encouraged to engage with the consultation through a range of routes, including one-to-one meetings with the Head of Service, email feedback or group meetings.

The majority of the feedback came through one-to-one or groups meetings but there were a number of written responses from individuals alongside three written responses from the Trade Union.

The table below summarises the engagement as part of the consultation.

Type of Engagement	Number of responses
<b>Email</b>	6 staff members fed back through an email to the Head of Service outlining questions as well as feedback on the proposals.
<b>One-to-one meetings</b>	<p>The 5 staff members who are at risk of redundancy had a meeting before the consultation began with the Head of Service and a follow up meeting involve the Head of Service, HR and their own representative where requested.</p> <p>There were 2 further one-to-one meetings arranged between staff members and the Head of Services.</p> <p>The Head of Service also sought feedback from Service Managers through regular supervision sessions.</p>
<b>Group Meetings</b>	<p>There were two meetings set up with members of the team.</p> <p>18<sup>th</sup> March 2021 – A meeting was arranged by the Trade Union to discuss the proposals. This meeting was attended by 2 Trade Union Representative and 3 members of the Performance and Systems Service Unit.</p> <p>23<sup>rd</sup> March 2021 – A meeting was arranged by the Trade Union with Performance and Systems Service Unit to discuss the Job descriptions and impact on staff. This was attended by the 9 members of staff.</p>

Feedback from all of the above channels was included in the consultation response below.

## 2.2 AREAS FOR CONSULTATION

The key area for the consultation were:

- Structural proposals: what are the views of those being consulted about the proposed structures, alignment of responsibilities, functions and approach to meeting the financial restraints of the Council?
- Roles: what are the views of those being consulted about the proposed new roles?
- Selection: what are the views in respect of the proposed selection criteria to the roles proposed?

I have used these areas to group the feedback, as well as adding a section focussed on the consultation process.

## 2.3 OUTCOME OF CONSULTATION AND RESPONSE

I have highlighted the most common feedback from staff below:

- **Structure:** The majority of people supported the theory / principle of the proposals and was appreciative of progression opportunities available to staff.
- Amalgamation BIPI was considered long due and was seen as productive and resilient proposal.
- Rebranding Business Support to Compliance and Support was well received in view of the statutory function this team performs and supports.
- Increasing capacity within Business Systems team was well received acknowledging the demand for upkeep and maintenance of case management system with constantly evolving business needs.
- **Structure:** There was feedback on the placement of Data Quality Team in structure and if it can work better within Business Systems.
- Feedback was received to consider option of moving Compliance Support Officer Data to – Data Quality team
- **Process:** There were concerns from Trade Unions that all information (i.e. Job Descriptions) should have been available at the start of the consultation process and delayed JD's meant Trade Unions could support staff sufficiently.
- **Redundancies:** As there were more posts in the structure at higher grade than people at risk this wasn't a significant factor in feedbacks apart from one post where there could be a potential redundancy following exhaustion of redeployment options if at all
- **Roles:** It was requested that all JD's were evaluated with the involvement of the Trade Unions
- **Roles:** Specific concern was raised about the technical financial aspects with in JD and role of Senior Business Analyst.
- Complaints and Information Lead was requested to be regraded
- Records Management functions to be part of Information Governance and Data Protection Officer role

## 2.4 CONSULTATION FEEDBACK

The table includes all the feedback provided through the consultation. Both individual and team responses have been summarised and responded to in the table below.

Feedback	Detail	Response	Area
Job Descriptions	All Job Descriptions (JD's) should be available prior to the restructure to allow time to respond and feedback	<p>Agreed that ideally all JD's should be available at earlier part of the consultation. Apologise for any anxiety caused and for not including Trade Unions on the initial circulation lists</p> <p>As the Performance and Systems is a technical support unit Job Descriptions evolved with feedback as part of consultation and it was critical success factor for positive change to incorporate that within JD's before wider circulation</p> <p>The staff at risk and new roles they were ringfenced to were prioritised to be available earlier than other JD's and consultation was extended by a week to support the delayed circulation of JD's for staff to feedback further on all roles.</p>	Process
Service change request	Data Quality Team should be part of Business Systems	Due consideration was given to this pre launch of consultation and also at the time of feedback. Due to the statutory responsibilities and reporting functions this team is supposed to perform it was decided to make it as part of BIPI rather than Business Systems	Structure
Training and Career progression	There was feedback from Trade Unions and individuals that further training is to be considered for Business Support	Interview skills training has been offered to staff as part of this consultation closure. Additionally, this feedback will be taken forward by managers as they work with employees to formulate personal development plans as part of objective setting into next year.	Roles
Job role and one to one discussion with Exec support	Business Support Officer was expected to be managed by Exec support but concern was raised that this wasn't discussed prior to consultation	Service felt that close working relationship and invaluable guidance can help new member of staff in the role of Management Support officer and that this would also give opportunity to gain management experience and provide professional	Role

		development opportunities and the associated training.	
Re-evaluation of Job Roles	One role was requested to be re-evaluated	All new JD's or JD's with changes have been evaluated by HR and given an indicative grade. HR will carry out full grading evaluation with the Trade Unions post completion of the consultation. This particular post where there was a request for re-evaluation, it has been taken on board and HR initial review suggests that it will be one grade higher and final confirmation will be published following JE pane	Roles
	The final consultation report should be published prior to staff having to express an expression of interest (EOI) for roles.	The reason the EOI have been requested prior to the final consultation report is to try and make changes as quickly as possible, reducing anxiety and uncertainty.  It is accepted that there is a risk that if changes are made following consultation that people will have spent time completing EOI that may not be required. On balance this was decided as the better option.	Process
Assimilation to Ringfence	Roles specifically in business support were requested to be assimilated rather than ringfence	Job evaluation panel is next week at which point job evaluations will be finalised, however, indicative grading shows that they are not a grade match so not suitable for assimilation as per HR advice and where there is only grade difference with 4 people being ringfenced to new higher grade posts assimilation would not be possible	Role
Technical and financial elements in Senior Performance Analyst – JD review	The person in the role would be expected to be an expert in the financial aspects of Adults Services whilst also being an expert as a Business Analyst for the care pathways in Adults Services means that it is hard to envisage who could embody these twin and very divergent expertise's	We believe the role is correct and addresses a business and skills gap but, as with any new post, we will monitor to ensure it is delivering the service requirements.	Role

### **3 FINAL PROPOSALS**

#### **3.1 SUMMARY OF STAFF IMPACTED**

The restructure will affect posts within the Performance and Systems Service Unit. There are currently 38 FTE posts that are filled by 35 individuals (34.4 FTE), this includes 2 FTE seconded to other service areas. There are currently 5 vacant posts. The new permanent structure will have 38 FTE posts which is no change in total posts.

The impact of the consultation of staff will be:

- 23 post holders will be assimilated into their existing roles
- 4 post holders assimilated in to one grade higher role
- 5 post holders will be ring-fenced for 5 career progression roles within their service area.
- 2 post holders ring-fenced with the opportunity to apply for 1 role with unsuccessful member of staff being at risk of redundancy or redeployment.
- 1 role is deleted following the post holders retirement in first quarter of 2021 financial year

The document breaks the changes down into three sections, section 4 focuses on amalgamated performance and business intelligence service now called as Business Intelligence and Performance Insights (BIPI) and section 5 on Business Support now rebranded as Compliance Support Service and section 6 on Business Systems. Although one service, the document is split in this way as it designed to be as clear as possible for staff who sit within each area of the service.

#### **3.2 CHANGES TO TERMS AND CONDITIONS**

As outlined previously, there are no changes to terms and conditions of employment will take place as a consequence of this restructure.

### **4 BUSINESS INTELLIGENCE AND PERFORMANCE INSIGHTS (BIPI)**

#### **4.1 MAIN CHANGES**

The main changes proposed are as follows:

- As part of these proposals two managers posts will be deleted and one BIPI – Service Manager is being created who will become single point of contact for complete insights and reporting function within Adult Social Care
- One Business Intelligence Officer is retiring in June and this post will be deleted at that point
- Vacant roles of Information Resource Officer x 2 are being deleted
- Business Information Officer x 2 are being deleted and staff ringfenced to higher grade roles of Data Quality Officer
- 2 x new Senior Information Analysts posts are created
- 1 x Report Development Officer role is being created.
- Currently vacant Information Analyst post will be changed to Performance Analyst – BIPI and will be recruited at same grade.

- 1 x Data Quality Lead are being created
- 1 x Data Quality Officer are being created
- 1 x Records Manager is being deleted and New role of Information Governance and Data Protection officer is created, reporting to Head of Performance and Systems who holds IMGG responsibilities

The rationale for this change is as follows:

- This new proposal is a much simpler model, with clear lines of accountability,
- Focus on the challenges and improvements we need to address for qualitative reporting
- Providing carer progression opportunities to staff.
- A new workstream of Data Quality is part of BIPI which will be pivotal to accuracy in data and maintaining system to high quality, working alongside BIPI and systems.
- Information Governance post provides critical and essential support in terms of writing and managing Information Sharing Agreements between Adults and all partner organisations and will be directorate responsible officer for evaluation of any data breaches alongside corporate IMT

The role of the Business Intelligence Officers and Information Analysts will also change to Performance Analysts as they will be supporting operational teams in activity and financial reporting as single entity

## **4.2 CHANGES POST CONSULTATION**

There are no formal changes to the structure proposed as part of the consultation at this stage.

## **5 COMPLIANCE AND SUPPORT SERVICE**

### **5.1 MAIN CHANGES**

The main changes being proposed are:

- Business Support Office x1 deleted and a new Compliance and Data support is created with higher value capacity to support wider more technical service demands
- Business Support Assistant x1 deleted and a new Compliance and Finance support is created acknowledge additional responsibilities, undertake further training additional responsibilities to support compliance leads in terms of monitoring and reporting
- One full time complaints and information officer dedicated to meet increasing demand, support the directorate in meeting its statutory obligations and to provide cover/support to the Complaints & Information Manager.
- Remove Business Supports involvement in the process as current administration only adds an additional layer. Managed within entirety in brokerage team.
- Deputy Business supports x2 will change to Compliance Lead Data and Finance x1 and Compliance Lead Safeguarding and DOLs

### **Establishment of permanent posts to replace agency**

- Temporary BSO post to be made permanent as Management support officer supporting all Heads of Service, recruitment and maintaining corporate risk register for ASC
- Executive support Officer to line manage (to be recruited to) Business Support Officer to the HoS. Work is of a similar nature. The ESO experience and knowledge will offer invaluable, practical support and guidance

## 5.2 POST CONSULTATION CHANGES

Compliance and Information Manager post has been considered for evaluation in line with unified pay and rewards and in lieu of line management responsibilities and will be confirmed following JE panel at Grade J from a Grade I.

## 6 BUSINESS SYSTEMS TEAM

### 6.1 MAIN CHANGES

The main changes being proposed are:

- New post of Senior Performance Analyst to increase capacity and support team in technical areas of case management functions and lead on Change Control Board
- Business Analyst and System Trainer is changed to Systems Trainer and Support Lead to have a manageable expectancy and deliverables
- Feedback: Amending the lead system trainer role title and job description is a positive reflection of the demands of the role; acknowledging that there is not capacity to undertake business analysis work as well.

### 6.2 POST CONSULTATION CHANGES

None

## 7 REORGANISATION TIMETABLE AND APPROACH

### 7.1 TIMETABLE

The timetable below covers the main timescales for the consultation, selection process and implementation of the new structure. These timescales are designed to ensure sufficient opportunity for staff to be properly consulted prior to formal implementation of the new structure and set out a clear timetable for selection / recruitment to roles where applicable.

The table below includes key dates in the reorganisation.

Date	Activity
18 February 2021	Individual meetings with staff effected by the restructure
18 February 2021	Formal Consultation Opens with Performance and Systems Staff
25 March 2021	Consultation closes
1 April to 9 April 2021	Final date for Expression of Interest for ring-fenced roles
26 March 2021	Consultation response prepared
31 March 2021	Consultation Closure Report and Final Proposals

Date	Activity
6April – 15 April 2021	Interviews for ring-fenced roles
12 April 2021	Committee recommendation for approval
April 2021	Implementation of new structure if approved at Committee

## 8 SELECTION FOR ROLES

The Council has an objective to minimise the potential for redundancies. We do this through identifying at an early stage (opening of consultation) employees who are potentially ‘at risk’ of redundancy early to whom we will provide access to the Council’s redeployment register.

This section outlines the selection process for ring-fenced roles as well as redeployment opportunities as part of t

### 8.1 RINGFENCING AND ASSIMILATION

Prior to the opening of Formal Consultation an exercise was carried out to identify which posts are considered a job match for roles in the new organisation structure.

Where it is identified that posts are a match under Managing Change, and there are sufficient posts within the new structure to match staff to, then these staff will automatically assimilate. A “match” is defined under Managing Change as:-

- The post being assimilated to is identical and is available in the same work area and it is a grade match; or
- The post is a 55% match and it is available in the same work area and it is a grade match.

Where there are more people than posts available within the new structure, a ring-fenced redundancy selection process will need to take place, using redundancy selection criteria which will be consulted upon as part of the consultation process. The proposed redundancy selection criteria are published below.

There are 2 selection processes as part of the new proposed restructure and the selection for each is through the form of an expression of interest, skills-based interview. The highest scoring candidates will be appointed in order. The criteria applied are based on the principles of selection as set out in Managing Organisational Change, in that this will be an interview based on the redundancy selection criteria including an assessment of relevant skills and knowledge.

### 8.2 REDPLOYMENT AND REDUNDANCY

All employees potentially at risk of redundancy will have access to the Council’s redeployment opportunities.

Employees who are not successful at securing a role in the future structure will be expected to fully participate in the council's efforts to identify suitable alternative employment in positions that are currently covered by agency/consultants or vacant positions.

For employees who may accept a lower-graded role in the new structure, the Council will apply pay protection in line with the Pay Protection Policy.

## 9 ADDITIONAL SUPPORT

We recognise that it is imperative employees are given support during this time. This can be provided through:

**The Council's Employee Assistance Programme:** Access to free 24 hour telephone counselling and information services at any time of the day or night: Tel: 0800 716 017; Textphone: 0845 600 5499; Online: [www.healthassured.com](http://www.healthassured.com).

**HR advice:** Where required the Employee relations team can provide some on site advice, via Stephen Cranfield ([Stephen.cranfield@barnet.gov.uk](mailto:Stephen.cranfield@barnet.gov.uk)).

**Preparation:** We will offer the team the opportunity to access support to prepare for CV writing, applications, interview preparation.

**Trade Unions:** You can talk to the Trade Unions by contacting Unison at [contactus@barnetunison.org.uk](mailto:contactus@barnetunison.org.uk) or on 020 8359 2088 or Mary Goodson at GMB at [Mary.goodson@gmbactivist.org.uk](mailto:Mary.goodson@gmbactivist.org.uk) or on 07908988051.

**LONDON BOROUGH OF BARNET**

**ADULTS AND HEALTH**

# **Restructure of Care Quality and Customer Finance Service**

**Consultation Closure Report and Final Proposals**

**March 2021**

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## 1 INTRODUCTION AND BACKGROUND

### 1.1 RESPONSIBLE OFFICERS

ROLE	NAME	CONTACT
Sponsor	Courtney Davis	<a href="mailto:courtney.davis@barnet.gov.uk">courtney.davis@barnet.gov.uk</a>
Senior Responsible Officer	Sam Raffell	<a href="mailto:sam.raffell@barnet.gov.uk">sam.raffell@barnet.gov.uk</a>
Human Resources Advisory	Stephen Cranfield	<a href="mailto:stephen.cranfield@barnet.gov.uk">stephen.cranfield@barnet.gov.uk</a>

### 1.2 INTRODUCTION

Following the staff consultation this document outlines the final proposals for the new structure for Care Quality and Customer Finance, as well as addressing feedback from the consultation. The new structure is designed to focus resources as effectively as possible and improve the service offer made to Barnet residents.

The document outlines changes to the structure, the rationale for these changes and the next steps in regard to the selection process and implementation.

The new structure involves changes to a number of posts, including the establishment of new posts and deletion of others. As a consequence of these proposals there are 5 staff who are at risk of redundancy.

### 1.3 RATIONALE FOR CHANGE

The changes are focussed on improving the service offered by the Care Quality and Customer Finance service. There have been minimal changes to either service for a number of years and over this time period the way we deliver services and demand for services has continued to evolve. This re-structure is to ensure the service is fit-for-purpose to deliver to current requirements. The principal drivers for change are:

- Delivering services to achieve outcomes as efficiently and effectively as possible
- Ensuring we have the right skillset to meet the needs of Barnet residents
- Ensuring there is resource to fill gaps identified in service delivery
- Take into account how system changes have changed the way we work
- Add more resilience and flexibility to the service
- Improve routes for career progression
- Improve staff supervision
- Long term planning, transferring fixed term and agency posts into permanent roles
- Focus on quality support to the care market with an increase in providers completing self-assessments
- Minimising redundancies

## 2 CONSULTATION

### 2.1 CONSULTATION

The consultation period lasted 30 days from 18 February 2021 to 19 March 2021. The consultation was launched at a service wide meeting on 18 February 2021, with individual or team meetings set up in advance for those significantly impacted by the changes.

The Trade Unions were initially informed of the upcoming consultation on 15 December 2020 with a follow up meeting on 9 February 2021.

One-to-one meetings at risk meetings were held with the 5 staff members at risk of redundancy through the process.

Staff were encouraged to engage with the consultation through a range of routes, including one-to-one meetings with the Head of Service, email feedback, survey response or group meetings.

The majority of the feedback came through one-to-one or groups meetings but there were a number of responses from individuals and a written response from the Trade Union.

The table below summarises the engagement as part of the consultation.

Type of Engagement	Number of responses
Email	8 staff members fed back through an email to the Head of Service outlining questions as well as feedback on the proposals.
Survey	2 staff members fed back anonymously through the online survey.
One-to-one meetings	<p>The 5 staff members who are at risk of redundancy had a meeting before the consultation began with the Head of Service and a follow up meeting involve the Head of Service, HR and their own representative where requested.</p> <p>There were 2 further one-to-one meetings arranged between staff members and the Head of Services.</p> <p>The Head of Service also sought feedback from Service Managers through regular supervision sessions.</p>
Group Meetings	<p>There were a number of group meetings set up with members of the team.</p> <p>10 March 2021 – A meeting was arranged by the Trade Union to discuss the proposals. This meeting was attended by 1 Trade Union Representative and 9 members of the Care Quality Team. The meeting focussed on the impact on Contract Monitoring Officers, Care Quality Advisors and the Care Quality Support Officer Role.</p> <p>9 March 2021 – A meeting was arranged with the Brokerage Team to discuss the proposed selection process for the Brokerage Lead role. This was attended by 4 members of staff.</p>

	10 March 2021 – A meeting was arranged with the Direct Payment Team to discuss the proposed selection process for the Direct Payment Lead role. This was attended by the 7 members of staff.
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Feedback from all of the above channels was included in the consultation response below.

## 2.2 AREAS FOR CONSULTATION

The key area for the consultation were:

- Structural proposals: what are the views of those being consulted about the proposed structures, alignment of responsibilities, functions and approach to meeting the financial restraints of the Council?
- Roles: what are the views of those being consulted about the proposed new roles?
- Selection: what are the views in respect of the proposed selection criteria to the roles proposed?
- Service Offer: What other changes could we make to how we deliver services to Barnet Residents?
- Redundancies: how can the council mitigate any potential redundancies resulting from this proposal?

I have used these areas to group the feedback, as well as adding a section focussed on the consultation process.

## 2.3 OUTCOME OF CONSULTATION AND RESPONSE

I have highlighted the most common feedback from staff below:

- **Structure:** The majority of people supported the theory / principle of the proposals but there were concerns around what this meant for individuals within the team, workload and relationships with care providers.
- **Structure:** There were some requests to re-consider the deletion of the Contract Monitoring posts
- **Process:** There were a number of comments that the restructure was ill-timed and that all information (i.e. Job Descriptions) should have been available at the start of the consultation process.
- **Redundancies:** It was proposed that a more gradual process of change would have reduced redundancies
- **Roles:** It was requested that all JD's were evaluated with the involvement of the Trade Unions
- **Roles:** A number of concerns were raised about the workload of the Care Quality Advisor and Care Quality Support Officer roles.
- **Service Offer:** It was proposed that a 3- and 6-month review should be carried out to review the success of the changes as well as improved engagement with staff moving forward.

## 2.4 CONSULTATION FEEDBACK

The table includes all the feedback provided through the consultation. Both individual and team responses have been summarised and responded to in the table below.

Feedback	Detail	Response	Area
Job Descriptions	All Job Descriptions (JD's) should be available prior to the restructure to allow time to respond and reduce anxiety	Agreed that ideally all JD's should be available at the start of the consultation. Workload pressures meant this wasn't the case and I apologise for any anxiety caused.  The 2 new roles were prioritised to be available at the start of the consultation with the remaining JD's available with 2 weeks for staff to comment and review.	Process
Restructure Timing	The re-structure is ill-timed and would be better post lockdown when people are more resilient	I understand the difficulty of the timing after the hard work all staff have put in over the past year and current lockdown measures.  It was however felt that now was the best time to conduct the restructure to ensure the service was in the best place possible to meet upcoming demands as we move out of lockdown.	Process
Better Engagement	Manager should speak to affected staff before proposing re-structures to understand the service better	The proposals have been developed over the past 18 months and have included feedback from managers and taken into account staff feedback on service delivery.  I accept more engagement would always be of benefit.	Process
Advance warning of changes	The restructure proposals came as a shock and it would be better if teams were pre-warned about the changes	This was considered but it was felt that this would add unnecessary anxiety and uncertainty.	Process
Timing of Expression of Interest in roles	The final consultation report should be published prior to staff having to express an expression of interest (EOI) for roles.	The reason the EOI have been requested prior to the final consultation report is to try and make changes as quickly as possible, reducing anxiety and uncertainty.  It is accepted that there is a risk that if changes are made following consultation that people will have spent time completing EOI that may not be required. On balance this was decided as the better option.	Process

Exploring other options	<p>The risk of losing permanent posts is very daunting and other alternatives should be explored. This could include extending current contracts or a more phased approach to making changes.</p>	<p>I have done everything possible to reduce the risk of redundancies for staff and allow there to be alternatives available for people at risk of redundancy.</p> <p>There are more permanent posts in the new structure than the old structure. Agency / fixed term contracts maybe extended to ensure service consistency until the permanent posts are recruited to.</p>	Redundancies
Re-evaluation of Job Roles	<p>Any new roles and changed roles must be re-evaluated. Some staff are concerned that added content to their roles will not be sufficiently remunerated.</p>	<p>All new JD's or JD's with changes have been evaluated by HR and given an indicative grade. HR will carry out full grading evaluation with the Trade Unions post completion of the consultation.</p>	Roles
Care Quality Advisor - Workload pressures	<p>By merging the two functions, the Care Quality Advisor (CQA) and Contract Monitoring Officer (CMO) the is likely to be a work overload on individuals.</p> <p>There are misgivings the CMO aspects of the role will actually be as low as 30% of the role when colleagues reflect on work needed to effectively monitor the contracts. This includes CM2000 monitoring; quality alerts; members enquiries and a large number of meetings.</p> <p>There are concerns that there are new responsibilities added to the CQA JD but no deletions.</p> <p>It was raised that the Homecare and Supported Living Team is a small team (possibly 3.5 FTE) with a large workload.</p> <p>Other issues raised:</p> <ul style="list-style-type: none"> <li>• Focus on improving the market may suffer if the attention is on reactive work.</li> <li>• Workload could jeopardise appraisals if certain targets are not met.</li> <li>• Risks missing important piece of work e.g.</li> </ul>	<p>There is an increase in the resource across the two Care Quality teams (Care Homes and Extra Care and Community and Supported Livign). Across the two teams there are currently 5 CQA's and 4 CMO's full time equivalent (FTE). In the new role there will be 9 CQA and 1 Support Officer, an increase of 1 FTE.</p> <p>It is estimated that the CMO aspects of the role will be approximately 30% as we change how we monitor care providers. We will keep this under review as we move forward.</p> <p>The CQA role has a lot of responsibilities within the job description. I think the variety in the role is what makes it so interesting but CQA are not expected to do everything within their JD at once. Service Managers will work with CQA to plan what is a priority and what each CQA should focus on, ensuring objectives set as part of the appraisal process are realistic and achievable.</p> <p>I think there is a reduction in risk of missing important pieces of work such as safeguarding due to the consistency of one member of staff working with each provider.</p> <p>Due to Covid, it is likely that events / workshops will not be particularly prominent in the near future, but I hope</p>	Roles

	safeguarding alerts. CQA are already working at full capacity.	in the longer term they will return as they have a really positive impact on the care market. My aim is that we are as pro-active as possible in the future but post-lockdown we may have to be more reactive to support the care market after a difficult year.	
Care Quality Advisor JD	Clarity is requested on whether one of the proposed CQA roles will be to facilitate events / market engagement	Events and market engagement are part of all CQA roles. It is likely each event will be led by one CQA which will be decided in discussion with each service manager.	Roles
Care Quality Advisor - Audits	What is meant by undertaking audits of care providers and what tools will be used?	Audits would be undertaken in different ways depending on the situation and type of care. An example of an audit would be when we have concerns around a care home's care plans or risk assessments. We would arrange a visit and review of a selection of care plans / risk assessments to review the quality of these documents and find areas of concern / for improvement. Other examples may include homecare a review of CM2000 data / carer rota's etc. These audits would inform the risk assessment and improvement plans for care providers.	Roles
Care Quality Advisor - Contract Management Meetings	What will be involved in leading on contract management meetings for CQA?	The CQA will lead in regard to the relationship with the provider (where they are link officer) and for contract meetings will be expected to set the agenda and present key information at meetings on the quality of care. There will be support with these meetings from the Support Officer (arranging the meeting) and chairing (service manager).	Roles
Care Quality Advisor - Quality Assurance Process	How will the Quality Assurance Process work? Will this be through self-assessment and will it involve providers, CQA and reviewing officers?	The assessment will be led by the provider (i.e. self-assessment) but there will be input from the reviewing officer and CQA where suitable. I want to continue to work on our Quality Assurance process to streamline it as much as possible, with the role of the CQA to focus on particularly important areas / areas of concerns with care providers. We will involve the team in further developing this approach.	Roles

Care Quality Advisor - Non-compliance.	How will CQA be able to remedy non-compliance? At the moment only the CMO can impose a visit?	The CQA will be the responsible officer for contract monitoring and will be able to enforce access to any provider we have a contract with.	Roles
Care Quality Advisor - Conflict of Interest	It was raised that although staff can see how initially providers dealing with just one person might look attractive but still feel the balancing act between advising and monitoring will prove too awkward and inevitably will provide an inferior service on the one hand or the other. This will benefit no one.	I strongly believe that a higher quality service will be offered as outlined in the rationale for change.  It will take time for the CQA to adjust to the new role and there will be a shift in relationship as CQA are expected to challenge and support providers but I believe the team have the skills to do this and it will provide a better and more consistent service moving forward.	Roles
Care Quality Support Officer Role	There were concerns raised that the Care Quality Support Officer role will not have capacity to support the two teams due to the workload as well as the level of the role. Is it possible to recruit another Care Quality Support Officer?  It was proposed that the role in discussion is revisited with the team to ensure it will meet the needs of the service.  The number of support officer(s) for CQT Care homes and Homecare area needs to be clarified.	There is one Care Quality Support Officer supporting the Care Homes and Extra Care and Homecare and Supported Living Teams.  I understand concerns in regard to the workload of the Support Officer role. However, due to budget limitations it is not possible to recruit an additional Support Officer without reducing a post elsewhere in the service. Having reviewed all the roles across Care Quality and Customer Finance it was felt the current structure provides the best possible structure within the budget.  The JD has be re-evaluated by HR and given the same indicative grade as outlined in the consultation document.  I will work with service managers and the team to agree the priorities / objectives for the support officer and ensure it supports needs of the service as best possible.	Roles
Care Quality Support Officer Role / Contract Officer Role	The Contracts area of the Care Quality team has not had the same focus as the quality. It is proposed that there needs to be a designated 'Contracts Officer' role that would be placed within the service and focus on due diligence, updating standard contracts as well as variations / novation's.	This is a very good suggestion as you are correct that there is a gap in regard to the administration around contracts.  This Job Description will be reviewed shortly to reflect a more contracts focussed role, including additional responsibilities. The JD will be re-evaluated by HR and required processes followed.	Roles

	I strongly feel that the designated Contract Officer role is essential to the functioning of any LA social care department and the assurance of the legal and contractual compliance		
Contract Monitoring Roles - Review JD	A proposal has been made that the Contract Monitoring posts in the Market Management, Sustainability and Contracts team are replaced with 2 Care Quality Advisor / Quality Assurance Officer role to reflect the work done and align with the changes within other areas of Care Quality.	Having reviewed the JD's for both roles I think that the role responsibilities and skills required for the CQA roles and CMO roles are different.  Post restructure I will work with the Service Manager for this area to ensure the CMO JD is up-to-date and accurately reflects the role moving forward.	Roles
Direct Payment Payments function	Retain payments process within the DP Team. I feel specialist knowledge is required	The Team Manager will ensure that the transition of the payments process for DP's is done in a sensible manner, ensuring that the knowledge required to complete the task effectively is transferred to the new member of the team with responsibility for this area.	Roles
Review success of changes as implemented	Proposal for a review of changes after 3/6 months to establish what has / hasn't worked and ensure workload is manageable for staff.	This is an excellent idea. I will ensure there is both a 3 and 6-month review of the impact of the changes across the service.	Service Offer
Improve cohesion between teams	Staff would like to see more cohesion between teams to allow everyone to work towards the same goal	Agreed. This will be a focus as we move forward in the new structure.	Service Offer
Care Quality - Self-assessments	Self-assessments will require the same amount of evidence gathering/reviewing as the traditional contract management in order to validate a provider's self-rating.  It would be helpful to get feedback from officers who have already carried out self-assessments.	Self-assessments should require less input from the CQA role moving forward. The CQA will be expected to focus on areas of concern / priority and challenge the provider effectively.  The team will work together to further implement (and simplify) the self-assessment process.	Service Offer
Training	Will there be training planned for PAMMS and CM2000?	This will be provided, either through formal routes or informal training and support from colleagues.	Service Offer

Engagement with staff	<p>Staff Morale is low at the moment and I would suggest the following to improve morale and team performance:</p> <ul style="list-style-type: none"> <li>• A half yearly CQ staff survey where staff (anonymous if staff so wish).</li> <li>• An all year open staff suggestion box and, reward staff for any ideas adopted.</li> <li>• Why not have CQ quarterly/half yearly awards too?</li> </ul>	<p>This is a very good point. It is understandable that staff morale is low after the difficulties of the last year. The anxiety around change in the restructure may also not have helped this.</p> <p>I would like to focus moving forward on improving morale and the suggestion of suggestion box, regular surveys and awards is a great one. This will be implemented.</p>	Service Offer
Supportive of changes to Care Quality	<p>The new structure will support a more focused approach to the interaction with the care providers, better support the care market and be more streamlined. It is felt that the concept of the idea is good, Advisors do have overall insight into providers and adding the element of contract monitoring may work.</p>	<p>I am pleased that staff see the benefits of the service in regard to supporting care providers as outlined in the rationale for change.</p>	Structure
Reconsider changes to Care Quality	<p>The proposal should be reconsidered due to concerns around the reduction of posts across the board which will impact on workload and quality of delivery.</p>	<p>The number of posts is not reducing, with the same number of posts in the new structure as are currently in posts.</p> <p>Feedback from the consultation has mainly focused on how the changes are implemented and outright objection to the changes has been minimal. I do not think the proposals should be reconsidered and think the changes can be implemented with a positive impact on quality of delivery whilst ensuring staff have a balanced workload.</p>	Structure
Reconsider changes to Care Quality	<p>Deletion of the contract monitoring officer role is a negative of the changes.</p> <p>The effect of the pandemic on care homes is pointing to significant financial difficulties with provider failure being of chief concern. The CMO role would have a chance of highlighting problems early enabling the local authority to</p>	<p>I understand that the deletion of the CMO roles is difficult, particularly for those within those roles. The CMO's have provided an excellent service to care providers but as the service has changed over time I think that the CQA role will better support the care market moving forward.</p> <p>The CQA role will be able to highlight problems early to ensure the team can intervene in a timely manner.</p>	Structure

	intervene in a timely manner and so mitigate the worst of outcomes.		
How to use and manage CM2000	<p>The Homecare advisors will have the additional function of reviewing CM2000 – can this function be removed so that all the proposed advisors’ roles have an equal matching function? Or is this function going to be allocated to the support officer?</p> <p>A recommendation was made to have a dedicated officer for. Another LA reallocated the Soft Intelligence officer role to the finance team (following a restructure) focusing on running reports and reviewing CM2000 as well as providing detailed analyses. This helped to</p> <ul style="list-style-type: none"> <li>• Claw back funding from providers with accurate actuals information</li> <li>• Helps improve quality of service by supporting providers to understand staff movements</li> <li>• If providers are made aware that money could be clawed back for non-compliance, they will be pressured in ensuring staff are compliant</li> </ul>	<p>CM2000 monitoring can be supported by the Support Officer and there is not justification for an additional dedicated officer for monitoring CM2000.</p> <p>However, I would like to explore how we could better use CM2000 and learn from other Councils work.</p>	Structure
Senior Occupational Therapist Role	I cannot find Senior Occupational Therapist (Community Equipment) post in the existing or proposed structure – this post was vacant for a quite while which we now have recruited to; new post holder will start from w/c 8 <sup>th</sup> March.	This was an error in the proposed structure and has now been added.	Structure
Support of Direct Payment Changes	I support the creation of the DP Lead role to facilitate career progression for members of the DP Team	I’m glad this proposal is supported.	Structure

## 3 FINAL PROPOSALS

### 3.1 SUMMARY OF STAFF IMPACTED

The restructure will affect posts within the Care Quality and Customer Finance Service Area. There are currently 61 posts (59 FTE) that are filled by 54 individuals (52 FTE), including 2 fixed term staff and 4 agency staff. There are currently 7 vacant posts. The new permanent structure will have 54 posts (52.5 FTE).

There are 6 roles within the service (3 agency staff and 3 fixed term health funded posts which are out of scope of the consultation). The 3 agency posts will end once posts are filled in the structure and the 3 fixed term health funded posts will continue whilst additional funding is available (this is on top of the FTE outlined above).

The impact of the consultation of staff will be:

- 30 postholders will be assimilated into their existing roles
- 13 postholders will be ring-fenced for either their existing role or for a 'lead' role within their service area.
- 5 postholders ring-fenced with the opportunity to apply for 2 roles. All staff will be at risk of redundancy or redeployment.

The document breaks the changes down into two sections, section 2 focuses on Care Quality and section 3 on Customer Finance. Although one service, the document is split in this way as it designed to be as clear as possible for staff who sit within each area of the service.

### 3.2 CHANGES TO TERMS AND CONDITIONS

As outlined previously, there are no changes to terms and conditions of employment will take place as a consequence of this restructure.

## 4 CARE QUALITY FINAL PROPOSALS

### 4.1 MAIN CHANGES

The main changes proposed for the Care Quality are as follows:

#### **A. Deletion of Contract Monitoring Officers and change in Care Quality Advisors Role**

It is proposed to delete the 4 Contract Monitoring Posts from the Community and Supported Living and Care Homes and Extra Care Teams. Some of the core functions of the Contract Monitoring Officer roles are no longer required, whilst others will be allocated to Care Quality Advisor or the new Care Quality Support Officer.

The rationale for this change is as follows:

- An increased focus on quality monitoring, rather than traditional contract monitoring, has meant that the role required to effectively quality assure the care market is aligned closer to the Care Quality Advisor role.

- A move to more provider self-assessments has reduced the requirement for a contract monitoring function
- This change allows each provider to have one link officer, who can support the provider through self-assessment, quality assurance and quality improvement process.

The role of the Care Quality Advisor will also change, as they will take on some of the quality monitoring function currently carried out by the Contract Monitoring Officers. This will include initiation, reviewing and challenge of self-assessments completed by providers. This will likely take up approximately a third of the Care Quality Advisors role. The proposed newly created Care Quality Support Officer will support in regard to communications, collating responses, minutes at meetings, KPI reporting and updating the Care Quality Dashboard.

### **B. Brokerage Service Manager and Brokerage Lead**

The Adults and Health Brokerage Team has continued to develop and expand over the last 5 years and therefore it is deemed that due to increase responsibility and staffing levels within the service the area now requires a dedicated Service Manager. It is proposed that the role will be re-evaluated and will be report directly to the Head of Service. There has also been Brokerage Lead role established to provide additional supervision capacity within the Brokerage Team as well as providing more resilience and a route for career progression. The Brokerage Lead role will supervise staff, lead on engagement with wider care quality teams, deal with complex queries and deputise for the Brokerage Manager where required.

### **C. Market Management, Sustainability and Contracts – New Team**

Having reviewed the functions of the service it has become clear that there are particular areas where the service needs more focus and therefore there is a proposal to establish a new service area which focuses on market management, sustainability and contracts. This area will include the contract monitoring of prevention and wellbeing contracts, contract register and due diligence process as well as be responsible for market management and sustainability of the care market. This includes leading across NCL on market sustainability, managing the uplift process and working closely with commissioning to ensure a value for money and sustainable care market.

## **4.2 CHANGES POST CONSULTATION**

There are no formal changes to the structure proposed as part of the consultation at this stage. However, there will be some further actions undertaken based on feedback in regard to the remit / priorities of some roles and the implementation of changes.

### **A. Remit and Priorities of Roles**

The following actions are proposed:

- A review of the Care Quality Support Officer Job Description within the Market Management, Sustainability and Contracts Team to explore changing the role to a 'Contracts Officer' post and expanding the brief of the role.

- A review of the Contract Monitoring Officer Job Description to ensure it accurately reflects the current role.
- Service Managers will engage with Care Quality Advisors to ensure that the priorities and objectives of the Care Quality Support Officer role in the Care Homes and Extra Care Team best supports the team

## B. Implementation

The following actions are proposed:

- An exercise in engagement with the team post go live of the new restructure to review the team priorities and ensure the changes are implemented effectively to meet these service priorities.
- A 3- and 6-month review of the changes to outline areas which working well and areas where further improvements need to be made.

### 4.3 DETAIL OF CHANGES

Below summarise the key role changes:

Action	Roles	Summary
Delete	4 x Contract Monitoring Officer	The 4 Care Quality Monitoring Officers within the Community and Care Home and Extra Care services will be deleted.  Some of the functions currently carried out by these roles will be allocated to Care Quality Advisors and Care Quality Support Officers.
Delete	1 x Brokerage Officer	A Brokerage Officer post will be deleted and replaced by a Brokerage Lead post.
Delete	1 x Business Support Assistant	Deletion of a vacant Business Support Assistant role. This role has been vacant for 2 years.
Role change	1 x Brokerage Team Manager re-evaluated to Brokerage Service Manager.  Line Management directly to Head of Service	Re-evaluation of the Brokerage Team Manager role to a Service Manager role reporting directly to the Head of Service.  It is proposed the current Brokerage Team Manager will assimilate into the Brokerage Service Manager role.
Role change	1 x Prevention, Wellbeing and Brokerage Service Manager will change to Market Management, Sustainability and Contracts Service Manager	Care Quality Service Manager to lead new team focussing on Market Management, Sustainability and Contracts.  It is proposed the current Prevention, Wellbeing and Brokerage Service Manager will assimilate into the role of Market Management, Sustainability and Contracts Service Manager.

Role change	The following fixed term posts will become permanent:  1 x Business Support Officer (Data Inputter)  1 x Project Co-ordinator	Fixed Term roles where an individual has been in place for over 1 year to be made permanent.  The 2 short term health funded brokerage roles are out of scope for this consultation.
Role change	Minor changes to Brokerage Officer Job Description	Roles will allow more flexibility to work across Customer Finance and Care Quality to cover Financial Assessment where required.
Role change	Changes to Care Quality Advisor Job Description	Changes to the Care Quality Advisor Job Description to include Quality Monitoring / Assurance which is estimated to account for one-third of the role.
Line management changes	Project Co-ordinator role will move to be line managed by the Market Management, Sustainability and Contracts Service Manager	Project Co-ordinator role to become permanent and change of line management. Project Co-ordinator role will support the Service Manager for Market Management, Sustainability and Contracts within their new remit.
New role	1.5 FTE x Care Quality Advisors	Establishment of 1.5 Care Quality Advisors (as well as recruitment to 2 current vacant posts) to support the care market through quality monitoring, quality assurance and quality improvement.
New role	1 x Lead Broker	New role established to provide more supervising capacity with Brokerage team. This role will be Grade I.
New role	1 x Care Quality Support Officer	Establishment of Care Quality Support Officer to support Quality in Care Advisors across Community and Care Homes and Extra Care Services

## 5 CUSTOMER FINANCE FINAL PROPOSALS

### 5.1 MAIN CHANGES

The main changes being proposed as part of the Customer Finance structure are:

#### A. Establishment of a Direct Payment Lead

A Direct Payment's Lead role will be established as part of the new structure to provide additional supervisory and leadership capacity within the Direct Payment team. The role will supervise the Direct Payment Advisors as well as leading on engagement with wider teams across social care and deputise for the Team Manager where required.

Currently the Customer Finance Team Manager (Community) line managers 12 members of staff, the establishment of Direct Payment lead would reduce this role direct line management to 7 staff, with the Direct Payment Lead line managing 5 members of staff. This will allow more supervisory capacity as well as improving opportunities for staff development and resilience.

**B. Increase capacity to support Financial Assessment, Deferred Payments and 12 Week Property Disregard**

There will be an additional Financial Assessment Officer post with the Residential Team to add capacity to completed Financial Assessments for Residential Services, Deferred Payments and 12 Week Property Disregard.

**C. Customer Finance Residential to take on responsibility for Integra Invoices**

There will be an additional invoicing officer who will take on some responsibilities from the agency member of staff working within the team and will also take on the processing of invoices made outside of Mosaic (through Integra). This will initially be for payments above £10k but this will be reviewed on an on-going basis.

**D. Establishment of permanent posts to replace agency**

There will be permanent posts establish within the team meaning that once the service is fully staffed there will be no further requirement for agency staff within the service. This will provide more stability and resilience within the service.

**5.2 POST CONSULTATION CHANGES**

There are no formal changes to the structure proposed for Customer Finance. However, the following actions are proposed as part of the implementation.

- An exercise in engagement with the team post go live of the new restructure to review the team priorities and ensure the changes are implemented effectively to meet these service priorities.
- A 3- and 6-month review of the changes to outline areas which working well and areas where further improvements need to be made.

**5.3 DETAILS OF CHANGES**

Below summarise the key role changes:

Action	Roles	Summary
Delete	1 x Direct Payments Officer	Role deleted. Part of function to become part of Direct Payment Lead role and part of function allocated to Invoice Officers / Financial Assessment Officers.

Role change	3 x Direct Payment Monitoring Officers and 2 x Direct Payment Advisors will become Direct Payment Advisors.	Amalgamation of Direct Payment Monitoring Officers and Advisors. This formalises arrangements in place for past 18 months.
Role change	Minor amendment to Financial Assessment Officer Roles	Roles will allow more flexibility to work across Customer Finance and Care Quality to cover Brokerage Service if / when required.
Changes to line management	Community Resource Office and Support Office will now report to Deputyship Officer	Re-allocation of line management from Team Manager to Deputyship Officer to ensure suitable level of supervision within the service.
Changes to line management	5 x Direct Payment Advisors will report to Direct Payment Lead	Re-allocation of line management from Team Manager to Direct Payment Lead to ensure suitable levels of supervision within the service.
New role	1 x Direct Payments Lead	Establishment of a new role to lead on Direct Payments at Grade I. Role will include supervision of Direct Payment Advisors, oversee delivery of monitoring and lead on engagement with services across Adults and Health
New role	1 x Invoice Officer (Fixed Term)	Additional Invoice Officer role will cover Invoice payments on Integra (currently within Business Support)
New role	1 x Financial Assessment Officer (Community)	Additional role replacing current agency post.

We will also be recruiting to the vacant Community Resource Officer and Financial Assessment Officer within the Residential Team.

All agency posts within the service will end once the new structure is fully implemented.

## 6 REORGANISATION TIMETABLE AND APPROACH

### 6.1 TIMETABLE

The timetable below covers the main timescales for the consultation, selection process and implementation of the new structure. These timescales are designed to ensure sufficient opportunity for staff to be properly consulted prior to formal implementation of the new structure and set out a clear timetable for selection / recruitment to roles where applicable.

The table below includes key dates in the reorganisation.

Date	Activity
18 February 2021	Individual meetings with staff effected by the restructure
18 February 2021	Formal Consultation Opens with Care Quality and Customer Finance Staff
19 March 2021	Consultation closes
22 March 2021	Final date for Expression of Interest for ring-fenced roles
23 March 2021	Consultation response prepared
26 March 2021	Consultation Closure Report and Final Proposals
29 March – 9 April 2021	Interviews for ring-fenced roles
12 April 2021	Committee recommendation for approval
April 2021	Implementation of new structure if approved at Committee

## 7 SELECTION FOR ROLES

The Council has an objective to minimise the potential for redundancies. We do this through identifying at an early stage (opening of consultation) employees who are potentially 'at risk' of redundancy early to whom we will provide access to the Council's redeployment register.

This section outlines the selection process for ring-fenced roles as well as redeployment opportunities as part of t

## 8.1 RINGFENCING AND ASSIMILATION

Prior to the opening of Formal Consultation an exercise was carried out to identify which posts are considered a job match for roles in the new organisation structure.

Where it is identified that posts are a match under Managing Change, and there are sufficient posts within the new structure to match staff to, then these staff will automatically assimilate. A “match” is defined under Managing Change as:-

- The post being assimilated to is identical and is available in the same work area and it is a grade match; or
- The post is a 55% match and it is available in the same work area and it is a grade match.

Where there are more people than posts available within the new structure, a ring-fenced redundancy selection process will need to take place, using redundancy selection criteria which will be consulted upon as part of the consultation process. The proposed redundancy selection criteria are published below.

There are 3 selection processes as part of the new proposed restructure and the selection for each is through the form of an expression of interest, skills-based interview and technical test (where appropriate). The highest scoring candidates will be appointed in order. The criteria applied are based on the principles of selection as set out in Managing Organisational Change, in that this will be an interview based on the redundancy selection criteria including an assessment of relevant skills and knowledge.

## 8.3 Care Quality Posts

The below table outlines the process for ring-fenced roles within the Care Quality Team.

Posts	Process
Brokerage Lead  Brokerage Officers	<p>There are currently 7 permanent Brokerage Officers in post. In the new structure there will be 6 Brokerage Officers and 1 Brokerage Lead. All permanent Brokerage Officers will be ring-fenced for the 7 roles in the new structure.</p> <p>All Brokerage Officers had the opportunity to submit an expression of interest for the Brokerage Lead role by 22nd March 2021.</p> <p>An interview will be scheduled for the week commencing 6 April 2021 for anyone who is successful. The interview will be in a skills-based interview.</p> <p>The scoring criteria for recruitment to the role will be based on the interview (80% score) and EOI (20% of the score). The successful candidate will be informed as soon as possible.</p> <p>If there is a successful applicant for the role as Brokerage Lead then the remaining 6 Brokerage Officers will be assimilated into their current</p>

	roles. If there is not a successful candidate then there will be a selection process for the 6 Brokerage Officer Roles
Contract Monitoring Officers	<p>There are currently 6 Contract Monitoring Officers posts within the service (5 currently occupied).</p> <p>All the Contract Monitoring Officers work on the same job description and therefore there will be a selection process between the 5 officers for the 2 remaining Contact Monitoring Officers.</p> <p>All staff ring-fenced for the 2 CMO roles have confirmed that they want to be interviewed. The interviews will take the week commencing 6 April 2021. The interview will be broken down into two parts, an Excel based skills test and a skills-based interview.</p> <p>The scoring criteria for recruitment to the role will be based on the interview (70% score) and an Excel based skills test (30% of the score). The successful candidate will be informed as soon as possible.</p> <p>Those who are not successful will be at risk of redundancy and have opportunities to apply for other roles within the service area and across the Council.</p>
Care Quality Advisor Roles	<p>There will be an option for the Contract Monitoring Officers to apply for the vacant roles of Care Quality Advisor roles. All Contract Monitoring Officers have had the opportunity to submit an expression of interest for the Care Quality Advisor role by 22nd March 2021.</p> <p>An interview will be scheduled the week commencing 29 March 2021 for anyone who is successful. The interview will be in a skills-based interview and the scoring criteria for recruitment will be based on the interview (80% score) and EOI (20% of the score). The successful candidate will be informed as soon as possible.</p>
New / Vacant roles	<p>There will be a number of new roles (or vacant roles now being recruited to) in the team. These are:</p> <ul style="list-style-type: none"> <li>• 4 (3.5 FTE) x Care Quality Advisors</li> <li>• 1 x Care Quality Support Officers</li> </ul> <p>Those at risk of redundancy within the service will have an opportunity to apply for these roles and go through a selection process prior to the roles being advertised externally.</p>

#### 8.4 Customer Finance Posts

The below table outlines the process for ring-fenced roles within the Customer Finance Team.

Posts	Process
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<p>Direct Payment Lead</p> <p>Direct Payment Monitoring Officer and Advisors</p>	<p>There are currently 3 Direct Payment Monitoring Officers, 2 Direct Payment Advisors and 1 Direct Payment Officer. All 6 roles will be ring-fenced for the 6 new roles. This is 5 Direct Payment Advisors and 1 Direct Payment Lead.</p> <p>All Direct Payment Officers had the opportunity to submit an expression of interest for the Brokerage Lead role by 22nd March 2021.</p> <p>An interview will be scheduled for the week commencing 6 April 2021 for anyone who is successful. The interview will be in a skills-based interview.</p> <p>The scoring criteria for recruitment to the role will be based on the interview (80% score) and EOI (20% of the score). The successful candidate will be informed as soon as possible.</p> <p>If there is a successful applicant for the role as Direct Payment Lead then the remaining 5 ring-fenced staff will be assimilated into the roles as Direct Payment Advisors.</p> <p>If there is not a successful candidate then there will be a selection process for the 5 Direct Payment Advisor roles.</p>
<p>New / Vacant roles</p>	<p>There will be a number of new roles (or vacant roles now being recruited to) in the team. These are:</p> <ul style="list-style-type: none"> <li>• 2 x Financial Assessment Officers</li> <li>• 1 x Invoice Officer</li> <li>• 1 x Community Resource Officer</li> </ul> <p>Those at risk of redundancy within the service will have an opportunity to apply for these roles and go through a selection process prior to the roles being advertised externally.</p>

## 7.1 REDPLOYMENT AND REDUNDANCY

All employees potentially at risk of redundancy will have access to the Council's redeployment opportunities.

Employees who are not successful at securing a role in the future structure will be expected to fully participate in the council's efforts to identify suitable alternative employment in positions that are currently covered by agency/consultants or vacant positions.

For employees who may accept a lower-graded role in the new structure, the Council will apply pay protection in line with the Pay Protection Policy.

## 8 ADDITIONAL SUPPORT

We recognise that it is imperative employees are given support during this time. This can be provided through:

**The Council's Employee Assistance Programme:** Access to free 24 hour telephone counselling and information services at any time of the day or night:

Tel: 0800 716 017; Textphone: 0845 600 5499; Online: [www.healthassured.com](http://www.healthassured.com).

**HR advice:** Where required the Employee relations team can provide some on site advice, via Stephen Cranfield ([Stephen.cranfield@barnet.gov.uk](mailto:Stephen.cranfield@barnet.gov.uk)).

**Preparation:** We will offer the team the opportunity to access support to prepare for CV writing, applications, interview preparation.

**Trade Unions:** You can talk to the Trade Unions by contacting Unison at [contactus@barnetunison.org.uk](mailto:contactus@barnetunison.org.uk) or on 020 8359 2088 or Mary Goodson at GMB at [Mary.goodson@gmbactivist.org.uk](mailto:Mary.goodson@gmbactivist.org.uk) or on 07908988051.

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**LONDON BOROUGH OF BARNET**

**ADULTS AND HEALTH**

# **Restructure of Performance and Systems Service Unit**

**Consultation Closure Report and Final Proposals**

**March 2021**

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## 1 INTRODUCTION AND BACKGROUND

### 1.1 RESPONSIBLE OFFICERS

ROLE	NAME	CONTACT
Sponsor	Courtney Davis	<a href="mailto:courtney.davis@barnet.gov.uk">courtney.davis@barnet.gov.uk</a>
Senior Responsible Officer	Appy Reddy	<a href="mailto:appy.reddy@barnet.gov.uk">appy.reddy@barnet.gov.uk</a>
Human Resources Advisory	Stephen Cranfield	<a href="mailto:stephen.cranfield@barnet.gov.uk">stephen.cranfield@barnet.gov.uk</a>

### 1.2 INTRODUCTION

Following the staff consultation this document outlines the final proposals for the new structure for Performance and Systems, as well as addressing feedback from the consultation. The new structure is designed to focus resources as effectively as possible and in response to the need to advance in terms of better service provision by adapting to changed business needs.

The document outlines changes to the structure, the rationale for these changes and the next steps regarding the selection process and implementation.

The new structure involves changes to a number of posts, including the establishment of new posts and deletion of others. As a consequence of these proposals there is 5 member of staff who is at risk of redundancy however there are more posts available in the structure than staff at risk.

### 1.3 RATIONALE FOR CHANGE

The changes are focussed on improving the service offered by the Performance and Systems service unit. There have been minimal changes to either service for a number of years and over this time period the way we deliver services and demand for services has continued to evolve. This re-structure is to ensure the service is fit-for-purpose to deliver to current requirements. The principal drivers for change are:

- Improving reporting functions, particularly in analytics of activity and finance resources;
- Supports the delivery of key organisational priorities around Adult Social care improvement, financial sustainability and prevention
- Accurate and timely delivery of statutory functions
- Support and maintenance of Mosaic system
- Improved resilience within the service
- Improve staff retention especially in lower grade roles by providing opportunities
- Decrease in the number of vacancies – reducing recruitment and re training cycle
- Increased opportunities to support more complex administrative tasks

## 2 CONSULTATION

### 2.1 CONSULTATION

The consultation period lasted 30 days from 18<sup>th</sup> February 2021 to 19<sup>th</sup> March 2021, however was further extended to 25<sup>th</sup> March 2021 as per trade unions recommendations providing sufficient time to comment on Job Descriptions. The consultation was launched at a service wide meeting on 18 February 2021, with individual or team meetings set up in advance for those significantly impacted by the changes.

The Trade Unions were initially informed of the upcoming consultation on 15 December 2020 with a follow up meeting on 9 February 2021.

One-to-one meetings at risk meetings were held with the 5 staff members at risk of redundancy through the process.

Staff were encouraged to engage with the consultation through a range of routes, including one-to-one meetings with the Head of Service, email feedback or group meetings.

The majority of the feedback came through one-to-one or groups meetings but there were a number of written responses from individuals alongside three written responses from the Trade Union.

The table below summarises the engagement as part of the consultation.

Type of Engagement	Number of responses
<b>Email</b>	6 staff members fed back through an email to the Head of Service outlining questions as well as feedback on the proposals.
<b>One-to-one meetings</b>	<p>The 5 staff members who are at risk of redundancy had a meeting before the consultation began with the Head of Service and a follow up meeting involve the Head of Service, HR and their own representative where requested.</p> <p>There were 2 further one-to-one meetings arranged between staff members and the Head of Services.</p> <p>The Head of Service also sought feedback from Service Managers through regular supervision sessions.</p>
<b>Group Meetings</b>	<p>There were two meetings set up with members of the team.</p> <p>18<sup>th</sup> March 2021 – A meeting was arranged by the Trade Union to discuss the proposals. This meeting was attended by 2 Trade Union Representative and 3 members of the Performance and Systems Service Unit.</p> <p>23<sup>rd</sup> March 2021 – A meeting was arranged by the Trade Union with Performance and Systems Service Unit to discuss the Job descriptions and impact on staff. This was attended by the 9 members of staff.</p>

Feedback from all of the above channels was included in the consultation response below.

## 2.2 AREAS FOR CONSULTATION

The key area for the consultation were:

- Structural proposals: what are the views of those being consulted about the proposed structures, alignment of responsibilities, functions and approach to meeting the financial restraints of the Council?
- Roles: what are the views of those being consulted about the proposed new roles?
- Selection: what are the views in respect of the proposed selection criteria to the roles proposed?

I have used these areas to group the feedback, as well as adding a section focussed on the consultation process.

## 2.3 OUTCOME OF CONSULTATION AND RESPONSE

I have highlighted the most common feedback from staff below:

- **Structure:** The majority of people supported the theory / principle of the proposals and was appreciative of progression opportunities available to staff.
- Amalgamation BIPI was considered long due and was seen as productive and resilient proposal.
- Rebranding Business Support to Compliance and Support was well received in view of the statutory function this team performs and supports.
- Increasing capacity within Business Systems team was well received acknowledging the demand for upkeep and maintenance of case management system with constantly evolving business needs.
- **Structure:** There was feedback on the placement of Data Quality Team in structure and if it can work better within Business Systems.
- Feedback was received to consider option of moving Compliance Support Officer Data to – Data Quality team
- **Process:** There were concerns from Trade Unions that all information (i.e. Job Descriptions) should have been available at the start of the consultation process and delayed JD's meant Trade Unions could support staff sufficiently.
- **Redundancies:** As there were more posts in the structure at higher grade than people at risk this wasn't a significant factor in feedbacks apart from one post where there could be a potential redundancy following exhaustion of redeployment options if at all
- **Roles:** It was requested that all JD's were evaluated with the involvement of the Trade Unions
- **Roles:** Specific concern was raised about the technical financial aspects with in JD and role of Senior Business Analyst.
- Complaints and Information Lead was requested to be regraded
- Records Management functions to be part of Information Governance and Data Protection Officer role

## 2.4 CONSULTATION FEEDBACK

The table includes all the feedback provided through the consultation. Both individual and team responses have been summarised and responded to in the table below.

Feedback	Detail	Response	Area
Job Descriptions	All Job Descriptions (JD's) should be available prior to the restructure to allow time to respond and feedback	<p>Agreed that ideally all JD's should be available at earlier part of the consultation. Apologise for any anxiety caused and for not including Trade Unions on the initial circulation lists</p> <p>As the Performance and Systems is a technical support unit Job Descriptions evolved with feedback as part of consultation and it was critical success factor for positive change to incorporate that within JD's before wider circulation</p> <p>The staff at risk and new roles they were ringfenced to were prioritised to be available earlier than other JD's and consultation was extended by a week to support the delayed circulation of JD's for staff to feedback further on all roles.</p>	Process
Service change request	Data Quality Team should be part of Business Systems	Due consideration was given to this pre launch of consultation and also at the time of feedback. Due to the statutory responsibilities and reporting functions this team is supposed to perform it was decided to make it as part of BIPI rather than Business Systems	Structure
Training and Career progression	There was feedback from Trade Unions and individuals that further training is to be considered for Business Support	Interview skills training has been offered to staff as part of this consultation closure. Additionally, this feedback will be taken forward by managers as they work with employees to formulate personal development plans as part of objective setting into next year.	Roles
Job role and one to one discussion with Exec support	Business Support Officer was expected to be managed by Exec support but concern was raised that this wasn't discussed prior to consultation	Service felt that close working relationship and invaluable guidance can help new member of staff in the role of Management Support officer and that this would also give opportunity to gain management experience and provide professional	Role

		development opportunities and the associated training.	
Re-evaluation of Job Roles	One role was requested to be re-evaluated	All new JD's or JD's with changes have been evaluated by HR and given an indicative grade. HR will carry out full grading evaluation with the Trade Unions post completion of the consultation. This particular post where there was a request for re-evaluation, it has been taken on board and HR initial review suggests that it will be one grade higher and final confirmation will be published following JE pane	Roles
	The final consultation report should be published prior to staff having to express an expression of interest (EOI) for roles.	The reason the EOI have been requested prior to the final consultation report is to try and make changes as quickly as possible, reducing anxiety and uncertainty.  It is accepted that there is a risk that if changes are made following consultation that people will have spent time completing EOI that may not be required. On balance this was decided as the better option.	Process
Assimilation to Ringfence	Roles specifically in business support were requested to be assimilated rather than ringfence	Job evaluation panel is next week at which point job evaluations will be finalised, however, indicative grading shows that they are not a grade match so not suitable for assimilation as per HR advice and where there is only grade difference with 4 people being ringfenced to new higher grade posts assimilation would not be possible	Role
Technical and financial elements in Senior Performance Analyst – JD review	The person in the role would be expected to be an expert in the financial aspects of Adults Services whilst also being an expert as a Business Analyst for the care pathways in Adults Services means that it is hard to envisage who could embody these twin and very divergent expertise's	We believe the role is correct and addresses a business and skills gap but, as with any new post, we will monitor to ensure it is delivering the service requirements.	Role

### **3 FINAL PROPOSALS**

#### **3.1 SUMMARY OF STAFF IMPACTED**

The restructure will affect posts within the Performance and Systems Service Unit. There are currently 38 FTE posts that are filled by 35 individuals (34.4 FTE), this includes 2 FTE seconded to other service areas. There are currently 5 vacant posts. The new permanent structure will have 38 FTE posts which is no change in total posts.

The impact of the consultation of staff will be:

- 23 post holders will be assimilated into their existing roles
- 4 post holders assimilated in to one grade higher role
- 5 post holders will be ring-fenced for 5 career progression roles within their service area.
- 2 post holders ring-fenced with the opportunity to apply for 1 role with unsuccessful member of staff being at risk of redundancy or redeployment.
- 1 role is deleted following the post holders retirement in first quarter of 2021 financial year

The document breaks the changes down into three sections, section 4 focuses on amalgamated performance and business intelligence service now called as Business Intelligence and Performance Insights (BIPI) and section 5 on Business Support now rebranded as Compliance Support Service and section 6 on Business Systems. Although one service, the document is split in this way as it designed to be as clear as possible for staff who sit within each area of the service.

#### **3.2 CHANGES TO TERMS AND CONDITIONS**

As outlined previously, there are no changes to terms and conditions of employment will take place as a consequence of this restructure.

### **4 BUSINESS INTELLIGENCE AND PERFORMANCE INSIGHTS (BIPI)**

#### **4.1 MAIN CHANGES**

The main changes proposed are as follows:

- As part of these proposals two managers posts will be deleted and one BIPI – Service Manager is being created who will become single point of contact for complete insights and reporting function within Adult Social Care
- One Business Intelligence Officer is retiring in June and this post will be deleted at that point
- Vacant roles of Information Resource Officer x 2 are being deleted
- Business Information Officer x 2 are being deleted and staff ringfenced to higher grade roles of Data Quality Officer
- 2 x new Senior Information Analysts posts are created
- 1 x Report Development Officer role is being created.
- Currently vacant Information Analyst post will be changed to Performance Analyst – BIPI and will be recruited at same grade.

- 1 x Data Quality Lead are being created
- 1 x Data Quality Officer are being created
- 1 x Records Manager is being deleted and New role of Information Governance and Data Protection officer is created, reporting to Head of Performance and Systems who holds IMGG responsibilities

The rationale for this change is as follows:

- This new proposal is a much simpler model, with clear lines of accountability,
- Focus on the challenges and improvements we need to address for qualitative reporting
- Providing carer progression opportunities to staff.
- A new workstream of Data Quality is part of BIPI which will be pivotal to accuracy in data and maintaining system to high quality, working alongside BIPI and systems.
- Information Governance post provides critical and essential support in terms of writing and managing Information Sharing Agreements between Adults and all partner organisations and will be directorate responsible officer for evaluation of any data breaches alongside corporate IMT

The role of the Business Intelligence Officers and Information Analysts will also change to Performance Analysts as they will be supporting operational teams in activity and financial reporting as single entity

## **4.2 CHANGES POST CONSULTATION**

There are no formal changes to the structure proposed as part of the consultation at this stage.

## **5 COMPLIANCE AND SUPPORT SERVICE**

### **5.1 MAIN CHANGES**

The main changes being proposed are:

- Business Support Office x1 deleted and a new Compliance and Data support is created with higher value capacity to support wider more technical service demands
- Business Support Assistant x1 deleted and a new Compliance and Finance support is created acknowledge additional responsibilities, undertake further training additional responsibilities to support compliance leads in terms of monitoring and reporting
- One full time complaints and information officer dedicated to meet increasing demand, support the directorate in meeting its statutory obligations and to provide cover/support to the Complaints & Information Manager.
- Remove Business Supports involvement in the process as current administration only adds an additional layer. Managed within entirety in brokerage team.
- Deputy Business supports x2 will change to Compliance Lead Data and Finance x1 and Compliance Lead Safeguarding and DOLs

### **Establishment of permanent posts to replace agency**

- Temporary BSO post to be made permanent as Management support officer supporting all Heads of Service, recruitment and maintaining corporate risk register for ASC
- Executive support Officer to line manage (to be recruited to) Business Support Officer to the HoS. Work is of a similar nature. The ESO experience and knowledge will offer invaluable, practical support and guidance

## 5.2 POST CONSULTATION CHANGES

Compliance and Information Manager post has been considered for evaluation in line with unified pay and rewards and in lieu of line management responsibilities and will be confirmed following JE panel at Grade J from a Grade I.

## 6 BUSINESS SYSTEMS TEAM

### 6.1 MAIN CHANGES

The main changes being proposed are:

- New post of Senior Performance Analyst to increase capacity and support team in technical areas of case management functions and lead on Change Control Board
- Business Analyst and System Trainer is changed to Systems Trainer and Support Lead to have a manageable expectancy and deliverables
- Feedback: Amending the lead system trainer role title and job description is a positive reflection of the demands of the role; acknowledging that there is not capacity to undertake business analysis work as well.

### 6.2 POST CONSULTATION CHANGES

None

## 7 REORGANISATION TIMETABLE AND APPROACH

### 7.1 TIMETABLE

The timetable below covers the main timescales for the consultation, selection process and implementation of the new structure. These timescales are designed to ensure sufficient opportunity for staff to be properly consulted prior to formal implementation of the new structure and set out a clear timetable for selection / recruitment to roles where applicable.

The table below includes key dates in the reorganisation.

Date	Activity
18 February 2021	Individual meetings with staff effected by the restructure
18 February 2021	Formal Consultation Opens with Performance and Systems Staff
25 March 2021	Consultation closes
1 April to 9 April 2021	Final date for Expression of Interest for ring-fenced roles
26 March 2021	Consultation response prepared
31 March 2021	Consultation Closure Report and Final Proposals

Date	Activity
6April – 15 April 2021	Interviews for ring-fenced roles
12 April 2021	Committee recommendation for approval
April 2021	Implementation of new structure if approved at Committee

## 8 SELECTION FOR ROLES

The Council has an objective to minimise the potential for redundancies. We do this through identifying at an early stage (opening of consultation) employees who are potentially ‘at risk’ of redundancy early to whom we will provide access to the Council’s redeployment register.

This section outlines the selection process for ring-fenced roles as well as redeployment opportunities as part of t

### 8.1 RINGFENCING AND ASSIMILATION

Prior to the opening of Formal Consultation an exercise was carried out to identify which posts are considered a job match for roles in the new organisation structure.

Where it is identified that posts are a match under Managing Change, and there are sufficient posts within the new structure to match staff to, then these staff will automatically assimilate. A “match” is defined under Managing Change as:-

- The post being assimilated to is identical and is available in the same work area and it is a grade match; or
- The post is a 55% match and it is available in the same work area and it is a grade match.

Where there are more people than posts available within the new structure, a ring-fenced redundancy selection process will need to take place, using redundancy selection criteria which will be consulted upon as part of the consultation process. The proposed redundancy selection criteria are published below.

There are 2 selection processes as part of the new proposed restructure and the selection for each is through the form of an expression of interest, skills-based interview. The highest scoring candidates will be appointed in order. The criteria applied are based on the principles of selection as set out in Managing Organisational Change, in that this will be an interview based on the redundancy selection criteria including an assessment of relevant skills and knowledge.

### 8.2 REDPLOYMENT AND REDUNDANCY

All employees potentially at risk of redundancy will have access to the Council’s redeployment opportunities.

Employees who are not successful at securing a role in the future structure will be expected to fully participate in the council's efforts to identify suitable alternative employment in positions that are currently covered by agency/consultants or vacant positions.

For employees who may accept a lower-graded role in the new structure, the Council will apply pay protection in line with the Pay Protection Policy.

## 9 ADDITIONAL SUPPORT

We recognise that it is imperative employees are given support during this time. This can be provided through:

**The Council's Employee Assistance Programme:** Access to free 24 hour telephone counselling and information services at any time of the day or night: Tel: 0800 716 017; Textphone: 0845 600 5499; Online: [www.healthassured.com](http://www.healthassured.com).

**HR advice:** Where required the Employee relations team can provide some on site advice, via Stephen Cranfield ([Stephen.cranfield@barnet.gov.uk](mailto:Stephen.cranfield@barnet.gov.uk)).

**Preparation:** We will offer the team the opportunity to access support to prepare for CV writing, applications, interview preparation.

**Trade Unions:** You can talk to the Trade Unions by contacting Unison at [contactus@barnetunison.org.uk](mailto:contactus@barnetunison.org.uk) or on 020 8359 2088 or Mary Goodson at GMB at [Mary.goodson@gmbactivist.org.uk](mailto:Mary.goodson@gmbactivist.org.uk) or on 07908988051.

## Employee Equality Impact Assessment

**Reason: Restructure of Adults and Health Integrated Care Quality and Customer Finance Teams**

[This document remains live with information being added at each critical milestone]

<b>Project Owner:</b>	<b>Sam Raffell</b>
<b>Date process started:</b>	<b>22 February 2021</b>
<b>Date process ended:</b>	<b>1 April 2021</b>

<b>This EqIA is being undertaken because it is:</b>	<input type="checkbox"/> outlined within the equality scheme relevance assessment table <input type="checkbox"/> part of a project proposal submission to the programme management board <input checked="" type="checkbox"/> a result of organisation change <input type="checkbox"/> other – please specify: Recruitment and Retention payments
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### EqIA Contents

- 1 Introduction
- 2 Any Anticipated Equalities Issues at each milestone and identified mitigation
- 3 Monitoring Summary
- 4 Project Milestone Outcomes, Analysis and Actions

## 1. Introduction

The area of Care Quality and Customer Finance has undergone a number of changes in recent years in response to service requirements and external environmental changes.

As the Adults and Health service has changed and the environment in which it operates has changed, it is now essential that the Care Quality and Customer Finance Teams also change to ensure they are best able to support Adults and Health in achieving good outcomes for their service users. The intention of this restructure is to realign existing services and as such it is expected that the impact on staff will be relatively limited.

This EQIA will be used to understand the impacts on these staff as result of this restructure as well as being used as a baseline for any future decision making.

### 1.1 Aims and objectives of the Care Quality and Customer Finance Restructure

The changes are focussed on improving the service offered by the Care Quality and Customer Finance Teams.

There have been minimal changes to either service for a number of years and over this time period the way we deliver services and demand for services has continued to evolve.

No financial savings will be delivered by the consultation.

This restructure is to ensure the service is fit for purpose moving forward as we change to the 'new normal' after the last year of Covid 19.

### 1.2 Description of the critical milestones

- |   |  |
|---|--|
| 1 | Opening of Consultation with Staff                                   |
| 2 | Closing of Consultation with Staff                                   |
| 3 | Decision to proceed with the new Performance and Systems Structure.. |

### 1.3 Key Stakeholders

Staff directly impacted by these proposals

Staff in the wider Adults and Health Service, including those working in partner organisations.

External contractors working with Adults and Health.

The wider Council with linked responsibilities for Adults and Health.

## 2. Any Anticipated Equalities Issues at each milestone and identified mitigation

### 2.1 Opening of Consultation with Staff

No equality issues are anticipated with the staff impacted with the restructure.

A copy of the restructure document has been shared with staff on the opening of consultation and a draft copy was shared with the trade unions in advance of opening consultation.

We are not aware of any reasonable adjustments or requirement for particular arrangements arising out of protected characteristics under the Equality Act.

### 2.2 Closure of Consultation with Staff

The Closure Report has been completed on 26 March 2021 outlining no structural changes from the proposed changes which went to consultation.

There are some proposed changes to be explored further in regard to roles and responsibilities and implementing the changes.

### 2.3 Confirmation of Decision

The final decision will be made on 12 April 2021 at Constitution and General Purposes Committee.

### 3. Monitoring Summary

#### 3.1 Table 1- Employee EqIA Profile of the Project (this profile is in accordance with the requirements of the Equality Act 2010 and the Council will collect this information so far as we hold it)

Please note that where the figures are hidden (XX) this is because the number is so low as to have the potential for individual staff to be identified. The information below is for all Adults and Health Staff. This is because the number of staff involved in the Care Quality and Customer Finance service is too small to be able to publish meaningful data.

#### Gender

Row Labels	ADULTS & HEALTH		Whole Council	Total %
	Number	%		
Female	262	75.50%	1062	58.74%
Male	78	22.48%	730	40.38%
Unknown	XX	XX%	XX	XX
<b>Grand Total</b>	<b>347</b>	<b>100.00%</b>	<b>1808</b>	<b>100.00%</b>

#### Age Range

Row Labels	ADULTS & HEALTH		Whole Council	Total %
	Number	%		
		XX	XX	XX
18-21		XX	XX	XX
22-29	31	8.93%	204	11.28%
30-39	78	22.48%	393	21.74%
40-49	72	20.75%	380	21.02%
50-64	144	41.50%	706	39.05%
65-74	12	3.46%	74	4.09%
75+		0.00%	XX	XX%
Under 18		0.00%	XX	XX%
<b>Grand Total</b>	<b>347</b>	<b>100.00%</b>	<b>1808</b>	<b>100.00%</b>

#### Ethnic Origin

Row Labels	ADULTS & HEALTH		Whole Council	Total %
	Number	%		
BAME	135	38.90%	566	31.31%
NOT KNOWN	48	13.83%	303	16.76%
WHITE	164	47.26%	939	51.94%
<b>Grand Total</b>	<b>347</b>	<b>100.00%</b>	<b>1808</b>	<b>100.00%</b>

## Disabled

Row Labels	ADULTS & HEALTH		Whole Council	Total %
	Number	%		
No	253	72.91%	1362	75.33%
Not Known	67	19.31%	361	19.97%
Yes	27	7.78%	95	5.25%
<b>Grand Total</b>	<b>347</b>	<b>100.00%</b>	<b>1808</b>	<b>100.00%</b>

## Sexual Orientation

Row Labels	ADULTS & HEALTH		Whole Council	Total %
	Number	%		
NOT KNOWN	45	12.97%	260	14.38%
BISEXUAL	XX	XX	XX	XX
GAY MAN	XX	XX	XX	XX
GAY WOMAN/ LESBIAN	XX	XX	XX	XX
HETEROSEXUAL	245	70.61%	1232	68.14%
PREFER NOT TO SAY	41	11.82%	266	14.71%
OTHER	XX	XX	XX	XX
<b>Grand Total</b>	<b>347</b>	<b>100.00%</b>	<b>1808</b>	<b>100.00%</b>

## Religion

Row Labels	ADULTS & HEALTH		Whole Council	Total %
	Number	%		
NOT KNOWN	42	12.10%	222	12.28%
AGNOSTIC	11	3.17%	54	2.99%
ATHEIST	16	4.61%	79	4.37%
BUDDHIST	XX	XX	XX	XX
CHRISTIAN	146	42.07%	727	40.21%
HINDU	21	6.05%	80	4.42%
HUMANIST	XX	XX	XX	XX
JAIN	XX	XX	XX	XX
JEWISH	12	3.46%	41	2.27%
MUSLIM	15	4.32%	92	5.09%
NO FORM RETURNED	XX	XX	XX	XX
NO RELIGION	39	11.24%	246	13.61%
NO RESPONSE ON FAITH	XX	XX	XX	XX
OTHER FAITH	XX	XX	XX	XX

PREFER NOT TO SAY	26	7.49%	138	7.63%
SIKH	XX	XX	XX	XX
<b>Grand Total</b>	<b>347</b>	<b>100.00%</b>	<b>1808</b>	<b>100.00%</b>

## Civil Status

Row Labels	ADULTS & HEALTH		Whole Council	Total %
	Number	%		
CIVIL PARTNER	XX	XX	XX	XX
COHAB	29	8.36%	130	7.19%
DIVORCED	XX	XX	XX	XX
MARRIED	128	36.89%	557	30.81%
PREFER NOT TO SAY	17	4.90%	90	4.98%
SEPERATED	XX	XX	XX	XX
SINGLE	125	36.02%	727	40.21%
UNKNOWN	25	7.20%	165	9.13%
WIDOW	XX	XX	XX	XX
WIDOWER	XX	XX	XX	XX
<b>Grand Total</b>	<b>347</b>	<b>100.00%</b>	<b>1808</b>	<b>100.00%</b>

## Main Carer for Child or Young Person with Disability

Row Labels	ADULTS & HEALTH		Whole Council	Total %
	Number	%		
Not known	194	55.91%	1086	60.07%
No	143	41.21%	686	37.94%
Prefer Not to Say	XX	XX	XX	XX
Yes	XX	XX	XX	XX
<b>Grand Total</b>	<b>347</b>	<b>100.00%</b>	<b>1808</b>	<b>100.00%</b>

## Main Carer for Adult

Row Labels	ADULTS & HEALTH		Whole Council	Total %
	Number	%		
Not known	195	56.20%	1092	60.40%
No	141	40.63%	690	38.16%
Prefer not to say	XX	XX	XX	XX

Yes	XX	XX	XX	XX
<b>Grand Total</b>	<b>347</b>	<b>100.00%</b>	<b>1808</b>	<b>100.00%</b>

## Foster Carer

Row Labels	Column Labels		Whole Council	Total %
	ADULTS & HEALTH Number	%		
Not known		199 57.35%	1103	61.01%
No		148 42.65%	701	38.77%
Prefer not to say	XX		XX	XX
Yes	XX		XX	XX
<b>Grand Total</b>		<b>347 100.00%</b>	<b>1808</b>	<b>100.00%</b>

**Milestone 2 and 3 will be updated once the restructure has been completed.**

**1. How are the equality strands affected?** *Please detail the positive/negative or neutral effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data and source. If you do not have relevant data please explain why and when you will capture the data.*

### Notes:

The analysis behind this Equality Impact Assessment is based the EHRC guidance, which states that patterns of variances of greater than +/-3% should be investigated further and individual variances greater than +/-5% should be investigated further.

Equality Strand	Affected?	Explain how affected
1. Age	No	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/>

### Explanation of impact:

These proposals are not expected to disproportionately affect older staff. Adults workforce profile suggests that Adults age profile closely matches the corporate age profile.

Equality Strand	Affected?	Explain how affected
2. Disability	No	Positive <input type="checkbox"/>

		Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/>
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**Explanation of impact:**

Adults percentage of disabled staff is slightly higher than the corporate average. Where staff require reasonable adjustments to be made in respect of this restructure relating to interviews, redundancy selection or the communication of information, Barnet will ensure that such measures are in place..

**Indicate any action planned or taken to mitigate negative impact?**

Equality Strand	Affected?	Explain how affected
3. Gender reassignment	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral X

**Explanation of impact:**

No impact

**Indicate any action planned or taken to mitigate negative impact?**

N/A

Equality Strand	Affected?	Explain how affected
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral X

**Explanation of impact:**

Barnet will ensure all pregnant staff involved in this restructure are fully consulted and will make appropriate adjustments where needed.

**Indicate any action planned or taken to mitigate negative impact?**

Equality Strand	Affected?	Explain how affected
5. Race / Ethnicity		Positive <input type="checkbox"/> Negative X Neutral <input type="checkbox"/>

**Explanation of impact:**

Adults and Health has a higher number of BAME staff compared to the corporate figures so we have registered a degree of negative impact. However we do not anticipate that this restructure will significantly or disproportionately impact upon staff from these backgrounds. Managers will ensure that staff are appropriately supported in respect of the proposals and if any concerns are raised around fair and equal treatment these will be dealt with through the consultation.

**Indicate any action planned or taken to mitigate negative impact?**

Equality Strand	Affected?	Explain how affected
6. Religion or belief	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative Neutral X

**Explanation of impact:**

Not analysed insufficient data

**Indicate any action planned or taken to mitigate negative impact?**

N/A

Equality Strand	Affected?	Explain how affected
7. Gender / sex		Positive <input type="checkbox"/> Negative X Neutral <input type="checkbox"/>

**Explanation of impact:**

Adults is a predominantly female workforce and as such the restructure will disproportionately impact upon female staff across the workforce. In recognising this it is important that Barnet as an employer ensures that employee relations issues which tend to disproportionately affect women are recognised and that where possible mitigating action is put in place to support staff. This includes but is not limited to ensuring that flexible working is encouraged across the department and that staff with caring responsibilities are appropriately supported.

Equality Strand	Affected?	Explain how affected
8. Sexual orientation	Yes <input type="checkbox"/> / No X <input type="checkbox"/>	Positive <input type="checkbox"/> Negative Neutral X

**Explanation of impact:**

Not analysed – insufficient data  
**Indicate any action planned or taken to mitigate negative impact?**  
 N/A

Equality Strand	Affected?	Explain how affected
9. Marital Status	No	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>

**Explanation of impact:**  
 No impact  
**Indicate any action planned or taken to mitigate negative impact?**  
 N/A

Equality Strand	Affected?	Explain how affected
10. Other key groups?  Carers	Yes <input type="checkbox"/> / No X  Yes <input type="checkbox"/> / No X	Please assess Young, Parent and Adult carer.  Not recorded but could have an impact on staff groups. Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>

**Explanation of impact:**  
 No impact

**3.2 Evidence**

**3.3 List below available data and research that will be used to determine impact on different equality groups**

HR data provided from transactional HR  
Staff/Trade Union/Stakeholder feedback

### **3.4 Evidence gaps**

There are no evidence gaps

### **3.5 Solution, please explain how you will fill any evidence gaps?**

**See 3.4**  
No solution required as no gaps identified

## **4. Project Milestone Outcomes, Analysis and Actions**

### **4.1 Summary of the outcomes at each milestone**

#### ***4.1.1 Milestone 1 Consultation Period***

Ensure that all staff have access to the key information enabling them to make decisions in respect of their position within the restructure.

#### ***4.1.2 Milestone – 2 Closure of Consultation Period***

Publish feedback from the consultation, response from Senior Management and any planned changes due to feedback.

#### ***4.1.3 Milestone 3 – Publishing The Decision***

To publish the final decision and ensure all stakeholder are aware of the changes involved in the structure, the timing of those changes, selection process for ring-fenced roles and implementation planning.



## 1. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Ensure staff consultation is accessible to all	<p>Monitor consultation for any potential barriers for particular staff groups</p> <p>Ensure accessible consultation methods are provided for those who need them e.g. staff members with disabilities.</p>	N/A	Sam Raffell	Completed as part of the consultation process. All staff had an opportunity to feedback in the consultation.
Restructure proposals and processes take account of equalities issues	<p>Take account of feedback received during consultation period and make amendments to proposals where possible.</p> <p>Ensure equalities issues and special circumstances are reflected in selection processes adopted and reasonable adjustments applied.</p> <p>Ensure any voluntary redundancy process takes account of equalities issues.</p>	N/A	Sam Raffell	<p>This has been taken place as part of the consultation and reflected in the consultation closure report.</p> <p>This will continue to be taken into account as part of selection process, redundancy process and implantation of changes.</p>

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Delivery Unit management team member)</b>
<b>Date:</b>	<b>Date:</b>



## Employee Equality Impact Assessment

### Reason: Restructure of Adults and Health Performance and Systems Teams

[This document remains live with information being added at each critical milestone]

<b>Project Owner:</b>	<b>Appy Reddy</b>
<b>Date process started:</b>	<b>22 February 2021</b>
<b>Date process ended:</b>	<b>1 April 2021</b>

<b>This EqIA is being undertaken because it is:</b>	<input type="checkbox"/> outlined within the equality scheme relevance assessment table <input type="checkbox"/> part of a project proposal submission to the programme management board <input checked="" type="checkbox"/> a result of organisation change <input type="checkbox"/> other – please specify: Recruitment and Retention payments
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### EqIA Contents

- 1 Introduction
- 2 Any Anticipated Equalities Issues at each milestone and identified mitigation
- 3 Monitoring Summary
- 4 Project Milestone Outcomes, Analysis and Actions

## 1. Introduction

The area of Adults and Health Performance Information and Systems has undergone a number of changes in recent years in response to service requirements such as Mosaic and external environmental changes.

As the Adults and Health service has changed and the environment in which it operates has changed, it is now essential that the Performance, Information and Systems teams also change to ensure they are best able to support Adults and Health in achieving good outcomes for their service users. The intention of this restructure is to realign existing services and as such it is expected that the impact on staff will be relatively limited.

This EQIA will be used to understand the impacts on these staff as result of this restructure as well as being used as a baseline for any future decision making.

### 1.1 Aims and objectives of the Performance Information and Systems Restructure

This restructure is planned with the following aims in mind:-

- Delivering services to achieve outcomes as efficiently and effectively as possible
- Improving reporting functions, particularly in analytics of activity and finance resources;
- Supports the delivery of key organisational priorities around Adult Social care improvement, financial sustainability and prevention
- Accurate and timely delivery of statutory functions
- Support and maintenance of Mosaic system
- Improved resilience within the service
- Improvement of staff retention especially in lower grade roles by providing career progression opportunities
- Increased opportunities to support more complex administrative tasks

### 1.2 Description of the critical milestones

- |   |  |
|---|--|
| 1 | Opening of Consultation with Staff         |
| 2 | Closing of Consultation with Staff         |
| 3 | Decision to proceed with the new Structure |

### 1.3 Key Stakeholders

Staff directly impacted by these proposals

Staff in the wider Adults and Health Service, including those working in partner organisations.

External contractors working with Adults and Health.

The wider Council with linked responsibilities for Adults and Health.

### 2. Any Anticipated Equalities Issues at each milestone and identified mitigation

#### 2.1 Opening of Consultation with Staff

No equality issues are anticipated with the staff impacted with the restructure.

A copy of the restructure document has been shared with staff on the opening of consultation and a draft copy was shared with the trade unions in advance of opening consultation.

We are not aware of any reasonable adjustments or requirement for particular arrangements arising out of protected characteristics under the Equality Act.

#### 2.2 Closure of Consultation with Staff

The Closure Report has been completed on 26 March 2021 outlining no structural changes from the proposed changes which went to consultation.

There are some proposed changes to be explored further in regard to roles and responsibilities and implementing the changes.

#### 2.3 Confirmation of Decision

The final decision will be made on 12 April 2021 at Constitution and General Purposes Committee.

### 3. Monitoring Summary

**3.1 Table 1- Employee EqIA Profile of the Project (this profile is in accordance with the requirements of the Equality Act 2010 and the Council will collect this information so far as we hold it)**

Please note that where the figures are hidden (XX) this is because the number is so low as to have the potential for individual staff to be identified.

## Gender

Row Labels	ADULTS & HEALTH		Whole Council	Total %
	Number	%		
Female	262	75.50%	1062	58.74%
Male	78	22.48%	730	40.38%
Unknown	XX	XX%	XX	XX
<b>Grand Total</b>	<b>347</b>	<b>100.00%</b>	<b>1808</b>	<b>100.00%</b>

## Age Range

Row Labels	ADULTS & HEALTH		Whole Council	Total %
	Number	%		
	XX	XX%	XX	XX
18-21	XX	XX%	XX	XX
22-29	31	8.93%	204	11.28%
30-39	78	22.48%	393	21.74%
40-49	72	20.75%	380	21.02%
50-64	144	41.50%	706	39.05%
65-74	12	3.46%	74	4.09%
75+		0.00%	XX	XX%
Under 18		0.00%	XX	XX%
<b>Grand Total</b>	<b>347</b>	<b>100.00%</b>	<b>1808</b>	<b>100.00%</b>

## Ethnic Origin

Row Labels	ADULTS & HEALTH		Whole Council	Total %
	Number	%		
BAME	135	38.90%	566	31.31%
NOT KNOWN	48	13.83%	303	16.76%
WHITE	164	47.26%	939	51.94%
<b>Grand Total</b>	<b>347</b>	<b>100.00%</b>	<b>1808</b>	<b>100.00%</b>

## Disabled

Row Labels	ADULTS & HEALTH		Whole Council	Total %
	Number	%		
No	253	72.91%	1362	75.33%
Not Known	67	19.31%	361	19.97%

Yes	27	7.78%	95	5.25%
<b>Grand Total</b>	<b>347</b>	<b>100.00%</b>	<b>1808</b>	<b>100.00%</b>

## Sexual Orientation

Row Labels	ADULTS & HEALTH		Whole Council	Total %
	Number	%		
NOT KNOWN	45	12.97%	260	14.38%
BISEXUAL	XX	XX	XX	XX
GAY MAN	XX	XX	XX	XX
GAY WOMAN/ LESBIAN	XX	XX	XX	XX
HETEROSEXUAL	245	70.61%	1232	68.14%
PREFER NOT TO SAY	41	11.82%	266	14.71%
OTHER	XX	XX	XX	XX
<b>Grand Total</b>	<b>347</b>	<b>100.00%</b>	<b>1808</b>	<b>100.00%</b>

## Religion

Row Labels	ADULTS & HEALTH		Whole Council	Total %
	Number	%		
NOT KNOWN	42	12.10%	222	12.28%
AGNOSTIC	11	3.17%	54	2.99%
ATHEIST	16	4.61%	79	4.37%
BUDDHIST	XX	XX	XX	XX
CHRISTIAN	146	42.07%	727	40.21%
HINDU	21	6.05%	80	4.42%
HUMANIST	XX	XX	XX	XX
JAIN	XX	XX	XX	XX
JEWISH	12	3.46%	41	2.27%
MUSLIM	15	4.32%	92	5.09%
NO FORM RETURNED	XX	XX	XX	XX
NO RELIGION	39	11.24%	246	13.61%
NO RESPONSE ON FAITH	XX	XX	XX	XX
OTHER FAITH	XX	XX	XX	XX
PREFER NOT TO SAY	26	7.49%	138	7.63%
SIKH	XX	XX	XX	XX
<b>Grand Total</b>	<b>347</b>	<b>100.00%</b>	<b>1808</b>	<b>100.00%</b>

## Civil Status

Row Labels	ADULTS & HEALTH		Whole Council	Total %
	Number	%		
CIVIL PARTNER	XX	XX	XX	XX
COHAB	29	8.36%	130	7.19%
DIVORCED	XX	XX	XX	XX
MARRIED	128	36.89%	557	30.81%
PREFER NOT TO SAY	17	4.90%	90	4.98%
SEPERATED	XX	XX	XX	XX
SINGLE	125	36.02%	727	40.21%
UNKNOWN	25	7.20%	165	9.13%
WIDOW	XX	XX	XX	XX
WIDOWER	XX	XX	XX	XX
<b>Grand Total</b>	<b>347</b>	<b>100.00%</b>	<b>1808</b>	<b>100.00%</b>

## Main Carer for Child or Young Person with Disability

Row Labels	ADULTS & HEALTH		Whole Council	Total %
	Number	%		
Not known	194	55.91%	1086	60.07%
No	143	41.21%	686	37.94%
Prefer Not to Say	XX	XX	XX	XX
Yes	XX	XX	XX	XX
<b>Grand Total</b>	<b>347</b>	<b>100.00%</b>	<b>1808</b>	<b>100.00%</b>

## Main Carer for Adult

Row Labels	ADULTS & HEALTH		Whole Council	Total %
	Number	%		
Not known	195	56.20%	1092	60.40%
No	141	40.63%	690	38.16%
Prefer not to say	XX	XX	XX	XX
Yes	XX	XX	XX	XX
<b>Grand Total</b>	<b>347</b>	<b>100.00%</b>	<b>1808</b>	<b>100.00%</b>

## Foster Carer

Row Labels	Column Labels		Whole Council	Total %
	ADULTS & HEALTH			
	Number	%		
Not known	199	57.35%	1103	61.01%
No	148	42.65%	701	38.77%
Prefer not to say	XX		XX	XX
Yes	XX		XX	XX
<b>Grand Total</b>	<b>347</b>	<b>100.00%</b>	<b>1808</b>	<b>100.00%</b>

**Milestone 2 and 3 will be updated once the restructure has been completed.**

**1. How are the equality strands affected?** *Please detail the positive/negative or neutral effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data and source. If you do not have relevant data please explain why and when you will capture the data.*

### Notes:

The analysis behind this Equality Impact Assessment is based the EHRC guidance, which states that patterns of variances of greater than +/-3% should be investigated further and individual variances greater than +/-5% should be investigated further.

Equality Strand	Affected?	Explain how affected
1. Age	No	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/>

### Explanation of impact:

These proposals are not expected to disproportionately affect older staff. Adults workforce profile suggests that Adults age profile closely matches the corporate age profile.

Equality Strand	Affected?	Explain how affected
2. Disability	No	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/>

**Explanation of impact:**

Adults percentage of disabled staff is slightly higher than the corporate average. Where staff require reasonable adjustments to be made in respect of this restructure relating to interviews, redundancy selection or the communication of information, Barnet will ensure that such measures are in place..

**Indicate any action planned or taken to mitigate negative impact?**

Equality Strand	Affected?	Explain how affected
3. Gender reassignment	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral X

**Explanation of impact:**

No impact

**Indicate any action planned or taken to mitigate negative impact?**

N/A

Equality Strand	Affected?	Explain how affected
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral X

**Explanation of impact:**

Barnet will ensure all pregnant staff involved in this restructure are fully consulted and will make appropriate adjustments where needed.

**Indicate any action planned or taken to mitigate negative impact?**

Equality Strand	Affected?	Explain how affected
5. Race / Ethnicity		Positive <input type="checkbox"/> Negative X Neutral <input type="checkbox"/>

**Explanation of impact:**

Adults and Health has a higher number of BAME staff compared to the corporate figures so we have registered a degree of negative impact. However, we do not anticipate that this restructure will significantly or disproportionately impact upon staff from these backgrounds. Managers will ensure that staff are appropriately supported in respect of the proposals and if any concerns are raised around fair and equal treatment these will be dealt with through the consultation.

**Indicate any action planned or taken to mitigate negative impact?**

Equality Strand	Affected?	Explain how affected
6. Religion or belief	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral X

**Explanation of impact:**

Not applicable, insufficient data

**Indicate any action planned or taken to mitigate negative impact?**

N/A

Equality Strand	Affected?	Explain how affected
7. Gender / sex		Positive <input type="checkbox"/> Negative X Neutral <input type="checkbox"/>

**Explanation of impact:**

Adults is a predominantly female workforce and as such the restructure will disproportionately impact upon female staff across the workforce. In recognising this it is important that Barnet as an employer ensures that employee relations issues which tend to disproportionately affect women are recognised and that where possible mitigating action is put in place to support staff. This includes but is not limited to ensuring that flexible working is encouraged across the department and that staff with caring responsibilities are appropriately supported.

Equality Strand	Affected?	Explain how affected
8. Sexual orientation	Yes <input type="checkbox"/> / No X <input type="checkbox"/>	Positive <input type="checkbox"/> Negative Neutral X

**Explanation of impact:**  
 Not analysed – insufficient data  
**Indicate any action planned or taken to mitigate negative impact?**  
 N/A

Equality Strand	Affected?	Explain how affected
9. Marital Status	No	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>

**Explanation of impact:**  
 No impact  
**Indicate any action planned or taken to mitigate negative impact?**  
 N/A

Equality Strand	Affected?	Explain how affected
10. Other key groups?  Carers	Yes <input type="checkbox"/> / No X   Yes <input type="checkbox"/> / No X	Please assess Young, Parent and Adult carer.  Not recorded but could have an impact on staff groups. Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>

**Explanation of impact:**  
 No impact

**3.2 Evidence**

**3.3 List below available data and research that will be used to determine impact on different equality groups**

HR data provided from transactional HR  
Staff/Trade Union/Stakeholder feedback

**3.4 Evidence gaps**

There are no evidence gaps

**3.5 Solution, please explain how you will fill any evidence gaps?**

**See 3.4**  
No solution required as no gaps identified

**4. Project Milestone Outcomes, Analysis and Actions**

**4.1 Summary of the outcomes at each milestone**

**4.1.1 Milestone 1 Consultation Period**

Ensure that all staff have access to the key information enabling them to make decisions in respect of their position within the restructure.

**4.1.2 Milestone – 2 Closure of Consultation Period**

Publish feedback from the consultation, response from Senior Management and any planned changes due to feedback.

**4.1.3 Milestone 3 – Publishing The Decision**

To publish the final decision and ensure all stakeholder are aware of the changes involved in the structure, the timing of those changes, selection process for ring-fenced roles and implementation planning.



## 1. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Ensure staff consultation is accessible to all	<p>Monitor consultation for any potential barriers for particular staff groups</p> <p>Ensure accessible consultation methods are provided for those who need them e.g. staff members with disabilities.</p>	N/A	Appy Reddy	Throughout consultation period.
Restructure proposals and processes take account of equalities issues	<p>Take account of feedback received during consultation period and make amendments to proposals where possible.</p> <p>Ensure equalities issues and special circumstances are reflected in selection processes adopted and reasonable adjustments applied.</p> <p>Ensure any voluntary redundancy process takes account of equalities issues.</p>	N/A	Appy Reddy	Throughout restructure process

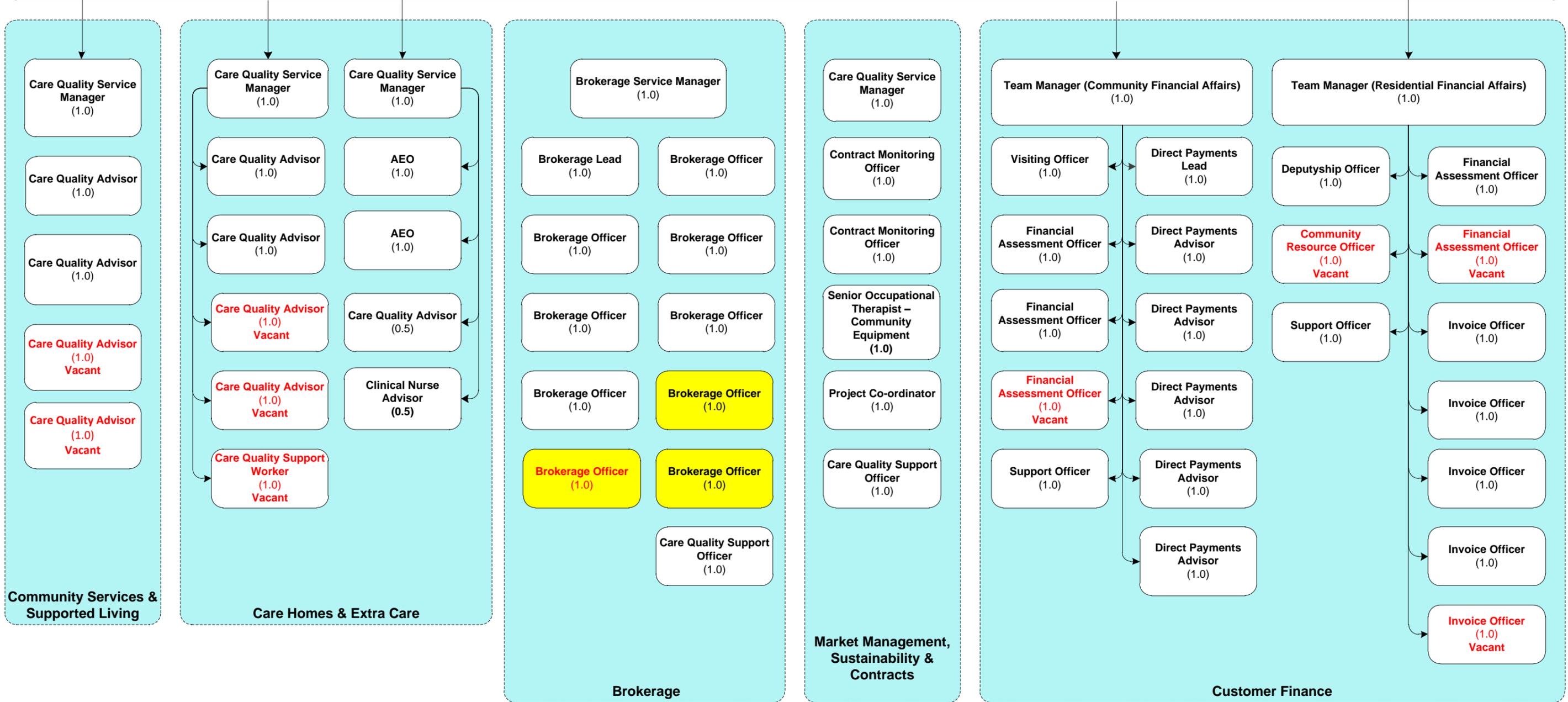
**1<sup>st</sup> Authorised signature (Lead Officer)**

**2<sup>nd</sup> Authorised Signature (Delivery Unit management team member)**

**Date: Appy Reddy**

**Date: Courtney Davis**

Head of Care Quality & Customer Finance  
(1.0)

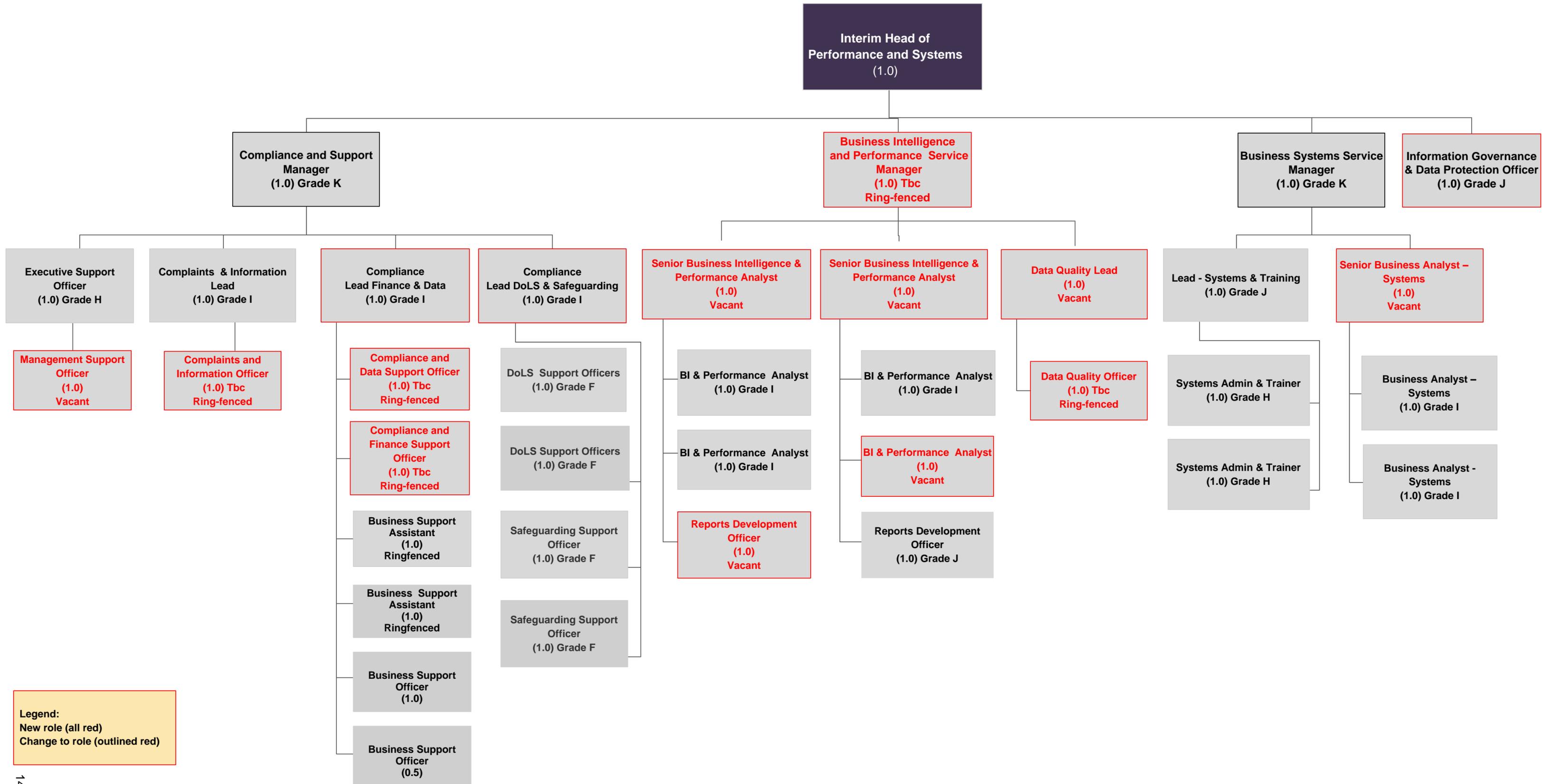


Legend

Not in LBB establishment

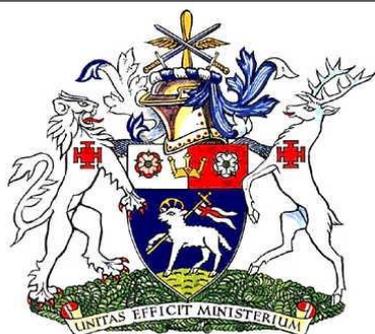
Vacant and/or covered by Agency

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**Legend:**  
 New role (all red)  
 Change to role (outlined red)

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## Constitution and General Purposes Committee

12 April 2021

<b>Title</b>	<b>Creation of New Post – Assistant Director – Parking and Deletion of Old Post – Head of Parking &amp; Infrastructure</b>
<b>Report of</b>	Executive Director for Environment
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	Yes
<b>Key</b>	No
<b>Enclosures</b>	Appendix A – Job Description: Assistant Director – Parking Appendix B – Proposed Environment Management Structure
<b>Officer Contact Details</b>	Geoff Mee, Executive Director for Environment, 020 8359 2172, <a href="mailto:geoff.mee@barnet.gov.uk">geoff.mee@barnet.gov.uk</a> Sharni Kent, Senior HR Business Partner, 020 8359 5542, <a href="mailto:sharni.kent@barnet.gov.uk">sharni.kent@barnet.gov.uk</a>

### Summary

The Council's Parking Service functions are proposed to operate within a fully integrated parking service reporting directly into the Executive Director, Environment. This business area will be led by an Assistant Director – Parking and will see some of the duties of the former AD for Highways and Transport redistributed to this role. The Head of Parking & Infrastructure role will no longer exist. A separate process is taking place to recast the parking service to take on the new responsibilities through the whole service hierarchy.

## Officers Recommendations

1. That the Committee approve the creation of and recruitment to an Assistant Director – Parking within the Environment Directorate senior management team to manage the Council’s fully integrated parking service, as set out in this report.
2. That the Committee approve the deletion of the post of Head of Parking and Infrastructure.
3. The Committee note that the Assistant Director – Highways and Transportation role (vacant) is not being recruited to and there will therefore be no increase in AD level roles.

### 1. WHY THIS REPORT IS NEEDED

- 1.1 This paper sets out proposed changes to the LBB staffing structure to create a new Assistant Director – Parking and to establish a fully integrated parking service. This will be the Council’s business area for all scheme development and parking controls design functions being under one leadership, joining the existing permit, paid parking, car parks, enforcement, correspondence, parking debt recovery and assisted travel functions. This will report directly into the Executive Director, Environment and will see no additional Assistant Director roles created, as the vacant former AD for Highways and Transportation duties are redistributed within the Environment Directorate (including within this newly established post). The existing Head of Service role will be deleted and the parking service will absorb the increase in the cost of the role within planned service budgets.

### BACKGROUND

- 1.2 The Council’s Parking management functions presently sit within the Highways and Transport area with the Head of Parking & Infrastructure reporting to the Assistant Director Highways and Transport (ADHT). With the January 2021 departure of the then incumbent of the ADHT role a decision was made to not recruit a new individual immediately but to undertake a review the structure at a senior level for the Highways and Transport areas under the Environment Directorate.
- 1.3 The outcome of that review sees the Parking and Highways functions proposed for separation into distinct areas each reporting directly to the Executive Director of Environment. The Highways functions, which are mostly delivered through the Council’s partnership with Regional Enterprise (RE), will continue within that organisation and one of the RE director level roles will report to the Executive Director of Environment to provide the continuity of those functions’ reporting lines.
- 1.4 The Parking Service will become a direct reporting area into the Executive Director of Environment with the proposed role of Assistant Director – Parking created. The existing role of Head of Parking & Infrastructure role will be deleted. The Parking Service will assume the full responsibility of the delivery of all elements of Parking, from the initial identification, design and consultation stages for new and reviewed controls all parking management schemes within the Borough’s highways. It will also lead on the development of and expenditure for public highway parking s106 contributions and the

delivery of any other sources of parking linked funding, including from the Capital funding streams.

- 1.5 This proposal aligns with the improvements to delivery of new and reviewed controlled parking zone schemes within the Borough, as set out in the paper to the Environment Committee of January 2021. This Parking Service led three year programme is based on existing resident and member led demand, road safety and congestion issues and/or development linked triggers and represents a significant increase in the size of the Council's CPZ delivery capacity. Ultimately the review could see an area approaching 75% (in area) of the Council's existing CPZs consulted with and if scheme uptake broadly matched expected demand, the area of CPZ controls in the Borough could grow by 30-60% during the period. After the programme, a more proactive approach to CPZ delivery will require this more active management to continue.
- 1.6 Therefore, as part of this realignment, the Parking Service will add a parking schemes management function which will manage (within the provisions of the Council's contract with RE) the direction, work prioritisation, quality standards and consultation performance of the existing RE parking design functions and associated TMOs (Traffic Management Order) for parking and traffic schemes. It will also lead for these elements in any subsequent delivery models and where necessary through any other external contracting for the same.
- 1.7 This represents a substantial additional responsibility being moved into the Parking Service from the existing Highways function and whilst staff working for RE will not change their reporting lines or see any contractual changes, it will see a large increase in the amount of work required to manage these schemes effectively undertaken by the Parking Service
- 1.8 The expected consultation and schemes expenditure is anticipated to exceed £2m over the initial three-year programme and associated income and expenditure forecasts for the programme will see a net increase of income of £3m per annum by the fourth year. The income generation being a net figure includes provision for new and enhanced roles, including this post.
- 1.9 As part of the change of the role to an Assistant Director (AD) level an opportunity will be provided to have all the Council's Area Committees led by an AD or above level individual. The existing Parking Head of Service is the lead officer for the Finchley and Golders Green residents forum and area committee. This change would help to continue to drive the improvements in support to the area committees, which has been undertaken jointly between the Governance team and Environment directorate.
- 1.10 The role will be involved in the development of future delivery of the Parking Design and TMO functions presently with RE at the end of their contracted period, including either contract specification or work associated with insourcing or other arrangements.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The Council's ambitions for the growing Parking CPZ schemes and the level of support this will need at a managerial level, as well as taking the opportunities of not recruiting to the AD of Highways and Transport, see the creation of an AD level role to lead the integrated parking service as the most appropriate option.

- 2.2 Other Councils recently recruiting to AD level for the senior leader of the Parking Service (some with other aligned functions) include; Newham, Ealing, Hounslow and Havering. As one of London's largest parking authorities, Barnet should continue to position its senior roles so as to recruit and retain high quality individuals. The movement to an AD level role, responsible for a projected £25m+ of income and up to £15m expenditure per annum, is well aligned to the responsibility and pressures of the role.
- 2.3 The restructure of the Highways leadership arising from the vacant AD of Highways and Transportation provides the opportunity for this to take place in conjunction with wider improvements in parking and highways, including the start of the new term contractor for Highways and the start of the CPZ programme. It will not impact the potential for future reviews in conjunction with the end of the existing RE contract in future years.
- 2.4 The proposed Assistant Director – Parking will be a core member of the Environment leadership team and provide strength to this important income generating and publicly facing Council function. It will also ensure that post COVID-19 recovery, particularly for high streets, has a senior environment team leader involved at a critical level.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 **Do nothing:** The Constitution and General Purposes Committee could choose to maintain the status quo in respect of the current structure of the team under the AD for Highways and Transportation. However, a need to recruit to that role would see the overall cost increase and potential to achieve benefits from integrating the parking design and consultation functions with the rest of the parking service would not be achieved, potentially impacting the CPZ programme and associated traffic management improvements and expected income improvement forecasts.

### **4. POST DECISION IMPLEMENTATION**

- 4.1 The Assistant Director for Parking will be recruited to. The existing Head of Parking and Infrastructure will be displaced and will be ring-fenced to the role and will undergo a formal selection process.

### **5. IMPLICATIONS OF DECISION**

#### **5.1 Corporate Priorities and Performance**

- 5.1.1 N/A.

#### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 5.2.1 The Assistant Director for Parking will be funded from existing budget.

#### **5.3 Social Value**

- 5.3.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic, and environmental benefits. Before commencing a procurement process, commissioners

should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area of stakeholder.

#### **5.4 Legal and Constitutional References**

- 5.4.1 In accordance with Appendix A to the Responsibility for Functions sections of the Council's Constitution, the Constitution and General Purposes Committee has responsibilities for staffing matters (i.e. salaries and conditions of services) other than those within the remit of the Chief Officer Appointment Panel.
- 5.4.2 The HR Regulations in the Council's constitution (Section 2.1) require that no vacant posts at Assistant Director level or above shall be advertised or recruited to without prior Committee approval and all new posts at Assistant Director level or above shall be created by Committee decision (the Constitution and General Purposes Committee, Policy and Resources Committee or Urgency Committee) and not by delegated powers.

#### **5.5 Risk Management**

- 5.5.1 The Assistant Director role reflects a significant step-up from the expectations of the Head of Service roles. Whilst the Head of Parking and Infrastructure will be ringfenced, there is a risk of displacement if not successful.

#### **5.6 Equalities and Diversity**

- 5.6.1 The 2010 Equality Act outlines the provision of the public sector equalities duty which requires public bodies to have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act (2010).
  - Advance equality of opportunity between people from different groups, and
  - Foster good relations between people from different groups
- 5.6.2 The broad purpose of this duty is to integrate considerations of equality and day to day business and keep them under review in decision making, the design of policies and the delivery of services.
- 5.6.3 The job description for the Assistant Director role has been produced and evaluated within normal HR practice.

#### **5.7 Corporate Parenting**

- 5.7.1 The changes have no direct impact on looked after children or care leavers.

#### **5.8 Consultation and Engagement**

- 5.8.1 N/A

#### **5.9 Insight**

- 5.9.1 N/A

**6. BACKGROUND PAPERS**

6.1 None

## London Borough of Barnet

### Job Description

<b>Post Title</b>	Assistant Director Parking
<b>Responsible to</b>	Executive Director Environment
<b>Directorate</b>	Environment
<b>Service</b>	Parking Service, Assisted Travel
<b>Location</b>	2 Bristol Avenue, Colindale Such alternative location as required by the Council.
<b>Responsible for</b>	Parking Service functions, Parking Design (RE outsourcing contract or its successor arrangements), Parking Enforcement term contractor, Assisted Travel (CSG), interfaces with HMCS, other external contractors, consultants and capital commissions
<b>Grade</b>	6

### Purpose of the Job

The role of the Assistant Director of Parking is at once both exciting and challenging with a responsibilities operating in the confluence of the transport, economic and air quality ambitions of the Council whilst operationally being a service that generates a high levels of political and public scrutiny. In addition, this the role is one of the three Director/AD level roles within Environment that sits with the area committees as the Council's most senior officer representative.

The Parking Service is a fundamental element of the Council's revenue streams, with income growth of £3m net expected in the present medium term financial plan. This is in addition to the generation of over £20m of income with operating costs leaving an amount of over £10m net to fund permitted aligned spending, predominantly the Freedom Pass scheme. With capital, S106 and CIL funding as a key source of funding the future service development, as well as ongoing uncertainties around the post-COVID19 recovery the service financials are complex and critical. The role requires exceptional understanding of the sources of income, their activity linked data and the cost drivers of the business and to manage a series of contractors to budget and achieve best value under a range of differing financial set ups. A staffing of 20 means this is presently a fairly large service, however, when taking into consideration the external contractor staffing resource and that figure is over 10x larger.

The role is required to work collaboratively across a multi-agency environment with a range of partners to develop practical responses to key challenges facing the Council, promoting innovation and creativity in service provision to achieve improved outcomes for residents of Barnet.

You will ensure that the Council is making best use of its car parking assets whilst engaging meaningfully with communities. The post holder will lead a varied team to address and respond to a wide range of challenges which takes into consideration demography,

regeneration and intensification of use as well as service quality improvements in the permit and PCN processing high volume activities.

Above all the role will ensure that the end to end delivery of all parked cars and kerbside management in the Borough are aligned and coordinated. This will support the delivery of the large CPZ programme and modernisation of the provision of parking over the coming decade. There will be opportunities to make leaps forward in delivery through major re-procurements or development of alternative provisioning for multiple significant term contracts due to require work to have begun in the 18-36 month period from April 2021.

### **Key Accountabilities/duties/responsibilities**

- Lead and direct the implementation of major change within the services; including the assessment of options appraisals, development and delivery of business cases, coordinating appropriate consultation processes and reporting conclusions to relevant Boards and Committees.

Lead the development, review and implementation of the Councils Parking Policy and Strategy reviews, Development Parking Review, CPZ Expansion Programme, PCN re-banding, MTC delivery programme and car park asset review.

Lead the development and implementation of clear objectives for the whole service; overseeing developments, performance management, streamlining services whilst ensuring identification and response to major risks is appropriately managed.

Lead and manage the Parking Enforcement, Notice Processing, Debt Recovery, Parking Adjudicator appeals, parking permits, cashless parking, blue badge services, to deliver measurable quality improvements, embed best practise and customer centred initiatives and ensure value for money is achieved.

Ensure that appropriate procedures and policies are properly operated, communicated and monitored to ensure the aims and objectives for the service are delivered effectively and efficiently.

Lead service innovation, sustaining measurable improvement through business development ensuring processes to governance and accountability remain robust.

Monitor services and consider alternative options to manage the business by ensuring resources are maximised and are available to deliver service priorities through an effective workforce,

Lead, develop and execute a business plan for the service linked which focuses on; sustaining income, retention and growth in addition to identifying new opportunities.

Lead on all elements of the Councils budget process relating to greenspaces and leisure, advising Council Management Team (CMT) and elected members on service priorities linked to the Medium Term Financial Strategy (MTFS).

- Lead and manage the delivery of the Parking CPZ expansion and review programme with an expected annualised net revenue growth of £3m by 2025.
- Provide high quality, professional, expert advice to members and committees, including briefing, support and reporting to committee. Work with the relevant executive directors on

the development of committee work programmes and decisions in relation to the service areas.

- Act as the lead Authorised Officer for the Councils Parking and Associated Services contract, ensuring functions are undertaken in accordance with contractual obligations and responsibilities and that income generating services are given the strongest of contractual and financial probity managements.
- Ensure that the Council complies with its duties in accordance with respective legislation and policy, providing advice to members, officers, third sector organisations. To ensure that the Service is conducting regular meaningful audits led by the corporate team and to ensure that agreed improvements or recommendations are addressed in a timely manner.
- Develop effective joint working, creating positive and productive links and relationships with other parts of the Council, external organisations & stakeholders and private sector or third sector voluntary groups representing the Councils interests. To ensure impactful representation at regional bodies and industry organisations. .

### **Leadership**

- To provide strategic guidance and professional advice on matters of policy and strategy, and where appropriate to ensure this is integrated with Corporate, Directorate and national/regional strategy.
- To act as the lead client with all stakeholders, funding partners and contractors across the parking service and car parks.
- Provide strategic project management, taking an active role at specific governance Boards including liaison with contractors, strategic partners, funding bodies and developers/regen.
- Providing leadership and guidance to the Parking Service, ensuring that all service objectives are met,, undertaking appraisals and ensure regular one-to-one meetings take place, as appropriate.
- Implement the Council's employment policies and procedures in the intended spirit of corporatism and good practice and ensure that staff are adequately instructed and coached in personal and equal opportunity management;
- Ensure that staff are treated equally with understanding and respect and that their entitlement to a fair hearing and trade union representation is upheld;
- Develop or support efficient, timely and responsive communication processes to and from staff.
- Provide advice and assistance to the chairs of theme committees, particularly the Environment Committee and to attend and lead where appropriate items on the agenda.
- To be the dedicated officer for a given area committee of the Borough and to assist the chairs and committee members in their schemes and grants prioritisation, expenditure and works management process.

- To become the representative of and have a good awareness of all Environment Directorate matters within the area committee Boundary, including for Waste/Street Scene and Leisure and Green Spaces. To manage and support associated resources across the Council supporting the area committees.
- To represent the Parking Service directly to the Director of Environment through all expected ways and to do so throughout senior leadership levels in the authority and outside including to LEDnet.
- To deputise for the Executive Director of Environment, to provide support in the absence of the Director of Waste and ADs of Street Scene and Leisure/Green Spaces as appropriate,

### **Financial Responsibilities**

- Ensure effective financial planning to deliver strategic priorities, ensuring monitoring of service budgets and tracking of risks with recovery action in place.
- Responsible for the Parking and Traffic Enforcement function and associated activities with income generation of £25m/annum and expenditure of £15m/annum, with growth of both these values anticipated.
- Responsible for the Parking Service Medium Term Financial Plan and associated savings totalling projected to see a £3m net improvement in the period 2021/22 -2025/26.
- Lead, monitor and review the performance of the Councils Parking and Associated Activities contract (value £70m) and other contracts, ensuring all commercial schedules are monitored and applied.
- *Responsible for major capital budgets and S106 and CIL allocations, ensuring that capital programme budgets are managed effectively.*
- Responsible for the expenditure of assigned Capital, CIL and S106 funding in respect to parking and traffic design measures, either through the Council's existing term contractor (Regional Enterprise), its successor arrangements or individual external contracts.
- Responsible for identifying and developing future potential sources of funding including from CIL, S106, external bodies and ensuring best value is achieved from assets.
- Responsible for managing any potential arms length management organisations set up by the Council individually or in partnership with a public or private sector body.
- Ensure that all contracts and commissions are focused on value for money, delivery of the financial plan and sustainable service improvements.
- Responsible for other budgets as required; management and oversight of complex programmes and shaping the way programme resource is deployed.
- To ensure new strategies, policies and/or new commissions are focused on value for money, delivery of the medium term financial strategy, priorities and spending review and sustainable service improvement.
- Respond to internal audit reviews and implement action plans within agreed deadlines.

### **Promotion of Corporate Values**

- To ensure that Corporate Plan objectives are successfully delivered through the delivery of Greenspaces projects and contract management;
- To ensure that customer care is maintained to the agreed standards according to the council's values. To ensure that a high level of confidentiality is maintained in all aspects of work.
- Promote the Council's values across all business activities and champion development of the values through staff leadership activities

### **Risk Management**

- Ensure appropriate risk management and governance processes are in place and continually assessed and managed across the services.
- Evaluate risk, identify control weaknesses and resolve issues and problems, whilst recognising the need to escalate process issues where necessary.
- Ensure safe and efficient delivery of service by achieving high standards of health and safety and reducing risk;
- Ensure that any risks identified are Risk Assessed and that these are recorded and reviewed annually;
- Ensure that any accidents and incidents are recorded and reported in an appropriate manner;
- Ensure that Contract activities are managed to adhere back to back with the above.

### **Health and Safety Responsibilities**

- Ensure that adequate Health and Safety records are maintained and respond to requests from the service areas Health and Safety Lead Officer or requests from the Health and Safety Unit as required in all matters relating to Health and Safety;
- Ensure that adequate Health and Safety records are maintained and respond to requests from the service areas Health and Safety Lead Officer or requests from the Health and Safety Unit as required in all matters relating to Health and Safety;

To ensure the effective and beneficial application of health and safety standards aligned to the Council's own are in use by all contractors or individuals and organisations issues licenses or concessionary contracts.

### **Flexibility**

- In order to deliver the service effectively, a degree of flexibility is needed and the post holder may be required to perform work not specifically referred to above. Such duties, however, will fall within the scope of the post, at the appropriate grade;

- In order to deliver the service effectively, a degree of flexibility in working hours if required: including, from time to time, working outside of standard office hours and at weekends;

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## **Person Specification**

### **Education/Training**

- Educated to degree level or equivalent in a relevant discipline and/or able to demonstrate significant experience, competence and capability in the planning, development, operation and management of large local authority services in the Highways or decriminalised enforcement business area.;
- Holds a recognised Project Management qualification and/or able to demonstrate significant experience, competence and capability in the delivery of capital schemes and programmes and develop funding streams and bids.
- Holds a recognised Management qualification and/or able to demonstrate significant experience, competence and capability in the management of direct indirect staff and resources;
- Able to demonstrate continuing self-development and a track record of keeping up keep up to date and familiar with developments and innovation in the sector and wide organisational environments.

### **Knowledge**

- Detailed knowledge of the planning, development, operation, management and maintenance of parking and associated activities including CCTV enforcement, parking scheme design and car park estates management
- Detailed knowledge of the direct and indirect benefits that accrue to an area from a well-managed & safe highway network;
- Detailed knowledge of the key customer service needs, complaint sources, member issues and customer service standards within the service remit.
- Detailed knowledge of quality and performance standards relative to the delivery of CPZs and other parking and traffic management provision
- Detailed knowledge of the IT, GIS, mapping and property level data as well as the needs of enforcement technology and systems in use or development including all customer impacting systems, software and equipment
- Detailed knowledge of processes and procedures for the monitoring of Special Parking Account and associated income stream management and expenditure management as well as all associated contractual obligations including KPIs and penalty default payments.
- Detailed knowledge of the relationship between parking, town centre management and regeneration.
- Detailed knowledge of the principles and practices of the definition, management and monitoring of revenue and capital budgets;
- Detailed knowledge of the principles and practices of the management of staff and resources;
- Detailed knowledge of the principles and practices of corporate development and management within a multi-disciplinary customer focussed and/or public sector environment.

## **Experience**

- Direct and extensive experience of the successful planning, development, operation, management of an urban parking authority (125,000+ citizens) through a multi contractor or multiple delivery model arrangement;
- Successful track record of developing and delivering services, ideally in parking and highways management, which are effective at meeting customer needs, improving adjudicator performance and are cost efficient.
- Direct and extensive experience of the development of contracts to an OJEU level, performance specifications and quality standards for an urban parking authority
- Direct and extensive experience of the oversight and monitoring the activities of a variety of delivery partners against agreed service standards & specifications and budgets;
- Extensive experience of successful joint working car park asset reviews and regeneration.
- Knowledge of specific government policies and legislation affecting parking and traffic management and the blue badge parking concession and commissioning of local services.
- Experience of identifying innovative solutions to new commissioning challenges and implementing clear measures to track implementation
- Experience of the successful planning and delivery of capital improvement projects
- Experience of leading and being part of single service and multi-disciplinary teams in customer focussed environment;
- Experience of working both formally and informally with elected and/or board members;
- Experience of successfully defining, managing and monitoring significant revenue and capital budgets;
- Experience of producing and delivering reports, presentations and briefings to a variety of audiences: from formal Council Committees to informal discussions with service users.
- Ability to interpret a range of policy documentation in order to produce findings
- Identify cross cutting issues and scope for integration with other services.
- Strong interpersonal skills and able to challenge, support, influence and engage senior management and peers.
- Ability to distil complex initiatives into simple concepts to be shared with a variety of audiences

## **Competences**

- Sound and effective communicator in all media;
- Effective leader and motivator;
- Self-starter and able to work with the minimum of supervision;

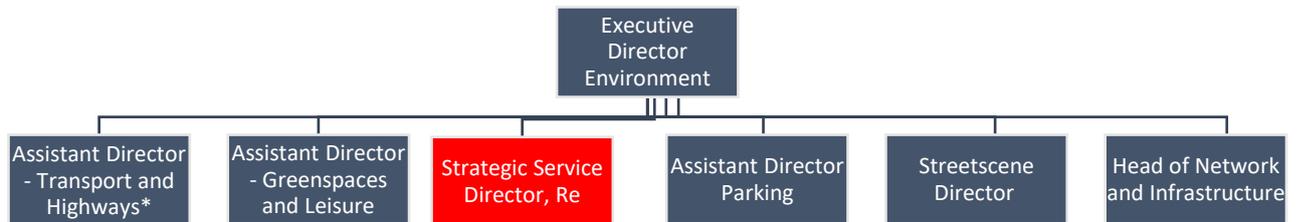
- Sound and effective financial management;
- Sound and effective management of people and resources;
- Ability to question the status quo and open to new and non-traditional ways of working and service delivery;
- Ability to develop and maintain positive working relationships and to work both individually and as part of a team;
- Ability to engender confidence in the Parking Service, its contractors and the services that it delivers;
- Track record of obtaining external and partnership funding;
- Full and clean driving licence;
- Working knowledge of Microsoft Office and other ICT applications used by the Council.

### **Flexibility**

- In order to deliver the service effectively, a degree of flexibility is needed and the post holder may be required to perform work not specifically referred to above. Such duties, however, will fall within the scope and level of remuneration of the post;
- In order to deliver the service effectively, flexibility in working hours is required: including, from time to time, working outside of standard office hours and at weekends

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## Appendix 2 – Proposed Environment Management Structure



\*Assistant Director – Transport and Highways is being held vacant –pending the Year 6/7 Review.

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## Constitution and General Purposes Committee

12 April 2021

<b>Title</b>	<b>Member Development Programme 2018 – 2022 Update</b>
<b>Report of</b>	Head of Governance
<b>Wards</b>	All Wards
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix A – Delivered Sessions for Member Development Programme from October 2020. Appendix B – Member Development Planned Sessions Appendix C – Chartered Status and Next Steps
<b>Officer Contact Details</b>	Andrew Charlwood, Head of Governance, 020 8359 2014 <a href="mailto:andrew.charlwood@barnet.gov.uk">andrew.charlwood@barnet.gov.uk</a>

### Summary

To support councillors to be effective in their various roles, it is essential that the Council has in place a comprehensive programme of briefings and other development activity. At its meeting in March 2018, the now decommissioned General Functions Committee received a report on the Member Development Programme. The report provided the details for the post-election induction of new and returning Members and set out an overarching strategic framework of Member Development for the next administration (2018 – 2022).

Since the Local Elections in May 2018, the Governance Service has coordinated and rolled out a programme of development covering a variety of Councillor responsibilities. The details of the sessions completed since the last report to this Committee are set out at Appendix A. Planned activity for the forthcoming period is set out in Appendix B.

## **Officers Recommendations**

- 1. That the Committee note the sessions delivered since October 2020 as set out in Appendix A and provide feedback on sessions delivered to date.**
- 2. That the Committee agree the forward plan of Member Development sessions as set out in Appendix B.**
- 3. That the Committee note the Member Development Programme has now been awarded Chartered Status and also note the feedback and proposed next steps in regard to the Member Development Programme as outlined in Appendix C.**
- 4. The Committee note that a detailed report on the Member Development and Induction Programme for 2022 to 2026 will be reported to the Committee on 4 October 2021.**

### **1. WHY THIS REPORT IS NEEDED**

- 1.1 Councillors are responsible for setting the overall policy direction of the Council and overseeing the delivery of a range of services, many of which are complex or have a statutory basis. Expectations of councillors by residents are high – they want their Council to deliver high quality services and respond quickly to changing demands all within ever increasing financial constraints. To be effective councillors need to be able to:
  - Represent the views of their political party and constituents;
  - Contribute to the good governance of the Council;
  - Understand local government and the legal framework that it operates within; and
  - Be knowledgeable about local policy, services and communities.
- 1.2 In addition to serving on Council and committees, councillors may also be appointed to a range of outside bodies which have their own governance arrangements (e.g. school governing bodies, community organisations, charities, trusts, companies, etc).
- 1.3 To ensure that councillors are supported to be as effective as possible in their various roles, a comprehensive Member Development Programme was developed and agreed by the General Functions Committee in March 2018. In accordance with the decision of the Committee, a comprehensive induction programme for new and returning Members was delivered following the local election in May 2018. Additionally, numerous development sessions and training opportunities have been provided. These have been regularly reported to the Constitution and General Purposes Committee for Member oversight. Details of the sessions completed since the last report to Committee (in October 2020) are set out in Appendix A.

- 1.4 As detailed in the report to the General Functions Committee in March 2018 officers have been working towards having the Programme externally accredited via the Charter for Member Development. Our Programme was assessed in January 2021 and the Council have achieved Charter Status. Appendix C outlines the feedback received from the assessors following the assessment. The Governance Service will work with Members to deliver the areas of improvement identified and prepare for re-assessment in 18 months' time. The Committee are requested to consider whether the Council should work toward Charter Plus status when the re-assessment takes place.
- 1.5 The Committee are requested to note that officers will shortly commence working on a proposed induction programme for the 2022 local election. The Member Development Steering Group will be engaged in the development of proposals and detailed plans for the 2022 to 2026 Development Programme will be brought to a future meeting for Committee review and approval.
- 1.6 The purpose of the Member Development Programme is to ensure:
- Sessions meet identified training and development needs and supports them to be effective councillors;
  - There are clear expectations of Members in relation to training and development;
  - Sessions are commissioned well in advance; and
  - There is an understanding from Members about which sessions are mandatory, which are recommended and which are optional.
- 1.7 As such, Member buy-in for the Programme is essential in ensuring that it meets their training and development needs and supports them to be effective councillors. To ensure that the Programme is Member-led, a Member Development Steering Group has been established and meets regularly. The membership of the group is made up of the Party Group Leaders, the Group Whips and Political Assistants.
- 1.8 The Group meets every quarter and agrees the member development priority areas and training requirements of the Councillors. Feedback from the meetings have been positive and Members have agreed:
- Member Development will be a standing item at Party Group meetings;
  - Presentation materials should be shared with the relevant Chairman or Lead Member in advance to ensure that the pitch and tone of the materials is correct;
  - Development sessions should be introduced by the relevant Chairman or Lead Member; and
  - Feedback would be requested after each session and reported back to the Steering Group;
  - Planned sessions should be advertised as far in advance as possible to improve attendance;
  - Text reminders would be used;
  - The Steering Group would propose development sessions where they felt that there were gaps in the Programme;
  - To review planned sessions for the forthcoming period; and

- To work to towards achieving and maintaining Charter Status for the Member Development Programme.

1.9 Appendix A provides Members with an update of the sessions that have taken place from October 2020 to date. It contains details the Members who have attended and notes whether the sessions were mandatory, recommended or optional. *Note: The Committee are requested to note that there are no formal sanctions available if Members do not attend sessions prescribed as mandatory other than via the Political Groups.*

## **2. REASONS FOR RECOMMENDATIONS**

2.1 To ensure that Members have appropriate knowledge and skills to discharge their various roles as a councillor including taking decisions and monitoring the Council's work.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

3.1 The Committee could choose not to develop and implement a Member Development and Induction Programme. This approach is not recommended as it could leave the Council at risk of some decisions being successfully appealed by judicial review or other appeal mechanisms (e.g. Planning Inspectorate). In addition, failing to develop and deliver a Development Programme could result in Members serving on committees or other bodies when they do not have the requisite knowledge and skills to be effective (e.g. treasury management, pensions, etc).

## **4. POST DECISION IMPLEMENTATION**

4.1 Officers will work on developing a comprehensive Member Development programme for the period 2022 – 2026 which will include a post-election induction plan.

4.2 Officers will also work on addressing areas of improvement as identified by South East Employers following our assessment for Charter Status. Progress on addressing these areas will be reported to the Member Development Steering Group for Member oversight.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

5.1.1 Providing a framework to enable Members to be effective councillors supports delivery of all Corporate Plan priorities.

### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1 As part of the Member Allowances budget, a proportion (£22,500) is available to support Member Development.

### **5.3 Social Value**

5.3.1 N/A

### **5.4 Legal and Constitutional References**

5.4.1 Council Constitution, Article 7 (Committees, Sub-Committees, Forums and Working Groups and Partnerships) – the Constitution and General Purposes Committee has specific responsibility for Member Development.

### **5.5 Risk Management**

5.5.1 As set out in section 3.1 above. Furthermore, not engaging the Committee in the development of the programme would risk Members not being able to shape their own development.

### **5.6 Equalities and Diversity**

5.6.1 The 2010 Equality Act outlines the provisions of the Public Sector Equality Duty which requires Public Bodies to have due regard to the need to: eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 advance equality of opportunity between people from different groups and foster good relations between people from different groups.

5.6.2 The broad purpose of this duty is to integrate considerations of equality into day to day business and keep them under review in decision making, the design of policies and the delivery of services.

### **5.7 Corporate Parenting**

5.7.1 Councillors are corporate parents to looked after children and children in care. In recognition of the seriousness of this responsibility, the Member Development Programme includes mandatory sessions on corporate parenting and safeguarding children in order that Members are clear on their duties and obligations in this regard.

### **5.8 Consultation and Engagement**

5.8.1 Councillors, Chief Officers, senior managers and political groups have been consulted on the Member Development Programme and comments and amendments made have been considered in the drafting and delivery of the programme.

### **5.8 Insight**

5.8.1 N/A

## **6. BACKGROUND PAPERS**

6.1 General Functions Committee, 19 March 2018, Item 7 (Member Development Programme):

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=174&MId=9287&Ver=4>

- 6.2 Constitution & General Purposes Committee, 22 October 2018, Item 12 (Member Development Programme):  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=174&MId=9502&Ver=4>
- 6.3 Constitution & General Purposes Committee, 7 October 2019, Item 9 (Member Development Programme):  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=174&MId=9855&Ver=4>
- 6.4 Constitution & General Purposes Committee, 12 October 2020, Item 12 (Member Development Programme):  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=174&MId=10215&Ver=4>

## Appendix A – Delivered Session and Attendance

Date of session	Title of Session	Mandatory/ Required/ Optional	Attendance
01-Oct-20	Planning Legislation Training	Recommended for Members	Cllr Zinkin, Cllr Bokaei, Cllr Duschinsky, Cllr Fluss, Cllr Freedman, Cllr Gurung, Cllr Hutton, Cllr Moore, Cllr Narenthira, Cllr Richman, Cllr Rozenberg, Cllr Rutter, Cllr Wardle, Cllr Simberg, Cllr Thompstone
07-Oct-20	Pension Fund Training	Recommended for Members of Pension Fund Committee	Cllr Mark Shooter, Cllr Elliot Simberg, Cllr Anthony Finn, Cllr Peter Zinkin , Cllr Anne Hutton , Cllr Kathy Levine , Cllr Arjun Mittra
22 & 29 October, 26 November & 3 December 2020	<a href="#">Local Government Finance Series (external)</a>	All Members	Cllr Rawlings, Cllr Hutton, Cllr Simberg, Cllr Richman
02-Nov-20	Gambling Act Training 2005	All Members of the Licensing Sub Committee	Cllr Farrier, Cllr A Cornelius, Cllr Freedman, Cllr Rawlings, Cllr Gurung, Cllr Prentice, Cllr Hart, Cllr Marshall
19-Nov-20	Pension Fund Training	Recommended for committee members	Cllr Mark Shooter, Cllr Anthony Finn, Cllr Peter Zinkin Cllr Anne Hutton, Cllr Kathy Levine, Cllr Arjun Mittra
01-Dec	Mental Health Services and Housing	Recommended for all Members, particularly Members of Health Overview and Scrutiny Committee and Housing and Growth Committee	Cllr Alison Cornelius, Cllr Anne Clarke, Cllr Pauline Coakley-Webb, Cllr Sara Conway, Cllr Geoff Cooke, Cllr Paul Edwards, Cllr Nizza Fluss, Cllr Lachhya Gurung, Cllr John Hart, Cllr Linda Freedman, Cllr Golnar Bokaei, Cllr Ross Houston, Cllr Anne Hutton, Cllr Arjun Mittra, Cllr Alison Moore, Cllr Reema Patel, Cllr Barry Rawlings, Cllr Richard Cornelius, Cllr Caroline Stock, Cllr Roberto Weeden-Sanz, Cllr Peter Zinkin, Cllr Julian Teare
05/01/21	Using Scrutiny / Centre for Governance and Scrutiny	Recommended for all Members: To provide members with a clear understanding of their	Cllr Golnar Bokaei, Cllr Anne Clarke, Cllr Pauline Coakley Webb, Cllr Geoff Cooke, Cllr Alison Cornelius, Cllr Saria Don, Cllr Val Duschinsky, Cllr Nizza Fluss, Cllr Rohit Grover, Cllr Lachhya Gurung, Cllr Anne Hutton, Cllr Kathy Levine, Cllr David Longstaff, Cllr Alison Moore, Cllr Gill Sergeant, Cllr

		role in scrutinising the council.	Caroline Stock, Cllr Julian Teare, Cllr Zakia Zubairi, Cllr Melvin Cohen, Cllr Roberto Weeden Sanz, Cllr Peter Zinkin
28/01/21	Understanding Local Government Finance	Recommended for all Members, particularly members and substitutes on Theme committees: To provide Members with an understanding of finance within the local government context and training on how to understand budget proposal reports.	Cllr Anne Clarke, Cllr Pauline Coakley Webb, Cllr Melvin Cohen, Cllr Geoff Cooke, Cllr Alison Cornelius, Cllr Val Duschinsky, Cllr Linda Freedman, Cllr Lachhya Gurung, Cllr Rohit Grover, Cllr Anne Hutton, Cllr Kathy Levine, Cllr David Longstaff, Cllr Arjun Mittra, Cllr Alison Moore, Cllr Nagus Narenthira, Cllr Alex Prager, Cllr Barry Rawlings, Cllr Sarah Wardle, Cllr Gill Sargeant, Cllr Elliot Simberg, Cllr Caroline Stock, Cllr Julian Teare, Cllr Peter Zinkin, Cllr Jennifer Grocock, Cllr Sara Conway, Cllr Reuben Thompstone
08/02/21	Promoted LGA workshops to Cllrs via Member bulletin	Optional to all - free online resources	
08/02/21	Gambling Act Training 2005	Mandatory for Licensing Sub Committee Panel	Cllr John Hart, Cllr Val Duschinsky, Cllr Danny Rich
04/02/21	Pension Fund - investment training	Recommended for committee members	Cllr Shooter, Cllr Zinkin, Cllr Hutton
03/02/21	Highways and parking	Recommended for committee members	Cllr Hutton, Cllr Duschinsky, Cllr Clarke, Cllr D Cohen, Cllr Cooke, Cllr Farrier, Cllr Fluss, Cllr Rozenberg, Cllr Grover, Cllr Houston, Cllr Longstaff, Cllr Roberts, Cllr Schneiderman, Cllr Teare, Cllr Thompstone, Cllr Williams, Cllr Zinkin

18/02/21	Census Briefing	Optional all Members	Cllr Coakley-Webb, Cllr Cooke, Cllr Alison Cornelius, Cllr Don, Cllr Duschinsky, Cllr Farrier, Cllr Hutton, Cllr Longstaff, Cllr Mitra, Cllr Moore, Cllr Narenthira, Cllr Prager, Cllr Rich, Cllr Roberts, Cllr Schneiderman, Cllr Smith, Cllr Stock, Cllr Teare, Cllr Zinkin, Cllr Fluss, Cllr Clarke, Cllr Richard Cornelius
23/02/21	Census Briefing	Optional all Members	Cllr Weeden-Sanz, Cllr Simberg, Cllr Rawlings, Cllr Levine, Cllr Gurung, Cllr Conway, Cllr Greenspan, Cllr Sargeant, Cllr Teare.
24/02/21	Pension Fund Committee - Fund Training	PFC members	Cllr Mark Shooter, Cllr Anthony Finn, Cllr Peter Zinkin Cllr Anne Hutton, Cllr Kathy Levine, Cllr Arjun Mitra
30/03/21	Social Media Training - Administration Group	Optional all Members	Cllr Prentice, Cllr Bokaei, Cllr Stock, Cllr Longstaff, Cllr Grover, Cllr A Cornelius, Cllr R Cornelius, Cllr Hart.
31/03/21	Social Media Training - Opposition Groups	Optional all Members	Cllr Farrier, Cllr Houston, Cllr Hutton, Cllr Moore, Cllr Roberts, Cllr Schneiderman, Cllr Zubairi

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## Appendix B – Planned Sessions

Date	Proposed Session	Mandatory / Recommended / Optional	Further Details
01.06.2021	Child Protection and Corporate Parenting	Recommended for All Members	<p><u>Corporate Parenting</u></p> <ul style="list-style-type: none"> <li>• Understand the lived experience Barnet's Children in Care and Care Leavers;</li> <li>• Understand statutory responsibilities as Corporate Parents;</li> <li>• Gain knowledge of approaches by which to improve participation of children and young people in discussion and planning;</li> <li>• Develop confidence around holding services to account in relation to our role as corporate parents.</li> </ul> <p><u>Children's Safeguarding</u></p> <ul style="list-style-type: none"> <li>• Overview of the Child Protection System, legislation and procedures</li> <li>• Definitions and types of abuse</li> <li>• Risks in specific circumstances (i.e. Female Genital Mutilation; Honour Based Violence; Exploitation and Trafficking; Gangs and Serious Youth Violence; Forced Marriage; Missing Children; Homelessness; Private Fostering; Unaccompanied Asylum Seekers; Young Carers)</li> <li>• Confidentiality</li> <li>• Reporting concerns</li> <li>• Allegations against professionals</li> <li>• Whistle Blowing</li> <li>• Role of Safeguarding Partnership</li> </ul>
TBC	Mental Capacity/ Decision-Making for Members	Recommended for All Members	Executive Director Adults & Health to provide details of session outline
TBC	Planning Training	Mandatory for any Members who have not yet attended. Optional for all other Members	Service Director Planning and Building Control to provide details of session.

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## Appendix C – Charter Status Next Steps

The Member Development Charter Status Assessment Team have now provided the report and feedback on our Member Development Programme. Recommendations have been made and will form the basis of the discussion in 18 months as part of the interim review period, as well as helping to form our Member Induction Programme for 2022.

The assessment Team said “*Barnet Council has achieved the Charter Standard for Councillor Development – this was a particularly impressive first submission. A review of progress against the assessment team’s recommendations for continuous improvement will take place in approximately 18 months. The Assessment Team considers Barnet Council to be capable of achieving ‘Charter Plus’ status and recommends that it aims for this at the 18-month assessment.*”

### Assessors Comments:

#### 1) There is a clear commitment to Councillor development and support:

*“There is an impressive commitment and passion for learning throughout Barnet Council (BC) – evident on the assessment day from both councillors and officers. The member development programme benefits from high profile officer support, which is highly valued by councillors. There is a sustainable budget of £22.5K for member development and there is a strong commitment from the council’s leadership to maintaining this offer, even in the context of increased budget challenges.*

*The Covid-19 pandemic caused a temporary pause of member development activity. However, officers have worked around the restrictions by delivering training sessions via online meeting platforms, which have been well received by the majority of councillors. The assessment team recommends that BC consider how online learning can be utilised beyond the pandemic. For example, there may be opportunities to deliver virtual development opportunities in co-ordination with other London Councils. The development of shared training activities would provide the opportunity for economies of scale, whilst also potentially strengthening the relationship between neighbouring councils and councillors.*

*With the upcoming elections in 2022, the assessment team recommends that BC considers engaging with the Local Government Association’s (LGA) ‘Be a Councillor’ Programme, as a way of promoting the role of councillor and attracting new and diverse talent. Corporate ‘Be a Councillor’ events can work in tandem with political groups’ activities in this area and could be especially important in the ‘post-covid’ era, when the role of the councillor has seen significant change.”*

#### 2) The Council has a strategic approach to councillor development:

*“The council has a high profile and enthusiastic Member Development Steering Group (MDSG), which is strategic in focus. The MDSG has strong links into the political groups and has helped shaped the Councillor Vision Statement 2020. The assessment team recommends that BC works with the MDSG to develop a more strategic approach to member development, particularly in areas such as leadership development and mentoring. At present, there is quite a lot of variation between how*

*different political groups approach member development. The assessment team felt that BC could provide corporate tools, such as a leadership development framework, to encourage greater consistency across the council and ensure that best practice is shared across political groups.*

*BC has completed two Training Needs Assessments (in 2019 and 2020) which have helped shaped the councillor development programme. The assessment team recommends that BC builds on the TNA's and rolls out a Personal Development Plan programme post the elections in 2022. The Personal Development Plan programme could be piloted by the MDSG ahead of implementation and include the opportunity for a 1-1 development conversation for each councillor. These conversations could take place virtually, with an officer from either HR or Democratic Services, and should ideally utilise a coaching approach to support councillors to self-identify future ambitions and development needs."*

### **3) Learning and development is effective in building skills and knowledge:**

*"In order to continuously improve its development offer, BC should develop a robust evaluation strategy for member development. The assessment team recommends that the evaluation strategy is developed with input from HR/OD colleagues and that the feedback from evaluation should be reviewed regularly by the MDSG. A number of training activities at BC are delivered in-house by council officers. With this in mind, it may be beneficial for the council to invest in Train the Trainer support for key officers, to support them in this development role. This would ensure that best practice training methods are followed, as well as encouraging creativity in the delivery and use of PowerPoint etc. BC could also vary its member development programme by increasing partner involvement – for example, by allowing partners to provide sessions to members as part of their induction programme."*

### **Areas that our Member Development Programme was commended on:**

- Group Leader and Council Management Team commitment to member development.
- High profile MDSG, group leader representation and links to General Purposes Committee for accountability.
- Sustainable budget for member development of £22,500.
- Clear links between member development and corporate priorities.
- Member development is a standing item on Group Meeting agendas.
- High profile and valued officer support from Head of Governance and Governance officers.
- Clear councillor development vision statement 2020, led by the MDSG.
- Training Needs Analysis in April 2019 and August 2020 has shaped the member development programme.
- Prospective Councillor event held prior to the 2018 election and active Youth Council.
- Examples of leadership development via LGA Leadership Academy and examples of mentoring in political groups.

## **Areas for Continuous Improvement:**

- To have a more corporate approach to member development that is replicated across the three political groups. This approach should include a framework for leadership development, mentoring etc. A clear leadership development strategy should be established to support political succession planning.
- To pilot a Personal Development Planning programme, with MDSG acting as a pilot group. This pilot should be evaluated before then being implemented with a target of 60% councillors participating.
- In preparation for the 2022 election, develop a strategic Be A Councillor programme using the LGA support modules. A project plan to take this forward should be undertaken ASAP, prior to political parties/associations selecting candidates. The Be a Councillor campaign can be viewed here <https://www.local.gov.uk/be-councillor>
- Undertake a skills audit of all councillors after the 2022 elections, to identify skills, knowledge and interests.
- Implement an evaluation strategy for member development with input from the MDSG. Seek support from HR/OD team to ensure that evaluation is meaningful.
- Look to involve strategic partners in the member development programme. The 2022 induction programme will offer opportunities for greater partner involvement.
- Post Covid-19, look at the approach to virtual and e-learning and opportunities for councils across London to collaborate on development and share the costs. This can be led by councils directly or led by London Councils via the London Member Development Network.
- Since a lot of development activities are delivered in-house by council officers, it may be beneficial to provide officers with Train the Trainer support. This will ensure good practice training techniques are followed and provide the opportunity for creativity in respect of training delivery and use of PowerPoint.
- The Council to take forward an early application for Charter Plus accreditation.

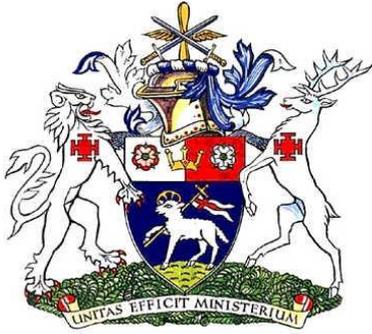
## **Induction 2022:**

The Governance Service will be shortly be commencing work on the development of an induction programme for Members to be rolled out after the 2022 elections. Part of this work will include feedback from Members elected in 2018 on what information they felt would have been helpful when they joined the Council and what format Members feel would be most beneficial.

Some feedback from Members was provided during the drop-in session held before the Chartered Status assessment day as follows:

- Clear information on where to go to first – Members enquiries, Governance, Planning etc, depending on the subject/query.
- Clear information on the role and responsibilities of each department in the Council.
- Names and Contacts of Senior Members of the Council, from Head of Services to Chief Officers, to know who to contact first and where to escalate issues.
- A buddying system set up, so that newer Councillors are supported by more experienced Councillors.

- A Need to know guide and information provided – how to deal with caseloads, where to direct residents, what support/guidance is available for residents.
- Briefings provided by Lead Officer for each Committee on the subject committee specific knowledge required and where to find more information.



## Constitution and General Purposes Committee

12 April 2021

<b>Title</b>	<b>Constitution Review</b>
<b>Report of</b>	Monitoring Officer Head of Governance
<b>Wards</b>	Not Applicable
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	<p>Appendix A – Article 7 – Committees, Forums, Working Groups and Partnerships (Tracked)</p> <p>Appendix B – Article 7 – Committees, Forums, Working Groups and Partnerships (Clean)</p> <p>Appendix C – Contract Procedure Rules (Tracked)</p> <p>Appendix D – Contract Procedure Rules (Clean)</p> <p>Appendix E – Article 10 – Decision-Making (Tracked)</p> <p>Appendix F – Article 10 – Decision-Making (Clean)</p> <p>Appendix G – HR Regulations (Tracked)</p> <p>Appendix H – HR Regulations (Clean)</p> <p>Appendix I – Members Code of Conduct (Tracked)</p> <p>Appendix J – Members Code of Conduct (Clean)</p>
<b>Officer Contact Details</b>	Andrew Charlwood, Head of Governance, 020 8359 2014, <a href="mailto:andrew.charlwood@barnet.gov.uk">andrew.charlwood@barnet.gov.uk</a>

## Summary

Following the comprehensive review of the Constitution which was completed in May 2018 a number of housekeeping amendments are proposed as set out in the report and appendices.

## Officers Recommendation

- 1. That the Committee recommend to Council that the Constitution be amended to incorporate the changes set out in this report and the amended versions attached at Appendices A and B.**
- 2. That the Monitoring Officer be delegated authority to delete 'Covid-19 Enforcement' from the terms of reference of the Community Leadership and Libraries Committee at the appropriate time following consultation with the Chairman.**

### **1. WHY THIS REPORT IS NEEDED**

- 1.1 The terms of reference Committee include responsibility to “proactively to review and keep under review all aspects of the Council’s Constitution so as to ensure that it remains current and fit for purpose, and to make recommendations thereon to the Council”.
- 1.2 Detailed changes and the reason for them are as set out in the table below:

No.	Section	Reference(s)	Issue Identified	Changes Proposed
1.	N/A	N/A	<p><u>Late Proposed Amendments to Committee Reports and Recommendations</u></p> <p>At the meeting of the Committee held on 12 January 2021, the Committee considered the following issue:</p> <p>“Governance Officers have highlighted that there has been an increased frequency of late amendments moved by Members for committees. Late amendments can be problematic as they need to be circulated to committee members and published online so there is clarity on what is being voted upon. The Council Procedure Rules require amendments to be submitted by 10.30am the day before the meeting. The Committee are requested to consider if it is appropriate to introduce a deadline for all other committees.”</p> <p>No specific changes were proposed and it was noted that if the Committee agreed that introducing a deadline is acceptable, amendments would be drafted for the next meeting.</p> <p>It was suggested that the cut-off could be 10.00am on the day of the meeting.</p> <p>At the meeting, the Committee debated the issue. The Monitoring Officer advised the Committee that substantial late amendments could result in new information being introduced at meetings. In some cases, officers would not have had sufficient time to consider the implications of the amendments and provide advice to a committee. It was highlighted that committee reports followed a clearance process</p>	<p>No Constitution amendments are proposed, but the Committee are requested to consider and agree the following protocol regarding amendments to committee reports:</p> <p><b>“Where they are aware of the amendments in advance, a Member may propose amendments to committee reports or recommendations by submitting the amendment in writing to the Head of Governance or his/her representative by 10.30am on the day of the meeting. The amendment must be relevant to the report or decision being taken by the committee.</b></p> <p><b>Where reports are published as ‘to follow’ items, amendments will be accepted after the deadline including during the meeting.</b></p> <p><b>Amendments will also be allowed at the meeting.”</b></p> <p>Subject to the Committee agreeing the proposal, a note will be sent to all Members and Governance Officers.</p> <p>The Committee can review this protocol at any point should there be any issues with its application in practice.</p>

		<p>which allowed all issues to be considered.</p> <p>A Member highlighted that reports were occasionally published as 'to follow' and suggested that where this was the case, there needed to be a degree of flexibility. It was proposed that the following wording could be added "Where reports are published after the deadline, amendments will be accepted after the deadline including during the meeting." It was also suggested that the deadline be 10.30am the same working day to be consistent with other deadlines in Constitution.</p> <p>Officers advised Members that this issue could be dealt with by way of a protocol agreed by the Committee rather than a Constitution amendment as this would enable the principle to be agreed and applied for a period before considering how effective it was.</p> <p>Following debate, it was agreed that a protocol be drafted for the next meeting of the Committee for consideration and agreement.</p> <p>The Committee agreed that a protocol regarding late amendments would be drafted for consideration and debate at the next meeting.</p>	
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2.	Article 7 (Committees, Forums and Working Groups)	7.5 Responsibility for Functions – Theme Committees and FP&C Committee	<p><u>Performance Reporting</u></p> <p>There is currently some ambiguity regarding which committees' performance information should be reported to.</p> <p><u>Strategic Contracts</u></p> <p>The Financial Performance &amp; Contracts (FP&amp;C) Committee has within its terms of reference responsibility for oversight and scrutiny of the council's major strategic contracts. However, strategic contracts are not defined and as such there been some ambiguity about what is within or outside the terms of reference of the committee.</p> <p>It is recommended that strategic contracts should be defined as the Customer Support Group (provided by Capita CSG), Development and Regulatory Services (provided by Capita Re) and The Barnet Group Ltd and that the committee's terms of reference should be amended accordingly.</p> <p><u>Barnet Group Performance</u></p> <p>Barnet Homes performance currently sits in the terms of reference of the Housing &amp; Growth (H&amp;G) Committee which is responsible for "housing matters including...housing strategy, homelessness, social housing and housing grants." Your Choice Barnet performance sits in the terms of reference of the Adults &amp; Safeguarding (A&amp;S) Committee. The chairs of the H&amp;G Committee and FP&amp;C Committee have informally agreed that The Barnet Group Ltd</p>	<p>Amend the terms of reference of the Financial Performance &amp; Contracts Committee to including the following as the council's major strategic contracts: Customer Support Group; Development and Regulatory Services; The Barnet Group Ltd (Barnet Homes); and HB Public Law.</p> <p>Amend the terms of reference of the Children, Education and Safeguarding Committee to include Barnet Education &amp; Learning Service.</p> <p>Amend the terms of reference of the Adults and Safeguarding Committee to include Your Choice Barnet.</p> <p>Amend the terms of reference of the Housing and Growth Committee to exclude Barnet Homes.</p>
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			<p>(Barnet Homes) performance should go to the FP&amp;C Committee as the H&amp;G Committee already has a significant workload and lack the capacity to effectively monitor the performance of Barnet Homes. The terms of reference of both committees need to be amended to reflect this agreement to avoid duplicate reporting. The Your Choice Barnet element of The Barnet Group Ltd services will be reported to the A&amp;S Committee</p> <p><u>Barnet Education &amp; Learning Service</u></p> <p>Cambridge Education performance used to be reported to the FP&amp;C Committee, but following the cessation of that contractual arrangement and the creation of Barnet Education &amp; Learning Service (BELS), the chairs of FPC and Children, Education &amp; Safeguarding (CE&amp;S) Committee have agreed that BELS should be reported to CE&amp;S Committee. The terms of reference of the CE&amp;S Committee need to be amended to make this clear.</p>	
3.	Article 7 (Committees, Forums and Working Groups)	7.5 Responsibility for Functions – Pension Fund Committee	<p>Officers in the Pensions team have undertaken a review of the committee’s terms of reference to update them and replace various out of date terminology (e.g. replace Statement of Investment Principles with Investment Statement Strategy).</p> <p>The proposed revisions also include “To monitor the administration of the Pension Fund.” to make it clear that monitoring the performance of the Pension Fund Administrator (currently West Yorkshire Pension Fund) is a function of the Pension Fund Committee.</p>	Amend the terms of reference of the Pension Fund Committee as per the tracked changes in Article 7.

4.	Article 7 (Committees, Forums and Working Groups)	7.5 Responsibility for Functions - Area Committee	<p>The terms of reference of Area Committees are currently unclear regarding how matters referred from Forums to Area Committees will be dealt with. It is recommended that the terms of reference of the Area Committees be amended to improve clarity in this area.</p> <p>In addition, the Policy &amp; Resources Committee on 8 February 2021 agreed that the funding limit for each Community Infrastructure Levy (CIL) scheme or project should be increased from £25,000 to £30,000.</p>	<p>Amend the terms of reference of the Area Committees as follows:</p> <p>4) Consider matters referred from Residents Forums and determine how they are to be taken forward in consultation with the relevant Area Committee Lead Officer and subject to any Community Infrastructure Levy (CIL) funding requirement being agreed by the Committee.</p> <p>In section 5) increase the funding limit from £25,000 to £30,000.</p>
5.	Article 7 (Committees, Forums and Working Groups)	7.5 Responsibility for Functions - Children's Partnership Board	<p>The current Membership of the Children's Partnership Board requires updating to reflect changes to organisations and posts.</p>	<p>Delete reference to Barnet Clinical Commissioning Group (Barnet CCG) and replace with North Central London Clinical Commissioning Group (NCL CCG)</p> <p>Delete post of Barnet CCG Director of Commissioning and replace with the following posts: Director for Adults Joint Commissioning and CYP Health Commissioning; and Children's Clinical Lead NHS</p> <p>Amend the quorum to: Delete reference to Barnet Police and replace with schools Delete reference to Barnet CCG and replace with NCL CCG</p>

6.	Article 7 (Committees, Forums and Working Groups)	7.5 Responsibility for Functions – Community Leadership & Libraries Committee, Environment Committee and Safer Communities Partnership Board	<p>Officers have been undertaking a review of community safety governance and are recommending some changes to the terms of reference of the various bodies engaged in this area to improve clarity:-</p> <p>The terms of reference of the Community Leadership &amp; Libraries (CLL) Committee include responsibility for Community Safety issues. There is currently some ambiguity about where environmental crime sits (i.e. which elements of sit in the terms of reference of the CLL Committee and which are in the terms of reference of the Environment Committee).</p> <p>It is a requirement for a committee system authority to still nominate a committee to undertake the crime and disorder scrutiny function in accordance with the Police and Justice Act 2006 (Crime and Disorder (Overview and Scrutiny Regulations) 2009. A reference to the legislation was previously in the terms of reference of CLL Committee, but was removed in 2017. It is recommended that it is included again.</p> <p>The terms of reference of the Safer Communities Partnership Board state that it is a subgroup of the Barnet Partnership Board. The Barnet Partnership Board has not met since 2017 and so the reference to it should be removed from the terms of reference of the Safer Communities Partnership Board.</p>	<p>Amend the terms of reference of the Community Leadership &amp; Libraries Committee to include:</p> <ul style="list-style-type: none"> <li>- Environmental Crime (excluding littering, fly-tipping, fly-posting and graffiti)</li> <li>- To act as the Crime and Disorder Scrutiny Committee in accordance with the Police and Justice Act 2006 (Crime and Disorder (Overview and Scrutiny Regulations) 2009</li> </ul> <p>Amend the terms of reference of the Environment Committee to include:</p> <ul style="list-style-type: none"> <li>- littering, fly-tipping, fly-posting and graffiti</li> </ul> <p>Delete the following wording from the terms of reference of the Safer Communities Partnership Board:</p> <p>It is a thematic subgroup of the Barnet Partnership Board which has overall strategic responsibility and has delegated to the SCPB the responsibility for delivering the Strong Safe Communities for Everyone theme of the Sustainable Community Strategy.</p>
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7.	Article 7 (Committees, Forums and Working Groups)	7.5 Responsibility for Functions – Community Leadership & Libraries Committee	<p>The terms of reference of the Community Leadership &amp; Libraries Committee don't currently include voluntary, community and faith sector strategy and engagement. In practice reports on these areas are reported to the committee. Additionally, the committee has community leadership in its title which covers these areas. To improve clarity, it is recommended that the terms of reference of the committee be amended to include voluntary, community and faith sector strategy and engagement.</p> <p>In addition, it is proposed to include food security and Covid-19 enforcement in the terms of reference of the Committee so there is clarity for Members and officers where these matters should be reported. It is recommended that the Monitoring Officer be given delegated authority to remove Covid-19 enforcement from the terms of reference as it is expected that activity in this area is expected to be time limited.</p>	<p>Amend the terms of reference of the Community Leadership &amp; Libraries Committee to include:</p> <ul style="list-style-type: none"> <li>- voluntary, community and faith sector strategy and engagement</li> <li>- food security</li> <li>- Covid-19 enforcement</li> </ul>
8.	Contract Procedure Rules	1.5          2.1 – Scope	<p>Update post title to Director of Commercial &amp; Customer Services instead of Director of Commercial &amp; ICT to reflect recent post title revision.</p> <p>Area Committees have delegated responsibility to approve schemes using Community Infrastructure Levy (CIL) funding. Implementation of some of the schemes approved by Area Committees (e.g. parks improvements) may be led by the Council in which case the Contract Procedure Rules would apply to ensure value for money is achieved.</p>	

		<p>2.2 – Scope</p>	<p>The current Contract Procedure Rules are silent on the Council releasing grant funding to applicants via the Corporate Grants Scheme. It is recommended that the wording of section 2.2, which relates to non-procurement activities, be expanded to include grant allocations awarded via the Corporate Grants Scheme. In circumstances where the Council receives a grant award from an external source, the provisions of the Contract Procedure Rules would apply as is currently the case.</p>	
		<p>4.2</p>	<p>The authorisation and acceptance thresholds are set out in the Contract Procedure Rules and are duplicated in Article 10. It is proposed to make a minor change to the wording in section 4.2 to reflect that the table is in both documents.</p>	
		<p>4.3</p>	<p>Authorisation for procurements can be via the Annual Procurement Forward Plan which is agreed by the Policy &amp; Resources Committee. The Monitoring Officer is concerned that some significant high expenditure is reported in the Procurement Forward Plan with very little supporting information. To improve oversight and scrutiny of high value decisions, it is recommended that the authorisation section of the Contract Procedure Rules be amended to put in place some additional controls for items listed in the Annual Procurement Forward Plan as follows:</p> <ul style="list-style-type: none"> <li>➤ Decisions below £500,000 as per the Authorisation and Acceptance Thresholds and Article 10, Table B.</li> <li>➤ Decisions with a value between £500,000 and up to £1 million require a Chief Officer in</li> </ul>	

			<p>consultation with Committee Chairman Delegated Powers Report</p> <ul style="list-style-type: none"> <li>➤ Decisions more than £1 million subject to authorisation by appropriate theme committee.</li> </ul>	
		5	Amended various sections (5.2, 5.7 and 5.8) to reflect changes which have come into effect following the UK's exit from the EU.	
		6	Amended sections 6.1 and 6.2 to include the Director of Resources (Section 151 Officer) as an additional approver of the use of a Single Tender Action	
		8	CSG Procurement have advised that they are not able to undertake financial evaluation of tenders valued at less than £189,330 for goods or services or less than £4,733,252 for works as they cannot raise financial qualifications for all sub threshold procurements this goes against the Public Contracts Regulations 2015 to reduce burden on suppliers for lower value/lower risk opportunities. The second bullet point has been retained and merged with the text in section 8.4.	
		9	Amended various sections (9.2 and 9.3) to reflect changes which have come into effect following the UK's exit from the EU.	
		Authorisation and Acceptance Thresholds	<p>The Authorisation and Acceptance Thresholds has been completely reviewed to improve clarity authorisation thresholds and documentation at each stage. Notable revisions are as follows:</p> <p>Amend B value to £10,000 to £24,999 to align with the Procurement Operating Model where there are</p>	

			<p>two options: (a) service area undertake competitive quotation to minimum two suppliers, using procurement templates via email: or (b) service support competitive quotation to minimum two suppliers using procurement templates via procurement portal. Variation/extension £25,000 replaces £50,000</p> <p>Amend C value to £25,000 to £189,329 to aligns with Procurement Operating Model, advertising on Contracts Finder if not subject to framework closed list, requirements for signed contract more than £25K value. Issue of Contract Award notice upon signature of contract.</p> <p>Amend E to reflect new requirements at section 4.3</p>	
9.	Article 10 – Decision Making	Section 10.7 – Urgency	<p>The current wording in Article 10 relating to urgent decisions only refers to the Urgency Committee. Other urgency provisions exist which are not referenced in this section and it is recommended that Article 10 is expanded to include them.</p> <p>Some committee reports or delegated decision may be marked as 'urgent' which has the effect of exempting them from referral to Council or the parent body. It is proposed to add a section which requires officer to provide reasons why a report is urgent which must be reviewed and approved by a Chairman in the case of a committee report, or a Chief Officer in the case of a delegated powers report.</p>	<p>Amend Article 10, Section 10.7 to include the following wording:</p> <p>“Reports to committees marked as urgent are exempt from referral to Council or parent committee (see Article 2, Section 2.3 (e)). Where a report is marked as urgent, the reason for urgency must be clearly stated in the body of the report and consultation must occur with the Chairman in the case of a committee report, or the relevant Chief Officer in the case of a delegated powers report.”</p>

		<p>New Section 10.8 – Key Decisions</p> <p>Table B</p>	<p>The current wording of Article 10 doesn't include a definition of a Key Decision. For clarity, it is recommended that the key decision definition contained in Article 2 (Members of the Council) is also included in Article 10.</p> <p>Table B (Authorisation and Acceptance) needs to be updated to reflect the revised table in the Contract Procedure Rules.</p>	<p>Add a new section 10.8 (Key Decisions) with the following wording and renumber all subsequent sections:</p> <p>“A key decision is one which will result in the council incurring expenditure or savings of £500,000 or more, or is significant in terms of its effects on communities living or working in an area comprising two or more Wards.”</p> <p>Update Table B as identified.</p>
10.	Article 3 – Residents and Public Participation	Section 3.3 – Written Comments to Committees	<p>Section 3.3 currently states that a maximum of two written comments from residents may be submitted per agenda item which will be accepted in order of receipt. Any other comments received will not be accepted. Governance Officers have been applying this provision and publishing only the first two comments received on any agenda item. However, the Committee are requested to consider whether the limitation of two comments per item should be removed. In practice, this will just mean that all written comments received are included in a questions and comments document published alongside the committee papers. If this is agreed, the following wording would be deleted from section 3.3.</p> <p>“A maximum of two written comments from residents may be submitted per agenda item. These will be accepted in order of receipt. Any additional written comments received will not be accepted.”</p>	<p>If the Committee agree with the proposal, the wording identified will be deleted from Section 3.3.</p>

11.	HR Regulations	<p>Officer Title References</p> <p>Section 2.2 – Varying Terms and Conditions of Employment</p> <p>Section 6 – Pensions Administration</p>	<p>The post of Human Resources Director no longer exists and had been replaced by an Assistant Director – Human Resources &amp; Organisational Development. Reference in the HR Regulations need to be updated accordingly.</p> <p>The Assistant Director – Human Resources &amp; Organisational Development has identified that the approval of individual recruitment and/or retention premia should require Member approval and this is therefore recommended to be deleted.</p> <p>In recent changes to senior management responsibilities, pensions administration has transferred from Human Resources to the Section 151 Officer. It is therefore proposed to delete the section on Pensions Administration from the HR Regulations. All functions and responsibilities in relation to pensions administration are covered in the Director of Resources (Section 151 Officer) Scheme of Delegation:  <a href="https://barnet.moderngov.co.uk/ecSDDisplay.aspx?NAME=SD1065&amp;ID=1065&amp;RPID=23798557">https://barnet.moderngov.co.uk/ecSDDisplay.aspx?NAME=SD1065&amp;ID=1065&amp;RPID=23798557</a></p>	<p>Delete references to the Human Resources Director and replace with Assistant Director – Human Resources &amp; Organisational Development</p> <p>Delete the following wording from Section 2.2: “Where an Individual Recruitment and/or Retention Premia is to be included for a position on grades LBB1 to LBB7, the Head of Paid Service, Directors or Assistant Directors must consult with the Chairman of the Constitution &amp; General Purposes Committee and record the results of that consultation through a Delegated Powers Report.”</p> <p>Delete section 6 – Pensions Administration</p>
12.	Members Code of Conduct	<p>Section 3 (General Obligations)</p> <p>New Section 9.</p>	<p>The Monitoring Officer has recommended that some additional wording be added to section 2 to support Members to refer residents to officers in the event that they become vexatious or otherwise difficult to deal with.</p> <p>The Monitoring Officer has recommended that an additional section be added to the Code which grants time limited general dispensations to all</p>	<p>Add a new section 2 (h) with the following wording: “When dealing with enquiries from residents do refer these to officers if the requests become vexatious or are otherwise difficult to deal with.”</p> <p>Add a new section 9 with the additional wording as tracked into Appendices I and J</p>

		Appendix A, Section 9. – Personal Wellbeing	<p>Members in the following areas: housing; schools (relating to their children’s education or as a governor); housing benefit; council tax benefit; and membership of the local government pension scheme.</p> <p>The Monitoring Officer has identified that sections 8. and 9. of the Code contain repetitious wording. It is proposed to delete section 8. and retain section 9.</p>	Delete section 8 and re-number the subsequent section
13.	Full Council Procedure Rules	<p>Section 16 (Question Time)</p> <p>Section 16 (Question Time)</p> <p>Section 9.3 and section 17 (General Rules that Apply to Parts 3 and 4) – Members</p>	<p>It is proposed to amend deadlines for receipt of Council questions from 10 clear working days to 14 clear working days to allow additional time for drafting and clearing of answers to ensure that issues or queries raised in questions are fully responded to.</p> <p>The Leader and Committee Chairman have reported that, in some instances, there have been delays in receiving written briefings on Council questions from directors and/or senior officers. It is proposed that a deadline be added to the Constitution to make it clear when directors and/or senior officers need to provide responses to the Leader or Committee Chairmen to ensure that all Members receive the Council Questions and Responses document in good time for the Council meeting.</p> <p>It is proposed to amend the deadlines relating to Motions as follows:</p> <ol style="list-style-type: none"> <li>1. for receipt of Members Motions from six to eight days; and</li> <li>2. for receipt of amendments to motions from</li> </ol>	<p>Amend the deadline in section 16.3 from 10 clear working days to 14 clear working days/</p> <p>Add a new section 16.5 with the following wording and renumber subsequent sections:</p> <p>“Where the Leader or a Committee Chairman delegate responsibility to a director or senior officer to provide a draft response to a council question these must be provided no later than 7 clear working days before the meeting.”</p> <p>A Member may amend a Motion or report by submitting the amendment in writing to the Head of Governance by 10.30am two clear working days before the meeting</p>

		Motions	<p>10.30am the working day before the meeting to 10.30am the second clear working day before the meeting.</p> <p>This is proposed to allow the Mayor additional time to review the validity of motions and/or amendments following receipt.</p>	
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## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The Constitution and General Purposes Committee are required under their terms of reference to proactively review and keep under review all aspects of the Constitution. These proposals are recommended to ensure the smooth running of the Council.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 The Committee could retain the current Constitution un-amended. This is not recommended as the Constitution needs to be kept under review to ensure that it complies with legislation and best practice.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Subject to the committee's approval, the recommendations will form part of a report to Annual Council on 25 May 2021 to make final approval.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.1.1 Barnet Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. By keeping the Constitution under review it ensures that the framework in which the Council is governed supports the delivery of corporate priorities and performance.

### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 5.2.1 There are no resource implications as a result of these proposals.

### **5.3 Social Value**

- 5.3.1 None in the context of this decision

### **5.4 Legal and Constitutional References**

- 5.4.1 Council's Constitution, Article 7 - the Constitution and General Purposes Committee terms of reference includes responsibility "To keep under review all aspects of the Council's Constitution so as to ensure that it remains current and fit for purpose, and to make recommendations thereon to the Council".
- 5.4.2 Sections 19 – 22 of the Police and Justice Act 2006 require every local authority to ensure that it has a crime and disorder committee with power to review or scrutinise crime and disorder issues and to make reports or recommendations to the local authority. discharge of those functions.
- 5.4.3 Localism Act 2011, Section 33 provides that a proper officer may grant dispensations to Members in relation to pecuniary interests. These are time limited and the period may not exceed four years.

## **5.5 Risk Management**

5.5.1 The process of managing changes to the Constitution through the Constitution and General Purposes Committee ensures that the proposals are developed through Member participation and consideration.

## **5.6 Equalities and Diversity**

5.6.1 The decision-making processes of the Council, as enshrined within the Constitution, need to be transparent and accessible to all sectors of the community.

## **5.7 Corporate Parenting**

5.7.1 None in the context of this decision

## **5.8 Consultation and Engagement**

5.8.1 None in context of this decision

## **5.8 Insight**

5.8.1 None in the context of this decision.

## **6. BACKGROUND PAPERS**

6.1 The currently adopted Constitution can be accessed here:  
<http://barnet.moderngov.co.uk/ecCatDisplay.aspx?sch=doc&cat=13581&path=0>

## **Article 7 – Committees, Forums, Working Groups and Partnerships**

### **Committees**

- 7.1 The Council will appoint the committees set out below at 7.5 to discharge the functions described.

### **Sub-Committees and Working Groups**

- 7.2 Following the Annual Meeting of the Council, and at any time during the year, committees may appoint: sub-committees and/or working groups and, if appropriate, agree their terms of reference, a Chairman and, if considered necessary, a Vice-Chairman and substitute members of the sub-committee or working group.

### **Appointment of Members to Committees**

- 7.3 The Council will appoint the Members, Chairman and Vice Chairman to serve on the Committee subject to the right of a political group within the meaning of the Local Government and Housing Act 1989 and any regulations made under that Act to make nominations for those appointments at the meeting that makes the appointments before the appointments are made.

### **Local Strategic Partnership**

- 7.4 A Local Strategic Partnership is an advisory Committee which brings together the key public, private and voluntary organisations within the borough to identify and articulate the needs and aspirations of Barnet's local communities and to provide a forum to assist the Council by collectively reviewing and steering public resources, through identifying priorities in Sustainable Community Strategies. In Barnet, the functions of a Local Strategic Partnership are discharged by the Barnet Partnership Board

- 7.5 Responsibility for Functions\*

*\*If any report appears to come within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy and Resources Committee.*

*Terms of Reference of all Committees are set out below:*

Body responsible	Functions	Membership
<p>Policy and Resources Committee</p>	<p>(1) To be responsible for:</p> <ul style="list-style-type: none"> <li>• Strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget (including all fees and charges); Medium Term Financial Strategy; and Corporate Plan to Full Council</li> <li>• Finance including: <ul style="list-style-type: none"> <li>➤ Treasury management Local taxation</li> <li>➤ Insurance</li> <li>➤ Corporate procurement</li> <li>➤ Grants</li> <li>➤ Writing-off debt</li> <li>➤ Virements</li> <li>➤ Effective use of resources</li> </ul> </li> <li>• Procurement Forward Plan</li> <li>• Local Plans (except for matters reserved to Full Council)</li> <li>• Information Technology</li> <li>• Strategic Partnerships</li> <li>• Customer Services and Resident Engagement</li> <li>• Emergency Planning</li> <li>• Equalities</li> </ul> <p>(2) To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.</p> <p>(3) Consider for approval budget and business plan of the Barnet Group Ltd</p>	<p>13</p> <p>Chairman, Vice Chairman, Members and substitutes to be appointed by Council.</p> <p>7 substitutes</p> <p>Quorum 3</p>

<p>Financial Performance and Contracts Committee</p>	<p>(1) Responsible for the oversight and scrutiny of:</p> <p>(a) the overall financial performance of the council</p> <p>(b) the performance of services other than those which are the responsibility of the: Adults &amp; Safeguarding Committee; Assets, Regeneration &amp; Growth Committee; Children, Education &amp; Safeguarding Committee; Community Leadership &amp; Libraries Committee; Environment Committee; or Housing Committee</p> <p>(c) the council’s major strategic contracts <u>(Customer Support Group, Development and Regulatory Services, The Barnet Group Ltd (Barnet Homes) and HB Public Law)</u> including (but not limited to):</p> <ul style="list-style-type: none"> <li>➤ Analysis of performance</li> <li>➤ Contract variations</li> <li>➤ Undertaking deep dives to review specific issues</li> <li>➤ Monitoring the trading position and financial stability of external providers</li> <li>➤ Making recommendations to the Policy &amp; Resources Committee and/or theme committees on issues arising from the scrutiny of external providers</li> </ul> <p>(2) At the request of the Policy &amp; Resources Committee and/or theme committees consider matters relating to contract or supplier performance and other issues and making recommendations to the referring committee</p> <p>(3) To consider any decisions of the West London Economic Prosperity Board which have been called in, in accordance with this Article.</p>	<p>8</p> <p>Chairman, Vice Chairman, Members and substitutes to be appointed by Council.</p> <p>6 substitutes</p> <p>Quorum 3</p>
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<p>Children, Education and Safeguarding Committee</p>	<p>(1) Responsibility for all matters relating to children, schools and education.</p> <p>(2) To submit to the Policy and Resources Committee proposals relating to the Committee’s budget (including fees and charges) for the following year in accordance with the budget timetable.</p> <p>(3) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.</p> <p>(4) To receive reports on relevant performance information and risk on the services under the remit of the Committee <u>(including Barnet Education &amp; Learning Service)</u>.</p> <p>(5) To receive and consider reports as appropriate from the Corporate Parenting Advisory Panel.</p> <p>(6) Receive regular updates from the Lead Member for Children’s Services (Chairman of Children, Education and Safeguarding Committee) covering key matters.</p> <p>(7) Receive an annual report from the Safeguarding Children’s Board.</p> <p>(8) Determining arrangements for making nominations to the governing bodies of Local Authority administered schools.</p>	<p>11</p> <p>Chairman, Vice Chairman, Members and substitutes to be appointed by Council.</p> <p>Requirement to have a Lead Member for Children’s Services.</p> <p>6 substitutes Quorum 3</p>
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<p>Adults and Safeguarding Committee</p>	<p>(1) Responsibility for all matters relating to vulnerable adults, adult social care and leisure services.</p> <p>(2) Work with partners on the Health and Well Being Board to ensure that social care, interventions are effectively and seamlessly joined up with public health and healthcare and promote the Health and Well Being Strategy and its associated sub strategies.</p> <p>(3) To submit to the Policy and Resources Committee proposals relating to the Committee's budget (including fees and charges) for the following year in accordance with the budget timetable.</p> <p>(4) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.</p> <p>(5) To receive reports on relevant performance information <u>(including The The Barnet Group Ltd (Your Choice Barnet) performance)</u> and risk on the services under the remit of the Committee.</p>	<p>11</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>7 substitutes</p> <p>Quorum 3</p>
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<p>Environment Committee</p>	<p>(1) Responsibility for all borough-wide or cross-constituency matters relating to the street scene including, parking, road safety, lighting, street cleaning, <u>littering, fly-tipping, fly-posting, graffiti</u>, transport, waste, waterways, refuse, recycling, allotments, parks, trees, crematoria and mortuary, trading standards and environmental health.</p> <p>(2) To submit to the Policy and Resources Committee proposals relating to the Committee's budget (including fees and charges) for the following year in accordance with the budget timetable.</p> <p>(3) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.</p> <p>(4) To receive reports on relevant performance information and risk on the services under the remit of the Committee.</p>	<p>10</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>6 substitutes</p> <p>Quorum 3</p>
<p>Housing and Growth Committee</p>	<p>(1) Responsibility for:</p> <ul style="list-style-type: none"> <li>• housing matters including housing strategy, homelessness, social housing and housing grants, commissioning of environmental health functions for private sector housing.</li> <li>• regeneration strategy and oversee major regeneration schemes, asset management, employment strategy, business support and engagement.</li> </ul> <p>(2) To submit to the Policy and Resources Committee proposals relating to the Committee's budget (including fees and charges) for the following year in accordance with the budget timetable.</p> <p>(3) To make recommendations to Policy and</p>	<p>10</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>6 substitutes</p> <p>Quorum 3</p>

	<p>Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.</p> <p>(4) To receive reports on relevant performance information <u>(excluding The Barnet Group Ltd (Barnet Homes) performance)</u> and risk on the services under the remit of the Committee.</p>	
<p>Community Leadership &amp; Libraries Committee</p>	<p>(1) Responsibility for libraries, culture, civic events, the mayoralty, <u>voluntary, community and faith sector strategy and engagement</u>, community safety, <u>environmental crime (excluding littering, fly-tipping, fly-posting and graffiti)</u>, registration and nationality service, <u>food security and Covid-19 enforcement</u>.</p> <p><u>(2) To act as the Crime and Disorder Scrutiny Committee in accordance with the Police and Justice Act 2006 (Crime and Disorder Overview and Scrutiny Regulations) 2009</u></p> <p><del>(23)</del> To receive nominations and determine applications for buildings / land to be listed as an Asset of Community Value (Community Right to Bid)</p> <p><del>(34)</del> To submit to the Policy and Resources Committee proposals on the Committee's budget for the following year (including fees and charges) in accordance with the budget timetable and make recommendations on issues relating to virements, underspends or overspends. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.</p> <p>(4) To receive reports on relevant performance information and risk on the services under the remit of the Committee.</p>	<p>10</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>6 substitutes</p> <p>Quorum 3</p>

<p>Community Leadership &amp; Libraries Sub-Committee</p>	<p>To receive nominations and determine applications for buildings / land to be listed as an Asset of Community Value (Community Right to Bid) when there is no scheduled meeting of the full Committee which falls within the eight week statutory deadline for determining applications</p>	<p>3</p> <p>Chairman, Vice-Chairman and Opposition Spokesperson Appointed by Community Leadership and Libraries Committee</p> <p>3 substitutes Quorum 2</p>
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<p>Area Committees</p> <p>Finchley &amp; Golders Green;</p> <p>Chipping Barnet; and</p> <p>Hendon</p>	<p>In relation to the area covered:</p> <p>1) Responsibility for all constituency specific matters relating to the street scene including parking, road safety, transport, allotments, parks and trees.</p> <p>2) Consider constituency specific matters as agreed with the Chairman.</p> <p>3) Consider matters relating to Town Centre regeneration and designating conservation areas.</p> <p>4) Consider matters <del>raised-referred from at Residents Forums and determine how they are to be taken forward, including whether to request a report for a future meeting, refer to an Officer and/or ward councillors in consultation with the relevant Area Committee Lead Officer and subject to any Community Infrastructure Levy (CIL) funding requirement being agreed by the Committee.</del></p> <p>5) Determine the allocation of Community Infrastructure Levy funding within the constituency up to a maximum of £<del>2530</del>,000 per scheme / project in each case subject to sufficient of the budget allocated to the committee being unspent.</p>	<p>7</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>One Member and one substitute member for each Ward.</p> <p>Quorum 3</p>
<p>Licensing Committee</p>	<p>(1) All policy matters relating to licensing, with licencing hearings concerning all licencing matters delegated to sub-committees.</p> <p>.</p>	<p>12</p> <p>Chairman, Vice Chairman, Members</p> <p>No substitute members</p> <p>Quorum 3</p>
<p>Licensing Sub-Committees</p>	<p>All functions in relation to licensing as delegated by the Licensing Committee. Members appointed from the membership of the Licensing Committee</p>	<p>3</p> <p>Quorum 3</p> <p>Chairman appointed at each meeting of a Sub-Committee.</p>

<p>Audit Committee</p>	<p>To provide independent assurance of the adequacy of the risk management framework and the associated control environment, independent scrutiny of the authority's financial and non-financial performance to the extent that it affects the authority's exposure to risk and weakens the control environment, and to oversee the financial reporting process.</p> <p><u>Anti-Fraud Activity</u> To monitor the effective development and operation of the Council's Corporate Anti-Fraud Team (CAFT).</p> <p><u>Regulatory Framework.</u> To review any issue referred to it by the Chief Executive and to oversee the production of the authority's Annual Governance Statement and to recommend its adoption.</p> <p><u>Accounts</u> To review and approve the annual statement of accounts and consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.</p> <p><u>Annual Report</u> The Audit Committee shall prepare a report to Full Council on annual basis on its activity and effectiveness.</p> <p><u>Treasury Management</u> To review the implementation of the Treasury Management Strategy.</p>	<p>7</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>The membership should also include two independent, non-voting Members with a period of appointment of four years.</p> <p>6 substitutes</p> <p>Quorum 3</p>
<p>Strategic Planning Committee</p>	<p>To determine Applications for Planning Permission, including permissions in principle, made under the Town and Country Planning Act 1990 where the recommendation is for approval and the development:</p> <ul style="list-style-type: none"> <li>• is within the categories which must be referred to the Mayor of London under the London Mayor Order;</li> </ul>	<p>12</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>11 substitutes</p> <p>Quorum 3</p>

	<ul style="list-style-type: none"> <li>• does not accord with the provisions of the Development Plan and, in the opinion of the Chief Planning Officer, constitutes a significant departure; or</li> <li>• is by or on behalf of the Council and, in the opinion of the relevant Chief Planning Officer], it is a significant development</li> </ul> <p>The confirmation of Directions under Article 4 of the Town and Country Planning (General Permitted Development) Order 2015.</p> <p>The confirmation of Town and Village Green Registration Applications under the Commons Act 2006, including considering the recommendations of a non-statutory inquiry chaired by an independent person.</p> <p>Designating neighbourhood areas and neighbourhood forums for the purposes of neighbourhood planning.</p> <p>Consider for approval and confirmation Neighbourhood Development Orders and Community Right to Build Orders.</p> <p>Recommending the creation of Conservation Areas to Full Council</p> <p>Consider approving Article 4 Directions for consultation</p> <p>Take action under Part 8 of the Anti-Social Behaviour Act 2003 relating to high hedges</p> <p>Any decision on an application that will result in the Council being liable for the payment of compensation, except where that compensation is as a result of an Article 4 Direction.</p> <p>Any other planning application or planning matter referred to this Committee by relevant Chief Planning Officer acting in his or her discretion, after consultation with the Chairman.</p> <p>Reports on all matters reserved to the Committee shall be made direct to the Committee and not through a Planning</p>	
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	<p>Committee.</p> <p>Any Planning Committee agenda item referred to this Committee for consideration and determination.</p> <p>To consider additions, deletions or amendments to the entries in the Council's Brownfield Land Register, including any referrals from the Planning Committees, and conduct any other functions related to the Brownfield Land Register.</p>	
<p>Planning Committees A, B and C</p>	<p>To determine the following application types, except where they are referable under the Constitution to the Strategic Planning Committee:</p> <ul style="list-style-type: none"> <li>• Applications for Planning Permission made under the Town and Country Planning Act 1990;</li> <li>• Applications for Listed Building Consent made under the Planning (Listed Buildings and Conservation Areas) Act 1990;</li> <li>• Applications for Consent to Display an Advertisement made under the Town and Country Planning (Control of Advertisements) (England) Regulations 2007;</li> <li>• Applications for permissions in principle made under the Town and Country Planning Act 1990 and any application to add, delete or amend any entries in the Council's Brownfield Land Register" after the words "To determine the following application types, except where they are referable under the Constitution to the Planning Committee"</li> </ul> <p>Where the recommendation is for:</p> <ul style="list-style-type: none"> <li>• approval and there is significant local public objection (defined as 5 or more objectors who have objected in writing in response to a planning application)</li> <li>• approval or refusal and there is a</li> </ul>	<p>7 for each Committee</p> <p>6 substitutes</p> <p>Quorum 3</p>

	<p>Councillor referral of an application which affects their Ward which that Member has 'called-in' to committee identifying a planning consideration.</p> <p>Any decision on an application that will result in the Council being liable for the payment of compensation, except where that compensation is as a result of an Article 4 Direction.</p> <p>Any other application or planning matter referred to this Committee by the relevant Chief Planning Officer acting in his or her discretion, after consultation with the Chairman.</p> <p>Applications to undertake treatment to trees included within a Tree Preservation Order</p> <p>Applications for a Hedgerow removal notice made under the Hedgerow Regulations 1997.</p> <p>Applications to demolish buildings on the Council's Local List.</p>	
<p>Constitution and General Purposes Committee</p>	<p>Keep under review all aspects of the Council's Constitution so as to ensure that it remains current and fit for purpose, and to make recommendations thereon to the Council.</p> <p>To consider and make recommendations to the Council on:</p> <p>(i) how it can satisfy the continuing duty to promote and maintain high standards of conduct by Members;</p> <p>(ii) on the Code of Conduct for Members;</p> <p>(iii) on ethical standards in general across the authority.</p> <p>To have responsibility for overseeing the Council's governance arrangements including:</p> <ul style="list-style-type: none"> <li>• Electoral Services including: elections and electoral registration performance; and polling places and polling district boundaries</li> </ul>	<p>7</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>6 substitutes</p> <p>Quorum 3</p>

	<ul style="list-style-type: none"> <li>• Determine Members requests for non-committee information as specified in the Members Information Management Policy</li> <li>• Endorsing the calendar of meetings prior to Council approval</li> <li>• Health and Safety Strategy and Performance</li> <li>• Member Development</li> <li>• Staff matters generally (other than those within the remit of Chief Officer Appointment Panel) including: <ul style="list-style-type: none"> <li>➤ salaries and terms and conditions;</li> <li>➤ approval of staffing restructures involving 20 or more employees;</li> <li>➤ deciding on chief officer salary or severance packages over £100,000;</li> <li>➤ approving the chief officer structure;</li> <li>➤ pay and reward strategy;</li> <li>➤ HR policies which go over and above statutory requirements;</li> <li>➤ develop the annual pay policy statement for Full Council approval</li> </ul> </li> </ul> <p>When considering a report on staffing matters, a representative of the trade unions may submit a request to speak which requires the consent of the Chairman, or be questioned by the Committee before a decision is made. Each representative will have up to 3 minutes to address the committee.</p>	
Standards Committee	To investigate and determine allegations of a breach of the Code of Conduct for Members in the context of satisfying the Council’s continuing duty to promote and maintain high standards of conduct for Members.	<p>4 (2 Members each from the Administration and the Opposition) and an Independent Person</p> <p>2 substitutes each from the Administration and the Opposition.</p> <p>Quorum 2</p>

<p>Pension Fund Committee</p>	<p><u>To have responsibility for all aspects of the governance, investment and administration of the LB Barnet Pension fund, including, but not limited to the following:</u></p> <p>(1) <u>To ensure compliance with all Local Government Pension Scheme statutes, regulations and best practice.</u></p> <p>(2) <u>To consider approval and act in accordance with statutory Pension Fund documents:</u></p> <ul style="list-style-type: none"> <li>• <u>Investment Strategy Statement</u></li> <li>• <u>Funding Strategy Statement</u></li> <li>• <u>Governance Policy Statement</u></li> <li>• <u>Pension Administration Strategy</u></li> <li>• <u>Communication Policy Statement.</u></li> </ul> <p><u>To review the above documents at least triennially, or more frequently if advised by the Chief Finance Officer of the need to do so.</u></p> <p>(3) <u>If required, to appoint and monitor:</u></p> <ul style="list-style-type: none"> <li>• <u>Investment advisors</u></li> <li>• <u>Pension Fund investment managers</u></li> <li>• <u>Pension Fund actuaries</u></li> <li>• <u>Performance management company</u></li> <li>• <u>Custodians</u></li> <li>• <u>Pension Administrator</u></li> </ul> <p>(4) <u>To review and challenge at least quarterly the performance of the Pension Fund's investments taking into consideration the benchmarks and targets set out in the Investment Strategy Statement and investment management contracts and to consider advice from the investment advisor(s).</u></p> <p>(5) <u>To monitor the administration of the Pension Fund.</u></p> <p>(6) <u>To approve admissions agreements with any admission body.</u></p> <p>(7) <u>To consider actuarial valuations and their impact on the Pension Fund.</u></p>	<p>7</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>To invite a recognised representative from the trades unions and a representative from Middlesex University (the largest scheduled / admitted body) to committee meetings</p> <p>These representatives are appointed to advise the committee on behalf of the interests they represent, but are not to have any voting rights. Further invites to scheduled/admitted bodies to be decided by the chairman of the committee.</p> <p>6 substitutes – 3 from each political group</p> <p>Quorum 3</p>
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(8) To review and consider approval of the Pension Fund's Annual Report and Statement of Accounts, together with recommendations from external and internal auditors.

(9) To consider recommendations from the Local Pension Board.

(10) To determine how the various administering authority discretions are operated for the Fund.

~~To consider approval and act in accordance with statutory Pension Fund documents:~~

- ~~• Statement of Investment Principles~~
- ~~• Funding Strategy Statement~~
- ~~• Governance Policy Statement~~
- ~~• Pension Administration Strategy~~
- ~~• Communication Policy Statement~~

~~To review the above documents at least triennially, or more frequently if advised by the Chief Finance Officer of the need to do so~~

~~To meet review and consider approval of the Pension Fund Statement of Accounts, income and expenditure and balance sheet or record of payments and receipts~~

~~To receive and consider approval of the Pension Fund Annual Report.~~

~~To appoint independent investment advisors.~~

~~To appoint Pension Fund investment managers.~~

~~To appoint Pension Fund actuaries.~~

~~To appoint a performance management company.~~

~~To appoint custodians.~~

~~To review and challenge at least quarterly the Pension Fund investment managers' performance against the Statement of~~

	<p><del>Investment Principles in general and investment performance benchmarks and targets in particular. One of these meetings to be the annual review, at which the representative from the council's performance management organisation attends to comment on the relative performance of the fund managers.</del></p> <p><del>To consider actuarial valuations and their impact on the Pension Fund.</del></p>	
Local Pension Board	<p>The Board is responsible for assisting with:</p> <ul style="list-style-type: none"> <li>○ securing compliance with Local Government Pension Scheme (LGPS) Government regulations and any other legislation relating to the governance and administration of the LGPS</li> <li>○ securing compliance with the requirements imposed in relation to the PGPS by the Pensions Regulator.</li> <li>○ such other matters that the LGPS regulations may specify</li> </ul> <p>Ensure the effective and efficient governance and administration of the LGPS for the LBB Pension Fund.</p> <p><i>The Local Pension Board maintain separate detailed terms of reference which are approved annually</i></p>	<p>7 Members comprising:</p> <p>3 employers side representatives (1 councillor and 2 employer representatives from an admitted body)</p> <p>3 employee side representatives (1 active member and 2 deferred member)</p> <p>1 independent member/advisor</p>
Chief Officer Appointment Panel	<p>To deal with Chief Officer Appointments, Discipline and Capability matters.</p> <p>Members comprise:</p> <p>Chairman – Leader of the Council Deputy Leader of the Council. One Administration Member</p> <p>Leader of the Opposition One Opposition Member</p>	<p>5</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>One substitute from each political group</p> <p>Quorum 3</p>
Health and Wellbeing Board	<p>(1) To jointly assess the health and social care needs of the population with NHS commissioners, and use the findings of a</p>	<p>12</p> <p>Chairman, Vice</p>

	<p>Barnet Joint Strategic Needs Assessment (JSNA) to inform all relevant local strategies and policies across partnership.</p> <p>(2) To agree a Health and Wellbeing Strategy (HWBS) for Barnet taking into account the findings of the JSNA and strategically oversee its implementation to ensure that improved population outcomes are being delivered.</p> <p>(3) To work together to ensure the best fit between available resources to meet the health and social care needs of the whole population of Barnet, by both improving services for health and social care and helping people to move as close as possible to a state of complete physical, mental and social wellbeing. Specific resources to be overseen include money for social care being allocated through the NHS; dedicated public health budgets; the Better Care Fund; and Section 75 partnership agreements between the NHS and the Council.</p> <p>(4) To provide collective leadership and enable shared decision making, ownership and accountability</p> <p>(5) To promote partnership and, as appropriate, integration, across all necessary areas, including joined-up commissioning plans and joined-up approach to securing external funding across the NHS, social care, voluntary and community sector and public health.</p> <p>(6) To explore partnership work across North Central London where appropriate.</p> <p>(5) Specific responsibilities for:</p> <ul style="list-style-type: none"> <li>• Overseeing public health and promoting prevention agenda across the partnership</li> <li>• Developing further health and social care integration.</li> </ul>	<p>Chairman, Members and substitutes appointed by Council.</p> <p>Vice Chairman is Chair of Barnet CCG Governing Body</p> <p>Three Members of the Council</p> <p>Director of Public Health</p> <p>Strategic Director for Children &amp; Young People</p> <p>Strategic Director for Adults, Communities &amp; Health</p> <p>Barnet Clinical Commissioning Group-Board members x 3</p> <p>Barnet Clinical Commissioning Group-Chief Officer</p> <p>Barnet Healthwatch representative</p> <p>Barnet voluntary and community sector representative</p> <p>Independent Chair of the Adults and Children's Safeguarding Boards (Non-Voting Member)</p> <p>Each member may nominate a substitute if they cannot attend.</p> <p>Requirement for proportionality is waived and voting rights allowed to members other than Members of the Council.</p>
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		<p>Quorum 3</p> <p>The Quorum should consist of at least one Councillor and one health representative</p>
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<p>Health Overview and Scrutiny Committee</p>	<p>(1) To perform the overview and scrutiny role in relation to health issues which impact upon the residents of the London Borough of Barnet and the functions services and activities of the National Health Service and NHS bodies located within the London Borough of Barnet and in other areas.</p> <p>(2) To make reports and recommendations to Council, Health and Well Being Board, the Secretary of State for Health and/or other relevant authorities on health issues which affect or may affect the borough and its residents.</p> <p>(3) To recommend to Council entering into or appointing to joint overview and scrutiny committees that include the London Borough of Barnet and other boroughs for the purpose of responding to consultations by NHS bodies on proposals for substantial variation or development in the provision of health services as required by The Local Authority (Public Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.</p>	<p>10</p> <p>Chairman, Vice-Chairman, Members and substitutes to be appointed by Council</p>
<p>Urgency Committee</p>	<p>To consider any item of business which needs a decision as a matter of urgency and where a meeting of the relevant Committee is not scheduled to take place within the time period within which the decision is required.</p>	<p>3 Appointed by Council</p> <p>Quorum 2</p>
<p>Residents Forums</p> <p><u>Chipping Barnet Residents Forum</u> Underhill, High Barnet, East Barnet, Oakleigh, Brunswick Park, Coppetts and Totteridge Wards.</p> <p><u>Hendon Residents Forum</u> Hale, Edgware, Burnt Oak, West Hendon,</p>	<p>Residents Forums provide an opportunity for any resident to raise matters affecting the area except matters relating to licensing and planning applications.</p>	<p>A Chairman and Vice-Chairman of each appointed by the Council.</p>

<p>Colindale, Hendon and Mill Hill Wards</p> <p><u>Finchley and Golders Green Residents Forum</u></p> <p>Woodhouse, West Finchley, Finchley Church End, Garden Suburb, Golders Green, Childs Hill and East Finchley Wards</p>		
<p>Local Strategic Partnership (Barnet Partnership Board)</p>	<p>A Local Strategic Partnership is an advisory committee which brings together the key public, private and voluntary organisations within the borough to identify and articulate the needs and aspirations of Barnet's local communities and to provide a forum to assist the Council by collectively reviewing and steering public resources, through identifying priorities in Sustainable Community Strategies</p>	<p>Leader of the Council</p> <p>Council representatives to be appointed by Annual Council</p> <p>Senior representatives from:</p> <ul style="list-style-type: none"> <li>• Met Police</li> <li>• Middlesex University</li> <li>• Barnet Clinical Commissioning Group</li> <li>• Community Barnet</li> <li>• Brent Cross Shopping Centre</li> <li>• Barnet and Southgate College</li> <li>• Job Centre Plus</li> </ul>
<p>Children's Partnership Board</p>	<p>Barnet's Children's Partnership Board brings together all services for children and young people in the borough, to focus on hearing the voice of children and young people and improving their outcomes.</p> <p>Senior representatives from partner organisations make up the Children's Partnership Board which keeps strategic oversight of the Barnet Children and Young People's Partnership Plan. Each organisation has agreed to be responsible for implementing this plan which will be monitored by the Board.</p>	<p>The Board will be chaired by the Executive Director for Children's Services</p> <p>Members are able to delegate a deputy of suitable authority if they are unable to attend, by agreement with the chairman.</p> <p>Current partners and members are:</p> <ul style="list-style-type: none"> <li>• LB Barnet – Lead Member for</li> </ul>

	<p>The legal framework underpinning Barnet's Children's Partnership Board arrangements is the 'duty to cooperate' and improve the well-being of children across the Borough, set out in S10 of the Children Act 2004.</p> <p>The terms of reference and membership will be the subject of annual review to take account of local or national changes and developments.</p> <p><u>General Responsibilities and Functions</u></p> <p>The Children's Partnership Board is accountable for the following:</p> <ul style="list-style-type: none"> <li>• Ensuring the voice of children and young people is heard in Barnet</li> <li>• Developing and delivering the Children &amp; Young People's Plan.</li> <li>• Ensuring that the collective resources of the partners are being used to the best effect to meet the priorities in the Children &amp; Young People's Plan.</li> <li>• Resolving issues that block progress against the priorities.</li> <li>• Reviewing Plans and Strategies relating to Children and Young People in Barnet prior to consideration by executive groups (e.g. Children, Education &amp; Safeguarding Committee, Health &amp; Wellbeing Board, etc.)</li> <li>• Working with the Voluntary Sector in a particular approach to enable the best outcomes for children and young people</li> </ul> <p>This includes shared responsibility for:</p> <ul style="list-style-type: none"> <li>• Meeting the priorities in the Children &amp; Young People's Plan</li> <li>• Jointly developing, delivering and resourcing strategies and action plans necessary to meet the priorities</li> <li>• Addressing barriers to meeting the priorities and to identifying future needs, including communication, information and data sharing</li> <li>• Keeping Children's workforce informed and involved, providing clear direction, development and training as necessary</li> <li>• Releasing staff to develop and attend network events</li> </ul>	<p>Children's Services;  Executive Director for Children's Services;  Assistant Director Education Strategy &amp; Partnerships;  Commissioning Strategy &amp; Policy Advisor; Assistant Director  Commissioning &amp; Strategy; Voice of the Child Participation Officer; Housing Commissioning Lead; Commissioning Lead Growth &amp; Development; Senior Communications &amp; Campaigns Manager; Public Health Consultant;</p> <ul style="list-style-type: none"> <li>• <a href="#">Barnet CCG North Central London Clinical Commissioning Group (NCL CCG)</a> – Director of Commissioning; Children's Clinical Lead NHS Director for Adults Joint Commissioning and CYP Health Commissioning Children's Clinical Lead NHS;</li> <li>• Metropolitan Police – Inspector;</li> <li>• Schools – Three representative headteachers, one each from Barnet primary, secondary and special schools</li> <li>• Barnet Education &amp; Learning Service – Chief Executive;</li> <li>• Voluntary Sector – Chief Executive,</li> </ul>
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	<ul style="list-style-type: none"> <li>• Clarifying and simplifying governance structures and decision-making</li> <li>• Ensuring that children, young people and families have a voice in decision making that affects them</li> <li>• Monitoring performance towards agreed outcomes and taking remedial action where necessary.</li> <li>• Building upon good practice and developing an evidence-based approach to what works.</li> </ul> <p>The partnerships remit includes the needs of all children and young people in Barnet under the age of 19, young people up to the age of 25 leaving care and young people up to the age of 25 with disabilities and/or learning difficulties. These responsibilities include effective transition arrangements, where necessary.</p> <p><u>Roles and Responsibilities of Board Members</u></p> <p>All members of the Board are required to agree to undertake the following:</p> <ul style="list-style-type: none"> <li>• Attendance at all Board meetings (or representation provided by as senior replacement).</li> <li>• Members will be responsible for an effective two-way communication system whereby the decisions and aims of the Board are widely disseminated and relevant organisational issues from members' own agencies are communicated to the Board.</li> <li>• Provide leadership on strategic issues to members of the Board</li> <li>• Champion the objectives of the Children and Young People's Plan and ensure relevant activities within the plan are implemented by their organisation.</li> <li>• Contribute to the development of a strategic three to five-year vision</li> </ul> <p>Meetings will be held quarterly and dates for each year will be set in advance.</p>	<p>Inclusion Barnet; Chief Executive, Young Barnet Foundation;</p> <ul style="list-style-type: none"> <li>• Young Persons Representatives – Member of Barnet Youth Parliament 1; Member of Barnet Youth Parliament 2</li> <li>• Multi-Faith Representative - Chair, Barnet Multi-Faith Forum;</li> <li>• Parent / Carer Group Representative – Chair of the Parent Carer Forum</li> </ul> <p>Quorum 5 – must include the following:</p> <ul style="list-style-type: none"> <li>• Chairman (or deputy)</li> <li>• At least one representative of the LB Barnet</li> <li>• At least one representative <a href="#">NCL CCG</a><a href="#">Barnet CCG</a></li> <li>• At least one representative of <a href="#">Barnet Police</a><a href="#">Schools</a></li> <li>• At least one member representing the voluntary sector</li> </ul>
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<p>Safer Communities Partnership Board</p>	<p>The Safer Communities Partnership Board (SCPB) is the inter-agency mechanism in Barnet to reduce crime and anti-social behaviour and reoffending and promote social cohesion. It acts as the Crime and Disorder Reduction Partnership as defined (and required) by the 1998 Crime and Disorder Act and subsequent amendments including the 2006 Police and Justice Act and the 2009 Policing and Crime Act.</p> <p>The SCPB operates within the constitutional requirements of Barnet Council, the Metropolitan Police and other partner agencies, who ensure that the Board's approaches to policy formulation and resource allocation are consistent with those of the agencies concerned. <del>It is a thematic subgroup of the Barnet Partnership Board which has overall strategic responsibility and has delegated to the SCPB the responsibility for delivering the Strong Safe Communities for Everyone theme of the Sustainable Community Strategy.</del></p> <p>It is taking forward one of the objectives in the strategy to develop an Integrated Offender Management system that brings together the different agencies involved in managing the punishment and rehabilitation of offenders in a much more efficient and joined up way, reducing the risks of reoffending and ensuring far more offenders complete their drug rehabilitation successfully.</p> <p>Barnet Safer Communities Partnership is an unincorporated body and therefore it does not have a legal personality. Its members work collectively within their own individual legal frameworks.</p>	<p>Meetings will be quarterly and a quorum will comprise four members provided this consists of:</p> <p>The Chairman (Barnet Councillor) and Vice Chairman (Metropolitan Police)</p> <p>At least one other representative each of the Council and the Metropolitan Police.</p> <p>Other current partners are:</p> <ul style="list-style-type: none"> <li>• London Probation Trust</li> <li>• National Probation Service</li> <li>• London Fire Brigade</li> <li>• Barnet Clinical Commissioning Group</li> <li>• MOPAC (Mayor's Office Policing/Crime)</li> <li>• Barnet Safer Neighbourhood Board</li> <li>• Middlesex University</li> <li>• North West London Magistrates' Court</li> <li>• Inclusion Barnet</li> <li>• Victim Support, North London Division</li> <li>• Department for Work and Pensions</li> <li>• CommUNITY Barnet</li> </ul>
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### Substitute Members – Rules

7.6 A substitute Member may only attend, speak or vote at a meeting in place of a member usually from the same political group who is unable to attend the meeting. In the case of Area Committees, substitutions are made on the basis of ward.

- 7.7 Details of membership substitutions or apologies for absence will be detailed in the formal record of the meeting.

### **Quorum – Rules**

- 7.8 If a Committee or Sub-Committee is inquorate, it cannot transact any business. If there is no quorum at the time the meeting is due to begin, the start of the meeting will be delayed for up to 15 minutes. When 15 minutes have elapsed, the Head of Governance or their representative will count the number of Members present and if there is no quorum, s/he will advise the meeting that no business can be transacted and the meeting will be cancelled.
- 7.9 If the Chairman finds that a quorum of Members is not present at any time during the meeting, the Chairman must adjourn the meeting until such time as a quorum is returned.

### **Chairman of Meetings**

- 7.10 In exceptional circumstances, the Chairman may change the date or start time of any meeting, cancel or postpone any meeting or call any additional meeting by seeking and gaining the agreement of a majority of Members of the Committee.
- 7.11 If the Chairman is absent from a meeting the Vice-Chairman will take the Chair. If both are absent, the Head of Governance (or their representative) will open the meeting and he/she will seek nominations for the position of Chairman. A Chairman must be elected for the business of the meeting to be transacted.
- 7.12 Any procedural issues or challenges to the conduct of the meeting that arise during the course of a meeting shall be determined by the person presiding at the meeting.

### **Minutes**

- 7.13 Apologies for absence, declaration of interests and the confirmation of the minutes of previous meetings are the first items of business at the meeting, (other than Licencing Sub-Committees) except when there is a need to elect a Chairman.
- 7.14 Minutes can only be amended to correct factual inaccuracy in the record, and not to make any retrospective amendment to the decisions made. The meeting will not proceed further until the minutes are approved, either amended or un-amended. Upon approval as a correct record, the Chairman shall sign the minutes.

### **Urgent Business**

- 7.15 When an urgent matter has arisen after the publication and dispatch of an appropriate agenda the following procedure applies:

Article 7 – Committees, Forums, Working Groups and Partnerships

- 7.16 The Chairman has the authority to agree to take urgent items not on the agenda. The Chair will consult with the Vice-Chairman and Opposition Spokesperson for the committee. The Chairman (with advice from the Monitoring Officer as appropriate) needs to be satisfied as to the need for urgency under the following criteria:
- the item has arisen between the compilation of the agenda and the date of the meeting.
  - the item requires an urgent decision in the public interest which cannot be dealt with by other means
- 7.17 In all cases the reason for the urgency shall be clearly stated and recorded in the minutes of the meeting and the urgent item will be taken as the Chairman may decide.
- 7.18 If a decision on an issue is required as a matter of urgency [and there is no meeting scheduled] and if time allows under the provisions of the Access to Information Rules then a Committee comprising of the Leader, the Deputy Leader, and the Leader of the Opposition will be called. The decision may be within the terms of reference of another committee, but this will not invalidate the decision as the arrangements to discharge the function in cases of urgency is through a committee comprising the three specified members. The Committee must consult with the Chairman of the relevant Committee.

### **Six Month Rule**

- 7.19 The Six-Month Rule shall apply whereby matters dealt with cannot be raised again within this period

### **Financial Performance and Contracts Committee Call-in Procedure**

- 7.20 The following procedure applies after a decision has been made by the West London Economic Prosperity Board (a Joint Committee in accordance with section 102 of the Local Government Act 2000).
- 7.21 Paragraph 24.4 of the Function and Procedure rules of the West London Economic Prosperity Board read as follows
- “Any decision called in for scrutiny before it has been implemented shall not be implemented until such time as the call-in procedures of the Participating Borough concerned have been concluded.”
- 7.22 Where a decision is made by the Board the decision shall be published. Once the decision is published then it may be implemented on the expiry of 7 working days after publication unless 10 members of the Council wish to call it in.
- 7.23 The notice seeking to invoke the call-in procedure must be communicated to the Head of Governance who will then notify the West London Economic Prosperity Board.

- 7.24 A notice seeking to invoke the call-in procedure must state at least one of the following grounds in support of the request for a call-in of the decision:
- Inadequate consultation with stakeholders prior to the decision;
  - The absence of adequate evidence on which to base the decision;
  - The action is not proportionate to the desired outcome;
  - A potential human rights challenge;
  - Insufficient consideration of legal and financial advice;
  - The decision is contrary to the policy framework, or contrary to, or not wholly in accordance with the budget framework of the Council;
- 7.25 A meeting of the Financial Performance and Contracts Committee (or Sub-Committee of the Committee created for this purpose), will be convened within 7 clear working days of the request for call-in.
- 7.26 The call-in procedure set out above shall not apply where the decision being taken by the West London Economic Prosperity Board is urgent. For the purposes of this call-in procedure a decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the West London Economic Prosperity Board and the interests of Barnet. Reports to the West London Economic Prosperity Board must state that the report is urgent and provide the reasons for urgency.
- 7.27 The Chairman of the Financial Performance and Contracts Committee must agree that the decision proposed should be treated as a matter of urgency

### **Suspension of business at Committee and Sub-Committee meetings**

- 7.28 No business at any meeting of a Committee or Sub-Committee shall be transacted after three hours after the start time of the meeting and any business transacted after that time shall be null and void. After three hours and without further debate the Chairman shall immediately put to the vote any motion or amendment, which has been formally moved and seconded.
- 7.29 At any meeting of the Council, Strategic Planning Committee and Planning Committees, the Mayor or Chairman at their sole discretion may extend the period for the transaction of business to three and a half hours after the start time of the meeting. This will be recorded in the Committee's decisions.

### **Voting and Recording of Votes**

- 7.30 The mode of voting at all meetings of the Council, its Committees, Sub-Committees or Working Groups shall be determined by a show of hands except where otherwise provided by law or in these standing orders.
- 7.31 In cases where a vote is taken, the minutes of the meeting should record the number of votes for and against the matter together with the number of abstentions.
- 7.32 The Chairman will always have the right to exercise a casting vote in the event of equality of voting on a motion or amendment,

7.33 A Member of any committee can request that his/her vote be recorded in the minutes.

### **Filming and Recording of Meetings**

7.34 Discreet, unlit, non-disruptive filming and recording of Council and Committee meetings by members of the public from the public gallery is allowed.

## **Article 7 – Committees, Forums, Working Groups and Partnerships**

### **Committees**

- 7.1 The Council will appoint the committees set out below at 7.5 to discharge the functions described.

### **Sub-Committees and Working Groups**

- 7.2 Following the Annual Meeting of the Council, and at any time during the year, committees may appoint: sub-committees and/or working groups and, if appropriate, agree their terms of reference, a Chairman and, if considered necessary, a Vice-Chairman and substitute members of the sub-committee or working group.

### **Appointment of Members to Committees**

- 7.3 The Council will appoint the Members, Chairman and Vice Chairman to serve on the Committee subject to the right of a political group within the meaning of the Local Government and Housing Act 1989 and any regulations made under that Act to make nominations for those appointments at the meeting that makes the appointments before the appointments are made.

### **Local Strategic Partnership**

- 7.4 A Local Strategic Partnership is an advisory Committee which brings together the key public, private and voluntary organisations within the borough to identify and articulate the needs and aspirations of Barnet's local communities and to provide a forum to assist the Council by collectively reviewing and steering public resources, through identifying priorities in Sustainable Community Strategies. In Barnet, the functions of a Local Strategic Partnership are discharged by the Barnet Partnership Board

- 7.5 Responsibility for Functions\*

*\*If any report appears to come within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy and Resources Committee.*

*Terms of Reference of all Committees are set out below:*

Body responsible	Functions	Membership
<p>Policy and Resources Committee</p>	<p>(1) To be responsible for:</p> <ul style="list-style-type: none"> <li>• Strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget (including all fees and charges); Medium Term Financial Strategy; and Corporate Plan to Full Council</li> <li>• Finance including: <ul style="list-style-type: none"> <li>➤ Treasury management Local taxation</li> <li>➤ Insurance</li> <li>➤ Corporate procurement</li> <li>➤ Grants</li> <li>➤ Writing-off debt</li> <li>➤ Virements</li> <li>➤ Effective use of resources</li> </ul> </li> <li>• Procurement Forward Plan</li> <li>• Local Plans (except for matters reserved to Full Council)</li> <li>• Information Technology</li> <li>• Strategic Partnerships</li> <li>• Customer Services and Resident Engagement</li> <li>• Emergency Planning</li> <li>• Equalities</li> </ul> <p>(2) To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.</p> <p>(3) Consider for approval budget and business plan of the Barnet Group Ltd</p>	<p>13</p> <p>Chairman, Vice Chairman, Members and substitutes to be appointed by Council.</p> <p>7 substitutes</p> <p>Quorum 3</p>

<p>Financial Performance and Contracts Committee</p>	<p>(1) Responsible for the oversight and scrutiny of:</p> <p>(a) the overall financial performance of the council</p> <p>(b) the performance of services other than those which are the responsibility of the: Adults &amp; Safeguarding Committee; Assets, Regeneration &amp; Growth Committee; Children, Education &amp; Safeguarding Committee; Community Leadership &amp; Libraries Committee; Environment Committee; or Housing Committee</p> <p>(c) the council’s major strategic contracts (Customer Support Group, Development and Regulatory Services, The Barnet Group Ltd (Barnet Homes) and HB Public Law) including (but not limited to):</p> <ul style="list-style-type: none"> <li>➤ Analysis of performance</li> <li>➤ Contract variations</li> <li>➤ Undertaking deep dives to review specific issues</li> <li>➤ Monitoring the trading position and financial stability of external providers</li> <li>➤ Making recommendations to the Policy &amp; Resources Committee and/or theme committees on issues arising from the scrutiny of external providers</li> </ul> <p>(2) At the request of the Policy &amp; Resources Committee and/or theme committees consider matters relating to contract or supplier performance and other issues and making recommendations to the referring committee</p> <p>(3) To consider any decisions of the West London Economic Prosperity Board which have been called in, in accordance with this Article.</p>	<p>8</p> <p>Chairman, Vice Chairman, Members and substitutes to be appointed by Council.</p> <p>6 substitutes</p> <p>Quorum 3</p>
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<p>Children, Education and Safeguarding Committee</p>	<p>(1) Responsibility for all matters relating to children, schools and education.</p> <p>(2) To submit to the Policy and Resources Committee proposals relating to the Committee's budget (including fees and charges) for the following year in accordance with the budget timetable.</p> <p>(3) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.</p> <p>(4) To receive reports on relevant performance information and risk on the services under the remit of the Committee (including Barnet Education &amp; Learning Service).</p> <p>(5) To receive and consider reports as appropriate from the Corporate Parenting Advisory Panel.</p> <p>(6) Receive regular updates from the Lead Member for Children's Services (Chairman of Children, Education and Safeguarding Committee) covering key matters.</p> <p>(7) Receive an annual report from the Safeguarding Children's Board.</p> <p>(8) Determining arrangements for making nominations to the governing bodies of Local Authority administered schools.</p>	<p>11</p> <p>Chairman, Vice Chairman, Members and substitutes to be appointed by Council.</p> <p>Requirement to have a Lead Member for Children's Services.</p> <p>6 substitutes Quorum 3</p>
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<p>Adults and Safeguarding Committee</p>	<p>(1) Responsibility for all matters relating to vulnerable adults, adult social care and leisure services.</p> <p>(2) Work with partners on the Health and Well Being Board to ensure that social care, interventions are effectively and seamlessly joined up with public health and healthcare and promote the Health and Well Being Strategy and its associated sub strategies.</p> <p>(3) To submit to the Policy and Resources Committee proposals relating to the Committee's budget (including fees and charges) for the following year in accordance with the budget timetable.</p> <p>(4) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.</p> <p>(5) To receive reports on relevant performance information (including The The Barnet Group Ltd (Your Choice Barnet) performance) and risk on the services under the remit of the Committee.</p>	<p>11</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>7 substitutes</p> <p>Quorum 3</p>
<p>Environment Committee</p>	<p>(1) Responsibility for all borough-wide or cross-constituency matters relating to the street scene including, parking, road safety, lighting, street cleaning, littering, fly-tipping, fly-posting, graffiti, transport, waste, waterways, refuse, recycling, allotments, parks, trees, crematoria and mortuary, trading standards and environmental health.</p> <p>(2) To submit to the Policy and Resources Committee proposals relating to the Committee's budget (including fees and charges) for the following year in accordance with the budget timetable.</p>	<p>10</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>6 substitutes</p> <p>Quorum 3</p>

	<p>(3) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.</p> <p>(4) To receive reports on relevant performance information and risk on the services under the remit of the Committee.</p>	
<p>Housing and Growth Committee</p>	<p>(1) Responsibility for:</p> <ul style="list-style-type: none"> <li>• housing matters including housing strategy, homelessness, social housing and housing grants, commissioning of environmental health functions for private sector housing.</li> <li>• regeneration strategy and oversee major regeneration schemes, asset management, employment strategy, business support and engagement.</li> </ul> <p>(2) To submit to the Policy and Resources Committee proposals relating to the Committee’s budget (including fees and charges) for the following year in accordance with the budget timetable.</p> <p>(3) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.</p> <p>(4) To receive reports on relevant performance information (excluding The Barnet Group Ltd (Barnet Homes) performance) and risk on the services under the remit of the Committee.</p>	<p>10</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>6 substitutes</p> <p>Quorum 3</p>

<p>Community Leadership &amp; Libraries Committee</p>	<p>(1) Responsibility for libraries, culture, civic events, the mayoralty, voluntary, community and faith sector strategy and engagement, community safety, environmental crime (excluding littering, fly-tipping, fly-posting and graffiti), registration and nationality service, food security and Covid-19 enforcement.</p> <p>(2) To act as the Crime and Disorder Scrutiny Committee in accordance with the Police and Justice Act 2006 (Crime and Disorder (Overview and Scrutiny Regulations) 2009</p> <p>(3) To receive nominations and determine applications for buildings / land to be listed as an Asset of Community Value (Community Right to Bid)</p> <p>(4) To submit to the Policy and Resources Committee proposals on the Committee's budget for the following year (including fees and charges) in accordance with the budget timetable and make recommendations on issues relating to virements, underspends or overspends. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.</p> <p>(4) To receive reports on relevant performance information and risk on the services under the remit of the Committee.</p>	<p>10</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>6 substitutes</p> <p>Quorum 3</p>
<p>Community Leadership &amp; Libraries Sub-Committee</p>	<p>To receive nominations and determine applications for buildings / land to be listed as an Asset of Community Value (Community Right to Bid) when there is no scheduled meeting of the full Committee which falls within the eight week statutory deadline for determining applications</p>	<p>3</p> <p>Chairman, Vice-Chairman and Opposition Spokesperson Appointed by Community Leadership and Libraries Committee</p> <p>3 substitutes</p> <p>Quorum 2</p>

<p>Area Committees</p> <p>Finchley &amp; Golders Green;</p> <p>Chipping Barnet; and</p> <p>Hendon</p>	<p>In relation to the area covered:</p> <p>1) Responsibility for all constituency specific matters relating to the street scene including parking, road safety, transport, allotments, parks and trees.</p> <p>2) Consider constituency specific matters as agreed with the Chairman.</p> <p>3) Consider matters relating to Town Centre regeneration and designating conservation areas.</p> <p>4) Consider matters referred from Residents Forums and determine how they are to be taken forward in consultation with the relevant Area Committee Lead Officer and subject to any Community Infrastructure Levy (CIL) funding requirement being agreed by the Committee.</p> <p>5) Determine the allocation of Community Infrastructure Levy funding within the constituency up to a maximum of £30,000 per scheme / project in each case subject to sufficient of the budget allocated to the committee being unspent.</p>	<p>7</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>One Member and one substitute member for each Ward.</p> <p>Quorum 3</p>
<p>Licensing Committee</p>	<p>(1) All policy matters relating to licensing, with licencing hearings concerning all licencing matters delegated to sub-committees.</p> <p>.</p>	<p>12</p> <p>Chairman, Vice Chairman, Members</p> <p>No substitute members</p> <p>Quorum 3</p>
<p>Licensing Sub-Committees</p>	<p>All functions in relation to licensing as delegated by the Licensing Committee. Members appointed from the membership of the Licensing Committee</p>	<p>3</p> <p>Quorum 3</p> <p>Chairman appointed at each meeting of a Sub-Committee.</p>

<p>Audit Committee</p>	<p>To provide independent assurance of the adequacy of the risk management framework and the associated control environment, independent scrutiny of the authority's financial and non-financial performance to the extent that it affects the authority's exposure to risk and weakens the control environment, and to oversee the financial reporting process.</p> <p><u>Anti-Fraud Activity</u> To monitor the effective development and operation of the Council's Corporate Anti-Fraud Team (CAFT).</p> <p><u>Regulatory Framework.</u> To review any issue referred to it by the Chief Executive and to oversee the production of the authority's Annual Governance Statement and to recommend its adoption.</p> <p><u>Accounts</u> To review and approve the annual statement of accounts and consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.</p> <p><u>Annual Report</u> The Audit Committee shall prepare a report to Full Council on annual basis on its activity and effectiveness.</p> <p><u>Treasury Management</u> To review the implementation of the Treasury Management Strategy.</p>	<p>7</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>The membership should also include two independent, non-voting Members with a period of appointment of four years.</p> <p>6 substitutes</p> <p>Quorum 3</p>
<p>Strategic Planning Committee</p>	<p>To determine Applications for Planning Permission, including permissions in principle, made under the Town and Country Planning Act 1990 where the recommendation is for approval and the development:</p> <p>a. is within the categories which must be referred to the Mayor of London under the London Mayor Order;</p>	<p>12</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>11 substitutes</p> <p>Quorum 3</p>

	<p>b. does not accord with the provisions of the Development Plan and, in the opinion of the Chief Planning Officer, constitutes a significant departure; or</p> <p>c. is by or on behalf of the Council and, in the opinion of the relevant Chief Planning Officer], it is a significant development</p> <p>The confirmation of Directions under Article 4 of the Town and Country Planning (General Permitted Development) Order 2015.</p> <p>The confirmation of Town and Village Green Registration Applications under the Commons Act 2006, including considering the recommendations of a non-statutory inquiry chaired by an independent person.</p> <p>Designating neighbourhood areas and neighbourhood forums for the purposes of neighbourhood planning.</p> <p>Consider for approval and confirmation Neighbourhood Development Orders and Community Right to Build Orders.</p> <p>Recommending the creation of Conservation Areas to Full Council</p> <p>Consider approving Article 4 Directions for consultation</p> <p>Take action under Part 8 of the Anti-Social Behaviour Act 2003 relating to high hedges</p> <p>Any decision on an application that will result in the Council being liable for the payment of compensation, except where that compensation is as a result of an Article 4 Direction.</p> <p>Any other planning application or planning matter referred to this Committee by relevant Chief Planning Officer acting in his or her discretion, after consultation with the Chairman.</p> <p>Reports on all matters reserved to the Committee shall be made direct to the Committee and not through a Planning</p>	
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	<p>Committee.</p> <p>Any Planning Committee agenda item referred to this Committee for consideration and determination.</p> <p>To consider additions, deletions or amendments to the entries in the Council's Brownfield Land Register, including any referrals from the Planning Committees, and conduct any other functions related to the Brownfield Land Register.</p>	
<p>Planning Committees A, B and C</p>	<p>To determine the following application types, except where they are referable under the Constitution to the Strategic Planning Committee:</p> <p>A. Applications for Planning Permission made under the Town and Country Planning Act 1990;</p> <p>B. Applications for Listed Building Consent made under the Planning (Listed Buildings and Conservation Areas) Act 1990;</p> <p>C. Applications for Consent to Display an Advertisement made under the Town and Country Planning (Control of Advertisements) (England) Regulations 2007;</p> <p>D. Applications for permissions in principle made under the Town and Country Planning Act 1990 and any application to add, delete or amend any entries in the Council's Brownfield Land Register" after the words "To determine the following application types, except where they are referable under the Constitution to the Planning Committee"</p> <p>Where the recommendation is for:</p> <p>a. approval and there is significant local public objection (defined as 5 or more objectors who have objected in writing in response to a planning application)</p> <p>b. approval or refusal and there is a Councillor referral of an application which</p>	<p>7 for each Committee</p> <p>6 substitutes</p> <p>Quorum 3</p>

	<p>affects their Ward which that Member has 'called-in' to committee identifying a planning consideration.</p> <p>Any decision on an application that will result in the Council being liable for the payment of compensation, except where that compensation is as a result of an Article 4 Direction.</p> <p>Any other application or planning matter referred to this Committee by the relevant Chief Planning Officer acting in his or her discretion, after consultation with the Chairman.</p> <p>Applications to undertake treatment to trees included within a Tree Preservation Order</p> <p>Applications for a Hedgerow removal notice made under the Hedgerow Regulations 1997.</p> <p>Applications to demolish buildings on the Council's Local List.</p>	
<p>Constitution and General Purposes Committee</p>	<p>Keep under review all aspects of the Council's Constitution so as to ensure that it remains current and fit for purpose, and to make recommendations thereon to the Council.</p> <p>To consider and make recommendations to the Council on:</p> <p>(i) how it can satisfy the continuing duty to promote and maintain high standards of conduct by Members;</p> <p>(ii) on the Code of Conduct for Members;</p> <p>(iii) on ethical standards in general across the authority.</p> <p>To have responsibility for overseeing the Council's governance arrangements including:</p> <ul style="list-style-type: none"> <li>• Electoral Services including: elections and electoral registration performance; and polling places and polling district boundaries</li> <li>• Determine Members requests for non-</li> </ul>	<p>7</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>6 substitutes</p> <p>Quorum 3</p>

	<p>committee information as specified in the Members Information Management Policy</p> <ul style="list-style-type: none"> <li>• Endorsing the calendar of meetings prior to Council approval</li> <li>• Health and Safety Strategy and Performance</li> <li>• Member Development</li> <li>• Staff matters generally (other than those within the remit of Chief Officer Appointment Panel) including: <ul style="list-style-type: none"> <li>➤ salaries and terms and conditions;</li> <li>➤ approval of staffing restructures involving 20 or more employees;</li> <li>➤ deciding on chief officer salary or severance packages over £100,000;</li> <li>➤ approving the chief officer structure;</li> <li>➤ pay and reward strategy;</li> <li>➤ HR policies which go over and above statutory requirements;</li> <li>➤ develop the annual pay policy statement for Full Council approval</li> </ul> </li> </ul> <p>When considering a report on staffing matters, a representative of the trade unions may submit a request to speak which requires the consent of the Chairman, or be questioned by the Committee before a decision is made. Each representative will have up to 3 minutes to address the committee.</p>	
Standards Committee	To investigate and determine allegations of a breach of the Code of Conduct for Members in the context of satisfying the Council's continuing duty to promote and maintain high standards of conduct for Members.	<p>4 (2 Members each from the Administration and the Opposition) and an Independent Person</p> <p>2 substitutes each from the Administration and the Opposition.</p> <p>Quorum 2</p>

<p>Pension Fund Committee</p>	<p>To have responsibility for all aspects of the governance, investment and administration of the LB Barnet Pension fund, including, but not limited to the following:</p> <p>(1) To ensure compliance with all Local Government Pension Scheme statutes, regulations and best practice.</p> <p>(2) To consider approval and act in accordance with statutory Pension Fund documents:</p> <ul style="list-style-type: none"> <li>• Investment Strategy Statement</li> <li>• Funding Strategy Statement</li> <li>• Governance Policy Statement</li> <li>• Pension Administration Strategy</li> <li>• Communication Policy Statement.</li> </ul> <p>To review the above documents at least triennially, or more frequently if advised by the Chief Finance Officer of the need to do so.</p> <p>(3) If required, to appoint and monitor:</p> <ul style="list-style-type: none"> <li>• Investment advisors</li> <li>• Pension Fund investment managers</li> <li>• Pension Fund actuaries</li> <li>• Performance management company</li> <li>• Custodians</li> <li>• Pension Administrator</li> </ul> <p>(4) To review and challenge at least quarterly the performance of the Pension Fund's investments taking into consideration the benchmarks and targets set out in the Investment Strategy Statement and investment management contracts and to consider advice from the investment advisor(s).</p> <p>(5) To monitor the administration of the Pension Fund.</p> <p>(6) To approve admissions agreements with any admission body.</p> <p>(7) To consider actuarial valuations and their impact on the Pension Fund.</p>	<p>7</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>To invite a recognised representative from the trades unions and a representative from Middlesex University (the largest scheduled / admitted body) to committee meetings</p> <p>These representatives are appointed to advise the committee on behalf of the interests they represent, but are not to have any voting rights. Further invites to scheduled/admitted bodies to be decided by the chairman of the committee.</p> <p>6 substitutes – 3 from each political group</p> <p>Quorum 3</p>
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	<p>(8) To review and consider approval of the Pension Fund's Annual Report and Statement of Accounts, together with recommendations from external and internal auditors.</p> <p>(9) To consider recommendations from the Local Pension Board.</p> <p>(10) To determine how the various administering authority discretions are operated for the Fund.</p>	
Local Pension Board	<p>The Board is responsible for assisting with:</p> <ul style="list-style-type: none"> <li>○ securing compliance with Local Government Pension Scheme (LGPS) Government regulations and any other legislation relating to the governance and administration of the LGPS</li> <li>○ securing compliance with the requirements imposed in relation to the PGPS by the Pensions Regulator.</li> <li>○ such other matters that the LGPS regulations may specify</li> </ul> <p>Ensure the effective and efficient governance and administration of the LGPS for the LBB Pension Fund.</p> <p><i>The Local Pension Board maintain separate detailed terms of reference which are approved annually</i></p>	<p>7 Members comprising:</p> <p>3 employers side representatives (1 councillor and 2 employer representatives from an admitted body)</p> <p>3 employee side representatives (1 active member and 2 deferred member)</p> <p>1 independent member/advisor</p>
Chief Officer Appointment Panel	<p>To deal with Chief Officer Appointments, Discipline and Capability matters.</p> <p>Members comprise:</p> <p>Chairman – Leader of the Council Deputy Leader of the Council. One Administration Member Leader of the Opposition One Opposition Member</p>	<p>5</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>One substitute from each political group</p> <p>Quorum 3</p>

<p>Health and Wellbeing Board</p>	<p>(1) To jointly assess the health and social care needs of the population with NHS commissioners, and use the findings of a Barnet Joint Strategic Needs Assessment (JSNA) to inform all relevant local strategies and policies across partnership.</p> <p>(2) To agree a Health and Wellbeing Strategy (HWBS) for Barnet taking into account the findings of the JSNA and strategically oversee its implementation to ensure that improved population outcomes are being delivered.</p> <p>(3) To work together to ensure the best fit between available resources to meet the health and social care needs of the whole population of Barnet, by both improving services for health and social care and helping people to move as close as possible to a state of complete physical, mental and social wellbeing. Specific resources to be overseen include money for social care being allocated through the NHS; dedicated public health budgets; the Better Care Fund; and Section 75 partnership agreements between the NHS and the Council.</p> <p>(4) To provide collective leadership and enable shared decision making, ownership and accountability</p> <p>(5) To promote partnership and, as appropriate, integration, across all necessary areas, including joined-up commissioning plans and joined-up approach to securing external funding across the NHS, social care, voluntary and community sector and public health.</p> <p>(6) To explore partnership work across North Central London where appropriate.</p> <p>(5) Specific responsibilities for:</p> <ul style="list-style-type: none"> <li>• Overseeing public health and promoting prevention agenda across the partnership</li> <li>• Developing further health and social care integration.</li> </ul>	<p>12</p> <p>Chairman, Vice Chairman, Members and substitutes appointed by Council.</p> <p>Vice Chairman is Chair of Barnet CCG Governing Body</p> <p>Three Members of the Council</p> <p>Director of Public Health</p> <p>Strategic Director for Children &amp; Young People</p> <p>Strategic Director for Adults, Communities &amp; Health</p> <p>Barnet Clinical Commissioning Group-Board members x 3</p> <p>Barnet Clinical Commissioning Group- Chief Officer</p> <p>Barnet Healthwatch representative</p> <p>Barnet voluntary and community sector representative</p> <p>Independent Chair of the Adults and Children’s Safeguarding Boards (Non-Voting Member)</p> <p>Each member may nominate a substitute if they cannot attend.</p>
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		<p>Requirement for proportionality is waived and voting rights allowed to members other than Members of the Council.</p> <p>Quorum 3</p> <p>The Quorum should consist of at least one Councillor and one health representative</p>
Health Overview and Scrutiny Committee	<p>(1) To perform the overview and scrutiny role in relation to health issues which impact upon the residents of the London Borough of Barnet and the functions services and activities of the National Health Service and NHS bodies located within the London Borough of Barnet and in other areas.</p> <p>(2) To make reports and recommendations to Council, Health and Well Being Board, the Secretary of State for Health and/or other relevant authorities on health issues which affect or may affect the borough and its residents.</p> <p>(3) To recommend to Council entering into or appointing to joint overview and scrutiny committees that include the London Borough of Barnet and other boroughs for the purpose of responding to consultations by NHS bodies on proposals for substantial variation or development in the provision of health services as required by The Local Authority (Public Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.</p>	<p>10</p> <p>Chairman, Vice-Chairman, Members and substitutes to be appointed by Council</p>
Urgency Committee	<p>To consider any item of business which needs a decision as a matter of urgency and where a meeting of the relevant Committee is not scheduled to take place within the time period within which the decision is required.</p>	<p>3 Appointed by Council</p> <p>Quorum 2</p>

<p>Residents Forums</p> <p><u>Chipping Barnet Residents Forum</u> Underhill, High Barnet, East Barnet, Oakleigh, Brunswick Park, Coppetts and Totteridge Wards.</p> <p><u>Hendon Residents Forum</u> Hale, Edgware, Burnt Oak, West Hendon, Colindale, Hendon and Mill Hill Wards</p> <p><u>Finchley and Golders Green Residents Forum</u> Woodhouse, West Finchley, Finchley Church End, Garden Suburb, Golders Green, Childs Hill and East Finchley Wards</p>	<p>Residents Forums provide an opportunity for any resident to raise matters affecting the area except matters relating to licensing and planning applications.</p>	<p>A Chairman and Vice-Chairman of each appointed by the Council.</p>
<p>Local Strategic Partnership (Barnet Partnership Board)</p>	<p>A Local Strategic Partnership is an advisory committee which brings together the key public, private and voluntary organisations within the borough to identify and articulate the needs and aspirations of Barnet’s local communities and to provide a forum to assist the Council by collectively reviewing and steering public resources, through identifying priorities in Sustainable Community Strategies</p>	<p>Leader of the Council</p> <p>Council representatives to be appointed by Annual Council</p> <p>Senior representatives from:</p> <ul style="list-style-type: none"> <li>• Met Police</li> <li>• Middlesex University</li> <li>• Barnet Clinical Commissioning Group</li> <li>• Community Barnet</li> <li>• Brent Cross Shopping Centre</li> <li>• Barnet and Southgate College</li> <li>• Job Centre Plus</li> </ul>

<p>Children's Partnership Board</p>	<p>Barnet's Children's Partnership Board brings together all services for children and young people in the borough, to focus on hearing the voice of children and young people and improving their outcomes.</p> <p>Senior representatives from partner organisations make up the Children's Partnership Board which keeps strategic oversight of the Barnet Children and Young People's Partnership Plan. Each organisation has agreed to be responsible for implementing this plan which will be monitored by the Board.</p> <p>The legal framework underpinning Barnet's Children's Partnership Board arrangements is the 'duty to cooperate' and improve the well-being of children across the Borough, set out in S10 of the Children Act 2004. The terms of reference and membership will be the subject of annual review to take account of local or national changes and developments.</p> <p><u>General Responsibilities and Functions</u></p> <p>The Children's Partnership Board is accountable for the following:</p> <ul style="list-style-type: none"> <li>• Ensuring the voice of children and young people is heard in Barnet</li> <li>• Developing and delivering the Children &amp; Young People's Plan.</li> <li>• Ensuring that the collective resources of the partners are being used to the best effect to meet the priorities in the Children &amp; Young People's Plan.</li> <li>• Resolving issues that block progress against the priorities.</li> <li>• Reviewing Plans and Strategies relating to Children and Young People in Barnet prior to consideration by executive groups (e.g. Children, Education &amp; Safeguarding Committee, Health &amp; Wellbeing Board, etc.)</li> <li>• Working with the Voluntary Sector in a particular approach to enable the best outcomes for children and young people</li> </ul>	<p>The Board will be chaired by the Executive Director for Children's Services</p> <p>Members are able to delegate a deputy of suitable authority if they are unable to attend, by agreement with the chairman.</p> <p>Current partners and members are:</p> <ul style="list-style-type: none"> <li>• LB Barnet – Lead Member for Children's Services; Executive Director for Children's Services; Assistant Director Education Strategy &amp; Partnerships; Commissioning Strategy &amp; Policy Advisor; Assistant Director Commissioning &amp; Strategy; Voice of the Child Participation Officer; Housing Commissioning Lead; Commissioning Lead Growth &amp; Development; Senior Communications &amp; Campaigns Manager; Public Health Consultant;</li> <li>• North Central London Clinical Commissioning Group (NCL CCG) – Director for Adults Joint Commissioning and CYP Health Commissioning Children's Clinical Lead NHS;</li> <li>• Metropolitan Police – Inspector;</li> <li>• Schools – Three</li> </ul>
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	<p>This includes shared responsibility for:</p> <ul style="list-style-type: none"> <li>• Meeting the priorities in the Children &amp; Young People’s Plan</li> <li>• Jointly developing, delivering and resourcing strategies and action plans necessary to meet the priorities</li> <li>• Addressing barriers to meeting the priorities and to identifying future needs, including communication, information and data sharing</li> <li>• Keeping Children’s workforce informed and involved, providing clear direction, development and training as necessary</li> <li>• Releasing staff to develop and attend network events</li> <li>• Clarifying and simplifying governance structures and decision-making</li> <li>• Ensuring that children, young people and families have a voice in decision making that affects them</li> <li>• Monitoring performance towards agreed outcomes and taking remedial action where necessary.</li> <li>• Building upon good practice and developing an evidence-based approach to what works.</li> </ul> <p>The partnerships remit includes the needs of all children and young people in Barnet under the age of 19, young people up to the age of 25 leaving care and young people up to the age of 25 with disabilities and/or learning difficulties. These responsibilities include effective transition arrangements, where necessary.</p> <p><u>Roles and Responsibilities of Board Members</u></p> <p>All members of the Board are required to agree to undertake the following:</p> <ul style="list-style-type: none"> <li>• Attendance at all Board meetings (or representation provided by as senior replacement).</li> <li>• Members will be responsible for an effective two-way communication system whereby the decisions and aims of the Board are widely disseminated and relevant organisational issues from</li> </ul>	<p>representative headteachers, one each from Barnet primary, secondary and special schools</p> <ul style="list-style-type: none"> <li>• Barnet Education &amp; Learning Service – Chief Executive;</li> <li>• Voluntary Sector – Chief Executive, Inclusion Barnet; Chief Executive, Young Barnet Foundation;</li> <li>• Young Persons Representatives – Member of Barnet Youth Parliament 1; Member of Barnet Youth Parliament 2</li> <li>• Multi-Faith Representative - Chair, Barnet Multi-Faith Forum;</li> <li>• Parent / Carer Group Representative – Chair of the Parent Carer Forum</li> </ul> <p>Quorum 5 – must include the following:</p> <ul style="list-style-type: none"> <li>• Chairman (or deputy)</li> <li>• At least one representative of the LB Barnet</li> <li>• At least one representative NCL CCG</li> <li>• At least one representative of Schools</li> <li>• At least one member representing the voluntary sector</li> </ul>
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	<p>members' own agencies are communicated to the Board.</p> <ul style="list-style-type: none"> <li>• Provide leadership on strategic issues to members of the Board</li> <li>• Champion the objectives of the Children and Young People's Plan and ensure relevant activities within the plan are implemented by their organisation.</li> <li>• Contribute to the development of a strategic three to five-year vision</li> </ul> <p>Meetings will be held quarterly and dates for each year will be set in advance.</p>	
<p>Safer Communities Partnership Board</p>	<p>The Safer Communities Partnership Board (SCPB) is the inter-agency mechanism in Barnet to reduce crime and anti-social behaviour and reoffending and promote social cohesion. It acts as the Crime and Disorder Reduction Partnership as defined (and required) by the 1998 Crime and Disorder Act and subsequent amendments including the 2006 Police and Justice Act and the 2009 Policing and Crime Act.</p> <p>The SCPB operates within the constitutional requirements of Barnet Council, the Metropolitan Police and other partner agencies, who ensure that the Board's approaches to policy formulation and resource allocation are consistent with those of the agencies concerned.</p> <p>It is taking forward one of the objectives in the strategy to develop an Integrated Offender Management system that brings together the different agencies involved in managing the punishment and rehabilitation of offenders in a much more efficient and joined up way, reducing the risks of reoffending and ensuring far more offenders complete their drug rehabilitation successfully.</p> <p>Barnet Safer Communities Partnership is an unincorporated body and therefore it does not have a legal personality. Its members work collectively within their own individual legal frameworks.</p>	<p>Meetings will be quarterly and a quorum will comprise four members provided this consists of:</p> <p>The Chairman (Barnet Councillor) and Vice Chairman (Metropolitan Police)</p> <p>At least one other representative each of the Council and the Metropolitan Police.</p> <p>Other current partners are:</p> <ul style="list-style-type: none"> <li>• London Probation Trust</li> <li>• National Probation Service</li> <li>• London Fire Brigade</li> <li>• Barnet Clinical Commissioning Group</li> <li>• MOPAC (Mayor's Office Policing/Crime)</li> <li>• Barnet Safer Neighbourhood Board</li> <li>• Middlesex University</li> <li>• North West London Magistrates' Court</li> <li>• Inclusion Barnet</li> <li>• Victim Support, North London Division</li> <li>• Department for Work and Pensions</li> </ul>

### **Substitute Members – Rules**

- 7.6 A substitute Member may only attend, speak or vote at a meeting in place of a member usually from the same political group who is unable to attend the meeting. In the case of Area Committees, substitutions are made on the basis of ward.
- 7.7 Details of membership substitutions or apologies for absence will be detailed in the formal record of the meeting.

### **Quorum – Rules**

- 7.8 If a Committee or Sub-Committee is inquorate, it cannot transact any business. If there is no quorum at the time the meeting is due to begin, the start of the meeting will be delayed for up to 15 minutes. When 15 minutes have elapsed, the Head of Governance or their representative will count the number of Members present and if there is no quorum, s/he will advise the meeting that no business can be transacted and the meeting will be cancelled.
- 7.9 If the Chairman finds that a quorum of Members is not present at any time during the meeting, the Chairman must adjourn the meeting until such time as a quorum is returned.

### **Chairman of Meetings**

- 7.10 In exceptional circumstances, the Chairman may change the date or start time of any meeting, cancel or postpone any meeting or call any additional meeting by seeking and gaining the agreement of a majority of Members of the Committee.
- 7.11 If the Chairman is absent from a meeting the Vice-Chairman will take the Chair. If both are absent, the Head of Governance (or their representative) will open the meeting and he/she will seek nominations for the position of Chairman. A Chairman must be elected for the business of the meeting to be transacted.
- 7.12 Any procedural issues or challenges to the conduct of the meeting that arise during the course of a meeting shall be determined by the person presiding at the meeting.

### **Minutes**

- 7.13 Apologies for absence, declaration of interests and the confirmation of the minutes of previous meetings are the first items of business at the meeting, (other than Licencing Sub-Committees) except when there is a need to elect a Chairman.

- 7.14 Minutes can only be amended to correct factual inaccuracy in the record, and not to make any retrospective amendment to the decisions made. The meeting will not proceed further until the minutes are approved, either amended or un-amended. Upon approval as a correct record, the Chairman shall sign the minutes.

### **Urgent Business**

- 7.15 When an urgent matter has arisen after the publication and dispatch of an appropriate agenda the following procedure applies:
- 7.16 The Chairman has the authority to agree to take urgent items not on the agenda. The Chair will consult with the Vice-Chairman and Opposition Spokesperson for the committee. The Chairman (with advice from the Monitoring Officer as appropriate) needs to be satisfied as to the need for urgency under the following criteria:
- i) the item has arisen between the compilation of the agenda and the date of the meeting.
  - ii) the item requires an urgent decision in the public interest which cannot be dealt with by other means
- 7.17 In all cases the reason for the urgency shall be clearly stated and recorded in the minutes of the meeting and the urgent item will be taken as the Chairman may decide.
- 7.18 If a decision on an issue is required as a matter of urgency [and there is no meeting scheduled] and if time allows under the provisions of the Access to Information Rules then a Committee comprising of the Leader, the Deputy Leader, and the Leader of the Opposition will be called. The decision may be within the terms of reference of another committee, but this will not invalidate the decision as the arrangements to discharge the function in cases of urgency is through a committee comprising the three specified members. The Committee must consult with the Chairman of the relevant Committee.

### **Six Month Rule**

- 7.19 The Six-Month Rule shall apply whereby matters dealt with cannot be raised again within this period

### **Financial Performance and Contracts Committee Call-in Procedure**

- 7.20 The following procedure applies after a decision has been made by the West London Economic Prosperity Board (a Joint Committee in accordance with section 102 of the Local Government Act 2000).
- 7.21 Paragraph 24.4 of the Function and Procedure rules of the West London Economic Prosperity Board read as follows

“Any decision called in for scrutiny before it has been implemented shall not be implemented until such time as the call-in procedures of the Participating Borough concerned have been concluded.”

Article 7 – Committees, Forums, Working Groups and Partnerships

- 7.22 Where a decision is made by the Board the decision shall be published. Once the decision is published then it may be implemented on the expiry of 7 working days after publication unless 10 members of the Council wish to call it in.
- 7.23 The notice seeking to invoke the call-in procedure must be communicated to the Head of Governance who will then notify the West London Economic Prosperity Board.
- 7.24 A notice seeking to invoke the call-in procedure must state at least one of the following grounds in support of the request for a call-in of the decision:
- (a) Inadequate consultation with stakeholders prior to the decision;
  - (b) The absence of adequate evidence on which to base the decision;
  - (c) The action is not proportionate to the desired outcome;
  - (d) A potential human rights challenge;
  - (e) Insufficient consideration of legal and financial advice;
  - (f) The decision is contrary to the policy framework, or contrary to, or not wholly in accordance with the budget framework of the Council;
- 7.25 A meeting of the Financial Performance and Contracts Committee (or Sub-Committee of the Committee created for this purpose), will be convened within 7 clear working days of the request for call-in.
- 7.26 The call-in procedure set out above shall not apply where the decision being taken by the West London Economic Prosperity Board is urgent. For the purposes of this call-in procedure a decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the West London Economic Prosperity Board and the interests of Barnet. Reports to the West London Economic Prosperity Board must state that the report is urgent and provide the reasons for urgency.
- 7.27 The Chairman of the Financial Performance and Contracts Committee must agree that the decision proposed should be treated as a matter of urgency

### **Suspension of business at Committee and Sub-Committee meetings**

- 7.28 No business at any meeting of a Committee or Sub-Committee shall be transacted after three hours after the start time of the meeting and any business transacted after that time shall be null and void. After three hours and without further debate the Chairman shall immediately put to the vote any motion or amendment, which has been formally moved and seconded.
- 7.29 At any meeting of the Council, Strategic Planning Committee and Planning Committees, the Mayor or Chairman at their sole discretion may extend the period for the transaction of business to three and a half hours after the start time of the meeting. This will be recorded in the Committee's decisions.

### **Voting and Recording of Votes**

- 7.30 The mode of voting at all meetings of the Council, its Committees, Sub-Committees or Working Groups shall be determined by a show of hands except where otherwise provided by law or in these standing orders.
- 7.31 In cases where a vote is taken, the minutes of the meeting should record the number of votes for and against the matter together with the number of abstentions.
- 7.32 The Chairman will always have the right to exercise a casting vote in the event of equality of voting on a motion or amendment,
- 7.33 A Member of any committee can request that his/her vote be recorded in the minutes.

### **Filming and Recording of Meetings**

- 7.34 Discreet, unlit, non-disruptive filming and recording of Council and Committee meetings by members of the public from the public gallery is allowed.

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# Contract Procedure Rules

## 1 APPLICATION

- 1.1 These Contract Procedure Rules provide the governance structure for the Council to procure works, goods and services.
- 1.2 These mandatory Contract Procedure Rules apply to everyone who commissions or procures contracts on behalf of the Council, including external consultants and third party providers.
- 1.3 Approved Officers (Heads of Service and above) are accountable for all Procurement in their respective area of responsibility including following the Contract Procedure Rules and complying with operational procurement guidelines and codes of practice.
- 1.4 All Officers must ensure that the Council's approved processes and standards for Procurement, as set out in the Procurement Toolkit are adhered to. All information governance, insurance, safeguarding, social value (including Support to Local Community), conflict of interest and business continuity requirements must be adhered to in line with the Procurement Toolkit and the Council's Information Governance Policies.
- 1.5 The Director of Commercial & ~~ICT~~ Customer Services in consultation with the Director of Finance Resources shall maintain and issue the Contract Procedure Rules.
- 1.6 Customer Support Group (CSG) Procurement is responsible for ensuring Council awareness and compliance with all relevant Law. Any significant changes to relevant Law will be reflected in these Contract Procedure Rules.

## 2 SCOPE

- 2.1 The Contract Procedure Rules apply to all Procurement activities, including expenditure of external funding on Procurement, such as grant allocation, received by the Council from external sources and may to apply CIL funding allocations agreed by area committees -
- 2.2 The Contract Procedure Rules do not apply to Non-Procurement activities whereby the Council has to pay for a Service which it did not initiate or for payments where it is not appropriate to tender including (but not exclusively) inter-authority and inter-agency payments, subscriptions/memberships, emergency temporary accommodation for vulnerable people, assessments, ~~—and~~ recoupment and Council grant allocations. Payments to third parties for these activities are subject to authorisation by Finance.
- 2.3 Where the Council is entering into a Contract as an agent in collaboration with another public body or organisation which is the principal or lead body in the collaboration, these Contract Procedure Rules apply only in so far as they are consistent with the requirements of the principal or lead body

concerned. Where the Council is acting as principal or the lead body, these Contract Procedure Rules will take precedence.

- 2.4 Where the Council's schools have to abide by the Scheme for Financing Schools which requires them to follow Contract Standing Orders (CSO) for Schools, then the CSO for Schools shall take precedence over these Contract Procedure Rules.
- 2.5 These Contract Procedure Rules do not apply to any acquisition or disposal of any interest in land, ~~or to~~ [including](#) any transaction in land under section 75 of the National Health Services Act 2006; [partnership](#) arrangements between NHS bodies and the ~~e~~Council [under section 75 of the National Health Services Act 2006](#) are not subject to these Contract Procedure Rules though procurement activities undertaken under any such arrangements may be.

### 3 CONTRACT VALUE CALCULATION

- 3.1 Contract value means the estimated aggregate or recurring value payable in pounds sterling exclusive of Value Added Tax over the entire Contract period including any form of options or extensions of the Contract. Where the Contract term is not fixed the estimated value of the Contract must be calculated by multiplying the monthly spend value by 48 in accordance with Regulation 6 of the Public Contracts Regulations 2015.
- 3.2 Contracts must not be artificially underestimated or disaggregated into two or more separate contracts with the intention of avoiding the application of Contract Procedure Rules or the Law.
- 3.3 In the case of Framework Agreements or Dynamic Purchasing Systems the contract value must be calculated to include the total estimated value, net of VAT, of all the contracts envisaged to be awarded for the total term of the Framework Agreement or the Dynamic Purchasing System.

### 4 AUTHORISATION

- 4.1 Any Procurement, including extensions and variations to Contracts set out in the Annual Procurement Forward Plan and approved by the Policy and Resources Committee, is deemed as Authorised irrespective of the Contract value, [subject to 4.3 below](#).
- ~~4.2~~ Any Procurement which has not been Authorised as set out in 4.1 must be Authorised in accordance with [the Authorisation and Acceptance Thresholds set out in these Rules and in Article 10 of the Constitution](#), Table B.
- ~~4.3~~ [Any Procurement authorised via the Annual Procurement Forward Plan is subject to the following requirements:](#)

- [Decisions below £500,000 as per the Authorisation and Acceptance Thresholds and Article 10, Table B.](#)
- [Decisions with a value between £500,000 and up to £1 million require a Chief Officer in consultation with Committee Chairman Delegated Powers Report](#)
- [Decisions more than £1 million subject to authorisation by appropriate theme committee.](#)

## 5 PROCUREMENT METHOD

- 5.1 The method of procurement is set out in [the Authorisation and Acceptance Thresholds and Article 10](#) ~~of the Constitution~~, Table B.
- 5.2 All Procurements for goods and services over £25,000 must be advertised on Contracts Finder within 24 hours of the time when the Procurement is advertised in any other way. Procurement over the ~~EU~~ [tender](#) financial threshold must be advertised [since 1 January 2021](#) in the [Find a Tender OJEU](#) first and then on Contracts Finder. A Contract award notice must also be published on Contracts Finder. CSG Procurement will arrange this [through provision of softcopy authorised contract from service area to procurement.](#)
- 5.3 Commissioners may decide to award a contract in the form of separate lots and may determine the size and subject-matter of such lots. If commissioners decide not to subdivide into lots they must document the main reasons for their decision.
- 5.4 Where the Council accesses an existing Framework Agreement, the Framework Agreement terms and conditions of contract must be used, amended as appropriate as permitted by the Framework Agreement. Before entering into a Framework Agreement due diligence checks must be carried out to demonstrate that the Council can lawfully access the Framework Agreement and that it is fit for purpose and provides value for money.
- 5.5 For activities that result in a contractual obligation for social care placements and special education needs where the decision has been made on the Council's behalf (such as court directed order, personal budget/statement request or an individual's specific needs) the authority to sign off to award an individual funding agreement in accordance with the decision-making framework is contained within the Article 10 (Decision-Making) as set out in the Constitution.
- 5.6 Procurement activity for Contracts for certain health, social, community, educational and cultural related services, "Light-Touch Regime Services" whose value is equal to or over the threshold of £663,540 must be tendered and awarded in compliance with the Public [Procurement Contracts](#) Regulations 2015. Refer to the CSG Procurement Team to advise

on the procedures to be applied in connection with the award of these Contracts.

- 5.7 For Procurements below the EU-tender financial threshold only Suitability Assessment Questions can be asked. This means there can be no SQ stage.
- 5.8 For Contracts under the OJEU-tender financial threshold the Director Commercial & ICT-Customer Services may waive the requirement to seek 2 written quotes subject to a Chief Officer Decision being provided, demonstrating that the market place has been fully tested and the Council has obtained value for money.
- 5.9 The award of Contracts will be based on the most economically advantageous tender assessed from the Council's point of view.
- 5.10 Commissioners shall require tenderers to explain the price or costs proposed in the tender where tenders appear to be abnormally low in relation to the works, goods or services

## 6 SINGLE TENDER ACTION

- 6.1 A Single Tender Action is the awarding of a Contract to a contractor without undertaking a competitive tendering exercise. This is permitted only in exceptional circumstances and should be approved in advance by the Director of Resources (S151 Officer) and Director Commercial & ICT-Customer Services ~~Director~~. Procurement advice should be sought in all cases. Exceptional circumstances may include where the works, supplies or services can be supplied only by a particular supplier.
- 6.2 Where a competition has been undertaken and only a single bid has been received the Director of Resources (S151 Officer) and Director Commercial & ICT-Customer Services ~~Director~~ can approve the award of a Contract, subject to an appropriate review being undertaken and an audit trail being available for inspection.

## 7 CONCESSION CONTRACTS

- 7.1 Concession Contracts are contracts under which the council outsources works or services to a contractor or provider, who then has the right to commercially exploit those works or services in order to recoup its investment and make a return. The key feature is that the contractor/provider bears the operating risk of the arrangement and so has no guarantee of recouping its investment or operating costs.
- 7.2 Concession Contracts must meet certain requirements and advice should be sought from Legal Services and CSG Procurement.

## 8 ACCEPTANCE

- 8.1 Acceptance of Contracts must be in accordance with Article 10 Table B of the Constitution, and in all cases is subject to: Budget provision; a compliant Procurement process; and confirmation of acceptable financial status of the contractor.
- 8.2 Acceptance of Contracts with independent providers of individual placements for children or adults will in the first instance be achieved through approved frameworks or approved lists of providers. Where requirements cannot be met through approved frameworks or approved lists, authority is delegated to the relevant officer of a service area under the scheme of delegation in the council's Constitution to enter into contract with a new independent provider.
- 8.3 Acceptance thresholds for Contract extensions and variations are set out in Article 10 Table B of the Constitution.
- 8.4 The financial evaluation of tenders will be undertaken by [a Financial Officer as delegated by the Director of Resources if: \(a\) the contract is valued at £189,330 or more, for goods or services; or \(b\) the contract is valued at £4,733,252 or more for works; or \(c\) the Director of Resources considers that the Contract has a significant impact on the council's finances:](#)
- ~~— CSG Procurement if the Contract is valued at less than £189,330 for goods or services or less than £4,733,252 for works, or;~~
  - ~~- A Financial Officer as delegated by the Director of Finance if: (a) the contract is valued at £189,330 or more, for goods or services; or (b) the contract is valued at £4,733,252 or more for works; or (c) the Director of Finance considers that the Contract has a significant impact on the council's finances.~~

## 9 CONTRACT SIGNING and SEALING

- 9.1 Every Contract must be in a form approved by Legal services or delegated officer, if its value exceeds £25,000 or where appropriate to the nature of the Contract.
- 9.2 All Contracts awarded following a Procurement process with a Contract value above the ~~EU tender~~ financial threshold shall be sealed unless Legal Services or delegated officer directs otherwise.
- 9.3 Contracts and Framework Agreements must be sealed. Call-off Contracts from a Framework Agreement under the ~~EU tender~~ financial threshold do not require sealing and need only be signed by a Council Officer in accordance with the Scheme of Delegation.

## 10 CONTRACT MANAGEMENT

- 10.1 During the life of the Contract Approved Officers must ensure that the Council's approved processes for Contract Management, as set out in the Contract Management Toolkit are adhered to. In particular to ensure continuous improvement and value for money is achieved all Approved Officers must ensure that those responsible for managing Contracts undergo CSG Procurement approved training

## 11 EXTENSIONS and VARIATIONS

- 11.1 Contracts that have been originally advertised with extension options and which contain clear extension options can be extended subject to acceptance under Article 10 Table B of the Constitution and under Regulation 72 of the Public Contracts Regulations 2015 certain amendments, and extensions or renewals of an existing Contract can be made without triggering a requirement for a new Procurement exercise, subject to submit financial limits. Where necessary seek advice from Legal and CSG Procurement.
- 11.2 Placement Agreements for individuals in Social Care or Educational Needs may be varied or extended without reference to the Variation or Extension Acceptance levels and documentation set out in Article 10 of the Constitution, Table B.
- 11.3 The value referred to in Article 10 of the Constitution, Table B in the column headed 'Variation or extension Acceptance' is the total value of the original Contract value plus the addition of the value of any extensions and/or variations i.e. the total value of the extended or varied Contract.
- 11.4 In addition to the requirements of Regulation 72 Contracts may only be extended or varied if all of the following conditions have been met:
- the initial Contract was based on a Contract Procedure Rules compliant competitive tender or quotation process;
  - the value of the extension or variation added to the value of the original Contract does not exceed the original Authorisation threshold as defined in Article 10 of the Constitution, Table B;
  - the extension or variation has an approved Budget allocation;
  - if the initial Contract was subject to an EU regulated tender procedure, that the extension option was declared within the OJEU contract notice and the original Acceptance report (Delegated Powers Report/relevant Committee Report);
- 11.5 Where the Procurement results in a Contract which includes a provision for an extension, any Acceptance of that extension needs to be in accordance with Article 10 of the Constitution, Table B.

- 11.6 If any of the conditions at 11.4 or 11.5 cannot be met, then a new Procurement exercise must be commenced.
- 11.7 Where a variation or extension moves the total value of the Contract into a higher threshold, then acceptance must be sought in accordance with Article 10 of the Constitution, Table B.

## 12 WAIVERS

- 12.1 If the application of these Contract Procedure Rules prevents or inhibits the delivery or continuity of service, Approved Officers (Heads of Service or above) may apply for a waiver. All applications for a waiver of these Contract Procedure Rules must be submitted to Policy and Resources Committee specifically identifying the reason for which a waiver is sought, including justification and risk.
- 12.2 ~~Approved Officers may take decisions on emergency matters (i.e. an unexpected occurrence requiring immediate action) in consultation with the Chairman of Policy and Resources Committee providing they report to the next available Policy and Resources Committee, setting out the reasons for the emergency waiver. A copy of the relevant Policy and Resources Committee report must be provided to CSG Procurement and stored on the Council's contract repository.~~

Any waiver should only be granted for a maximum period of 12 months, except in exceptional case

### Authorisation and Acceptance Thresholds

	Procurement Value	Procurement Commencement Process		Procurement method	Bid Acceptance Process		Variation or Extension Acceptance Process		Contract Requirement
		Authorisation	Documentation		Authorisation	Documentation	Authorisation	Documentation	
A	Under £10,000	Council Officer as designated by approved Scheme of Delegation	Under £10k Audit Form	Reasonable means of selection * and evidence of having sourced and considered the local Barnet supplier market	Council Officer as designated by approved Scheme of Delegation	Under £10k Audit Form	Must move to next threshold if £10,000 or above	Under £10k Audit Form	Purchase Order
B	£10,000 - £24,999	Council Officer as designated by approved Scheme of Delegation; or Procurement Forward Plan	Chief Officer Decision Report	Minimum 2 written Competitive Quotations sought**	Council Officer as designated by approved Scheme of Delegation	Chief Officer Decision Report	Must move to next threshold if £25,000 or above	Chief Officer Decision Report	Purchase Order
C	£25,000 - £189,329	Council Officer as designated by approved Scheme of Delegation; or Procurement Forward Plan	Chief Officer Decision Report	Minimum 2 written quotations  No SQ – Suitability Assessment Questions only	Council Officer as designated by approved Scheme of Delegation	Chief Officer Decision Report	Council Officer as designated by approved Scheme of Delegation	Chief Officer Decision Report	Signed Contract Contract Award Notice
D	£189,330 - £500,000	Delegated Powers Report; or Procurement Forward Plan	Chief Officer in Consultation with Theme Committee Chairman Delegated Powers Report	Services/Goods – OJEU Tender Works – Competitive Quotation	Council Officer as designated by approved Scheme of Delegation	Officer Delegated Power Report	Council Officer as designated by approved Scheme of Delegation	If within Budget: Officer Delegated Power Report  If not within Budget: Chief Officer in Consultation with Theme Committee Chairman Delegated Powers Report	Signed and sealed contract Contract Award Notice

Contract Procedure Rules

January-April 2021

	Procurement Value	Procurement Commencement Process		Procurement method	Bid Acceptance Process		Variation or Extension Acceptance Process		Contract Requirement
		Authorisation	Documentation		Authorisation	Documentation	Authorisation	Documentation	
E	£500,000 and above	Relevant Theme Committee Report; or Procurement Forward Plan	<p>For items authorised via the Procurement Forward Plan:</p> <p>Value between £500,000 and up to £1 million – Chief Officer in consultation with Theme Committee Chairman Delegated Powers Report; and</p> <p>Decisions more than £1 million subject to authorisation by appropriate theme committee.</p>	<p>Competitive quotation for works contracts for values £500,000 to £4,733,252</p> <p>Works and Concession Contracts: Full OJEU Tender above £4,733,252</p> <p>Goods: Full OJEU Tender</p> <p>Services: Full OJEU Tender</p> <p>Health, educational, cultural and social care related services: Light Touch Regime Tender above £633,540</p>	Council Officer as designated by approved Scheme of Delegation	<p>If within Budget: Officer Delegated Power Report</p> <p>If not within budget: Theme Committee Report</p>	Council Officer as designated by approved Scheme of Delegation	<p>If within Budget: Officer Delegated Power Report</p> <p>If not within budget: Committee Report</p>	Signed and sealed contract Contract Award Notice

Contract Procedure Rules

January-April 2021



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## **1 APPLICATION**

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- 1.5 The Director of Commercial & Customer Services in consultation with the Director of Resources shall maintain and issue the Contract Procedure Rules.
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## **2 SCOPE**

- 2.1 The Contract Procedure Rules apply to all Procurement activities, including expenditure of external funding on Procurement, such as grant allocation, received by the Council from external sources and may to apply CIL funding allocations agreed by area committees
- 2.2 The Contract Procedure Rules do not apply to Non-Procurement activities whereby the Council has to pay for a Service which it did not initiate or for payments where it is not appropriate to tender including (but not exclusively) inter-authority and inter-agency payments, subscriptions/memberships, emergency temporary accommodation for vulnerable people, assessments, recoument and Council grant allocations. Payments to third parties for these activities are subject to authorisation by Finance.
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concerned. Where the Council is acting as principal or the lead body, these Contract Procedure Rules will take precedence.

- 2.4 Where the Council's schools have to abide by the Scheme for Financing Schools which requires them to follow Contract Standing Orders (CSO) for Schools, then the CSO for Schools shall take precedence over these Contract Procedure Rules.
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### **3 CONTRACT VALUE CALCULATION**

- 3.1 Contract value means the estimated aggregate or recurring value payable in pounds sterling exclusive of Value Added Tax over the entire Contract period including any form of options or extensions of the Contract. Where the Contract term is not fixed the estimated value of the Contract must be calculated by multiplying the monthly spend value by 48 in accordance with Regulation 6 of the Public Contracts Regulations 2015.
- 3.2 Contracts must not be artificially underestimated or disaggregated into two or more separate contracts with the intention of avoiding the application of Contract Procedure Rules or the Law.
- 3.3 In the case of Framework Agreements or Dynamic Purchasing Systems the contract value must be calculated to include the total estimated value, net of VAT, of all the contracts envisaged to be awarded for the total term of the Framework Agreement or the Dynamic Purchasing System.

### **4 AUTHORISATION**

- 4.1 Any Procurement, including extensions and variations to Contracts set out in the Annual Procurement Forward Plan and approved by the Policy and Resources Committee, is deemed as Authorised irrespective of the Contract value, subject to 4.3 below.
- 4.2 Any Procurement which has not been Authorised as set out in 4.1 must be Authorised in accordance with the Authorisation and Acceptance Thresholds set out in these Rules and in Article 10, Table B.
- 4.3 Any Procurement authorised via the Annual Procurement Forward Plan is subject to the following requirements:

- Decisions below £500,000 as per the Authorisation and Acceptance Thresholds and Article 10, Table B.
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- 5.6 Procurement activity for Contracts for certain health, social, community, educational and cultural related services, "Light-Touch Regime Services" whose value is equal to or over the threshold of £663,540 must be tendered and awarded in compliance with the Public Contracts Regulations 2015. Refer to the CSG Procurement Team to advise on the procedures to be applied in connection with the award of these Contracts.

- 5.7 For Procurements below the tender financial threshold only Suitability Assessment Questions can be asked. This means there can be no SQ stage.
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- 8.3 Acceptance thresholds for Contract extensions and variations are set out in Article 10 Table B of the Constitution.
- 8.4 The financial evaluation of tenders will be undertaken by a Financial Officer as delegated by the Director of Resources if: (a) the contract is valued at £189,330 or more, for goods or services; or (b) the contract is valued at £4,733,252 or more for works; or (c) the Director of Resources considers that the Contract has a significant impact on the council's finances:

## 9 CONTRACT SIGNING and SEALING

- 9.1 Every Contract must be in a form approved by Legal services or delegated officer, if its value exceeds £25,000 or where appropriate to the nature of the Contract.
- 9.2 All Contracts awarded following a Procurement process with a Contract value above the tender financial threshold shall be sealed unless Legal Services or delegated officer directs otherwise.
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- 10.1 During the life of the Contract Approved Officers must ensure that the Council's approved processes for Contract Management, as set out in the Contract Management Toolkit are adhered to. In particular to ensure continuous improvement and value for money is achieved all Approved

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- 11.2 Placement Agreements for individuals in Social Care or Educational Needs may be varied or extended without reference to the Variation or Extension Acceptance levels and documentation set out in Article 10 of the Constitution, Table B.
- 11.3 The value referred to in Article 10 of the Constitution, Table B in the column headed 'Variation or extension Acceptance' is the total value of the original Contract value plus the addition of the value of any extensions and/or variations i.e. the total value of the extended or varied Contract.
- 11.4 In addition to the requirements of Regulation 72 Contracts may only be extended or varied if all of the following conditions have been met:
- the initial Contract was based on a Contract Procedure Rules compliant competitive tender or quotation process;
  - the value of the extension or variation added to the value of the original Contract does not exceed the original Authorisation threshold as defined in Article 10 of the Constitution, Table B;
  - the extension or variation has an approved Budget allocation;
  - if the initial Contract was subject to an EU regulated tender procedure, that the extension option was declared within the OJEU contract notice and the original Acceptance report (Delegated Powers Report/relevant Committee Report);
- 11.5 Where the Procurement results in a Contract which includes a provision for an extension, any Acceptance of that extension needs to be in accordance with Article 10 of the Constitution, Table B.
- 11.6 If any of the conditions at 11.4 or 11.5 cannot be met, then a new Procurement exercise must be commenced.

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## 12 **WAIVERS**

- 12.1 If the application of these Contract Procedure Rules prevents or inhibits the delivery or continuity of service, Approved Officers (Heads of Service or above) may apply for a waiver. All applications for a waiver of these Contract Procedure Rules must be submitted to Policy and Resources Committee specifically identifying the reason for which a waiver is sought, including justification and risk.
- 12.2 Approved Officers may take decisions on emergency matters (i.e. an unexpected occurrence requiring immediate action) in consultation with the Chairman of Policy and Resources Committee providing they report to the next available Policy and Resources Committee, setting out the reasons for the emergency waiver. A copy of the relevant Policy and Resources Committee report must be provided to CSG Procurement and stored on the Council's contract repository.

Any waiver should only be granted for a maximum period of 12 months, except in exceptional case

### Authorisation and Acceptance Thresholds

	Procurement Value	Procurement Commencement Process		Procurement method	Bid Acceptance Process		Variation or Extension Acceptance Process		Contract Requirement
		Authorisation	Documentation		Authorisation	Documentation	Authorisation	Documentation	
A	Under £10,000	Council Officer as designated by approved Scheme of Delegation	Under £10k Audit Form	Reasonable means of selection * and evidence of having sourced and considered the local Barnet supplier market	Council Officer as designated by approved Scheme of Delegation	Under £10k Audit Form	Must move to next threshold if £10,000 or above	Under £10k Audit Form	Purchase Order
B	£10,000 - £24,999	Council Officer as designated by approved Scheme of Delegation; or Procurement Forward Plan	Chief Officer Decision Report	Minimum 2 written Competitive Quotations sought**	Council Officer as designated by approved Scheme of Delegation	Chief Officer Decision Report	Must move to next threshold if £25,000 or above	Chief Officer Decision Report	Purchase Order
C	£25,000 - £189,329	Council Officer as designated by approved Scheme of Delegation; or Procurement Forward Plan	Chief Officer Decision Report	Minimum 2 written quotations  No SQ – Suitability Assessment Questions only	Council Officer as designated by approved Scheme of Delegation	Chief Officer Decision Report	Council Officer as designated by approved Scheme of Delegation	Chief Officer Decision Report	Signed Contract Contract Award Notice
D	£189,330 - £500,000	Delegated Powers Report; or Procurement Forward Plan	Chief Officer in Consultation with Theme Committee Chairman Delegated Powers Report	Services/Goods – OJEU Tender Works – Competitive Quotation	Council Officer as designated by approved Scheme of Delegation	Officer Delegated Power Report	Council Officer as designated by approved Scheme of Delegation	If within Budget: Officer Delegated Power Report  If not within Budget: Chief Officer in Consultation with Theme Committee Chairman Delegated Powers Report	Signed and sealed contract Contract Award Notice

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	Procurement Value	Procurement Commencement Process		Procurement method	Bid Acceptance Process		Variation or Extension Acceptance Process		Contract Requirement
		Authorisation	Documentation		Authorisation	Documentation	Authorisation	Documentation	
E	£500,000 and above	Relevant Theme Committee Report; or Procurement Forward Plan	<p>For items authorised via the Procurement Forward Plan:</p> <p>Value between £500,000 and up to £1 million – Chief Officer in consultation with Theme Committee Chairman Delegated Powers Report; and</p> <p>Decisions more than £1 million subject to authorisation by appropriate theme committee.</p>	<p>Competitive quotation for works contracts for values £500,000 to £4,733,252</p> <p>Works and Concession Contracts: Full OJEU Tender above £4,733,252</p> <p>Goods: Full OJEU Tender</p> <p>Services: Full OJEU Tender</p> <p>Health, educational, cultural and social care related services: Light Touch Regime Tender above £633,540</p>	Council Officer as designated by approved Scheme of Delegation	<p>If within Budget: Officer Delegated Power Report</p> <p>If not within budget: Theme Committee Report</p>	Council Officer as designated by approved Scheme of Delegation	<p>If within Budget: Officer Delegated Power Report</p> <p>If not within budget: Committee Report</p>	Signed and sealed contract Contract Award Notice

Contract Procedure Rules

April 2021

## **Article 10 – Decision Making**

### **10.1 Principles of decision making**

All decisions of the Council will be made in accordance with the following principles:

- (a) proportionality / the action to be proportionate to the desired outcome;
- (b) due consultation and the taking of professional advice from officers;
- (c) respect for human rights and equalities;
- (d) presumption in favour of openness and transparency;
- (e) clarity of aims and desired outcomes
- (f) consideration of any alternative options;
- (g) the giving of reasons for the decision and the recording of reasons.

### **10.2 Decision making by Full Council**

Decisions reserved to Full Council are set out in Article 4. The Council meeting will follow the Full Council Procedure Rules in Part 2 of the Constitution when considering any matter.

### **10.3 Decision making by Committees**

Apart from matters reserved to Full Council, committees and sub-committees will be responsible under their terms of reference for all decisions which are key (as defined in Article 2). All Theme Committee reports (Policy & Resources; Children, Education, Libraries & Safeguarding; Adults & Safeguarding; Environment; Housing & Growth; Community Leadership) will be in the name of the Chairman and approved by him/her and all reports for all committees will be cleared by the Chairman other than Planning and Licensing Sub-Committees.

### **10.4 Decision making by Chief Officers jointly with Theme Committee Chairmen**

Chief Officers in consultation with Theme Committee Chairmen (Policy & Resources; Children, Education & Safeguarding; Adults & Safeguarding; Environment; Housing & Growth; Community Leadership and Libraries) have delegated authority to make decisions which are not key decisions and which have a value between £189,330 and £500,000. A written report will be prepared for every decision.

### **10.5 Decision making by Chief Officers**

Chief Officers have delegated authority to make decisions in accordance with the powers delegated (see Article 9) and other Officers under the Schemes of Delegation maintained by Chief Officers and published on the council's website. A written report is not necessary (except for decisions which (i) grant a permission or licence; (ii) affect the rights of an individual; or (iii) award a contract or incur expenditure which, in either case, materially affects that

relevant local government body's financial position) but the Chief Officer will maintain a list of all decisions over £50,000 as required under Article 9.

#### 10.6 **Decision making by Council bodies acting as tribunals**

The Council, a councillor or an officer acting as a tribunal or in a quasi judicial manner or determining/considering (other than for the purposes of giving advice) the civil rights and obligations or the criminal responsibility of any person will follow a proper procedure which accords with the requirements of natural justice and the right to a fair trial contained in Article 6 of the European Convention on Human Rights.

#### 10.7 **Urgent Decisions**

If a decision on an issue is required as a matter of urgency an Urgency Committee comprising of the Leader, the Deputy Leader, and the Leader of the Opposition will be called. The Chairman of the relevant Committee should be consulted.

Reports to committees marked as urgent are exempt from referral to Council or parent committee (see Article 2, Section 2.3 (e)). Where a report is marked as urgent, the reason for urgency must be clearly stated in the body of the report and consultation must occur with the Chairman in the case of a committee report, or the relevant Chief Officer in the case of a delegated powers report.

#### 10.8 **Key Decisions**

A key decision is one which will result in the council incurring expenditure or savings of £500,000 or more, or is significant in terms of its effects on communities living or working in an area comprising two or more Wards.

#### 10.9 **Emergency Decisions**

The Chief Executive or relevant Chief Officer is empowered on behalf and in the name of the Council to take decisions in exceptional circumstances on emergency matters which would normally require a committee decision where it is not possible to convene a meeting of a committee provided that:

1. The Leader, or in his/her absence, the Deputy Leader are consulted on the reasons for it being an emergency matter;
2. In respect of matters falling within the terms of reference of a committee: the Chief executive or relevant Chief Officer will consult with the Chairman, or in his/her absence, the Vice-Chairman; and a report on the decision will be reported to the next meeting of the committee.

#### 10.10 **Decisions relating to Property**

(See Table A below) Where the Council is required by law to sell or let or otherwise dispose of its property no decision is required to authorise the transaction.

**10.11 Decisions relating to Procurement**  
(See Table B below).

**TABLE A – Land and Property Transactions Authorisation Delegated Powers<sup>1</sup>**

	<b>Authorisation Level<sup>2</sup></b>	<b>Acquisitions</b>	<b>Lease in</b>	<b>Lease out for Rent or Consideration</b>	<b>Licences, Easements and Consents</b>	<b>Compensations, Settlements and Covenants</b>	<b>Disposals</b>	<b>Compulsory transaction</b>
<b>A</b>	<i>Less than £189,330</i>	<i>Approved Officer</i>	<i>Full DPR – Deputy Chief Executive (unless a Less Than Best transaction, which must be reported to Housing and Growth Committee)</i>	<i>Approved Officer</i>				
<b>B</b>	<i>£189,330 to £500,000</i>	<i>Full DPR – Deputy Chief Executive in consultation with Theme Committee Chairman</i>	<i>Full DPR – Deputy Chief Executive in consultation with Theme Committee Chairman</i>	<i>Full DPR – Deputy Chief Executive in consultation with Theme Committee Chairman</i>	<i>Full DPR – Deputy Chief Executive in consultation with Theme Committee Chairman</i>	<i>Full DPR – Deputy Chief Executive in consultation with Theme Committee Chairman</i>		<i>As B</i>
<b>C</b>	<i>More than £500,000 (Key Decision)</i>	<i>Report to Housing and Growth Committee</i>	<i>As C</i>					
<b>D</b>	<i>'Non-Value' Variations post Authorisation</i>	<i>Chief Officer Decision</i>	<i>Chief Officer Decision – Deputy Chief Executive Report to next Housing and Growth Committee</i>	<i>As A above</i>				

<sup>1</sup> This Table applies to Land and Building activity NOT included in the approved Annual Work Plan

<sup>2</sup> These values may be either Capital or Annualised Income/Expenditure

### Authorisation and Acceptance Thresholds

	Procurement Value	Procurement Commencement Process		Procurement method	Bid Acceptance Process		Variation or Extension Acceptance Process		Contract Requirement
		Authorisation	Documentation		Authorisation	Documentation	Authorisation	Documentation	
A	<u>Under £10,000</u>	<u>Council Officer as designated by approved Scheme of Delegation</u>	<u>Under £10k Audit Form</u>	<u>Reasonable means of selection * and evidence of having sourced and considered the local Barnet supplier market</u>	<u>Council Officer as designated by approved Scheme of Delegation</u>	<u>Under £10k Audit Form</u>	<u>Must move to next threshold if £10,000 or above</u>	<u>Under £10k Audit Form</u>	<u>Purchase Order</u>
B	<u>£10,000 - £24,999</u>	<u>Council Officer as designated by approved Scheme of Delegation; or Procurement Forward Plan</u>	<u>Chief Officer Decision Report</u>	<u>Minimum 2 written Competitive Quotations sought**</u>	<u>Council Officer as designated by approved Scheme of Delegation</u>	<u>Chief Officer Decision Report</u>	<u>Must move to next threshold if £25,000 or above</u>	<u>Chief Officer Decision Report</u>	<u>Purchase Order</u>
C	<u>£25,000 - £189,329</u>	<u>Council Officer as designated by approved Scheme of Delegation; or Procurement Forward Plan</u>	<u>Chief Officer Decision Report</u>	<u>Minimum 2 written quotations</u> <u>No SQ – Suitability Assessment Questions only</u>	<u>Council Officer as designated by approved Scheme of Delegation</u>	<u>Chief Officer Decision Report</u>	<u>Council Officer as designated by approved Scheme of Delegation</u>	<u>Chief Officer Decision Report</u>	<u>Signed Contract Contract Award Notice</u>
D	<u>£189,330 - £500,000</u>	<u>Delegated Powers Report; or Procurement Forward Plan</u>	<u>Chief Officer in Consultation with Theme Committee Chairman Delegated Powers Report</u>	<u>Services/Goods – OJEU Tender Works – Competitive Quotation</u>	<u>Council Officer as designated by approved Scheme of Delegation</u>	<u>Officer Delegated Power Report</u>	<u>Council Officer as designated by approved Scheme of Delegation</u>	<u>If within Budget: Officer Delegated Power Report</u> <u>If not within Budget: Chief Officer in Consultation with Theme Committee Chairman Delegated Powers Report</u>	<u>Signed and sealed contract Contract Award Notice</u>

Article 10 - Decision Making

~~February~~ April 2021

	Procurement Value	Procurement Commencement Process		Procurement method	Bid Acceptance Process		Variation or Extension Acceptance Process		Contract Requirement
		Authorisation	Documentation		Authorisation	Documentation	Authorisation	Documentation	
E	£500,000 and above	Relevant Theme Committee Report; or Procurement Forward Plan	<p>For items authorised via the Procurement Forward Plan:</p> <p>Value between £500,000 and up to £1 million – Chief Officer in consultation with Theme Committee Chairman Delegated Powers Report; and</p> <p>Decisions more than £1 million subject to authorisation by appropriate theme committee.</p>	<p>Competitive quotation for works contracts for values £500,000 to £4,733,252</p> <p>Works and Concession Contracts: Full OJEU Tender above £4,733,252</p> <p>Goods: Full OJEU Tender</p> <p>Services: Full OJEU Tender</p> <p>Health, educational, cultural and social car related services: Light Touch Regime Tender above £633,540</p>	Council Officer as designated by approved Scheme of Delegation	<p>If within Budget: Officer Delegated Power Report</p> <p>If not within budget: Theme Committee Report</p>	Council Officer as designated by approved Scheme of Delegation	<p>If within Budget: Officer Delegated Power Report</p> <p>If not within budget: Committee Report</p>	Signed and sealed contract Contract Award Notice

**Table B – Authorisation and Acceptance Thresholds**

	<i>Procurement value</i>	<i>Authorisation to commence a procurement process &amp; Documentation</i>	<i>Procurement method</i>	<i>Acceptance process &amp; Documentation</i>	<i>Variation or extension Acceptance &amp; Documentation</i>	<i>Supplier Notification method and contract</i>
<b>A</b>	<i>Under £10,000 (Purchase Order)</i>	<i>Council Officer as designated by approved Scheme of Delegation  Authorisation documentation: Audit trail</i>	<i>Reasonable means of selection* and evidence of having sourced and considered the local Barnet supplier market</i>	<i>Council Officer as designated by approved Scheme of Delegation  Authorisation documentation: Audit trail</i>	<i>Must move to next threshold if £10,000 or above  Authorisation documentation: Audit trail</i>	<i>Purchase Order</i>
<b>B</b>	<i>£10,000 – £50,000</i>	<i>Council Officer as designated by approved Scheme of Delegation  Authorisation documentation: Audit trail; or Procurement Forward Plan</i>	<i>Minimum 2 written Competitive Quotations sought**</i>	<i>Council Officer as designated by approved Scheme of Delegation  Authorisation documentation: Chief Officer List of Decisions</i>	<i>Must move to next threshold if above £50,000  Authorisation documentation: Chief Officer List of Decisions</i>	<i>Purchase Order  Signed contract over £25k value</i>

C	£50,001 – £189,329	<p><i>Approved Officer</i></p> <p><i>Authorisation documentation: Chief Officer List of Decisions; or Procurement Forward Plan</i></p>	<p><i>Minimum 2 written quotations</i></p> <p><i>No SQ – Suitability Assessment Questions only</i></p>	<p><i>Approved Officer</i></p> <p><i>Authorisation documentation: Chief Officer List of Decisions</i></p>	<p><i>Chief Officer List of Decisions</i></p>	<p><i>Signed contract</i></p>
D	£189,330 – £500,000	<p><i>Authorisation documentation: Full DPR (Chief Officer in consultation with Theme Committee Chairman); or Procurement Forward Plan</i></p>	<p><i>Services/Goods – OJEU Tender</i></p> <p><i>Works – Competitive Quotation</i></p>	<p><i>Authorisation documentation: Full DPR</i></p>	<p><i>If within Budget: Full (Chief Officer) DPR</i></p> <p><i>If not within Budget: Relevant Thematic Committee</i></p>	<p><i>Standstill Notification letter released following statutory officer report review</i></p> <p><i>Publication of report post standstill period</i></p> <p><i>Signed and sealed contract</i></p>

£	£500,000 and above	<p>Authorisation documentation:</p> <p>Relevant Theme Committee Decision; or Procurement Forward Plan</p>	<p>Competitive quotation for works contracts for values £500,000 to £4,733,252</p> <p>Works and Concession Contracts: Full OJEU Tender above £4,733,252</p> <p>Goods: Full OJEU Tender</p> <p>Services: Full OJEU Tender</p> <p>Health, educational, cultural and social care related services: Light Touch Regime Tender above. £663,540</p>	<p>Authorisation documentation:</p> <p>If within Budget—Full DPR (Chief Officer in consultation with Theme Committee Chairman)</p> <p>If not within Budget: Relevant Thematic Committee Report; or Policy and Resources Committee Report</p>	<p>If within Budget: Full DPR (Chief Officer in consultation with Theme Committee Chairman)</p> <p>If not within Budget: Relevant Thematic Committee</p>	<p>Standstill Notification letter released following statutory officer report review Publication of report post standstill period Signed and sealed contract</p>
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## **Article 10 – Decision Making**

### **10.1 Principles of decision making**

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Apart from matters reserved to Full Council, committees and sub-committees will be responsible under their terms of reference for all decisions which are key (as defined in Article 2). All Theme Committee reports (Policy & Resources; Children, Education, Libraries & Safeguarding; Adults & Safeguarding; Environment; Housing & Growth; Community Leadership) will be in the name of the Chairman and approved by him/her and all reports for all committees will be cleared by the Chairman other than Planning and Licensing Sub-Committees.

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If a decision on an issue is required as a matter of urgency an Urgency Committee comprising of the Leader, the Deputy Leader, and the Leader of the Opposition will be called. The Chairman of the relevant Committee should be consulted.

Reports to committees marked as urgent are exempt from referral to Council or parent committee (see Article 2, Section 2.3 (e)). Reports to committees marked as urgent are exempt from referral to Council or parent committee (see Article 2, Section 2.3 (e)). Where a report is marked as urgent, the reason for urgency must be clearly stated in the body of the report and consultation must occur with the Chairman in the case of a committee report, or the relevant Chief Officer in the case of a delegated powers report.

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1. The Leader, or in his/her absence, the Deputy Leader are consulted on the reasons for it being an emergency matter;
2. In respect of matters falling within the terms of reference of a committee: the Chief executive or relevant Chief Officer will consult with the Chairman, or in his/her absence, the Vice-Chairman; and a report on the decision will be reported to the next meeting of the committee.

#### **10.10 Decisions relating to Property**

(See Table A below) Where the Council is required by law to sell or let or otherwise dispose of its property no decision is required to authorise the transaction.

#### **10.11 Decisions relating to Procurement**

(See Table B below).

**TABLE A – Land and Property Transactions Authorisation Delegated Powers<sup>1</sup>**

	<b>Authorisation Level<sup>2</sup></b>	<b>Acquisitions</b>	<b>Lease in</b>	<b>Lease out for Rent or Consideration</b>	<b>Licences, Easements and Consents</b>	<b>Compensations, Settlements and Covenants</b>	<b>Disposals</b>	<b>Compulsory transaction</b>
<b>A</b>	<i>Less than £189,330</i>	<i>Approved Officer</i>	<i>Full DPR – Deputy Chief Executive (unless a Less Than Best transaction, which must be reported to Housing and Growth Committee)</i>	<i>Approved Officer</i>				
<b>B</b>	<i>£189,330 to £500,000</i>	<i>Full DPR – Deputy Chief Executive in consultation with Theme Committee Chairman</i>	<i>Full DPR – Deputy Chief Executive in consultation with Theme Committee Chairman</i>	<i>Full DPR – Deputy Chief Executive in consultation with Theme Committee Chairman</i>	<i>Full DPR – Deputy Chief Executive in consultation with Theme Committee Chairman</i>	<i>Full DPR – Deputy Chief Executive in consultation with Theme Committee Chairman</i>		<i>As B</i>
<b>C</b>	<i>More than £500,000 (Key Decision)</i>	<i>Report to Housing and Growth Committee</i>	<i>As C</i>					
<b>D</b>	<i>'Non-Value' Variations post Authorisation</i>	<i>Chief Officer Decision</i>	<i>Chief Officer Decision – Deputy Chief Executive Report to next Housing and Growth Committee</i>	<i>As A above</i>				

<sup>1</sup> This Table applies to Land and Building activity NOT included in the approved Annual Work Plan

<sup>2</sup> These values may be either Capital or Annualised Income/Expenditure

**Table B – Authorisation and Acceptance Thresholds**

	Procurement Value	Procurement Commencement Process		Procurement method	Bid Acceptance Process		Variation or Extension Acceptance Process		Contract Requirement
		Authorisation	Documentation		Authorisation	Documentation	Authorisation	Documentation	
A	Under £10,000	Council Officer as designated by approved Scheme of Delegation	Under £10k Audit Form	Reasonable means of selection * and evidence of having sourced and considered the local Barnet supplier market	Council Officer as designated by approved Scheme of Delegation	Under £10k Audit Form	Must move to next threshold if £10,000 or above	Under £10k Audit Form	Purchase Order
B	£10,000 - £24,999	Council Officer as designated by approved Scheme of Delegation; or  Procurement Forward Plan	Chief Officer Decision Report	Minimum 2 written Competitive Quotations sought**	Council Officer as designated by approved Scheme of Delegation	Chief Officer Decision Report	Must move to next threshold if £25,000 or above	Chief Officer Decision Report	Purchase Order
C	£25,000 - £189,329	Council Officer as designated by approved Scheme of Delegation; or  Procurement Forward Plan	Chief Officer Decision Report	Minimum 2 written quotations  No SQ – Suitability Assessment Questions only	Council Officer as designated by approved Scheme of Delegation	Chief Officer Decision Report	Council Officer as designated by approved Scheme of Delegation	Chief Officer Decision Report	Signed Contract Contract Award Notice
D	£189,330 - £500,000	Delegated Powers Report; or  Procurement Forward Plan	Chief Officer in Consultation with Theme Committee Chairman Delegated Powers Report	Services/Goods – OJEU Tender Works – Competitive Quotation	Council Officer as designated by approved Scheme of Delegation	Officer Delegated Power Report	Council Officer as designated by approved Scheme of Delegation	If within Budget: Officer Delegated Power Report  If not within Budget: Chief Officer in Consultation with Theme Committee Chairman Delegated Powers Report	Signed and sealed contract Contract Award Notice

	Procurement Value	Procurement Commencement Process		Procurement method	Bid Acceptance Process		Variation or Extension Acceptance Process		Contract Requirement
		Authorisation	Documentation		Authorisation	Documentation	Authorisation	Documentation	
E	£500,000 and above	Relevant Theme Committee Report; or Procurement Forward Plan	For items authorised via the Procurement Forward Plan: Value between £500,000 and up to £1 million – Chief Officer in consultation with Theme Committee Chairman Delegated Powers Report; and Decisions more than £1 million subject to authorisation by appropriate theme committee.	Competitive quotation for works contracts for values £500,000 to £4,733,252  Works and Concession Contracts: Full OJEU Tender above £4,733,252  Goods: Full OJEU Tender  Services: Full OJEU Tender  Health, educational, cultural and social care related services: Light Touch Regime Tender above £633,540	Council Officer as designated by approved Scheme of Delegation	If within Budget: Officer Delegated Power Report  If not within budget: Theme Committee Report	Council Officer as designated by approved Scheme of Delegation	If within Budget: Officer Delegated Power Report  If not within budget: Committee Report	Signed and sealed contract Contract Award Notice

## HR Regulations

Except for the powers reserved to Constitution & General Purposes Committee, Full Council or the Chief Officer Appointment Panel, the offer, appointment, varying and ending of contracts of employment is a matter for the Head of Paid Service. The Head of Paid Service will discharge their responsibilities at an operational level through the ~~Human Resources Director~~ Assistant Director Human Resources & Organisational Development, save as to where such functions may not be discharged by Third Parties. Where a matter sits outside these Regulations then it must be referred to the Head of Paid Service for decision in consultation with the Council's Monitoring Officer.

Where the following issues arise from an organisational restructure, the restructure will be considered to have major implications and a report must be submitted to Constitution & General Purposes Committee for approval:

- The anticipated outcome of statutory consultation will mean that 20 or more employees are put at risk of redundancy/TUPE transferred
- Terms and conditions of employment are to be introduced (this excludes compliance with statutory requirements) or replaced (this means a new term or significant condition).

### 1. The Council Establishment

Directors, Assistant Directors and Heads of Service are responsible for the provision of timely and accurate information about Establishment changes so that accurate lists are maintained and to ensure that establishment costs are within budget. Any changes to establishment must be recorded through a delegated powers report.

### 2. Offer, Appointment, Varying and Ending Contracts of Employment

#### 2.1 Officer Employment Procedure Rules.

The Local Government Act 2000, the Local Authorities (Standing Orders) Regulations 2001 and the Local Authorities (Standing Orders) (Amendment) Regulations 2015 require the Council to have rules relating to the recruitment, appointment and dismissal of officers. These are set out below in Section 2.1.

Sections 2.1.3 to 2.1.5 are subject to the following restriction:

\*No vacant posts at Assistant Director level or above shall be advertised or recruited to without prior Committee approval and all new posts at Assistant Director level or above shall be created by committee decision (Constitution & General Purposes Committee, Policy and Resources Committee or Urgency Committee) and not by delegated powers.

### 2.1.1 **Recruitment and appointment**

#### (a) Declarations

<b>Rule</b>	<b>Action</b>
(i) The council will draw up a statement requiring any candidate for appointment as an officer to state in writing whether they are the parent, grandparent, partner, child, stepchild, adopted child, grandchild, brother, sister, uncle, aunt, nephew or niece of an existing councillor or officer of the council; or of the partner of such persons.	All candidates must complete a code of conduct declaration of interests statement as part of the appointment process.
(ii) No candidate so related to a councillor or an officer will be appointed without the authority of the relevant chief officer or an officer nominated by him/her.	The application will be passed to the <del>Human Resources Director</del> <u>Assistant Director – Human Resources &amp; Organisational Development</u> for the relevant Chief Officer decision.

#### (b) Seeking support for appointment

(i) The council will disqualify any applicant who directly or indirectly seeks the support of any councillor for any appointment with the council. The content of this paragraph will be included in any recruitment information.	This forms part of the application process.
(ii) No councillor will seek support for any person for any appointment with the council.	Forms part of the application process.

### 2.1.2 **\*Recruitment of Head of Paid Service and Chief Officers**

Where the council proposes to appoint a chief officer (including any appointment that may be made exclusively from among their existing officers), the council will:

(a) draw up a statement specifying: <ul style="list-style-type: none"> <li>(i) the duties of the officer concerned; and</li> <li>(ii) any qualifications or qualities to be sought in the person to be appointed;</li> </ul> (b) make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it;	Appointment of Chief Officers is a function reserved to the Chief Officer Appointment Panel and may include an external appointment process
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<p>(c) make arrangements for a copy of the statement mentioned in paragraphs (1) and 2(a) to be sent to any person on request; and</p> <p>(d) Agree the minimum criteria by which objective selection may be made.</p>	
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**2.1.3. \*Appointment of Head of Paid Service**

<p>(a) The Full Council will approve the appointment of the Head of Paid Service following the recommendation of such an appointment by a committee of the council. Full Council must also approve the dismissal of the Head of Paid Service</p>	<p>The Chief Officer Appointments Panel will make a recommendation on the appointment of the Head of Paid Service for approval by Full Council.</p>
<p>(b) The full Council may only make or approve the appointment of the Head of Paid Service.</p>	

**2.1.4. \*Appointment of Chief Officers**

<p>(a) A Committee of the council will appoint Chief Officers (as listed in Article 9). Chief Officer appointments made by the Chief Officer Appointment Panel will be reported to Full Council for information.</p>	<p>Appointment of Chief Officers (as listed in Article 9) is a function reserved to the Chief Officer Appointments Panel.</p>
<p>(b) The Chief Executive has authority to make interim Chief Officer appointments for a period of up to a year following consultation with the Leader and the Chief Officer Appointments Panel.</p>	

**2.1.5. \*Other appointments**

(a) Officers below Chief Officer.

<p>Appointment of officers below Chief Officer (other than assistants to political groups) is the responsibility of the Head of Paid Service or his/her nominee and may not be made by Councillors.</p>	<p>The Head of Paid Service will ensure that all appointments shall be made in accordance with the Council's contractual terms and conditions.</p>
<p>The Head of Paid Service will consult the Chair of the Chief Officers Appointments Panel before making an appointment of deputy Chief Officers.</p>	<p>The Head of Paid Service will consult the chairman of the Chief Officer Appointments Panel. Appointment of Deputy Chief Officers will be reported to Constitution &amp; General Purposes Committee for information.</p>

(b) Appointment of political assistants

<p>(i) The council may appoint up to three posts to provide assistance to the members of any political group to which members of the council belong to discharge any of their functions as members of the council.</p> <p>(ii) Each post shall first be allocated to a political group in accordance with Section 9 of the Local Government and Housing Act 1989, and will then fall to be filled from time to time in accordance with the wishes of that group. No post shall be allocated to a political group that does not qualify for one.</p> <p>(iii) No appointment shall be made to any such post until the council has allocated a post to each political group that qualifies for one. No more than one post shall be allocated to any one political group.</p>	<p>The Monitoring Officer will be responsible for the allocation of posts.</p> <p>The Head of Paid Service will ensure that all appointments shall be made in accordance with the Council's contractual terms and conditions.</p>
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2.1.6. **Disciplinary action**

<p>(a) <b>Suspension:</b> The Head of Paid Service, Monitoring Officer and Chief Finance Officer may be suspended whilst an investigation takes place into alleged misconduct. That suspension will be on full pay and last no longer than two months.</p>	<p>The Head of Paid Service will be responsible to ensure that the correct processes are followed. Where the process involves the Head of Paid Service, the Council's Monitoring Officer will be responsible.</p> <p>The Head of Paid Service has the power to appoint a Designated Independent Person. Where the process involves the Head of Paid Service the Monitoring Officer shall have this power</p>
<p>(b) <b>Independent person:</b> No other disciplinary action may be taken in respect of any of those officers except in accordance with a recommendation in a report made by a designated independent person.</p>	<p>The Head of Paid Service will be responsible to ensure that the correct processes are followed. Where the process involves the Head of Paid Service, the Council's Monitoring Officer will be responsible.</p>
<p>(c) Councillors will not be involved in the disciplinary action against any officer below Chief Officer except where such involvement is necessary for any</p>	<p>The Head of Paid Service will be responsible to ensure that the correct processes within the Council's</p>

investigation or inquiry into alleged misconduct, though the council's disciplinary, capability and related procedures, as adopted from time to time may allow a right of appeal to members in respect of disciplinary action.	contractual Terms and Conditions are followed.
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### 2.1.7. *Dismissal*

(a) Councillors will not be involved in the dismissal of any officer below chief officer except where such involvement is necessary for any investigation or inquiry into alleged misconduct, though the council's disciplinary, capability and related procedures, as adopted from time to time may allow a right of appeal to members in respect of dismissals.	The Head of Paid Service will be responsible to ensure that the correct processes as allowed for within the Council's contractual Terms and Conditions are followed.
(b) Any decision to dismiss the Head of Paid Service, Chief Finance Officer and Monitoring Officer must be taken by full Council	<p>Prior to Full Council considering the dismissal of the Head of Paid Service, Chief Finance Officer and Monitoring Officer, the council must set up a panel to give views, advise and make recommendations to Full Council.</p> <p>The council must invite at least two independent persons to sit on this panel.</p> <p>The panel must be appointed at least 20 working days before the relevant meeting of Full Council.</p> <p>Before the taking of a vote at the relevant meeting of Full Council, the authority must take into account: a) any advice, views or recommendations of the Panel; b) the conclusions of the investigation into the proposed dismissal; and c) any representations from the relevant officer.</p>
(c) Decisions to dismiss a Chief Officer shall be taken by the Constitution & General Purposes Committee	

## 2.2 Varying Terms and Conditions of employment

With the exception of Chief Officers, terms and conditions for employees will be determined by the Head of Paid Service within the agreed negotiating mechanisms. ~~Where an Individual Recruitment and/or Retention Premium is to be included for a position on grades LBB1 to LBB7, the Head of Paid Service, Directors or Assistant Directors must consult with the Chairman of the Constitution & General Purposes Committee and record the results of that consultation through a Delegated Powers Report.~~

Directors, Assistant Directors, Heads of Service are responsible for the provision of timely and accurate information about changes to individual's Terms and Conditions of employment e.g. work place adjustments and flexible working request.

The ~~Human Resources Director~~ Assistant Director – Human Resources & Organisational Development will ensure that contractual variations are properly authorised and allowed for within the Council's contractual Terms and Conditions and are made on an accurate and timely basis.

## 2.3 Leavers

The Head of Paid Service through the Assistant Director – Human Resources & Organisational Development ~~Human Resources Director~~ will ensure that Leavers are managed in accordance with the Council's contractual Terms and Conditions and changes are made on an accurate and timely basis.

## 3 Employee Records

Directors, Assistant Directors and Heads of Service are responsible for the provision of timely and accurate information about changes to employee Records e.g. absence information and input of Performance Reviews.

## 4. Salaries & allowances payable to Council employees and Pensioners

The Assistant Director – Human Resources & Organisational Development ~~Human Resources Director~~ will ensure that properly authorised payments for Salaries and Allowances shall be made in accordance with the Council's contractual terms and conditions and these will be made on an accurate and timely basis.

## 5. Members Allowances

5.1 The Chief Finance Officer shall make payments of allowances to Members of the Council, co-opted members and members of the public who attend other Council bodies who are entitled to make such claims on submission of the approved form.

5.2 The Assistant Director – Human Resources & Organisational Development ~~Human Resources Director~~ will ensure that these payments are made on an accurate and timely basis.

5.3 The Monitoring Officer will be responsible for notifying the Assistant Director – Human Resources & Organisational Development ~~Human Resources Director~~ of any changes to Members' Allowances.

## ~~6 Pensions Administration~~

~~6.1—The Head of Paid Service through the Human Resources Director will ensure that on an annual basis that each pensioner residing overseas provides a life certificate.~~

~~6.2—The Human Resources Director will ensure that on an annual basis that the Council's discretions under Regulation 66 of LGPS (administration) regulations 2008 and LGPS (Miscellaneous) Regulations 2012 are provided to the Chief Finance Officer for agreement.~~

~~6.3—The Human Resources Director will ensure that properly authorised payments for Pensions shall be made in accordance with the Council's contractual terms and conditions and these will be made on an accurate and timely basis.~~

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## HR Regulations

Except for the powers reserved to Constitution & General Purposes Committee, Full Council or the Chief Officer Appointment Panel, the offer, appointment, varying and ending of contracts of employment is a matter for the Head of Paid Service. The Head of Paid Service will discharge their responsibilities at an operational level through the Assistant Director Human Resources & Organisational Development, save as to where such functions may not be discharged by Third Parties. Where a matter sits outside these Regulations then it must be referred to the Head of Paid Service for decision in consultation with the Council's Monitoring Officer.

Where the following issues arise from an organisational restructure, the restructure will be considered to have major implications and a report must be submitted to Constitution & General Purposes Committee for approval:

- The anticipated outcome of statutory consultation will mean that 20 or more employees are put at risk of redundancy/TUPE transferred
- Terms and conditions of employment are to be introduced (this excludes compliance with statutory requirements) or replaced (this means a new term or significant condition).

### **1. The Council Establishment**

Directors, Assistant Directors and Heads of Service are responsible for the provision of timely and accurate information about Establishment changes so that accurate lists are maintained and to ensure that establishment costs are within budget. Any changes to establishment must be recorded through a delegated powers report.

### **2. Offer, Appointment, Varying and Ending Contracts of Employment**

#### **2.1 Officer Employment Procedure Rules.**

The Local Government Act 2000, the Local Authorities (Standing Orders) Regulations 2001 and the Local Authorities (Standing Orders) (Amendment) Regulations 2015 require the Council to have rules relating to the recruitment, appointment and dismissal of officers. These are set out below in Section 2.1.

Sections 2.1.3 to 2.1.5 are subject to the following restriction:

\*No vacant posts at Assistant Director level or above shall be advertised or recruited to without prior Committee approval and all new posts at Assistant Director level or above shall be created by committee decision (Constitution & General Purposes Committee, Policy and Resources Committee or Urgency Committee) and not by delegated powers.

### 2.1.1 **Recruitment and appointment**

#### (a) Declarations

<b>Rule</b>	<b>Action</b>
(i) The council will draw up a statement requiring any candidate for appointment as an officer to state in writing whether they are the parent, grandparent, partner, child, stepchild, adopted child, grandchild, brother, sister, uncle, aunt, nephew or niece of an existing councillor or officer of the council; or of the partner of such persons.	All candidates must complete a code of conduct declaration of interests statement as part of the appointment process.
(ii) No candidate so related to a councillor or an officer will be appointed without the authority of the relevant chief officer or an officer nominated by him/her.	The application will be passed to the Assistant Director – Human Resources & Organisational Development for the relevant Chief Officer decision.

#### (b) Seeking support for appointment

(i) The council will disqualify any applicant who directly or indirectly seeks the support of any councillor for any appointment with the council. The content of this paragraph will be included in any recruitment information.	This forms part of the application process.
(ii) No councillor will seek support for any person for any appointment with the council.	Forms part of the application process.

### 2.1.2 **\*Recruitment of Head of Paid Service and Chief Officers**

Where the council proposes to appoint a chief officer (including any appointment that may be made exclusively from among their existing officers), the council will:

(a) draw up a statement specifying: <ul style="list-style-type: none"> <li>(i) the duties of the officer concerned; and</li> <li>(ii) any qualifications or qualities to be sought in the person to be appointed;</li> </ul>	Appointment of Chief Officers is a function reserved to the Chief Officer Appointment Panel and may include an external appointment process
(b) make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it;	

<p>(c) make arrangements for a copy of the statement mentioned in paragraphs (1) and 2(a) to be sent to any person on request; and</p> <p>(d) Agree the minimum criteria by which objective selection may be made.</p>	
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**2.1.3. \*Appointment of Head of Paid Service**

<p>(a) The Full Council will approve the appointment of the Head of Paid Service following the recommendation of such an appointment by a committee of the council. Full Council must also approve the dismissal of the Head of Paid Service</p>	<p>The Chief Officer Appointments Panel will make a recommendation on the appointment of the Head of Paid Service for approval by Full Council.</p>
<p>(b) The full Council may only make or approve the appointment of the Head of Paid Service.</p>	

**2.1.4. \*Appointment of Chief Officers**

<p>(a) A Committee of the council will appoint Chief Officers (as listed in Article 9). Chief Officer appointments made by the Chief Officer Appointment Panel will be reported to Full Council for information.</p>	<p>Appointment of Chief Officers (as listed in Article 9) is a function reserved to the Chief Officer Appointments Panel.</p>
<p>(b) The Chief Executive has authority to make interim Chief Officer appointments for a period of up to a year following consultation with the Leader and the Chief Officer Appointments Panel.</p>	

**2.1.5. \*Other appointments**

(a) Officers below Chief Officer.

<p>Appointment of officers below Chief Officer (other than assistants to political groups) is the responsibility of the Head of Paid Service or his/her nominee and may not be made by Councillors.</p>	<p>The Head of Paid Service will ensure that all appointments shall be made in accordance with the Council's contractual terms and conditions.</p>
<p>The Head of Paid Service will consult the Chair of the Chief Officers Appointments Panel before making an appointment of deputy Chief Officers.</p>	<p>The Head of Paid Service will consult the chairman of the Chief Officer Appointments Panel. Appointment of Deputy Chief Officers will be reported to Constitution &amp; General Purposes Committee for information.</p>

(b) Appointment of political assistants

<p>(i) The council may appoint up to three posts to provide assistance to the members of any political group to which members of the council belong to discharge any of their functions as members of the council.</p> <p>(ii) Each post shall first be allocated to a political group in accordance with Section 9 of the Local Government and Housing Act 1989, and will then fall to be filled from time to time in accordance with the wishes of that group. No post shall be allocated to a political group that does not qualify for one.</p> <p>(iii) No appointment shall be made to any such post until the council has allocated a post to each political group that qualifies for one. No more than one post shall be allocated to any one political group.</p>	<p>The Monitoring Officer will be responsible for the allocation of posts.</p> <p>The Head of Paid Service will ensure that all appointments shall be made in accordance with the Council's contractual terms and conditions.</p>
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2.1.6. **Disciplinary action**

<p>(a) <b>Suspension:</b> The Head of Paid Service, Monitoring Officer and Chief Finance Officer may be suspended whilst an investigation takes place into alleged misconduct. That suspension will be on full pay and last no longer than two months.</p>	<p>The Head of Paid Service will be responsible to ensure that the correct processes are followed. Where the process involves the Head of Paid Service, the Council's Monitoring Officer will be responsible.</p> <p>The Head of Paid Service has the power to appoint a Designated Independent Person. Where the process involves the Head of Paid Service the Monitoring Officer shall have this power</p>
<p>(b) <b>Independent person:</b> No other disciplinary action may be taken in respect of any of those officers except in accordance with a recommendation in a report made by a designated independent person.</p>	<p>The Head of Paid Service will be responsible to ensure that the correct processes are followed. Where the process involves the Head of Paid Service, the Council's Monitoring Officer will be responsible.</p>
<p>(c) Councillors will not be involved in the disciplinary action against any officer below Chief Officer except where such involvement is necessary for any investigation or inquiry into alleged misconduct, though the council's</p>	<p>The Head of Paid Service will be responsible to ensure that the correct processes within the Council's contractual Terms and Conditions are followed.</p>

disciplinary, capability and related procedures, as adopted from time to time may allow a right of appeal to members in respect of disciplinary action.	
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**2.1.7. Dismissal**

(a) Councillors will not be involved in the dismissal of any officer below chief officer except where such involvement is necessary for any investigation or inquiry into alleged misconduct, though the council's disciplinary, capability and related procedures, as adopted from time to time may allow a right of appeal to members in respect of dismissals.	The Head of Paid Service will be responsible to ensure that the correct processes as allowed for within the Council's contractual Terms and Conditions are followed.
(b) Any decision to dismiss the Head of Paid Service, Chief Finance Officer and Monitoring Officer must be taken by full Council	<p>Prior to Full Council considering the dismissal of the Head of Paid Service, Chief Finance Officer and Monitoring Officer, the council must set up a panel to give views, advise and make recommendations to Full Council.</p> <p>The council must invite at least two independent persons to sit on this panel.</p> <p>The panel must be appointed at least 20 working days before the relevant meeting of Full Council.</p> <p>Before the taking of a vote at the relevant meeting of Full Council, the authority must take into account: a) any advice, views or recommendations of the Panel; b) the conclusions of the investigation into the proposed dismissal; and c) any representations from the relevant officer.</p>
(c) Decisions to dismiss a Chief Officer shall be taken by the Constitution & General Purposes Committee	

## **2.2 Varying Terms and Conditions of employment**

With the exception of Chief Officers, terms and conditions for employees will be determined by the Head of Paid Service within the agreed negotiating mechanisms.

Directors, Assistant Directors, Heads of Service are responsible for the provision of timely and accurate information about changes to individual's Terms and Conditions of employment e.g. work place adjustments and flexible working request.

The Assistant Director – Human Resources & Organisational Development will ensure that contractual variations are properly authorised and allowed for within the Council's contractual Terms and Conditions and are made on an accurate and timely basis.

## **2.3 Leavers**

The Head of Paid Service through the Assistant Director – Human Resources & Organisational Development will ensure that Leavers are managed in accordance with the Council's contractual Terms and Conditions and changes are made on an accurate and timely basis.

## **3 Employee Records**

Directors, Assistant Directors and Heads of Service are responsible for the provision of timely and accurate information about changes to employee Records e.g. absence information and input of Performance Reviews.

## **4. Salaries & allowances payable to Council employees and Pensioners**

The Assistant Director – Human Resources & Organisational Development will ensure that properly authorised payments for Salaries and Allowances shall be made in accordance with the Council's contractual terms and conditions and these will be made on an accurate and timely basis.

## **5. Members Allowances**

5.1 The Chief Finance Officer shall make payments of allowances to Members of the Council, co-opted members and members of the public who attend other Council bodies who are entitled to make such claims on submission of the approved form.

5.2 The Assistant Director – Human Resources & Organisational Development will ensure that these payments are made on an accurate and timely basis.

5.3 The Monitoring Officer will be responsible for notifying the Assistant Director – Human Resources & Organisational Development of any changes to Members' Allowances.

# Member Code of Conduct

## *LONDON BOROUGH OF BARNET*

### *Code of Conduct for Members & General Guidance*

#### **1. Introduction and Interpretation**

- (1) This Code applies to Councillors (Members) of the London Borough of Barnet and also to co-opted committee members.
- (2) It is the responsibility of Councillors and co-opted Members to comply with the provisions of this Code.

#### **2. Scope**

You must comply with this Code whenever you act in the capacity as a councillor.

#### **3. General Obligations**

- (1) Councillors (Members) and Co-Optees are committed to behaving in a manner that is consistent with the following principles of Public Life:

**Selflessness** — Members should serve only the public interest and should never improperly confer an advantage or disadvantage on any person.

**Honesty and integrity** — Members should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly and should on all occasions avoid the appearance of such behaviour.

**Objectivity** — Members should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.

**Accountability** — Members should be accountable to the public for their actions and the manner in which they carry out their responsibilities, and should cooperate fully and honestly with any scrutiny appropriate to their particular office.

**Openness** — Members should be as open as possible about their actions and those of their authority, and should be prepared to give reasons for those actions.

**Personal judgement** — Members may take account of the views of others, including their political groups, but should reach their own conclusions on the issues before them and act in accordance with those conclusions.

**Respect for others** — Members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. They should respect the impartiality and integrity of the authority's statutory officers and its other employees.

**Duty to uphold the law** — Members should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them.

**Stewardship** — Members should do whatever they are able to do to ensure that their authorities use their resources prudently and in accordance with the law.

**Leadership** — Members should promote and support these principles by leadership, and by example, and should act in a way that secures or preserves public confidence.

(2) Do:

- (a) Follow the Code of Conduct when you are representing your authority.
- (b) Be aware of what pecuniary and non-pecuniary interests are – refer to the Monitoring Officer if you are unsure.
- (c) Keep your register of interests up-to-date.
- (d) Treat others with respect.
- (e) Register gifts and hospitality, received in your role as a Member, worth more than £25.
- (f) Report a safeguarding issue to the appropriate authority
- (g) Comply with any formal investigation under this Code of Conduct
- (h) When dealing with enquiries from residents do refer these to officers if the requests become vexatious or are otherwise difficult to deal with.

(3) Don't:

- (a) Bring your authority or office into disrepute.

- (b) Use the Council's resources which includes the Council's address and email address for any personal, party political or non-Council purposes.
- (c) Compromise the impartiality of people who work for your authority.
- (d) Discriminate against people on the grounds of race, gender, disability, religion or belief, sexual orientation and age.
- (e) Bully, harass, intimidate or attempt to intimidate others<sup>1</sup>.
- (f) Use your position improperly for personal gain or to advantage your friends or close associates.
- (g) Participate in meetings or be involved in decision-making where you have a pecuniary interest – except when speaking when the general public are also allowed to do so.
- (h) Disclose confidential information, other than in exceptional circumstances – refer to the Monitoring Officer if you are unsure.
- (i) Prevent anyone getting information they are entitled to.
- (j) Make trivial or malicious allegations under this Code of Conduct

#### **4. Disclosable Pecuniary Interests**

- (1) A pecuniary interest is a 'Disclosable Pecuniary Interest' if it is of a description specified in Appendix A and either:
  - (a) it is the interest of you as a Member; or
  - (b) it is an interest of:
    - (i) the Member's spouse or civil partner
    - (ii) a person with whom the Member is living as husband and wife, or

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<sup>1</sup> Bullying may be characterised as offensive, intimidating, malicious or insulting behaviour; or an abuse or misuse of power in a way that intends to undermine, humiliate, criticise unfairly or injure someone.

Harassment may be characterised as unwanted conduct which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for an individual.

Examples include:

Verbal: remarks about appearance, derogatory or lewd comments, innuendoes, persistent name calling, statements which are suggestive, unwelcome, abusive and offensive.

Behaviour: that denigrates or ridicules; intimidation or physical abuse; making threats; attempts to stir up hatred against an individual or group

(iii) a person with whom the Member is living as if they were civil partners and the Member is aware that the other person has that interest.

- (2) If you are in any doubt as to whether you should continue to participate in any matter, you should take advice from the Monitoring Officer at an early stage as to whether your circumstances permit continued participation.

## **5. Other Interests**

Other interests are ones where:-

- (1) Any decision in relation to the item at a meeting might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area.
- (2) A close family member is a spouse, civil partner or any person living with the member as a spouse or civil partner, or a Member's brother or sister, son or daughter or a parent.

## **6. Disclosure of Pecuniary and Other Interests**

- (1) Subject to the paragraph 7 below (Sensitive Interests), you must within 28 days of this Code being adopted or election or appointment to office, and within 28 days of becoming aware of any new pecuniary or other interest, or of any change to your registered interests, notify the Monitoring Officer.
- (2) If a pecuniary or Other Interest arises from any business to be discussed at any committee or joint committee meeting of the Council then you must declare this interest either at the start of the meeting or immediately before the item is discussed.
- (3) If you declare a pecuniary interest then you must not take part in any discussion of the matter at the meeting, and you must not vote on the matter. You need not withdraw from the meeting but any participation by yourself at the meeting in respect of the matter in which you have a pecuniary interest is a criminal offence for which you may be prosecuted as well as referred to the Standards Committee.
- (4) If you declare an Other Interest then you may remain in the meeting, you may take part in the discussion and you may vote on the matter.

## **7. Sensitive Interests**

Where you consider that disclosure of the details of an interest could lead to you or a person connected to you being subject to violence, discrimination or intimidation, and the Monitoring Officer agrees, then the Register of Interest will disclose the interest but not the details which may accordingly be withheld from publication.

## **8. Dispensations**

- (1) In cases where a Member has a disclosable Pecuniary Interest, they may still be able to participate and vote at a meeting if they have obtained a dispensation from the Monitoring Officer in accordance with the provisions set out below.
- (2) There are five circumstances in respect of which a dispensation may be granted, namely:
  - (a) That so many members of the decision-making body have disclosable pecuniary interests in a matter that it would impede the transaction of the business;
  - (b) That, without the dispensation, the representation of different political groups on the body transacting the business would be so upset as to alter the outcome of any vote on the matter;
  - (c) That the authority considers that the dispensation is in the interests of persons living in the authority's area;
  - (d) That without a dispensation, no member of the committee would be able to participate in this matter, or
  - (e) That the authority considers that it is otherwise appropriate to grant a dispensation
- (3) You must make verbal declaration of the existence and nature of any dispensation granted to you at or before the consideration of the item of business or as soon as the interest to which the dispensation relates, becomes apparent. In the event of a blanket dispensation granted to all Members on a particular matter, this should be declared by the chairman at the commencement of the meeting.

## **9. General Dispensations Granted by the Monitoring Officer**

The following general dispensations have been granted by the Monitoring Officer to all Members up to 23 May 2022 to enable them to be present, speak

and vote where they would otherwise have a Disclosable Pecuniary Interest on the grounds that it is appropriate to grant a dispensation to allow all Members to participate fully in the following matters:

- a) Housing: where the Member (or spouse or partner) holds a tenancy or lease with the Council as long as the matter does not only relate to the Member's particular tenancy or lease.
- b) School meals or school transport and travelling expenses where the Member is a parent or guardian of a child in full time education, or is a parent governor of a school, provided that the matter does not only relate to the particular school which the child attends.
- c) Housing Benefit: where the Member (or spouse or partner) directly receives housing benefit in relation to their own circumstances.
- d) Decisions in relation to any Council Tax Benefit if the member or their spouse or partner are in receipt of any such benefit.
- e) Membership of the Local Government Pension Scheme of either the councillor or their spouse or partner

For the avoidance of doubt and to ensure adherence to the Member Code of Conduct, Members should seek guidance from the Council's Monitoring Officer.

## **10. Gifts and Hospitality**

- (1) You must, within 28 days of receipt, notify the Monitoring Officer in writing of any gift, benefit or hospitality with a value in excess of £25 which you have accepted as a Member from any person or body other than the authority.
- (2) The Monitoring Officer will place your notification on a public register of gifts and hospitality.
- (3) This duty to notify the Monitoring Officer does not apply where the gift, benefit or hospitality comes within any description approved by the authority for this purpose.

## **11. Additional voluntary provisions**

No Councillor shall provide or offer to provide a formal reference for any candidate for employment or promotion with the Council as to do so may be perceived as bringing an unacceptable pressure to bear on the appointing officer and any officer appointed as a result of such reference.

## ***Appendix A – Pecuniary Interests and Other Interests***

### **1. Employment, office, trade, profession or vocation:**

Your employment, office, trade, profession or vocation carried on for profit or gain, and that of your husband/wife/civil partner.

Note: “Office” includes position held as representative of the council on the management of an external organisation if an Allowance is paid which exceeds reasonable expenses.

### **2. Sponsorship**

Any payment or provision of any other financial benefit in respect of any expenses incurred in carrying out duties or towards election expenses; this includes any payment or financial benefit from a trade union.

### **3. Contracts**

Any contract which is made between you or your husband/wife/civil partner (or a body in which you or your husband/wife/ civil partner has a beneficial interest) and the Council under which goods or services are to be provided or works are to be executed and which has not been fully discharged.

### **4. Land**

Any beneficial interest in land held by you or your husband/wife/civil partner which is within the area of the Council.

### **5. Licences**

Any licence (alone or jointly with others) to you or your husband/wife/civil partner to occupy land in Barnet for a month or longer.

### **6. Corporate tenancies**

Any tenancy where the landlord is the Council and the tenant is a body in which you or your husband/wife/civil partner has a beneficial interest.

### **7. Securities**

Any beneficial interest in which you or your husband/wife/civil partner has in securities of a body where:

- (a) that body has a place of business or land in the area of the Council; and
- (b) either:

(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you or a relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

### **8. Personal Wellbeing**

~~You may also have a pecuniary interest where you attend a meeting of the Council where the business concerns your personal wellbeing or financial position or that of your husband/wife/partner to a greater extent than the majority of residents in your Ward affected by the decision.~~

### **98. Other Interests**

Other Interests are ones where:-

- a) Any decision in relation to the item at a meeting might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area.
- b) A close family member is a spouse, civil partner or any person living with the member as a spouse or civil partner, or a Member's brother or sister, son or daughter or a parent.

## REGISTER OF COUNCILLORS' INTERESTS

I, .....  
(name)

an Elected / Co-opted Member of the London Borough of Barnet do hereby give notice that I have set out below my interests which I am required to declare under the Code of Conduct for Members.

Within 28 days of election to office, an Elected or Co-opted Member must register his/her pecuniary and non-pecuniary interests in a public register by providing written notification to the Monitoring Officer; you must declare your own interests on the form below and also those of your husband/wife/civil partner, which includes any person with whom you are living as husband/wife/civil partner. You do not need to name your husband/wife/civil partner.

### ***Pecuniary Interests***

#### **1. Employment, Office, Trade, Profession or Vocation:**

Your employment, office, trade, profession or vocation carried on for profit or gain, and that of your husband/wife/civil partner.

Note: "Office" includes position held as representative of the council on the management of an external organisation if an Allowance is paid which exceeds reasonable expenses.

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**2. Sponsorship**

Any payment or provision of any other financial benefit in respect of any expenses incurred in carrying out duties or towards election expenses; this includes any payment or financial benefit from a trade union.

**3. Contracts**

Any contract which is made between you or your husband/wife/civil partner (or a body in which you or your husband/wife/ civil partner has a beneficial interest) and the Council under which goods or services are to be provided or works are to be executed and which has not been fully discharged.

**4. Land**

Any beneficial interest in land held by you or your husband/wife/civil partner which is within the area of the Council

**5. Licences**

Any licence (alone or jointly with others) to you or your husband/wife/civil partner to occupy land in Barnet for a month or longer.

**6. Corporate tenancies**

Any tenancy where the landlord is the Council and the tenant is a body in which you or your husband/wife/civil partner has a beneficial interest.

**7. Securities**

Any beneficial interest in which you or your husband/wife/civil partner has in securities of a body where:

- (a) that body has a place of business or land in the area of the Council; and
- (b) either:
  - (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
  - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you or a relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

## **8. Personal Wellbeing**

You may also have a pecuniary interest where you attend a meeting of the Council where the business concerns your personal wellbeing or financial position or that of your husband/wife/partner – to a greater extent than the majority of residents in your Ward affected by the decision.

*You may only know this when you attend a meeting of the Council and an item on the agenda affects your wellbeing or that of your husband/wife/partner, to the extent described.*

*You must then declare a pecuniary interest at the beginning of the meeting or before the relevant item is discussed and not take part in the meeting when that agenda item is discussed.*

## 9. Other Interests

Other Interests are ones where:-

- a) Any decision in relation to the item at a meeting might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area.
- b) A close family member is a spouse, civil partner or any person living with the member as a spouse or civil partner, or a Member's brother or sister, son or daughter or a parent.

*If you are unsure about any matter relating to the declaration of interests please consult with the Monitoring Officer.*

*If there is insufficient space in any of the boxes provided, please use a supplementary sheet.*

*This is a public document to which members of the public will have free access to during normal office hours and copies will also be published on the City Council's Website.*

**Declaration**

I recognise that I will be in breach of the Council's Code of Conduct for Members if I:

- (a) omit information that ought to be given in this notice; or
- (b) provide information that is materially false or misleading; or
- (c) fail to give further notices within 28 days of any change to the information set out above in order to bring up to date the information given in this notice.

Signed .....

Dated .....

please return the signed Declaration to the Monitoring Officer

## STATUTORY REGISTER OF GIFTS OR HOSPITALITY

An Elected or Co-opted Member must, within 28 days of receiving any gift or hospitality, in their capacity as a Councillor or Co-opted Member, and over the value of £25, provide written notification to the Council's Monitoring Officer of the existence and nature of that gift or hospitality. This does not apply to gifts or hospitality received from the Council.

I, .....  
.....being an Elected / Co-opted Member of Barnet Council do hereby give notice that I have received the gift or hospitality detailed below.

Signed .....  
Dated .....

Please return the signed Notice to the Monitoring Officer

## STATUTORY REGISTER OF GIFTS OR HOSPITALITY

Date upon which the Gift or Hospitality was received:

Person / Organisation offering or providing the Gift or Hospitality:

Brief details of Gift or Hospitality received:

Estimated or actual value of the Gift/Hospitality:

## DISPENSATIONS AVAILABLE

Circumstances in which dispensations may be granted:

The Monitoring Officer may grant a dispensation to a Member in the following circumstances:

- that so many Members of the decision making body have disclosable pecuniary interests in the matter that the meeting would be inquorate; or
- that the representation of different political groups on the decision making body would be so upset as to alter the likely vote on the matter; or
- that it is in the interests of persons living within Barnet; or
- that it is otherwise considered appropriate to grant a dispensation.

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# Member Code of Conduct

## *LONDON BOROUGH OF BARNET*

### *Code of Conduct for Members & General Guidance*

#### **1. Introduction and Interpretation**

- (1) This Code applies to Councillors (Members) of the London Borough of Barnet and also to co-opted committee members.
- (2) It is the responsibility of Councillors and co-opted Members to comply with the provisions of this Code.

#### **2. Scope**

You must comply with this Code whenever you act in the capacity as a councillor.

#### **3. General Obligations**

- (1) Councillors (Members) and Co-Optees are committed to behaving in a manner that is consistent with the following principles of Public Life:

**Selflessness** — Members should serve only the public interest and should never improperly confer an advantage or disadvantage on any person.

**Honesty and integrity** — Members should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly and should on all occasions avoid the appearance of such behaviour.

**Objectivity** — Members should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.

**Accountability** — Members should be accountable to the public for their actions and the manner in which they carry out their responsibilities, and should cooperate fully and honestly with any scrutiny appropriate to their particular office.

**Openness** — Members should be as open as possible about their actions and those of their authority, and should be prepared to give reasons for those actions.

**Personal judgement** — Members may take account of the views of others, including their political groups, but should reach their own conclusions on the issues before them and act in accordance with those conclusions.

**Respect for others** — Members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. They should respect the impartiality and integrity of the authority's statutory officers and its other employees.

**Duty to uphold the law** — Members should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them.

**Stewardship** — Members should do whatever they are able to do to ensure that their authorities use their resources prudently and in accordance with the law.

**Leadership** — Members should promote and support these principles by leadership, and by example, and should act in a way that secures or preserves public confidence.

(2) Do:

- (a) Follow the Code of Conduct when you are representing your authority.
- (b) Be aware of what pecuniary and non-pecuniary interests are – refer to the Monitoring Officer if you are unsure.
- (c) Keep your register of interests up-to-date.
- (d) Treat others with respect.
- (e) Register gifts and hospitality, received in your role as a Member, worth more than £25.
- (f) Report a safeguarding issue to the appropriate authority
- (g) Comply with any formal investigation under this Code of Conduct
- (h) When dealing with enquiries from residents do refer these to officers if the requests become vexatious or are otherwise difficult to deal with.

(3) Don't:

- (a) Bring your authority or office into disrepute.

- (b) Use the Council's resources which includes the Council's address and email address for any personal, party political or non-Council purposes.
- (c) Compromise the impartiality of people who work for your authority.
- (d) Discriminate against people on the grounds of race, gender, disability, religion or belief, sexual orientation and age.
- (e) Bully, harass, intimidate or attempt to intimidate others<sup>1</sup>.
- (f) Use your position improperly for personal gain or to advantage your friends or close associates.
- (g) Participate in meetings or be involved in decision-making where you have a pecuniary interest – except when speaking when the general public are also allowed to do so.
- (h) Disclose confidential information, other than in exceptional circumstances – refer to the Monitoring Officer if you are unsure.
- (i) Prevent anyone getting information they are entitled to.
- (j) Make trivial or malicious allegations under this Code of Conduct

#### **4. Disclosable Pecuniary Interests**

- (1) A pecuniary interest is a 'Disclosable Pecuniary Interest' if it is of a description specified in Appendix A and either:
  - (a) it is the interest of you as a Member; or
  - (b) it is an interest of:
    - (i) the Member's spouse or civil partner
    - (ii) a person with whom the Member is living as husband and wife, or

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<sup>1</sup> Bullying may be characterised as offensive, intimidating, malicious or insulting behaviour; or an abuse or misuse of power in a way that intends to undermine, humiliate, criticise unfairly or injure someone.

Harassment may be characterised as unwanted conduct which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for an individual.

Examples include:

Verbal: remarks about appearance, derogatory or lewd comments, innuendoes, persistent name calling, statements which are suggestive, unwelcome, abusive and offensive.

Behaviour: that denigrates or ridicules; intimidation or physical abuse; making threats; attempts to stir up hatred against an individual or group

(iii) a person with whom the Member is living as if they were civil partners and the Member is aware that the other person has that interest.

- (2) If you are in any doubt as to whether you should continue to participate in any matter, you should take advice from the Monitoring Officer at an early stage as to whether your circumstances permit continued participation.

## **5. Other Interests**

Other interests are ones where:-

- (1) Any decision in relation to the item at a meeting might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area.
- (2) A close family member is a spouse, civil partner or any person living with the member as a spouse or civil partner, or a Member's brother or sister, son or daughter or a parent.

## **6. Disclosure of Pecuniary and Other Interests**

- (1) Subject to the paragraph 7 below (Sensitive Interests), you must within 28 days of this Code being adopted or election or appointment to office, and within 28 days of becoming aware of any new pecuniary or other interest, or of any change to your registered interests, notify the Monitoring Officer.
- (2) If a pecuniary or Other Interest arises from any business to be discussed at any committee or joint committee meeting of the Council then you must declare this interest either at the start of the meeting or immediately before the item is discussed.
- (3) If you declare a pecuniary interest then you must not take part in any discussion of the matter at the meeting, and you must not vote on the matter. You need not withdraw from the meeting but any participation by yourself at the meeting in respect of the matter in which you have a pecuniary interest is a criminal offence for which you may be prosecuted as well as referred to the Standards Committee.
- (4) If you declare an Other Interest then you may remain in the meeting, you may take part in the discussion and you may vote on the matter.

## **7. Sensitive Interests**

Where you consider that disclosure of the details of an interest could lead to you or a person connected to you being subject to violence, discrimination or intimidation, and the Monitoring Officer agrees, then the Register of Interest will disclose the interest but not the details which may accordingly be withheld from publication.

## **8. Dispensations**

- (1) In cases where a Member has a disclosable Pecuniary Interest, they may still be able to participate and vote at a meeting if they have obtained a dispensation from the Monitoring Officer in accordance with the provisions set out below.
- (2) There are five circumstances in respect of which a dispensation may be granted, namely:
  - (a) That so many members of the decision-making body have disclosable pecuniary interests in a matter that it would impede the transaction of the business;
  - (b) That, without the dispensation, the representation of different political groups on the body transacting the business would be so upset as to alter the outcome of any vote on the matter;
  - (c) That the authority considers that the dispensation is in the interests of persons living in the authority's area;
  - (d) That without a dispensation, no member of the committee would be able to participate in this matter, or
  - (e) That the authority considers that it is otherwise appropriate to grant a dispensation
- (3) You must make verbal declaration of the existence and nature of any dispensation granted to you at or before the consideration of the item of business or as soon as the interest to which the dispensation relates, becomes apparent. In the event of a blanket dispensation granted to all Members on a particular matter, this should be declared by the chairman at the commencement of the meeting.

## **9. General Dispensations Granted by the Monitoring Officer**

The following general dispensations have been granted by the Monitoring Officer to all Members up to 23 May 2022 to enable them to be present, speak and vote where they would otherwise have a Disclosable Pecuniary Interest

on the grounds that it is appropriate to grant a dispensation to allow all Members to participate fully in the following matters:

- a) Housing: where the Member (or spouse or partner) holds a tenancy or lease with the Council as long as the matter does not only relate to the Member's particular tenancy or lease.
- b) School meals or school transport and travelling expenses where the Member is a parent or guardian of a child in full time education, or is a parent governor of a school, provided that the matter does not only relate to the particular school which the child attends.
- c) Housing Benefit: where the Member (or spouse or partner) directly receives housing benefit in relation to their own circumstances.
- d) Decisions in relation to any Council Tax Benefit if the member or their spouse or partner are in receipt of any such benefit.
- e) Membership of the Local Government Pension Scheme of either the councillor or their spouse or partner

For the avoidance of doubt and to ensure adherence to the Member Code of Conduct, Members should seek guidance from the Council's Monitoring Officer.

## **10. Gifts and Hospitality**

- (1) You must, within 28 days of receipt, notify the Monitoring Officer in writing of any gift, benefit or hospitality with a value in excess of £25 which you have accepted as a Member from any person or body other than the authority.
- (2) The Monitoring Officer will place your notification on a public register of gifts and hospitality.
- (3) This duty to notify the Monitoring Officer does not apply where the gift, benefit or hospitality comes within any description approved by the authority for this purpose.

## **11. Additional voluntary provisions**

No Councillor shall provide or offer to provide a formal reference for any candidate for employment or promotion with the Council as to do so may be perceived as bringing an unacceptable pressure to bear on the appointing officer and any officer appointed as a result of such reference.

## ***Appendix A – Pecuniary Interests and Other Interests***

### **1. Employment, office, trade, profession or vocation:**

Your employment, office, trade, profession or vocation carried on for profit or gain, and that of your husband/wife/civil partner.

Note: “Office” includes position held as representative of the council on the management of an external organisation if an Allowance is paid which exceeds reasonable expenses.

### **2. Sponsorship**

Any payment or provision of any other financial benefit in respect of any expenses incurred in carrying out duties or towards election expenses; this includes any payment or financial benefit from a trade union.

### **3. Contracts**

Any contract which is made between you or your husband/wife/civil partner (or a body in which you or your husband/wife/ civil partner has a beneficial interest) and the Council under which goods or services are to be provided or works are to be executed and which has not been fully discharged.

### **4. Land**

Any beneficial interest in land held by you or your husband/wife/civil partner which is within the area of the Council.

### **5. Licences**

Any licence (alone or jointly with others) to you or your husband/wife/civil partner to occupy land in Barnet for a month or longer.

### **6. Corporate tenancies**

Any tenancy where the landlord is the Council and the tenant is a body in which you or your husband/wife/civil partner has a beneficial interest.

### **7. Securities**

Any beneficial interest in which you or your husband/wife/civil partner has in securities of a body where:

- (a) that body has a place of business or land in the area of the Council; and
- (b) either:

(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you or a relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

## **8. Other Interests**

Other Interests are ones where:-

- a) Any decision in relation to the item at a meeting might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area.
- b) A close family member is a spouse, civil partner or any person living with the member as a spouse or civil partner, or a Member's brother or sister, son or daughter or a parent.

## REGISTER OF COUNCILLORS' INTERESTS

I, .....  
(name)

an Elected / Co-opted Member of the London Borough of Barnet do hereby give notice that I have set out below my interests which I am required to declare under the Code of Conduct for Members.

Within 28 days of election to office, an Elected or Co-opted Member must register his/her pecuniary and non-pecuniary interests in a public register by providing written notification to the Monitoring Officer; you must declare your own interests on the form below and also those of your husband/wife/civil partner, which includes any person with whom you are living as husband/wife/civil partner. You do not need to name your husband/wife/civil partner.

### ***Pecuniary Interests***

#### **1. Employment, Office, Trade, Profession or Vocation:**

Your employment, office, trade, profession or vocation carried on for profit or gain, and that of your husband/wife/civil partner.

Note: "Office" includes position held as representative of the council on the management of an external organisation if an Allowance is paid which exceeds reasonable expenses.

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- (a) that body has a place of business or land in the area of the Council; and
- (b) either:
  - (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
  - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you or a relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

## **8. Personal Wellbeing**

You may also have a pecuniary interest where you attend a meeting of the Council where the business concerns your personal wellbeing or financial position or that of your husband/wife/partner – to a greater extent than the majority of residents in your Ward affected by the decision.

*You may only know this when you attend a meeting of the Council and an item on the agenda affects your wellbeing or that of your husband/wife/partner, to the extent described.*

*You must then declare a pecuniary interest at the beginning of the meeting or before the relevant item is discussed and not take part in the meeting when that agenda item is discussed.*

## 9. Other Interests

Other Interests are ones where:-

- a) Any decision in relation to the item at a meeting might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area.
- b) A close family member is a spouse, civil partner or any person living with the member as a spouse or civil partner, or a Member's brother or sister, son or daughter or a parent.

*If you are unsure about any matter relating to the declaration of interests please consult with the Monitoring Officer.*

*If there is insufficient space in any of the boxes provided, please use a supplementary sheet.*

*This is a public document to which members of the public will have free access to during normal office hours and copies will also be published on the City Council's Website.*

**Declaration**

I recognise that I will be in breach of the Council's Code of Conduct for Members if I:

- (a) omit information that ought to be given in this notice; or
- (b) provide information that is materially false or misleading; or
- (c) fail to give further notices within 28 days of any change to the information set out above in order to bring up to date the information given in this notice.

Signed .....

Dated .....

please return the signed Declaration to the Monitoring Officer

## STATUTORY REGISTER OF GIFTS OR HOSPITALITY

An Elected or Co-opted Member must, within 28 days of receiving any gift or hospitality, in their capacity as a Councillor or Co-opted Member, and over the value of £25, provide written notification to the Council's Monitoring Officer of the existence and nature of that gift or hospitality. This does not apply to gifts or hospitality received from the Council.

I, .....  
.....being an Elected / Co-opted Member of Barnet Council do hereby give notice that I have received the gift or hospitality detailed below.

Signed .....  
Dated .....

Please return the signed Notice to the Monitoring Officer

## STATUTORY REGISTER OF GIFTS OR HOSPITALITY

Date upon which the Gift or Hospitality was received:

Person / Organisation offering or providing the Gift or Hospitality:

Brief details of Gift or Hospitality received:

Estimated or actual value of the Gift/Hospitality:

## DISPENSATIONS AVAILABLE

Circumstances in which dispensations may be granted:

The Monitoring Officer may grant a dispensation to a Member in the following circumstances:

- that so many Members of the decision making body have disclosable pecuniary interests in the matter that the meeting would be inquorate; or
- that the representation of different political groups on the decision making body would be so upset as to alter the likely vote on the matter; or
- that it is in the interests of persons living within Barnet; or
- that it is otherwise considered appropriate to grant a dispensation.

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# Full Council Procedure Rules

## Types of meetings

### 1. ANNUAL MEETINGS OF THE COUNCIL

In a year when there is an ordinary election of Councillors, the annual meeting will take place within 21 days of the retirement of the outgoing councillors. In any other year, the annual meeting will take place in March, April or May. The matters to be considered at the Annual Meeting shall be

- (a)
  - (i) Apologies for absence
  - (ii) Declarations of interest
  - (iii) Electing a Mayor;
- (b) Approve the minutes of the last meeting;
- (c) Receive official announcements;
- (d) Noting the appointment of the Deputy Mayor;
- (e) Electing the Leader of the Council for the ensuing four year period;
- (f) Noting the appointment of the Deputy Leader of the Council;
- (g) Noting the appointment as Leader of the Opposition of the Leader of the largest political group other than the group of which the Leader of the Council is a member;
- (h) Appointing the Chairman, Vice Chairman and members of Committees, and other regulatory bodies and approving their respective terms of reference;
- (i) Agreeing the Scheme of Delegation or such part of it as the Constitution determines it is for Council to agree;
- (j) Appointing representatives to Outside Bodies unless the appointment has been delegated by the Council;
- (k) Reports from other Committees and Officers as required to in the proper discharge of functions delegated by Council.

### 2. ORDINARY MEETINGS

- 2.1 The matters to be considered at an Ordinary Council meeting shall be:

### **Part 1 - Statutory formalities/Announcements (15 minutes)**

1. Apologies for absence
2. Elect a member to preside if the Mayor and Deputy Mayor are absent
3. Prayer
4. Declaration of interest
5. Minutes of last meeting
6. Official announcements
7. Any business remaining from last meeting
8. Agree the Council Calendar of meetings including for ordinary meetings of the Council

### **Part 2 - Question Time (30 minutes or until 7.45 p.m. whichever is longer)**

9. Questions to the Leader (and Committee Chairmen if he/she has delegated)

### **Part 3 - Statutory Council Business (60 minutes)**

10. Petitions for Debate (20 minutes). A petition organiser (up to 5 minutes) and Members responding (up to 15 minutes)
11. Reports from the Leader
12. Reports from Council Committees
13. Reports of Officers
14. Questions to Council Representatives on Outside Bodies

### **Break (15 minutes)**

### **Part 4 – Business for Debate (45 minutes)**

15. Motions (45 minutes)

Discussion of up to two motions: At least one motion originating from the Opposition to be debated if submitted. The Opposition is the next largest political group after the ruling administration.

If there is more than one motion submitted, the Opposition motion debated will be determined by the Opposition, and the Administration motion will be determined by the Administration.

If more than two motions are submitted then these can be debated if time allows before 10pm at the end of the agenda and with the agreement of the Council. These motions, if any, will be taken in rotation between the Political Parties.

No business shall be transacted after 10 pm and any business transacted after that time shall be null and void, but that at any meeting of Full Council, the Mayor or person presiding as Chairman may with the agreement of Council extend the period for the transaction of business to 10.30 pm.

### **3. EXTRAORDINARY MEETINGS**

- 3.1 The Mayor may call an Extraordinary Meeting of the Council at any time.
- 3.2 Five Members of the Council may also request the Mayor to call an Extraordinary Meeting. The meeting must be called within seven days of the notice being present to the Mayor, although there is no time limit by which the meeting must take place.
- 3.3 If the Mayor refuses, or does not call the meeting within seven days, any five Members may themselves call an Extraordinary Meeting.
- 3.4 The only business permitted at an extraordinary meeting is that which appears in the summons.

### **4. BUDGET COUNCIL MEETINGS**

- 4.1 The Council shall hold a Budget meeting at time, date and place fixed by the Council to approve the budget and Council Tax for the ensuing financial year. Only Parts 1 (Statutory Formalities/Announcements) and 3 (Statutory Council Business) will apply to the Budget meeting.

### **5. ROLE OF MAYOR.**

- 5.1 At the meeting of the Council, the Mayor, if present shall preside.
- 5.2 If the Mayor is absent from a meeting of the Council then the Deputy Mayor will preside.
- 5.3 If the Mayor and Deputy Mayor are absent from the meeting then another Councillor chosen by the Councillors present shall preside.
- 5.4 Any procedural issues or challenges to the conduct of the meeting that arise during the course of a meeting shall be determined by the Mayor (or other person presiding at the meeting).
- 5.5 The ruling of the Mayor or person presiding at the meeting concerning the interpretation or application of these procedure rules shall not be challenged at any meeting of the Council.

## **6. VARIATION**

The order of any business may be varied by the Mayor with the consent of Council.

## **7. SUSPENSION OF PROCEDURE RULES**

The Council at any of its meetings may suspend any procedure rule by a majority of the members of the Council present and voting.

## **8. VALIDITY OF MOTIONS, AMENDMENTS AND QUESTIONS**

- 8.1 Every motion, amendment and question shall be relevant to matters within the Council's powers or duties or which affect the borough. The Mayor shall, if need be, give a ruling as to whether the Motion is relevant.
- 8.2 If the Head of Governance has any doubts about any motion, amendment or question for the agenda for reasons of propriety, he or she may refer it to the Mayor.
- 8.3 If the Mayor considers the motion, amendment or question to be vexatious, irrelevant, or otherwise improper, the Head of Governance will return it to the Member who submitted it. The Head of Governance will explain to the Member in writing why it will not be included on the agenda circulated for the meeting.

## **9. GENERAL PROVISIONS FOR MOTIONS AND AMENDMENTS**

- 9.1 An amendment must be relevant to a Motion on the agenda and shall be to change the words (including deleting or adding words) but such changes must not merely have the effect of negating the Motion before the Council.
- 9.2 No Group may submit more than one amendment to a particular Motion or report on the agenda.
- 9.3 A Member may amend a Motion or report by submitting the amendment in writing to the Head of Governance by 10.30am ~~the working~~two clear working days before the meeting.
- 9.4 Amendments to items on the agenda will be e-mailed to Members and hard copies placed in the Group Rooms by midday of the day of the meeting.

## **10. MOTIONS AND AMENDMENTS WHICH MAY BE MOVED WITHOUT NOTICE**

The following motions and amendments may be moved without notice to:

- 10.1 appoint a Chairman of the meeting;

- 10.2 question the accuracy of the minutes;
- 10.3 move that an item of business in the summons takes precedence;
- 10.4 appoint a committee (including its members, a Chairman and Vice-Chairman and members having related specified duties);
- 10.5 receive reports or adoption of recommendations of committees and officers and any resolutions following on from them;
- 10.6 agree to hear oral representations;
- 10.7 give leave to withdraw a Motion;
- 10.8 extend the time limit for speeches;
- 10.9 move that "the question be now put" (to the vote);
- 10.10 move that "the debate be now adjourned";
- 10.11 move that "the Council do now adjourn";
- 10.12 exclude or to re-admit the press and public under section 100A(4) of the Local Government Act 1972;
- 10.13 move that a Member be not further heard or exclude them from the meeting;

## **11 DIVISION AND VOTING**

### **11.1 Division bell**

When the mover of an original Motion is called by the Mayor to speak in response to any debate or amendment, but not on the adoption of a committee report, the Head of Governance shall arrange for a bell to be rung.

## **12. VOTING**

- 12.1 All motions and amendments shall be determined by a show of hands. In the event of an equality of voting the Mayor shall have the right to exercise a casting vote, in accordance with the provisions of the Local Government Act 1972.
- 12.2 Decisions shall be taken by a majority of those members present and voting except where specific provisions in this Constitution provide otherwise. Members must be seated in the Chamber when voting and while the vote is being recorded.
- 12.3 In cases where a vote is taken, the minutes of the meeting should record the number of votes for and against the matter together with the number of abstentions.

12.4 For the Council budget meeting the minutes shall reflect on how each Member present voted, on any decision relating to the budget or Council tax.

### **13. VOTE TO BE RECORDED**

13.1 If, immediately after a vote is taken, a member requests his or her vote to be recorded, the Head of Governance will record in the minutes whether that member:

- (a) cast his or her vote for or against the question; or
- (b) abstained from voting.

### **14. DIVISION**

14.1 If following a vote, ten members rise in their place and demand a formal division, the Head of Governance shall call over the names of all the members, and record and enter in the minutes those:

- (a) voting for or against the Motion or amendment;
- (b) abstaining from voting; and
- (c) absent from the meeting when the division was taken.

14.2 The voting at the division shall take the place of the voting indicated by a show of hands.

### **15. VOTING ON APPOINTMENTS**

15.1 Where more than two persons are nominated for any position to be filled by the Council, and there is no majority of votes in favour of one person, the name of the person having the least number of votes shall be deleted from the list. Further votes will then be taken on the same basis until a majority is given in favour of one person.

### **16. QUESTION TIME**

16.1 In part 2 of the meeting the Leader of the Council will answer questions from any member of the Council. The Leader may delegate the responsibility for answering to any Chairman of a relevant committee.

16.2 Questions will be put to the Leader in the order in which they are received by the Head of Governance, except that questions shall be ordered so that a question from the Administration is followed by a question from the main Opposition Group. The smaller Opposition Group will be entitled to have one question in every six throughout this sequence. This sequence shall be maintained until all questions have been dealt with or the time limit for question time is reached.

16.3 Any Member wishing to ask a question must deliver by e-mail, to be received by the Head of Governance by 10.30am ~~ten~~14 clear working days before the day of the

meeting.

16.4 The Head of Governance shall keep a register recording the date and time the question was received. Any member of the Council may inspect the record.

16.5 Where the Leader or a Committee Chairman delegate responsibility to a director or senior officer to provide a draft response to a council question these must be provided no later than 7 clear working days before the meeting.

16.56 The Leader may agree to answer a question of which notice has not been given, if it relates to urgent business and has been discussed with him/her before the meeting.

16.67 All questions must relate to the Council's powers or duties or matters that affect the borough or its residents.

16.78 Every question shall be put and answered without discussion.

16.89 An answer will take the form of a written reply circulated two working days before the meeting but the Mayor may allow further comment from the Leader or appropriate Committee Chairman. In the absence of the appropriate Chairman further comment may be allowed from the relevant Vice-Chairman.

16.910 One supplementary question and answer will be allowed on the same subject from the same members.

16.101 The time allowed for questions will be 30 minutes. At the end of that time the Mayor will allow an oral reply to a supplementary question commenced before the expiry of the time limit and then bring this part of the meeting to a close. The Mayor has the right to prevent any member asking or giving a protracted supplementary question or answer.

## **17. GENERAL RULES THAT APPLY TO PARTS 3 AND 4 OF THE MEETING**

### **Rules of Debate**

17.1 The rules of debate at the meeting are as follows:

17.2 Each Motion will be dealt with in turn in the order set out on the agenda. The Motion need not be seconded. The Member moving the Motion, or another member of that group, will open the debate. The Leader of each of the other groups, or another member of their group, will then have an opportunity to comment and at the end of the time allowed the Mayor will bring this part of the debate to an end, whether or not all those entitled have spoken or completed their speeches.

17.3 For reports of Committees, the Chairman of the relevant committee, or the Vice-Chairman in their absence, will move reception of the report and adoption of the recommendations. This report need not be seconded. The leader of each of the other groups, or another member of their group, will then have an opportunity to comment on the recommendation, and at the end of the time allowed the Mayor will bring this part of

the debate to an end, whether or not all those entitled have spoken or completed their speeches.

- 17.4 Notified amendments may be moved by those speaking in the first part of the debate. After all the amendments have been debated the Motion will be debated. Then the Member, who opened the debate, or his / her nominee, has the right to respond.
- 17.5 At the end of debate the Mayor will put each amendment to the vote in turn. If an amendment is carried it alters the substantive Business Item.
- 17.6 The Mayor will then put the item to the vote.

### **Time for Debate**

- 17.7 Each of the first speakers from each Group under Rule 20.2 may speak for a maximum of three minutes. All subsequent speakers will be limited to a maximum of two minutes. At the end of that period of time the Mayor will bring that part of the meeting to a close, whether or not every member wishing or entitled to speak is speaking or has spoken, and whether or not all the business for that part of the meeting has been dealt with. The Mayor will then put the remaining items of business for that part of the meeting to the meeting in turn, and the Council will decide and if necessary vote on each of them without debate.
- 17.8 For all other items of business (e.g. reports of Committees or from Officers), each of the first two speakers may speak for a maximum of three minutes and all other speakers a maximum of two minutes.
- 17.9 The Mayor may at any time move that more time be allowed for a debate than is shown on the timetable, that an amendment, Motion or recommendation be put to the vote without further debate, or that the order of business be varied. This motion from the Mayor need not be seconded, and will be immediately put to the vote without debate.
- 17.10 The mover of an original Motion shall have a right of reply at the close of the debate on the Motion, immediately before it is put to the vote. If an amendment is moved, the mover of the original Motion has the right to respond or to accept the amendment.

### **Motions**

- 17.11 Motions must consist of comments or requests addressed to the Council. They must address broad policy issues and relate to the Council's powers or duties or matters that substantially affect the Borough or its residents as opposed to matters of general national relevance which should not be debated.
- 17.12 Motions may not promote a policy initiative which has been rejected, or negate a policy initiative that has been agreed by Council or its committees in the six months before the meeting.

### **Members Motions**

- 17.13 Any Member may put a Motion on the agenda for an ordinary meeting of the Council,

except the meeting that deals with the Budget and Council Tax. The Motion must be delivered by e-mail, and received by the Head of Governance by 10.30am at least ~~six~~ **eight** clear working days before the day of the meeting. Any Motion delivered after 10:30am will be recorded as received on the next working day.

- 17.14 The Head of Governance shall keep a record of the date the notice was received and any member of the Council may inspect the record.
- 17.15 The Head of Governance shall set out in the summons for the meeting all Motions in order of receipt.
- 17.16 Once the Motion is on the agenda, any Member may move the Motion at the meeting. If the Motion is not moved it shall be treated as withdrawn, unless the Council agrees to postpone it.
- 17.17 If the proposer has specifically asked in his or her notice for the Motion to be voted on at that Council meeting it will be voted on without discussion.

## **18 RULES THAT APPLY TO PART 2 OF THE MEETING**

### **Questions on Committee reports**

- 18.1 A member may ask the Chairman of a Committee, or a member moving the reception of the report of the committee, any question on it whilst it is being considered. Notice of the question should be given to the Chairman, or any member moving the report, where practicable. Every question shall be put and answered without discussion. The person to whom a question has been put may decline to answer.

### **Questions to Council representatives on Outside Bodies**

- 18.2 At an ordinary meeting, a member, who has given 10 clear working days written notice to the Head of Governance, may ask any question about the activities of a company or outside body to any member or officer who has been appointed or nominated to the outside body.
- 18.3 The member or officer may decline to answer if the question would disclose information about the outside body that has been communicated to him or her in confidence.
- 18.4 An answer may take the form of:  
(a) an oral or written answer (officers will invariably give written answers); or  
(b) a reference to a Council publication; or  
(c) a holding reply where it is not possible to give an immediate response; a written response must be circulated to members when the information is available.
- 18.5 No discussion shall be permitted about any question or the reply to it.
- 18.6 Questions and answers will be recorded.

### **Public Questions to the Leader of the Council**

- 18.7 Members of the public are permitted to submit written questions to the Leader in accordance with the following provisions:
- Any question must be delivered in writing, including by e-mail, to be received by the Head of Governance by 10.30am ten clear working days before the day of the meeting. Any questions submitted after that time will not be considered,
  - The question should not relate to a matter previously considered by a committee and subject to the six month rule,
  - The question should not relate to a matter that is within the remit of a committee, or be a matter best addressed by a committee. If this is the case, then the question should be directed to the appropriate committee.
  - The question must not be in substance a question that has already been considered by the Leader in the preceding 6 months.
- 18.8 Every question will be answered in writing. The Leader may decline to answer a question in exceptional circumstances and should include the reason for not answering the question. Any questions not answered will be directed to the next relevant meeting of the themed committee.

# Full Council Procedure Rules

## Types of meetings

### 1. ANNUAL MEETINGS OF THE COUNCIL

In a year when there is an ordinary election of Councillors, the annual meeting will take place within 21 days of the retirement of the outgoing councillors. In any other year, the annual meeting will take place in March, April or May. The matters to be considered at the Annual Meeting shall be

- (a)
  - (i) Apologies for absence
  - (ii) Declarations of interest
  - (iii) Electing a Mayor;
- (b) Approve the minutes of the last meeting;
- (c) Receive official announcements;
- (d) Noting the appointment of the Deputy Mayor;
- (e) Electing the Leader of the Council for the ensuing four year period;
- (f) Noting the appointment of the Deputy Leader of the Council;
- (g) Noting the appointment as Leader of the Opposition of the Leader of the largest political group other than the group of which the Leader of the Council is a member;
- (h) Appointing the Chairman, Vice Chairman and members of Committees, and other regulatory bodies and approving their respective terms of reference;
- (i) Agreeing the Scheme of Delegation or such part of it as the Constitution determines it is for Council to agree;
- (j) Appointing representatives to Outside Bodies unless the appointment has been delegated by the Council;
- (k) Reports from other Committees and Officers as required to in the proper discharge of functions delegated by Council.

### 2. ORDINARY MEETINGS

- 2.1 The matters to be considered at an Ordinary Council meeting shall be:

### **Part 1 - Statutory formalities/Announcements (15 minutes)**

1. Apologies for absence
2. Elect a member to preside if the Mayor and Deputy Mayor are absent
3. Prayer
4. Declaration of interest
5. Minutes of last meeting
6. Official announcements
7. Any business remaining from last meeting
8. Agree the Council Calendar of meetings including for ordinary meetings of the Council

### **Part 2 - Question Time (30 minutes or until 7.45 p.m. whichever is longer)**

9. Questions to the Leader (and Committee Chairmen if he/she has delegated)

### **Part 3 - Statutory Council Business (60 minutes)**

10. Petitions for Debate (20 minutes). A petition organiser (up to 5 minutes) and Members responding (up to 15 minutes)
11. Reports from the Leader
12. Reports from Council Committees
13. Reports of Officers
14. Questions to Council Representatives on Outside Bodies

### **Break (15 minutes)**

### **Part 4 – Business for Debate (45 minutes)**

15. Motions (45 minutes)

Discussion of up to two motions: At least one motion originating from the Opposition to be debated if submitted. The Opposition is the next largest political group after the ruling administration.

If there is more than one motion submitted, the Opposition motion debated will be determined by the Opposition, and the Administration motion will be determined by the Administration.

If more than two motions are submitted then these can be debated if time allows before 10pm at the end of the agenda and with the agreement of the Council. These motions, if any, will be taken in rotation between the Political Parties.

No business shall be transacted after 10 pm and any business transacted after that time shall be null and void, but that at any meeting of Full Council, the Mayor or person presiding as Chairman may with the agreement of Council extend the period for the transaction of business to 10.30 pm.

### **3. EXTRAORDINARY MEETINGS**

- 3.1 The Mayor may call an Extraordinary Meeting of the Council at any time.
- 3.2 Five Members of the Council may also request the Mayor to call an Extraordinary Meeting. The meeting must be called within seven days of the notice being present to the Mayor, although there is no time limit by which the meeting must take place.
- 3.3 If the Mayor refuses, or does not call the meeting within seven days, any five Members may themselves call an Extraordinary Meeting.
- 3.4 The only business permitted at an extraordinary meeting is that which appears in the summons.

### **4. BUDGET COUNCIL MEETINGS**

- 4.1 The Council shall hold a Budget meeting at time, date and place fixed by the Council to approve the budget and Council Tax for the ensuing financial year. Only Parts 1 (Statutory Formalities/Announcements) and 3 (Statutory Council Business) will apply to the Budget meeting.

### **5. ROLE OF MAYOR.**

- 5.1 At the meeting of the Council, the Mayor, if present shall preside.
- 5.2 If the Mayor is absent from a meeting of the Council then the Deputy Mayor will preside.
- 5.3 If the Mayor and Deputy Mayor are absent from the meeting then another Councillor chosen by the Councillors present shall preside.
- 5.4 Any procedural issues or challenges to the conduct of the meeting that arise during the course of a meeting shall be determined by the Mayor (or other person presiding at the meeting).
- 5.5 The ruling of the Mayor or person presiding at the meeting concerning the interpretation or application of these procedure rules shall not be challenged at any meeting of the Council.

## **6. VARIATION**

The order of any business may be varied by the Mayor with the consent of Council.

## **7. SUSPENSION OF PROCEDURE RULES**

The Council at any of its meetings may suspend any procedure rule by a majority of the members of the Council present and voting.

## **8. VALIDITY OF MOTIONS, AMENDMENTS AND QUESTIONS**

8.1 Every motion, amendment and question shall be relevant to matters within the Council's powers or duties or which affect the borough. The Mayor shall, if need be, give a ruling as to whether the Motion is relevant.

8.2 If the Head of Governance has any doubts about any motion, amendment or question for the agenda for reasons of propriety, he or she may refer it to the Mayor.

8.3 If the Mayor considers the motion, amendment or question to be vexatious, irrelevant, or otherwise improper, the Head of Governance will return it to the Member who submitted it. The Head of Governance will explain to the Member in writing why it will not be included on the agenda circulated for the meeting.

## **9. GENERAL PROVISIONS FOR MOTIONS AND AMENDMENTS**

9.1 An amendment must be relevant to a Motion on the agenda and shall be to change the words (including deleting or adding words) but such changes must not merely have the effect of negating the Motion before the Council.

9.2 No Group may submit more than one amendment to a particular Motion or report on the agenda.

9.3 A Member may amend a Motion or report by submitting the amendment in writing to the Head of Governance by 10.30am two clear working days before the meeting.

9.4 Amendments to items on the agenda will be e-mailed to Members and hard copies placed in the Group Rooms by midday of the day of the meeting.

## **10. MOTIONS AND AMENDMENTS WHICH MAY BE MOVED WITHOUT NOTICE**

The following motions and amendments may be moved without notice to:

10.1 appoint a Chairman of the meeting;

10.2 question the accuracy of the minutes;

- 10.3 move that an item of business in the summons takes precedence;
- 10.4 appoint a committee (including its members, a Chairman and Vice-Chairman and members having related specified duties);
- 10.5 receive reports or adoption of recommendations of committees and officers and any resolutions following on from them;
- 10.6 agree to hear oral representations;
- 10.7 give leave to withdraw a Motion;
- 10.8 extend the time limit for speeches;
- 10.9 move that "the question be now put" (to the vote);
- 10.10 move that "the debate be now adjourned";
- 10.11 move that "the Council do now adjourn";
- 10.12 exclude or to re-admit the press and public under section 100A(4) of the Local Government Act 1972;
- 10.13 move that a Member be not further heard or exclude them from the meeting;

## **11. DIVISION AND VOTING**

### **11.1 Division bell**

When the mover of an original Motion is called by the Mayor to speak in response to any debate or amendment, but not on the adoption of a committee report, the Head of Governance shall arrange for a bell to be rung.

## **12. VOTING**

- 12.1 All motions and amendments shall be determined by a show of hands. In the event of an equality of voting the Mayor shall have the right to exercise a casting vote, in accordance with the provisions of the Local Government Act 1972.
- 12.2 Decisions shall be taken by a majority of those members present and voting except where specific provisions in this Constitution provide otherwise. Members must be seated in the Chamber when voting and while the vote is being recorded.
- 12.3 In cases where a vote is taken, the minutes of the meeting should record the number of votes for and against the matter together with the number of abstentions.
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### **13. VOTE TO BE RECORDED**

- 13.1 If, immediately after a vote is taken, a member requests his or her vote to be recorded, the Head of Governance will record in the minutes whether that member:
- (a) cast his or her vote for or against the question; or
  - (b) abstained from voting.

### **14. DIVISION**

- 14.1 If following a vote, ten members rise in their place and demand a formal division, the Head of Governance shall call over the names of all the members, and record and enter in the minutes those:
- (a) voting for or against the Motion or amendment;
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- 14.2 The voting at the division shall take the place of the voting indicated by a show of hands.

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- 15.1 Where more than two persons are nominated for any position to be filled by the Council, and there is no majority of votes in favour of one person, the name of the person having the least number of votes shall be deleted from the list. Further votes will then be taken on the same basis until a majority is given in favour of one person.

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- 16.3 Any Member wishing to ask a question must deliver by e-mail, to be received by the Head of Governance by 10.30am 14 clear working days before the day of the meeting.
- 16.4 The Head of Governance shall keep a register recording the date and time the question was received. Any member of the Council may inspect the record.
- 16.5 Where the Leader or a Committee Chairman delegate responsibility to a director or

senior officer to provide a draft response to a council question these must be provided no later than 7 clear working days before the meeting.

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- 16.8 Every question shall be put and answered without discussion.
- 16.9 An answer will take the form of a written reply circulated two working days before the meeting but the Mayor may allow further comment from the Leader or appropriate Committee Chairman. In the absence of the appropriate Chairman further comment may be allowed from the relevant Vice-Chairman.
- 16.10 One supplementary question and answer will be allowed on the same subject from the same members.
- 16.11 The time allowed for questions will be 30 minutes. At the end of that time the Mayor will allow an oral reply to a supplementary question commenced before the expiry of the time limit and then bring this part of the meeting to a close. The Mayor has the right to prevent any member asking or giving a protracted supplementary question or answer.

## **17. GENERAL RULES THAT APPLY TO PARTS 3 AND 4 OF THE MEETING**

### **Rules of Debate**

- 17.1 The rules of debate at the meeting are as follows:
- 17.2 Each Motion will be dealt with in turn in the order set out on the agenda. The Motion need not be seconded. The Member moving the Motion, or another member of that group, will open the debate. The Leader of each of the other groups, or another member of their group, will then have an opportunity to comment and at the end of the time allowed the Mayor will bring this part of the debate to an end, whether or not all those entitled have spoken or completed their speeches.
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- (a) an oral or written answer (officers will invariably give written answers); or
  - (b) a reference to a Council publication; or
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  - The question should not relate to a matter previously considered by a committee and subject to the six month rule,
  - The question should not relate to a matter that is within the remit of a committee, or be a matter best addressed by a committee. If this is the case, then the question should be directed to the appropriate committee.
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- 18.8 Every question will be answered in writing. The Leader may decline to answer a question in exceptional circumstances and should include the reason for not answering the question. Any questions not answered will be directed to the next relevant meeting of the themed committee.