

Meeting

CONSTITUTION AND GENERAL PURPOSES COMMITTEE

Date and time

THURSDAY 12TH JANUARY, 2023

At 7.00 PM

Venue

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

To: Members of Constitution AND GENERAL PURPOSES COMMITTEE (quorum 3)

Chair: Councillor Barry Rawlings
Vice Chair: Councillor Alison Moore

Geof Cooke
Ammar Naqvi
Vacancy

Ernest Ambe
Paul Lemon

Laithe Jajeh
Elliot Simberg

Substitute Members

Anne Clarke
Shuey Gordon

Ross Houston
Rohit Grover

Linda Lusingu
Daniel Thomas

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 Monday 9 January 2023 at 10AM. Requests must be submitted to Andrew Charlwood andrew.charlwood@barnet.gov.uk 020 8359 2014

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

Andrew Charlwood – Head of Governance

Governance Service contact: Andrew Charlwood andrew.charlwood@barnet.gov.uk 020 8359 2014

Media Relations Contact: Tristan Garrick 020 8359 2454 Tristan.Garrick@Barnet.gov.uk

Assurance Group

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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.	Assistant Director Finance Recruitment	To Follow
8.	Assistant Director Development and Economy Temporary Recruitment	11 - 16
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13.	Any item(s) that the Chairman decides is urgent	

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Decisions of the Constitution and General Purposes Committee

6 October 2022

Members Present:-

AGENDA ITEM 1

Councillor Barry Rawlings (Chair)
Councillor Alison Moore (Vice-Chair)

Councillor Geof Cooke
Councillor Ernest Ambe
Councillor Paul Lemon

Councillor Laithe Jajeh
Councillor Elliot Simberg

Apologies for Absence

Councillor Ammar Naqvi

Councillor Melvin Cohen

1. MINUTES

RESOLVED that the minutes of the meeting held on 7 July 2022 be agreed as a correct record.

2. ABSENCE OF MEMBERS

An apology for absence had been received from Councillor Naqvi who was absent on Council business.

An apology for absence had been received from Councillor Melvin Cohen.

3. DISCLOSABLE PECUNIARY INTERESTS AND NON PECUNIARY INTERESTS

None.

4. REPORT OF THE MONITORING OFFICER

None.

5. PUBLIC QUESTION AND COMMENTS

None.

6. MEMBERS ITEM

None.

7. ELECTORAL SERVICES OVERVIEW REPORT

The Chief Executive and Returning Officer, John Hooton, and the Head of Electoral Services, John Bailey, introduced the report which reviewed Barnet's project work to prepare, implement and deliver the Local Government elections in Barnet on 5 May 2022. The report summarised the work undertaken, highlighted learning from the

election and offered recommendations to inform the preparations for future elections in the borough.

The Head of Electoral Services highlighted that following the implementation of the Election Act 2022 voter identification and changes to the handling of postal votes would be in place by May 2024.

The Committee queried what the expected timetable was for the Parliamentary Boundary Review. The Head of Electoral Services advised the Committee that a further round of consultation on the proposed boundaries would start on 8 November and end on 5 December 2022. Following the final consultation, the Boundary Commission for England would form its final recommendations which would be submitted to Parliament by July 2023. The Committee were informed that it was expected that any General Election which took place after Autumn 2023 would be on the new parliamentary boundaries. Members noted that if a General Election and Mayoral / Greater London Assembly election took place on the same day the Council would be involved in election counts in five constituencies which would be challenging.

RESOLVED that the Committee:

- 1. Note the review of the Local Elections May 2022 report attached at Appendix A.**
- 2. Note the recommendations detailed in section 8 of Appendix A.**

8. TRANSFORMATION DIRECTOR AND COVER ARRANGEMENTS

The Chief Executive, John Hooton, presented a report which sought confirmation of a temporary (one-year) secondment to the post of Transformation Director, together with agreement of the proposed arrangements to cover the post holder's substantive duties and responsibilities for the period of the secondment.

In response to a comment about the appointment of the Transformation Director, the Committee noted that officers would seek to clarify the rules relating to the temporary appointment of senior officers in the new Constitution which would be adopted in May 2023.

Following consideration of the item, the Chair moved to vote on the recommendations in the report. The vote was recorded as follows:

For: 5
Against: 0
Abstentions: 2
Absent: 2
Total: 9

RESOLVED that the Committee:

- 1. Approves the creation of a temporary Transformation Director post.**
- 2. Confirms the secondment of the Director of Commercial and Customer Services to the role of Transformation Director.**

3. **Notes that the post holder will retain their substantive duties and responsibilities in respect of Resident Experience and Digital service and the Programmes, Performance and Risk Management service.**
4. **Agrees that the Head of Commercial Management post be temporarily upgraded to Assistant Director, Commercial Services, for the period of the secondment.**
5. **Notes that an appointment to the new post will be made in accordance with the Council's normal Human Resources procedures.**

9. ANNUAL HEALTH, SAFETY AND WELLBEING REPORT 2021/22

The Health & Safety Business Partner, Jay Patel, presented a report which provided information on the Council's health, safety and wellbeing performance for the period 2021/22. It also sets the priorities for the period 2022/24, to ensure continued improvement in health and safety performance as well as improvements in staff wellbeing. The report was based on performance information and data obtained from the council's accident/incident reporting system, together with independent audit results, corporate training records, staff surveys and ill health data.

The Committee noted that it was planned to implement a Corporate Potential Violent Person Register (PVPR) system for lone workers. A Member noted that services may require some guidance regarding engaging with these individuals as persons on the register may also be service users.

Members questioned whether display equipment (DSE) assessments were completed for home working as well as the office. Officers confirmed that these did take place within departments and services. It was suggested that DSE assessments could be extended to Members.

In relation to work related stress, Members questioned what support was available to employees. Officers reported that there was an Employee Assistance Programme in place. In addition, some of the themes arising from the staff survey relating to work related stress were being explored by Organisational Development with a view to supporting staff in this regard.

RESOLVED that the Committee note the report and approve the priorities for the period 2022/23 as outlined in section 3 of Appendix 1 (Councils Annual Health, Safety and Wellbeing Report).

10. LOCAL GOVERNMENT & SOCIAL CARE OMBUDSMAN (LGSCO) SUMMARY OF UPHELD COMPLAINTS REPORT (2021-2022)

The Head of Assurance and Business Development, Ali Saka, and Improvement Lead Assurance, Andrew Cox, presented a report which provided a summary of the upheld complaints determined by the Local Government and Social Care Ombudsman (LGSCO) and Housing Ombudsman during the period 1 April 2021 to 31 March 2022.

The Committee were informed that the number of complaints referred to the Ombudsman had increased, but the percentage of upheld complaints had reduced. In addition, the overall amount of compensation paid had reduced from around £25K in 2020/21 to £16K in 2021/22. The iCasework system had been introduced for complaints

management which was expected to produce better data which would identify themes and potential improvement areas. Capacity within Corporate Complaints had been increased with a graduate trainee and apprentice recently joining the team.

In response to comments from the Committee, officers reported that the increase in the number of cases (from 75% in 2020/21 to 81% in 2021/22) where the Ombudsman deemed that there was 'no further action' required was positive as they were happy with the actions the Council had taken to resolve the complaint.

In response to a question, officers confirmed that complaints data from the new system could be shared with customer services staff.

RESOLVED that the Committee:

- 1. Note the summary of upheld decisions by the Local Government and Social Care Ombudsman and Housing Ombudsman during the period 1 April 2021 to 31 March 2022, and relevant lessons and actions.**
- 2. Agree that a report should be presented to the Committee in Spring 2023 on the implementation of the iCasework complaints management system including trend data.**

11. MEMBER SAFETY REVIEW

The Governance Officer, Tracy Scollin, presented a report provided the Committee with an update on actions taken by officers further to a review of Member Safety which was considered by the Committee in January 2022. The review considered the safety of councillors in council-owned premises (Hendon Town Hall, libraries, etc.) and the safety of councillors in pursuit of their public duties in particular Members' surgeries. A follow-up under each agreed action had been detailed in the report.

RESOLVED that the Committee:

- 1. Note the actions taken in relation to Member Safety to date as detailed in the report.**
- 2. Note the action areas set out in the report and request that the Member Safety Intranet page (Appendix A) is promoted to all Members.**

12. GOVERNANCE REVIEW - PROJECT UPDATE

The Head of Governance, Andrew Charlwood, presented a report which provided an update on the Governance Review project.

Following consideration of the item, the Chair moved to vote on the recommendations in the report. Recommendation 1 was agreed unanimously. A Member requested that the Committee record the votes on recommendation 2. Votes on recommendation 2 were recorded as follows:

For: 5
Against: 2
Abstentions: 0
Absent: 2

Total: 9

RESOLVED that the Committee:

- 1. Note the progress of the Governance Review project as set out in the report.**
- 2. Agree that Constitution amendments related to the Governance Review project can be reported directly to Council.**

13. MEMBER DEVELOPMENT PROGRAMME 2022-2026

The Head of Governance, Andrew Charlwood, presented a report on the Member Development and Induction Programme 2022 – 2026.

The Committee commented that the delivery of sessions via Teams and sending the training slides and a link to watch back were welcome developments. It was requested that the text message reminder service was used for all sessions as it was a useful prompt about scheduled sessions.

RESOLVED that the Committee:

- 1. Note the sessions delivered since September 2021 as set out in Appendix A.**
- 2. Agree the forward plan of Member Development sessions asset out in Appendix B.**
- 3. Note that officers will commence work on assessment for Charter+ (Plus) status shortly and report to the Member Development Steering Group on next steps.**

14. CODE OF CONDUCT ALLEGATIONS 2021/22

The Monitoring Officer, Jessica Farmer, presented a report which provided an update on complaints received about Member conduct during 2021/22.

RESOLVED that the Committee:

- 1. Note the update.**
- 2. Agree that all Members attend a Code of Conduct training session.**

15. CONSTITUTION REVIEW

The Monitoring Officer, Jessica Farmer, presented a report which detailed proposed amendments to the Constitution.

RESOLVED that the Committee recommend to Council that the Constitution be amended to incorporate the changes set out in the report and the amended versions attached within at Appendices A to D.

16. MEMBERS DBS CHECKS

The Head of Governance, Andrew Charlwood, presented a report on Members Disclosure and Barring Service (DBS) Checks.

RESOLVED that the Committee approve the procedure for requesting Disclosure and Barring (DBS) checks for Councillors and Independent Lay Members as detailed in the report.

The meeting finished at 8.43 pm

	<h2>Constitution & General Purposes Committee Meeting</h2> <h3>12 January 2023</h3>
<p style="text-align: right;">Title</p>	<p>Temporary Recruitment to Post of Assistant Director, Development and Economy</p>
<p style="text-align: right;">Report of</p>	<p>Director of Growth</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>None</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Stephen McDonald, Director of Growth, 020 8359 2172, Stephen.McDonald@barnet.gov.uk</p>

<h3>Summary</h3>
<p>This paper seeks committee approval to extend the temporary contract of the Interim Assistant Director - Development and Economy until June 2023 to backfill the secondment period of the postholder to cover the post of Director, Brent Cross.</p>

<h3>Officers Recommendations</h3>
<p>1. That the Committee authorises the extension of the temporary contract of the Interim Assistant Director Development and Economy until June 2023 to backfill the secondment period of the postholder to cover the post of Director, Brent Cross.</p>
<p>2. That the Committee delegates authority to the Director of Growth to extend the contract again if necessary because of further extensions of the secondment of the permanent postholder</p>

1. Why this report is needed

- 1.1 Constitution & General Purposes Committee gave permission on 6th January 2022 to recruit for on a temporary fixed term contract of up to 12 months to the post of Assistant Director (AD) Development and Economy, which reports to the Director of Growth.
- 1.2 The paper set out proposed changes to the Council staffing structure to backfill this key post whilst the postholder is undertaking a secondment to the post of Brent Cross Director which is also key to the business continuity of the organisation.
- 1.3 The AD Development and Economy leads and manages regeneration, town centres, business recovery (post-COVID) and economic development; employment and skills; and have client responsibility for planning and housing. The salary grade is Level 6 £94,685 - £115,352

2. Reasons for recommendations

- 2.1 This approach is being recommended because of the secondment of the current AD Development and Economy to the post of Director, Brent Cross Programme, which became vacant at the end of January 2022, leaving a vacancy.
- 2.2 The term of the post is being extended to June 2023 to reflect the ongoing delivery of the council's growth and regeneration programme. In particular, the substantive post holder is currently seconded to Direct the Brent Cross Cricklewood Regeneration Programme, which includes delivery of the Brent Cross West Midland Mainline Station Programme. Whilst station construction is due to be complete at the end of 2022, the process of commissioning and putting it in to full and safe operational service will extend into 2023. The effect of this is that the substantive post holder's secondment is being extended from January 2023 to mid-2023, creating an associated requirement to extend the contract for the contractor backfilling the substantive AD Development and Economy post by a corresponding amount of time
- 2.3 As Members will be aware, Brent Cross is complex and challenging and proper management of the programme is a key risk mitigation. The secondment to this role will continue until a permanent recruitment can take place.
- 2.4 However, seconding the AD Development and Economy, in turn, created a vacancy to this senior role, which has lead responsibility for:
 - Implementing the Council's Growth Strategy (aside from the Brent Cross Development)
 - Driving the Council's programme for supporting local economic recovery (post COVID)
 - Actively redressing the decline of the borough's major town centres, and leading work to reinvent and reinvigorate them
 - Overseeing Re's development and delivery of the Local Plan, and delivery of the Council's planning service and estate regeneration programme

- Commissioning initiatives that deliver council and community priorities at pace, including a pipeline of future estate and urban regeneration projects; town centre SPDs, etc.
- Leading regeneration and planning delivery teams, directly and through our strategic partnerships with Barnet Homes and Re
- Overseeing the Council's housing responsibilities, maintaining a strong relationship with our strategic housing partner, Barnet Homes
- Ensuring that Council's growth ambitions are reflected in the Council's wider strategies and plans across all service areas, and that the Growth Strategy is directly contributing to wider council corporate priorities
- Seeking to exploit income-generating opportunities through commercially-savvy implementation of the Council's Growth Strategy and thereby materially contributing to the MTFs
- Leading the Council's approach to digital infrastructure and Smart Cities to support residents, business growth, investment, and the Council's income objectives
- Co-ordinating the Council's service requirements to ensure a 'one council' approach to the design and delivery of regeneration projects and programmes • Anticipating and managing risks and issues relating to all aspects of the service.
- Developing internal and external networks in promotion of the Council's growth agenda
- Pro-actively engaging stakeholders – foremost members – in relevant strategy and policy develop

3. Alternative options considered and not recommended

- 3.1 Do nothing: The Constitution and General Purposes Committee could choose not to authorise the extension of the contract and leave the AD Development and Economy vacant, subject to permanent recruitment of a replacement Brent Cross programme director, but this would result in a lack of sufficient leadership capacity within the Growth team to maintain delivery of the Growth Strategy.

4. Post decision implementation

- 4.1 Should the Committee approve the proposed extension, the contract of the current postholder will be extended to the end of June 2023.

5. Implications of decision

5.1 Corporate Priorities and Performance

- 5.1.1 [The Barnet Plan](#) details the council's strategic approach. The Growth Directorate is the main corporate engine for the Thriving priority in the Barnet Plan. Growth brings

together the council's regeneration, planning, housing, and estates services, and is responsible for developing council infrastructure, such as schools and leisure centres. In addition, the directorate facilitates the delivery of skills and employment programmes, fosters economic development, and provides business support.

- 5.1.2 The [Growth Strategy](#) responds to expected economic, social and environmental trends to 2030, including a growing population, changes in the employment market and how we work, changes in how we use our high streets, as well as environmental concerns. It sets out how we will offer greater local opportunities, create better places, encourage more active lifestyles and over time increase the health and well-being of Barnet's residents.

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

- 5.2.1 The AD Development and Economy is funded from the existing growth budget allocation following from the Housing and Growth Committee approval of the Growth Strategy in January 2020.

5.3 **Legal and Constitutional References**

- 5.3.1 In accordance with Article 7 of the Council's Constitution, the Constitution and General Purposes Committee has responsibilities for staffing matters other than those within the remit of the Chief Officer Appointment Panel.
- 5.3.2 The HR Regulations state: Section 2.1 Officer Employment Procedure Rules 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. As the Committee only approved a one year contract it is appropriate to ask the Committee to approve the extension.

5.4 **Insight**

N/A

5.5 **Social Value**

- 5.5.1 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. The Assistant Director – Development and Economy role has been expressly created to enhance the ability of the Council to secure wider economic

5.6 **Risk Management**

- 5.6.1 The Assistant Director role is currently funded.

5.7 **Equalities and Diversity**

- 5.7.1 The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:
- 5.7.2 A public authority must, in the exercise of its functions, have due regard to the need to:

- a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.8 Corporate Parenting

5.8.1 The changes have no direct impact on looked after children or care leavers

5.9 Consultation and Engagement

5.9.1 N/A

5.10 Environmental Impact

5.10.1 There are no direct environmental implications from noting the recommendations. Implementing the recommendations in the report will lead to a positive impact on the Council's carbon and ecology impact, or at least it is neutral.

6. Background papers

- 6.1 Urgency Committee, 23 July 2020, Creation of New Post: Assistant Director Economy and Development:
<https://barnet.moderngov.co.uk/documents/s59529/Creation%20of%20Assistant%20Director%20Economy%20and%20Development%20Post.pdf>
- 6.2 Constitution & General Purposes Committee, 6 January 2022, Temporary Recruitment to Post of Assistant Director Development and Economy:
<https://barnet.moderngov.co.uk/documents/b37898/Temporary%20recruitment%20to%20post%20of%20Assistant%20Director%20Development%20and%20Economy%20Report%2006th-Jan-2022%201.pdf?T=9>

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Constitution and General Purposes Committee

12th January 2023

Title	Pay Policy Statement
Report of	Jon Bell, Assistant Director – Human Resources and Organisational Development
Wards	Not Applicable
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A – Pay Policy Statement (Incl. Appendices to the Pay Policy statement A1, A2, A3 and A4)
Officer Contact Details	Jon Bell 020 8359 2330 jon.bell@barnet.gov.uk Prodromos Mavridis, Human Resource Policy and Reward Lead 020 8359 6066 prodromos.mavridis@barnet.gov.uk

Summary

Local Authorities are required to prepare and approve a Pay Policy Statement before the end of March each year. The Statement must be published as soon as is reasonably practicable after it has been approved. This report introduces a draft Pay Policy Statement to the Constitution and General Purposes Committee for consideration, before approval by Full Council on 8th March 2023, prior to its publication.

Officer Recommendation

That the Committee considers the Pay Policy Statement (as attached at Appendix A) and refers it to the next meeting of the Full Council on 8 March 2023 for approval.

1. WHY THIS REPORT IS NEEDED

- 1.1 Section 38(1) of the Localism Act 2011 requires local authorities to produce an annual pay policy statement.

2. REASONS FOR RECOMMENDATIONS

- 2.1 To comply with the Localism Act 2011, associated statutory guidance, the transparency requirements on remuneration as set out in the Local Government Transparency Code 2015 issued by the Department for Communities and Local Government in February 2015 and the Council's constitution.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The proposal arises from the statutory obligation cited in sections 1.1 and 2.1 and as such alternative options have not been considered in the context of this report.

4. POST DECISION IMPLEMENTATION

- 4.1 The Pay Policy Statement requires endorsement by Full Council on 8 March 2023 prior to publication.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 Not applicable

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

- 5.2.1 The costs of implementing the Pay Policy are provided for within existing approved Budgets.

5.3 Social Value

- 5.3.1 Not applicable

5.4 Legal and Constitutional References

- 5.4.1 Section 38(1) of the Localism Act requires local authorities to produce an annual pay policy statement.

The pay policy statement for a financial year must set out the authority's policies for the financial year relating to—

- (a) the remuneration of its chief officers,
- (b) the remuneration of its lowest-paid employees, and
- (c) the relationship between—
 - (i) the remuneration of its chief officers, and
 - (ii) the remuneration of its employees who are not chief officers.

5.4.2 The Council's Constitution, Article 7 (Committees, Forums, Working Groups and Partnerships) designates the [Constitution and General Purposes] Committee as responsible for overseeing the Council's governance arrangements, which cover staffing matters, including, inter alia:

- Salaries and terms and conditions;
- pay and reward strategy; and
- developing the annual pay policy statement for Full Council approval

5.5 Risk Management

5.5.1 Not applicable

5.6 Equalities and Diversity

5.6.1 Not directly applicable

5.7 Corporate Parenting

5.7.1 Not applicable

5.8 Consultation and Engagement

5.8.1 Not applicable

5.8 Insight

5.8.1 Not applicable

6. BACKGROUND PAPERS

6.1 Local Government Transparency Code 2015
(<https://www.gov.uk/government/publications/local-government-transparency-code-2015>)

6.2 Localism Act 2011 (<https://www.legislation.gov.uk/ukpga/2011/20/contents/enacted>)

6.3 The Code of Recommended Practice for Local Authorities on Data Transparency
(https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/5967/1997468.pdf)

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APPENDIX A

London Borough of Barnet

Pay Policy Statement 2023/24
[incorporating information on Gender Pay Gap]

Published
April 2023

1 Background

Localism Act 2011 - Openness and accountability in local pay

- 1.1. Section 38(1) of the Localism Act 2011 requires local authorities to publish an annual pay policy statement.
- 1.2. The provisions in the Act do not seek to change the right of each local authority to have autonomy on pay decisions. However, they do emphasise the need to deliver value for money for local taxpayers.
- 1.3. This statement will be presented to Full Council for adoption and any further changes during the year will be brought back to Council for approval.
- 1.4. This statement only relates to the remuneration of staff directly employed and managed by the Council of the London Borough of Barnet. It does not cover school-based employees or those working for partner organisations.

Related Remuneration and Transparency Context

- 1.5. The Council follows the transparency requirements on remuneration as set out in the Local Government Transparency Code 2015 issued in February 2015 by the then Department for Communities and Local Government; and specific guidance relevant to the Localism Act issued by the Department in February 2012 and February 2013.
- 1.6. The Code of Recommended Practice for Local Authorities on Data Transparency includes publishing information relating to salaries over £58,200. Similarly, the Local Government Transparency Code 2015 stipulates that salaries over £50,000 should be published. In order to comply with both Codes, the Council publishes a summary of posts that are paid more than £50,000. The summary is available on the website of the Council.
- 1.7. The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 ordinarily require the Council to report 'pay gap' information such as the difference between the average (mean and median) pay of female employees and that of male employees.

2. Governance arrangements for pay and conditions of service within Barnet Council

- 2.1. The Constitution and General Purposes Committee (appointed by Council) has responsibility for decisions related to the pay and terms and conditions of employment for staff (other than those within the remit of the Chief Officer Appointment Panel¹) in accordance with Article 7 (Committees, Sub-Committees, Area Committees and Forums and the Local Strategic Partnership) of the Constitution.

¹ The Chief Officer Appointment Panel deals with matters relating to appointments, discipline and capability of the Council's Chief Officers.

- 2.2. Included within the responsibilities of the Committee is the duty to develop and publish the annual pay policy statement for approval by Council (being its parent body) which will comprise:
- the level and elements of remuneration for each Chief Officer
 - relationship between the remuneration of Chief Officers and other employees
 - a description of the relationship between decisions made on the lowest paid and top paid employees in the organisation
 - remuneration of the lowest paid (with the definition of the lowest paid and the reasons for adopting that definition)
 - in relation to Chief Officers - remuneration on recruitment, increases and additions to remuneration, use of performance related pay and bonuses, termination payments
 - transparency arrangements, including the publication of and access to information relating to the remuneration of chief officers
 - reasons for chosen approach to remuneration levels and how this is to be implemented
 - differences of approach to groups of employees and the reasons for them
 - pay dispersion
 - incremental progression factors
 - use of honoraria and ex-gratia payments (these are currently codified in the Policy for Additional Responsibility and Outstanding Contribution Payments)
 - determination of remuneration parameters for officers who have returned to work for the local authority
 - appointment and remuneration term.
- 2.3. In addition, the Committee has a duty to review remuneration annually and ensure that sufficient flexibility exists within the Council's pay policy to allow responses to unforeseen circumstances without having recourse to revising the policy between annual reviews.
- 2.4. Council is asked to consider the Constitution and General Purposes Committee's recommendation(s). The Council is ultimately responsible for approval of the annual pay policy statement.

3. Remuneration arrangements for all employees

Introduction

- 3.1. This section sets out the remuneration arrangements for Barnet Council employees.

Senior Management

- 3.2. The Senior Management Team's pay and reward arrangements include:
- A market-based pay structure which links job size to the midpoint between Median and Lower Quartile Pay data;
 - Evaluation of all roles using Hay job evaluation scheme to define the scope and 'size' of each post;

- Pay Grades reflect job sizes and evaluated roles are slotted into a grading system according to the evaluated job size;
- Automatic enrolment into Local Government Pension Scheme (LGPS);
- Base pay linked to the NJC for Local Government Services;
- 30 days' annual leave² for officers employed on a full-time basis (the entitlement for those employed on a part-time basis is adjusted on a pro-rata basis); and
- Contractual sick pay up to a maximum of six months at full pay and six months at half pay

Pay Grade	Grade Minimum On 1 April 2022	Grade Maximum On 1 April 2022	Chief Officer and Senior Management Posts
1	£194,643	£205,493	Chief Executive*
2	£163,015	£173,866	Deputy Chief Executive*
3	£139,726	£162,512	Executive Director for Children & Families* (incorporates statutory Director of Children's Services); Executive Director for Adults & Health* (incorporates Statutory Director for Adults and Social Services) Executive Director for Environment*
4	£125,621	£139,726	Executive Director of Resources (s.151 Officer)* Executive Director of Assurance* Director of Adult Social Care Director of Growth
5	£114,770	£125,621	Director of Commercial and Customer Services Director of Public Health and Prevention* Director of Children's Social Care (Early help, Children in need of help & protection) Director of Children's Social Care (Corporate Parenting, Disability and Permanence) Street-Scene Director
6	£94,685	£115,352	Senior Management – mainly Assistant Director posts
7	£81,632	£91,422	
8	£72,931	£81,632	

Table A: Barnet Council senior management grading system with details on Chief Officer (posts denoted with an asterisk) and Director remuneration.

² The annual leave entitlement for full-time employees is 30 days (pro-rata adjustments will continue to apply for part-time employees)

Rest of the Council

- 3.3. Current arrangements for the remainder of the council's workforce include:
- A grading system with grade minima and maxima broadly corresponding to points within the National Joint Council (NJC) for Local Government Services (LGS) pay 'spine';
 - Grading of all posts through systematic job evaluation (Hay scheme);
 - Automatic enrolment of employees into the Local Government Pension Scheme (LGPS)³;
 - 30 days' annual leave⁴ for officers employed on a full-time basis (the entitlement for those employed on a part-time basis is adjusted on a pro-rata basis); and
 - Other terms and conditions of employment such as entitlement to contractual sick pay governed by the NJC LGS

Pay Scales - Senior Management Team

- 3.4. The Senior Management grade structure and salaries were agreed by General Function Committee on 3rd May 2017. The Constitution and General Purposes Committee (subject to Council approval) sets the pay rates applicable to the grade structure on an annual basis and this pay policy statement is updated. Table A below sets out the salaries associated with the pay grades for the Senior Management Team and the Statutory Officer posts. Salaries are reviewed during April of each year and an updated pay policy statement is approved and published by the Council as necessary.
- 3.5. Each Pay Grade comprises a minimum (entry pay point) and a maximum (fully competent) pay point. The Fully Competent pay point reflects the evaluated level of the job. The Council does not pay beyond the evaluated level of the job.
- 3.6. The appropriate pay point at recruitment will normally depend upon the applicant's assessed level of competence.
- 3.7. All Chief Officer appointments (those officers listed in Article 9 of the Council Constitution) are conducted by the Chief Officer Appointment Panel, which comprises five elected members appointed to the panel by Council. The Panel includes the Leader of the Council, the Deputy Leader of the Council, the Chairman of the Constitution and General Purposes Committee, the Leader of the Opposition and a further member of the opposition group. The post holder's remuneration will be voted on by the Constitution and General Purposes Committee and reported to Council at the earliest opportunity.
- 3.8. The Constitution and General Purposes Committee is responsible for the appointment of all chief officers with the exception of the Head of Paid Service

³ Note that, for a small number of designated roles where recruitment and retention issues exist, employees are offered the option of switching to a lower-cost scheme (NEST) and receiving a pay uplift which the Council funds through savings in employer contributions to the LGPS.

⁴ The annual leave entitlement will increase to 31 days with effect from 1 April 2023 (pro-rata adjustments will continue to apply for part-time employees)

(Chief Executive) as Council retains the responsibility to confirm the appointment or dismissal of the Head of Paid Service.

- 3.9. Pay progression within senior management grades is assessed through the annual performance review cycle. There are four performance levels, each corresponding to a defined percentage of salary increase until an employee reaches the top of the pay grade for their post, shown in Table B.

Rating	Percentage increase
Development Needs	0%
Satisfactory	0.5%
Good	2.25%
Outstanding	3%

Table B: Barnet Council performance-based pay progression for senior management.

Pay Scales - Rest of the Council

- 3.10. The Council, in accordance with its single status agreement, has a grading system in place for staff not covered by the SMT arrangements outlined above. In accordance with the Council's job evaluation scheme, each post is assigned one of 13 grades. The lowest point in the pay 'spine' is £23,457 and the highest point is £72,266. A full list of grades and corresponding salary amounts across the Council's paid service can be found in Appendix A1.
- 3.11. The pay point on recruitment is normally at the bottom point of the grade for each post unless there is a justifiable reason for doing otherwise. Justifiable reasons for appointments at higher levels within a grade may include a need to match the appointee's salary at a previous employer and/or challenges in relation to staff recruitment and retention for a particular post or level of skill.
- 3.12. Pay progression within grades is assessed through the annual performance review cycle. There are four performance levels, each corresponding to a defined percentage of salary increase until an employee reaches the top of the pay grade for their post.

Rating	Percentage increase
Development Needs	0%
Satisfactory	0.5%
Good	2.25%
Outstanding	3%

Table C: Barnet Council performance-based pay progression for grades A-M.

Barnet Living Wage

- 3.13. The Council has developed a fair pay policy to ensure that it applies a wage 'floor' for Council employees, the essence of which is set out in the following statement:

"London Borough of Barnet is a fair pay employer and will apply the principles of a living wage (including taking into account the National Minimum Wage, National Living Wage, London Living Wage and national pay awards in the public sector), subject to affordability."

- 3.14. As outlined above, the lowest point in the Barnet Council pay 'spine' is £23,457. All posts within the Council's grading system are remunerated at levels that exceed the 2022 London Living Wage [expressed as an hourly rate of £11.95, which would correspond to an annual salary of £22,432 for a full-time employee].
- 3.15. It is important to note that the Council's grading system and Living Wage provisions do not include remuneration rates in respect of apprenticeships, where the national apprenticeship rates will apply at a minimum.
- 3.16. The Council has commenced discussions with the Living Wage Foundation, with an ambition of eventually becoming accredited as a Living Wage Employer. Achieving the aforementioned accreditation is likely to require a considerable amount of time as it would create the need for the Council to establish procurement and audit mechanisms covering virtually all of its contractors/subcontractors as well as other parts of its supply chain.

Other Elements of Remuneration

Pay Protection

- 3.17. The Council's Managing Organisational Change Policy is applicable to all employees and sets out the Council's pay protection policy.

Recruitment and Retention Premia

- 3.18. The Council has a recruitment and retention payments policy applicable to all employees which describes when and how the Council may pay beyond the evaluated level of a job. Any such payments will need to be supported by clear labour market evidence before they can be made, and to be reviewed periodically.

Other

- 3.19. The Council does not operate a bonus scheme for senior managers or any other employees, however it does award salary progression within grades on the basis of employee performance as outlined above.
- 3.20. The Council does not offer any benefits in kind.

- 3.21. The Council operates a Policy for Payments for Additional Responsibilities and Outstanding Contributions which allows discretionary payments to be made to staff who are required to undertake duties outside the scope of their post or/and have made extraordinary contributions to the work of the Council.

Payments under the Policy are subject to an approval process which includes senior management as well as the Assistant Director of Human Resources and Organisational Development.

Payment for election duties

- 3.22. The role of Returning Officer is considered to be secondary employment and any Senior Officer undertaking this role will be expected to either take annual leave or special unpaid leave when fulfilling this function.
- 3.23. Any employee who undertakes election duties is paid for this through the Returning Officer. The level of Fees & Charges payable for election duties are set by the Cabinet Office & London Councils.

Pension Arrangements

- 3.24. Employees of the London Borough of Barnet are automatically enrolled into the Local Government Pension Scheme (LGPS). However, employees are entitled to opt out of the Scheme if they so wish.
- 3.25. The rate of employee pension contributions is determined by national LGPS regulations.
- 3.26. Pension matters are dealt with by LGPS Scheme Rules. LGPS members are also entitled to receive benefits related to ill-health retirement and death in service.

Redundancy Terms

- 3.27. The Council's Managing Organisational Change Policy is applicable to all employees, including Chief Officers and the Head of Paid Service, and sets out redundancy compensation.
- 3.28. Redundancy compensation is calculated based on an employee's actual weekly gross pay using the statutory matrix of Age and Years of Completed Service. The minimum is 1 week's actual gross pay and the maximum is 30 weeks' pay.
- 3.29. The Council's redundancy terms do not enhance pension entitlements.
- 3.30. As part of its duty to mitigate the consequences of redundancy, the Council puts in place appropriate employee support, which includes career advice, workshops and redeployment trial periods for employees.

Appointment and Remuneration Terms

- 3.31. The Council appoints to roles on a variety of terms [within the parameters of its Unified Reward framework and other relevant policies], and the final decision about appointment and remuneration terms will generally be a reflection of the requirements of the role, the evaluated level of the role, the longevity of the role, budgetary constraints, and broader value for money considerations.
- 3.32. As part of the provisions of its Officer Code of Conduct and other relevant policies and procedures, the Council requires its staff to disclose any participation in activities (e.g. employment with other organisations) or interests (e.g. close personal relationships with suppliers) which may have an impact on the work of the Council or its relationships with relevant stakeholders. Any such disclosures are reviewed on a case-by-case basis, with steps being taken to protect the interests of the Council as well as the reputation and overall well-being of its employees.

4. Severance arrangements

- 4.1. The Council does not enhance severance packages beyond statutory and contractual entitlements. In practice this means severance packages consist of redundancy pay (see 3.27) and any holiday pay to which the employee is contractually entitled. Employees who are members of the LGPS may also be entitled to redundancy-related payments in accordance with the Regulations of the Scheme. From the Council's perspective, this will mean that mandatory and discretionary payments towards premature retirement compensation will be included in the assessment of the severance payments which are made to an individual.
- 4.2. Where an employee who is a member of the LGPS is aged 55 or above and is made redundant, then, by virtue of the LGPS scheme rules, the employee's pension will automatically come into payment. It should be noted that an employer cost, known as 'Pension Strain' will be crystallised and is a cost to be paid by the employer to the LGPS.
- 4.3. For the purposes of calculating the component parts of a severance package this will include:
- redundancy pay
 - holiday entitlement earned but not taken
 - 'pension strain' cost payable by the Council to the Pension Scheme.
- 4.4. The Council has been given the opportunity to vote on severance packages at or above £100,000 per annum and has delegated this function to the Constitution and General Purposes Committee.

5. Relationship between the remuneration of the Council’s chief officers, and the remuneration of its employees who are not chief officers

Remuneration of the Lowest Paid

- 5.1. The definition of the lowest paid is outlined in Section 5.4 (below). The Council has adopted that definition based on the lowest point of the Council’s pay ‘spine’- see section 3.10. The reader should note that salaries are quoted in this Statement on a full-time basis; salaries for employees who work part-time are calculated on a pro-rata basis in line with the grade for their role.

Pay Dispersion

- 5.2. The highest paid role in the Council is that of the Chief Executive with earnings of £205,493. Earnings for the median average paid role stand at £36,671, falling within Grade H which covers multiple roles across a wide range of Council services. The ratio between the highest paid in the authority (Chief Executive Officer) and the median average paid role is approximately 5.6:1. The lowest-paid role in the Council is in the Streetscene Service, with full-time earnings of £23,457 per annum. The ratio between the highest and lowest paid roles is 8.76:1.

- 5.3. A pay dispersion comparison between the current year and previous year is shown in Table D below:

Description	2022/23	2021/22
Highest Paid	£205,493	£198,511
Median	£36,671	£32,215
Lowest paid	£23,457	£20,658
Highest to median ratio	5.6:1	6.2:1
Highest to lowest ratio	8.8:1	9.6:1

Table D: Pay dispersion at the Council in 2021/22 and 2022/23.

Elements of Chief Officer Remuneration

- 5.4. As described previously, Chief Officers do not ordinarily receive any bonuses or benefits in kind. In common with all Council posts, where there is evidence that the evaluated level of the job does not reflect current labour market conditions, a market supplement may be considered. Any market supplement would need to be agreed and reviewed by the Constitution and General Purposes Committee.

6. Gender Pay Gap

- 6.1 The Council is committed to reporting accurately on its gender pay gap. As at 31.03.2021, the average hourly rate of pay for female employees was higher than that for male employees in terms of both the mean (14.15%) and median (25.54%) averages.

7. Staff moving posts within the public sector

- 7.1. The Council operates a recruitment policy based on merit, in line with the provisions of Section 7 the Local Government and Housing Act 1989.
- 7.2. Should a successful candidate for a Barnet Council vacancy be in receipt of a severance payment or pension, the Council would follow the Rules of the Local Government Pension Scheme and Modification Order to manage the following scenarios, should they occur:
- Where someone previously employed by the same authority, left with a severance or redundancy payment returns to the Council's employment as a Chief Officer
 - Officers in receipt of a Local Government Pension Scheme or Firefighter pension (whether their previous service was with the same authority or not).
- 7.3. Where an employee leaves the Council on the grounds of redundancy, there would normally need to be a 12-month break before the Council would consider engaging them again either as an employee or under a contract for services

8. Publication of and access to information regarding remuneration of Chief Officers

- 8.1. Remuneration information about Chief Officers is published on the Council website.
- 8.2. The Council's Annual Accounts set out remuneration information for roles paid above £50,000. These accounts are published on the Council's website.

9. Amendments to this Pay Policy Statement

- 9.1. Data within this statement are correct as at 15 December 2022 [unless stated otherwise, e.g. in the case of the Gender Pay Gap information]. The reader should note that the median pay may be subject to minor variations as a result of posts being created, deleted, re-evaluated, or included in transfers of

activities/services (commonly referred as TUPE) between the Council and partner organisations.

- 9.2. There is a requirement to keep this Pay Policy Statement as up to date as possible. Therefore, mid-year amendments to the statement may be approved and published by the Council as appropriate.

APPENDIX A1



PAY AND GRADING STRUCTURE FROM 1 APRIL 2022

GRADE	Minimum	Maximum
Grade A	£23,457	£24,804
Grade B	£24,408	£25,629
Grade C	£25,212	£26,472
Grade D	£26,046	£27,357
Grade E	£26,913	£28,737
Grade F	£28,737	£31,731
Grade G	£31,731	£35,217
Grade H	£34,341	£37,725
Grade I	£37,725	£41,793
Grade J	£42,795	£47,805
Grade K	£50,910	£56,022
Grade L	£57,102	£63,684
Grade M	£65,262	£72,266
Grade 8	£72,931	£81,632
Grade 7	£81,632	£91,422
Grade 6	£94,685	£115,352
Grade 5	£114,770	£125,621
Grade 4	£125,621	£139,726
Grade 3	£139,726	£162,512
Grade 2	£163,015	£173,866
Grade 1	£194,643	£205,493

APPENDIX A2

Gender Pay Gap information

(Note: Data as at 31.03.2021)

1. The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 ordinarily require the Council to report ‘pay gap’ information, including the difference between the average (mean and median) pay of female employees and that of male employees as well as an analysis of the workforce by pay quartile.
2. The 2020/21 gender pay gap figures for Barnet Council have already been published through the central Government’s Gender Pay Gap Reporting Service. However, the Council is keen to continue its work on transparency and the overall equality, diversity, and inclusion agenda and has decided to include the relevant information⁵ in this report.
3. The mean average hourly pay for female Council employees is £19.23, and the median average hourly pay for female Council employee stands at £17.70. The figures for male employees are £16.85 and £14.10 respectively. Consequently, the mean average gender pay gap is 14.15%, and the median average gender pay gap is 25.54% (Table 1).

<i>Type of figure</i>	31 Mar 20	31 Mar 21
Mean pay per hour for male employees	£17.22	£16.85
Mean pay per hour for female employees	£19.58	£19.23
Gender pay gap – mean average	13.7%	14.15%
Median pay per hour for male employees	£14.03	£14.10
Median pay per hour for female employees	£17.72	£17.70
Gender pay gap – median average	26.28%	25.54%

Table 1: Barnet Council gender pay gap figures.

4. The Barnet pay gap figures appear to be significantly different from gender pay gap data across London Borough Councils⁶, where a very small gap exists in the other direction, with male employees’ median hourly pay being 0.5% higher than that of female employees, as well as local authorities across England and Wales, where the median pay of male employees is 4.3% higher than that of female employees⁷.

⁵ The reader may wish to note that the statutory definition of gender pay gap calculations is based on the earnings of male employees. Consequently, using that definition, the Council technically has ‘negative’ pay gaps. The Council reports its pay gap figures to the central government’s Gender Pay Gap Service using the relevant template [devised by that Service] in order to facilitate comparisons with other organisations.

⁶ LGA report: ‘The gender pay gap in local government 2019’

⁷ LGA data pack: ‘Local Government Workforce Summary Data’, March 2021

The difference can largely be attributed to the fact that Barnet Council has outsourced the work of certain specialist/professional functions (such as Information Technology) which traditionally attract a higher proportion of men and which other authorities continue to deliver internally. This means that women make up the majority of employees in the top 3 pay quartiles within the Council (Table 2).

Quartiles	Male 31.03.20	Female 31.03.20	Male 31.03.21	Female 31.03.21
Lower Quartile	60.5%	39.5%	70.7%	29.3%
Lower Middle Quartile	45.5%	54.5%	33.3%	66.7%
Upper Middle Quartile	29.7%	70.3%	34.4%	65.6%
Upper Quartile	32.1%	67.9%	32.6%	67.4%

Table 2: Gender 'split' of Barnet Council employees by pay quartile.

5. The Council remains fully committed to the EDI (Equality, Diversity, and Inclusion) agenda and continues its work to improve its engagement with all sections of the community as well as its employer 'brand' within and beyond the Borough.

APPENDIX A3

Information on Payments for Additional Responsibility and Outstanding Contributions

(Note: Data from 01.04.2022 to 31.12.2022)

1. ADDITIONAL RESPONSIBILITY AND OUTSTANDING CONTRIBUTION PAYMENTS

- 1.1 In 2016, the Council implemented the Unified Reward agreement which codifies the grading and remuneration arrangements within its paid service. With the introduction of the Unified Reward pay agreement, the Council removed the facility to award ad hoc honorarium payments to staff who undertake duties over and above their normal job role, or who make an outstanding contribution to the work of the Council through their hard work and good performance.
- 1.2 Taking into account both the Council's emphasis on arranging work in an agile, responsive way and wider labour market trends, a decision was made in late 2021 to introduce a Policy for Additional Responsibility and Outstanding Contribution Payments.
- 1.3 While there is no statutory obligation on the Council to report on such payments, we have decided to publish a summary of information relating to both types of payments (OCP and ARP) in line with our ongoing commitment to transparency around the Council's pay structures and remuneration arrangements. In the first three quarters of the 2022/23 financial year, approximately 2.5% of Council staff (47 officers in total) have received a combined total of just under £29k in such payments.
- 1.4 The information is summarised in Table 3 below. The reader may wish to bear in mind that, as the Policy was enacted shortly before the commencement of the 2022/23 financial year, the information in the table only relates to the first three quarters of the financial year (i.e. up until the end of December 2022).

Service area	Additional Responsibility		Outstanding Contribution		Total staff receiving payments	Aggregate average amount paid
	Number of staff receiving payment	Average amount paid	Number of staff receiving payment	Average amount paid		
Adults & Health	15	£476.39	10	£582.50	24	£512.69
Customer & Place	2	£431.55	3	£ 677.42	5	£532.79
Education & Skills	0	N/A	1	£1,000.00	1	£1,000.00
Family Services	6	£620.08	3	£2,537.81	9	£958.50
Strategy & Resources	1	£300.00	5	£720.00	6	£600.00
Streetscene	2	£889.00	0	N/A	2	£889.00
Grand Total	26	£546.41	22	£764.30	47	£616.80

Table 3: Summary of Payments for Additional Responsibility and Outstanding Contributions.

APPENDIX A4

Recruitment and Retention payment information

(Note: Data as at 30.12.2022)

2. RECRUITMENT AND RETENTION PAYMENTS- BACKGROUND

- 2.1 Recruitment and Retention Payments (RRP) are additional payments to the basic pay of an individual post or specific group of posts. The Council considers RRP's to be discretionary and non-contractual.
- 2.2 Recruitment or Retention Payments may be paid in circumstances where market pressures would hinder the Council's ability to recruit and retain adequate numbers of employees of an appropriate calibre for the posts concerned if it offered the normal salary for the grade of the job. Until October 2021, payments had been capped at 10% for each element. Following a review of labour market conditions, the Council has decided to remove the caps, however only one post currently attracts a combined RRP which exceeds 20% of the corresponding base salary.
- 2.3 Recruitment or Retention Payments apply to posts rather than to employees. Where an employee moves from a post that attracts a RRP to one that does not, the payment will cease. As RRP's are not considered contractual, no pay protection would apply in those circumstances.
- 2.4 Prior to the implementation of the Unified Reward grading system, a number of posts at the Council attracted market factor supplements which had been introduced as a means of improving the Council's ability to compete in competitive markets covering 'hard to recruit to' posts. Other market factor supplements had been established purely on the basis of improving the Council's ability to retain key members of staff in critical service areas. In the main these were introduced to cover specific groups of staff which were difficult to recruit and retain, for example Social Workers in Family Services.
- 2.5 With the introduction of Unified Reward, RRP's replaced all market supplements and associated payments.
- 2.6 In December 2022, the Council had a total of 1,945 posts in its establishment [excluding vacancies and apprenticeships]. Of those, 156 posts (8% of the total) attracted Recruitment and Retention Payments. Just over half (81) of those posts attracted RRP's between 11% and 20% of the associated base salary, one post attracted a 23% RRP, while the remaining 72 posts attracted RRP's between 3% and 10%.

2.7 A summary of Council posts which attract RRPs is provided in Table A4. This summary does not include any posts which are vacant as at December 2022.

Function[s] / Service Area[s]	Total posts attracting RRP	RRP 3-9% Posts	RRP 10% posts	RRP 11-19% posts	RRP 20% posts	RRP 20+% Posts
Family Services, [Children's] Social Care	105	19	13	44	29	0
Adults [Social Care], Communities, Public Health	12	5	7	0	0	0
Environment and Streetscene	14	0	13	1	0	0
Strategy & Resources, Assurance	10	6	1	2	1	0
Customer and Place	15	5	3	1	3	1
GRAND TOTAL	156	35	37	48	33	1

Table A4: Summary of Barnet Council posts which attract Recruitment and Retention Payments by function or service area. Please note that certain service areas have been grouped together with a view to mitigating privacy risks for individual postholders.

2.8 An Equality Impact Assessment has been undertaken and demonstrates there are no specific inequalities within the payment framework. Most posts which attract RRPs are held by female employees; the posts are mostly concentrated in social work, a field in which women comprise over 80% of the UK workforce⁸.

⁸ See e.g. 'DfE Experimental statistics: Children and family social work workforce in England, year ending 30 September 2017'.

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Constitution and General Purposes Committee

12th January 2023

Title	Member Development Programme 2022-2026 and Charter Plus Action Plan
Report of	Executive Director of Assurance
Wards	All Wards
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A – Delivered Sessions for Member Development Programme (September 2022 to December 2022) Appendix B – Member Development Programme Appendix C – Charter Plus criteria and action areas Appendix D – Sample Personal Development Plans
Officer Contact Details	Tracy Scollin Senior Governance Officer Tracy.scollin@barnet.gov.uk

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 development activity. Since the 2018 Local Elections, the council has taken a more structured approach towards Member Development and Induction.

A report was presented to Constitution and General Purposes Committee (C&GPC) on 6th October 2022 outlining the details of the Barnet Member Development and Induction Programme since May 2022, future training plans and proposals to submit an application to London Councils towards Charter Plus.

The Governance Service, with input and support from Members and Officers, co-ordinates and rolls out a programme of development covering a variety of Councillor responsibilities, which is approved annually.

The details of the sessions completed and attendance since the last report to C&GPC are set out at Appendix A.

Planned activity for the forthcoming period is set out in Appendix B.

Progress and a proposed Action Plan towards Charter Plus Status are detailed in Appendix C.

Sample Personal Development Plans (PDPs) are provided in Appendix D

Officers' Recommendations

- 1. That the Committee note the sessions delivered since October 2022 as set out in Appendix A and provide feedback on these.**
- 2. That the Committee agree the forward plan of Member Development sessions as set out in Appendix B.**
- 3. That the Committee note the progress towards assessment for Charter+ (Plus) status in 2022/23, provide feedback on the Action Plan and decide on a proposal for Personal Development Plans for Members (Appendix D).**

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 despite 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 The purpose of the Member Development and Induction Programme is to ensure:
 - Sessions meet identified training and development needs and support them to be effective councillors;
 - There are clear expectations of Members in relation to training and development;

- Sessions are commissioned and details circulated to Members well in advance; and
 - There is an understanding from Members about which sessions are mandatory, which are recommended, and which are optional.
- 1.4 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, the Member Development Steering Group (MDSG), which meets regularly and is made up of the Party Group Leaders, the Group Whips and Political Assistants, continues to be consulted on all training and development proposals.
- 1.5 Regular development sessions and training opportunities have been provided and reported to the Constitution and General Purposes Committee for Member oversight. Details of the sessions completed since the last report to Committee (6th October 2022) are set out in Appendix A.

PROGRESS SINCE OCTOBER 2022

- 1.6 Since the last report to this committee, officers have continued to implement and promote the Member Development and Induction Programme for new and returning Members for the period May 2022 to May 2026. Officers engaged with council directors and the MDSG in developing the proposals and detailed plans for the 2022 to 2026 Programme. Feedback from elected Members and officers on the previous 2018 induction programme was key and incorporated into the plan.
- 1.7 Officers have successfully implemented the Member Development Programme throughout 2022, encouraged attendance using text reminders for all sessions, and are engaging with the MDSG and Senior Management Team (SMT) to draft the programme for 2023/24. Officers have continued to seek feedback from Members to help to inform future planning.
- 1.8 The Governance Service recently set up text message reminders to all Members on the day of each training, and Members have reported finding this helpful.

SUPPORTING PAPERLESS MEETINGS WITH THE MODERN.GOV APP

- 1.9 Following the decision to cease distribution of hard copy papers for all Committee meetings, the Governance Service has delivered several induction and drop-in sessions, and ad hoc support prior to committee meetings, for Members on the functions of the Modern.Gov application, enabling committees to become paperless. Ongoing sessions and one-to-one support are available.
- 1.10 The Modern.Gov application is installed on Members' council-issued laptops and enables the user to access and annotate committee reports. Members

can also access the application on their own devices (e.g. phone, tablet or laptop). A tutorial video is also available to support Members with the functionality of the app and can be accessed on the Members' Intranet Page (Members' IT Handbook, Policies and Support).

GOVERNANCE REVIEW

- 1.11 Some Member training requirements are emerging as part of the Governance Review, particularly training for prospective Cabinet Members and those who will sit on overview and scrutiny bodies. These requirements are being scoped out as part of the Review and will be delivered at the appropriate time to ensure that Members have the required knowledge and skills in advance of the new governance system going live in May 2023.

MANDATORY TRAINING

- 1.12 Following consultation with the MDSG and the Monitoring Officer the following sessions have been agreed as mandatory:

- a) **Adults Safeguarding for all Members**
- b) **Children's Safeguarding for all Members**
- c) **Code of Conduct and Register of Interest for all Members**
- d) **Licensing for Cllrs on the committee**
- e) **Planning for Cllrs on the committee**

Training Session	Members	Level of attendance
Strategic Planning, Planning Committee A, Planning Committee B	All Members and Substitute Members on the Committee	100%
Licensing Committee	All Members and Substitute Members on the Committee	100%
Code of Conduct and Register of Interest	All Members	90.5% (57 of 63 Members)
Children's Safeguarding	All Members	44.5% (28 of 63 Members)
Adults Safeguarding	All Members	36.5% (23 of 63 Members)

- 1.13 Officers are working with both political groups and offering a recording of the training session for Members to review if they were unable to attend. Attendance statistics have been reported to the Groups and officers have requested support in encouraging outstanding Members to complete the training. We will look to improve the uptake and report back at the next update to this Committee.

CHARTER+ (PLUS) STATUS

- 1.14 As previously reported officers have been working towards external accreditation for the Programme via the Charter for Member Development.
- 1.15 The Programme was assessed in January 2021 and the Council was awarded Charter Status. The Council are not due to be reassessed until January 2024. However, an interim review took place in November 2022 and the Council continue to meet all the Charter status criteria. . The Committee is asked to note that officers have commenced work on assessment for Charter+ (Plus) status which will continue into 2023/24.
- 1.16 Given the proposed change to the Executive model of governance, some adjustments will need to be made to the Member Development Programme. The training required to manage the transition to the Executive model, such as leadership training for Cabinet Members and training for Members who will sit on overview and scrutiny committees, will also contribute towards the Charter Plus accreditation given its focus on leadership training. Personal Development Plans (PDPs) will also be rolled out for Members.
- 1.17 The proposed Charter Plus Action Plan (Appendix C) covers the criteria which have not yet been met and identifies actions to fulfil Charter Plus Criteria, including proposals for implementing PDPs for Members and for evaluation of the Programme.
- 1.18 Appendix D contains sample PDPs from South East Employers.

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, monitoring the Council's work, acting as a corporate parent and managing casework.

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).
- 3.2 The Committee could choose not to develop a submission for Charter Plus status. Given the relatively small additional resource involved in progressing towards Charter Plus, and the likely current and future benefit to the council in

continuing to attract and retaining a diverse range of skilled Councillors, this approach would not be recommended.

4 POST DECISION IMPLEMENTATION

- 4.1 Officers will continue to implement a comprehensive Member Development programme for the period 2022 – 2026.
- 4.2 Officers will also work on addressing areas of improvement as identified by South East Employers following our assessment for Charter Status and progress towards Charter Plus. Progress on addressing these areas will be reported to the MDSG for Member oversight.
- 4.3 Subject to the agreement of the MDSG and sufficient resources being identified, South East Employers will commence work with a minimum of 30 Barnet Councillors on their PDPs from April 2023.

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 Council 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. In 2021/22 the total spend was £15,720.00. including some items that were being delivered in 2022/23. Due to the May 2022 Local Election, officers were aware there would be added pressure on the budget as such some external training sessions were booked and paid for in the 2021/22 financial budget.
- 5.2.2 A recent survey of the London Member Development Network indicate that our training budget was comparable to other London Authorities in 2022/23.

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 It is proposed that a specific module on equalities is delivered as part of the Programme which will include: unconscious bias; and the Public Sector Equality Duty and Equality Act 2010.
- 5.6.3 Requirement of Charter Plus is to ensure that the council has a corporate commitment to considering ways to promote the role of Councillor to all sections of the community and offers ongoing support to all Councillors with their development.

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 Programme includes mandatory sessions for all Members 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>
- 6.5 Constitution & General Purposes Committee, 4 October 2021, Item 12 (Member Development Programme 2018 – 2022 Update and Draft Member Development Programme 2022 – 2026): [Agenda for Constitution and General Purposes Committee on Monday 4th October, 2021, 7.00 pm | Barnet Council \(moderngov.co.uk\)](#)
- 6.6 Constitution & General Purposes Committee, 6th October 2022, Item 13 (Member Development Programme 2022-26): [Member Development and Induction Programme 2022-2026.pdf \(moderngov.co.uk\)](#).

Appendix A - Delivered Sessions and Attendance, October-December 2022

29/9/22	Resources and Local Government Finance	Recommended for all, particularly Policy & Resources Committee Members	Cllr G Cooke, Cllr G Sargeant, Cllr A Bilbow, Cllr A Hutton, Cllr B Rawlings, Cllr E Ambe, Cllr A Moore, Cllr T Vourou, Cllr A Mittra, Cllr S Conway, Cllr L Gurung, Cllr E David, Cllr Young, Cllr Z Beg
03/11/22	Social Media: Opportunity and danger zones	Recommended for all Members	Cllr Alison Cornelius, Cllr Nagus Narenthira, Cllr Zakia Zubairi, Cllr Joshua Conway, Cllr Andreas Ioannides, Cllr Anne Clarke, Cllr Caroline Stock, Cllr Gill Sargeant, Cllr Kamal Gurung, Cllr Alison Moore.
21/11/22	Tree and Woodland Management	Recommended for all Members, particularly E&CC and Area Committee Members	Cllrs Farrier, Schneiderman, Dean Cohen, Conway, Longstaff, Gurung, Gurung, Khallick, Rich, Cooke, Chakraborty, Innocenti, Lemon, Radford
22/11/22	Social Media: Opportunity and danger zones	Recommended for All Members	Cllr Barry Rawlings, Cllr Claire Farrier, Cllr Lachhya Gurung, Cllr Val Duschinsky, Cllr Ross Houston, Cllr Humayune Khalick
28/11/22	Thrive LDN Mental Health Training	Recommended all	Cllr Barnes, Cllr Sara Conway, Cllr Joshua Conway , Cllr Coakley Webb, Cllr Cooke, Cllr David, Cllr Kamal Gurung, Cllr Hutton, Cllr Ioannidis, Cllr Khalick, Cllr Mearing-Smith, Cllr Moore, Cllr Narenthira, Cllr Rawlings, Cllr Schneiderman, Cllr Whysall , Cllr Zubairi
07/12/22	Domestic Abuse and VAWG	Recommended all	Cllr Barnes, Cllr Chakraborty, Cllr Clarke, Cllr Rose, Cllr CoakleyWebb, Cllr Conway, Cllr Cooke, Cllr Edwards, Cllr Gurung, Cllr Houston, Cllr Ioannidis Cllr Khalick, Cllr Lusingi, Cllr Moore, Cllr Rawlings, Cllr Sargeant, Cllr Vourou, Cllr Whysall

08/12/22	Dementia Friendly Barnet	Recommended all	Cllrs Moore, Stock, Khalick, Vourou, Houston, Innocenti, Chakraborty, Philip Cohen, Hutton, Beg, Sargeant, K Gurung
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APPENDIX B - UPCOMING MEMBER DEVELOPMENT SESSIONS 2023/24 (Early stage draft programme)

DATE	SESSION	DELIVERED BY	RECOMMENDED/MANDATORY/OPTIONAL
25/1/23	<p><u>Sustainability – HTH/Hybrid</u></p> <ul style="list-style-type: none"> • Attitudes and behaviours towards sustainability • Carbon literacy 	<p>Assistant Director for Sustainability</p> <p>Kris de Meyer, Director UCL Climate Action Unit</p>	<p>Recommended for all Members</p>
27/2/23	<p><u>Zero Suicide Alliance Training - HTH/Hybrid</u></p> <p>Zero Suicide Alliance training is designed to show how to have a direct and honest conversation about suicide with family, friends or even someone you don't know.</p>	<p>Barnet Public Health</p> <p>CommUnity Barnet</p>	<p>Recommended for all Members</p>
13/3/23	<p><u>The Health System in Barnet – HTH/Hybrid</u></p> <p>An outline of who provides and assures health services in Barnet</p> <p>An introduction on how NHS services are organised in the borough – particularly the role of Integrated Care Systems, Integrated Care Bodies and Integrated Care Partnerships</p> <p>The role of Members</p>	<p>Dawn Wakeling, Executive Director – Adults and Communities, LBB;</p> <p>Colette Wood, Director of Integration (Barnet Directorate), North Central London Integrated Care Board;</p>	<p>Recommended for all new and returning Adults & Safeguarding Committee Members, HOSC and Members appointed to the Health & Well-Being Board.</p> <p>Optional for all Members.</p>

		Tamara Djuretic, Director of Public Health and Prevention, LBB.	
To be allocated	<u>Mental Capacity Act 2005 Duties & Dementia</u> <ul style="list-style-type: none"> Responsibilities under the Act Principles of the Act Deprivation of Liberty Safeguards Regime 	Executive Director, Adults	Mandatory for all new and returning Adults & Safeguarding Committee Members. Optional for all other Members.
To be allocated	<u>Elections</u> <ul style="list-style-type: none"> Elections – General Elections, Referendums, London Mayoral / GLA Elections, Local Elections Post-Election Reviews Electoral Registration Polling Districts and Polling Places Boundaries 	Executive Director of Assurance Assistant Director Assurance Head of Electoral Services	Recommended for Members of the Constitutional & General Purposes Committee. Optional for all Members
To be allocated	<u>Equality and Unconscious Bias (online)</u> The session will provide a training on equality and diversity, delivered in two parts: Unconscious Bias facilitated - TBC Public-Sector Equality Duty and Equality Act 2010 Unconscious Bias outcomes summary delegates will have enhanced:	Jessica Farmer, Monitoring Officer TBC	.Recommended for all Members

	<ul style="list-style-type: none"> • Knowledge of what unconscious bias is and how this manifests everyday life • Knowledge of relevant psychological theory • Knowledge of latest bias related statistics and research • Understanding of the importance and value of challenging biases • Awareness of the impact of unconscious bias on staff, service users and residents within the borough and how this can be addressed. 		
Q4 – date tbc	<p><u>Housing Session 1 - Housing Delivery (Hendon/Hybrid)</u></p> <p>The session will provide an insight to housing management and supply challenges in the borough. The session will cover:</p> <ol style="list-style-type: none"> 1. Council Housing, Barnet Homes, what it does and how – pressures etc, dealing with member enquiries and complaints, how we benchmark the service 	<p>Susan Curran, Head of Housing and Regeneration</p> <p>The Barnet Group</p>	Recommended for all Members

	<p>2. Housing quality – investment, damp and mould, regeneration, fire safety, carbon reduction</p> <p>3. The Housing Revenue Account</p> <p>4. New housing supply</p>		
Q4 date tbc	<p><u>Housing Session 2 – Housing Options (HTH/Hybrid)</u></p> <p>The session will provide an insight to housing demand challenges in the borough. Including Pressure and availability, Projects and successes – rough sleepers, BOOST, grant funding, DV etc; Allocations policy, Temporary accommodation.</p>	<p>Susan Curran, Head of Housing and Regeneration</p> <p>The Barnet Group</p>	Recommended for all Members
Post May 2023	<p><u>Register of interests (one hour TBC) refresher training</u></p>	<p>Monitoring Officer</p> <p>Head of Governance</p>	Recommended for all Members
Pre-May 2023	<p><u>The Executive System and the Role of Overview and Scrutiny</u></p>	TBC	Recommended for all Members
May 2023	<p><u>Cabinet and Overview and Scrutiny Committee Members (Teams or Hybrid)</u></p>	<p>Assistant Director and Senior Business Partner,</p>	Recommended for all Members

	<ul style="list-style-type: none"> • New Sustainable Commercial Strategy and Implementation, plus revised Contract Procedure Rules, and Capita contracts 	Commercial and Procurement	
July 2023 TBC	<p><u>CIPFA’s Position Statement: Audit Committees in Local Authorities (HTH/Hybrid)</u></p> <p>The session will provide an overview of CIPFA’s recent update to their Position Statement on Audit Committees in Local Authorities. This will support the objective of the Committee evaluating its impact and identifying areas for improvement. The session will assist members by helping them to fulfil their responsibilities as members of the Audit Committee.</p>	Head of Internal Audit (tbc)	Recommended for Audit Committee Members

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Appendix C

Progress on LGA Charter Plus Accreditation – Continuing Professional Development for Councillors

The Framework was updated in 2022 based on feedback from councils on what would help to empower Councillors to work effectively:

Three main Criteria for Chartered Status and Charter Plus:

1. The Council has a clear commitment to Member Development and support
2. The Council has a strategic approach to Member Development
3. Learning and Development is effective in building skills and knowledge

Charter+ Requirements (in progress - areas needing work in red)	Examples of evidence
1.1 - Political and managerial leadership is committed to the development of councillor	<ul style="list-style-type: none"> • Signed commitment to achieving the charter • Councillors are included in any Investors in People (IiP) Award questioning process • Strategies are in place to support councillor development • Cross-party councillor development group showing active involvement of councillors in the learning and development process.
Strategic approach to forward planning of Councillor development- Criteria met	
Clear commitment from top political and managerial leadership to share development opportunities across local government tiers (including with parish and town councils) – Action Area	
1.2 - The council actively promotes democratic participation, publicises the role of councillors as community leaders, and proactively engages with under-represented groups	<ul style="list-style-type: none"> • Local democracy week action plan, programme of activities and review • Youth council • LGA’s Be a Councillor campaign

<p>The council takes action to encourage people to become councillors, particularly from under-represented groups and evaluates the impact and success of the activities – Action Area</p>	<ul style="list-style-type: none"> • Citizenship links with local schools, colleges and universities • Presentations in the community and targeting under-represented groups • Prospective councillor events and materials on roles, responsibilities and next steps • ‘Day in the life of a councillor’.
<p>The council provides information on democratic and electoral processes - Criteria met</p>	
<p>The council builds links with local businesses and employers to promote the role of the councillor – Action Area</p>	
<p>1.3 The council is committed to ensuring equal access to learning and development for all councillors</p>	<ul style="list-style-type: none"> • A range of communication methods e.g. internet / intranet / social media is used to promote development opportunities • Councillors confirm that action is taken to respond to and accommodate diversity of needs • Evidenced flexibility and consideration of the timing of development events
<p>Impact analysis of access is monitored, reviewed and actioned Criteria met</p>	
<p>1.4 The council has designated resource and budget for councillor development which is adequate to meet priority development needs</p>	<ul style="list-style-type: none"> • Officer/s job descriptions • Named officer/s in information distributed to councillors and staff • Councillors are able to name the officer/s • The officer/s are able to demonstrate their understanding of learning and development in a political context • Cross-party councillor development group terms of reference and active involvement of councillors in the learning and development process demonstrated • Information that informs councillors of the existence of the budget • Minutes of meetings that shows councillors’ involvement in setting and monitoring the budget
<p>Councillor development and support staff have their own skills development programme – Action Area</p> <p>The officer/s are involved in regional and national learning networks to support continuing professional development (CPD)- Criteria met</p>	

<p>The budget is properly reviewed, set and prioritised by the cross-party councillor development group – Criteria met</p>	<ul style="list-style-type: none"> • Councillors confirm that the budget is sufficient to meet priority current and future development need
<p>2.1 The council has a Member Development Strategy in place</p>	<ul style="list-style-type: none"> • A strategy is in place • Notes of councillor development meetings showing monitoring and evaluation of the strategy • Councillor development group demonstrates their involvement in formulating the strategy • Overview and scrutiny review of the effectiveness of the strategy • Those involved in formulating the strategy can demonstrate how it links to the corporate/strategic objectives and the rationale behind stated priorities
<p>The cross-party councillor development group leads the evaluation of the strategy and implements improvement – Action Area</p>	
<p>2.2 The council has a structured process for regularly assessing Members' individual learning and development needs based on focused objectives</p>	<ul style="list-style-type: none"> • Councillor role descriptions • Training Needs Analysis • Personal Development Plans • Use of the LGA Political Skills Framework and/or The 21st Century Councillor
<p>All councillors are offered PDPs and more than half of councillors take them up – Action Area</p> <p>Council has a process for individual councillor reviews to reflect on strengths and support progression Action Area</p>	

<p>2.3 The various councillor roles are clearly defined and outline how they contribute to the achievement of community, political and council objectives</p>	<ul style="list-style-type: none"> • Systems are in place to identify individual development and support needs • Learning styles and training needs analysis • Personal Development Plans link to role and corporate objectives • Councillors are able to describe how learning and development activities have helped them to carry out their role and contribute to the achievement of the council's objective
<p>Role descriptions are used for the recruitment and selection of candidates and to identify and prioritise development needs – Action Area</p> <p>Role descriptions are used to support succession planning Action Area</p> <p>Evidence that councillors are clear about: ◦ the role of partner bodies ◦ the role of other stakeholders ◦ their own role on partner bodies ◦ their own role in relation to other stakeholder bodies – Criteria met</p>	<ul style="list-style-type: none"> • Process in place to identify leadership requirements • Leadership Development Plans • 360 Degree Leadership Audits • Political leadership development programmes e.g. LGA Leadership Academy • Events that support councillor / officer team building • Joint events with executive and senior management • Succession planning strategies • Community leadership development programmes • The political leadership can describe actions taken to develop political leadership capacity • The political and managerial leadership can give examples of how they work together as a team
<p>2.4 The council has a structured process for assessing current and future leadership and executive team development needs</p>	<ul style="list-style-type: none"> • Process in place to identify leadership requirements • Leadership Development Plans • 360 Degree Leadership Audits • Political leadership development programmes e.g. LGA Leadership Academy • Events that support councillor / officer team building • Joint events with executive and senior management • Succession planning strategies • Community leadership development programmes • The political leadership can describe actions taken to develop political leadership capacity • The political and managerial leadership can give examples of how they work together as a team
<p>Leaders, cabinet members and chairs have identified and undertaken development appropriate to their responsible area Action Area</p> <p>A programme to develop the next generation of leaders is in place as part of the council's approach to succession planning – Action Area</p>	<ul style="list-style-type: none"> • Process in place to identify leadership requirements • Leadership Development Plans • 360 Degree Leadership Audits • Political leadership development programmes e.g. LGA Leadership Academy • Events that support councillor / officer team building • Joint events with executive and senior management • Succession planning strategies • Community leadership development programmes • The political leadership can describe actions taken to develop political leadership capacity • The political and managerial leadership can give examples of how they work together as a team

<p>2.5 There is a corporate Member Learning and Development plan in place</p>	<ul style="list-style-type: none"> • Corporate councillor learning and development plan • The cross-party councillor development task group are able to explain how learning and development activities are prioritised
<p>The plan clearly prioritises learning and development that supports the corporate objective – Criteria met</p>	
<p>3.1 Investment in learning and development is regularly evaluated and improvements implemented</p>	<ul style="list-style-type: none"> • Evaluation strategy is in place and is effective • Analysis of costs and benefits to the council from councillor learning and development Case studies of how learning and development has impacted on individual and corporate performance • Notes of meetings, focus groups, questionnaires or interviews involving councillors evaluating the impact of their development on overall performance • Political and managerial leadership display a good understanding of both the costs and benefits of development activities • Political and managerial leadership can provide examples and evidence of the impact and benefits of councillor development • Written reviews of learning and development activities with recommendations for change • Notes of meetings, reports, personal statements providing examples of improvements to learning activities • Changes to development programmes and a rationale for the changes made Councillors can describe what has been done to improve the development activities • Quality assurance process is in place and is effective
<p>Evaluation strategy is in place to analyse the impact of councillor development activities</p> <p>Some form of impact assessment at the corporate and community level exists and is used to evaluate the impact of development (e.g. feedback from partners is actively sought)</p> <p>Case studies of how learning and development has impacted on individual and corporate performance</p> <p>There are links to an evaluation strategy</p> <p>Evaluation outcomes inform change and drive continuous improvement</p> <p>A quality assurance process is in place Action Area (all above)</p>	

3.2 Learning is shared with other councillors and, where appropriate, with officers and stakeholders to encourage capacity building and a culture of learning across the council and externally

There is an effective process in place for disseminating, sharing and exchanging knowledge and learning – **Action Area**

- Examples of reports, briefing sessions, and information exchange systems used to capture and disseminate learning programmes of joint learning exchanges
- Councillor formal / informal mentoring arrangements
- Hosting case study visits
- Developing councillor champions for topic areas
- Councillors can give examples of how they have supported and learned from the development of others

APPENDIX D

PDP – SAMPLE 1



Councillor Personal Development Plan



Brent Council are providing all Councillors with the opportunity to undertake a one to one session to support a comprehensive Councillor Needs Analysis. This Personal Development is designed to help identify what information and development you require to effectively fulfil your role as a Brent Councillor.

This plan is confidential and will be completed as part of the one to one discussion. The aim is to complete the plan as fully as possible so that appropriate development opportunities can be identified.

Please check it for accuracy and make any necessary changes.

If you have any questions please direct them to Mark Palmer.

Name: Cllr.....

Ward: Number of years as a Cllr:



<p>Are there any relevant experiences e.g. professional, business or community roles that you bring to the role of Councillor? <i>Please list</i></p>	
<p>Are there any particular aspects of your Council work that you have a keen interest in? <i>Please list.</i></p>	
<p>Considering your ambition for your:-</p> <ul style="list-style-type: none"> • Ward • Council and • Political Party <p>What are your priorities and goals for the next 12 to 24 months?</p>	

What skills and knowledge would help you to achieve these priorities and goals?
Please list and draw from the Political Skills Questionnaire where appropriate

When do you prefer development activities to be arranged?

During the working week

Evening (6pm start)

Weekends

Other (please elaborate)

How do you prefer development activities to be arranged?

E-learning

External seminars and conferences

Internal briefings and workshops

Virtual Learning

Skills	Development required (✓)	No development required (✓)
Effectively contributing to meetings		
Confidence in public speaking, including making speeches and delivering presentations		
Chairing skills and ability to facilitate discussions		
Questioning skills		
Influencing and persuading skills		
Ability to communicate with a range of audiences		
Speed reading / effective reading		
Time management		
Casework / advice surgeries management		

IT skills	Development required (✓)	No development required (✓)
Using a handheld mobile device		
Outlook / managing emails		
Internet / Intranet		
Word		
Excel		
PowerPoint		
Basics computer / keyboard skills		
Social media (Twitter, Facebook etc)		

Knowledge	Development required (✓)	No development required (✓)
Understanding the organisation and how it works, the Constitution, protocols and conventions		
Ethics and standards (Code of Conduct)		
Local and national policies and their impact on the Council		
Overview and Scrutiny and decision making		
Diversity and Equality		
Freedom of Information / Data Protection		
Local Government Finance		
Community leadership / knowing my ward		

Cabinet / leadership development (understanding portfolio)		
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Development Objective (relate to MNA questionnaire)	How will this objective be met?	How will I recognise success?	Target / completion date	Implementation and feedback

PDP - SAMPLE 2

MEMBER DEVELOPMENT PLAN

(Re-elected Councillors and then all Councillors on an annual basis)

Informal conversation about training received and future development needs to support Councillors in undertaking their roles and duties

Name of Councillor	
Name of DS Officer undertaking MDP	
Date of MDP	

1. Linking in with the aims and objectives of the Strategic Plan 2020-24, please give examples of where you meet the duties within the Role Descriptions and the characteristics in the Political Skills Framework

2. Please provide feedback on the training sessions you have attended in the last year including whether these were of benefit to you personally, met your expectations and were helpful in enabling you to carry out your role/duties.

Was there anything further you required that was not provided?

This information will help to ensure improvements are made where necessary and inform the Annual Member Development Training Programme

3. Please indicate any emerging training and development needs which may be of benefit to you personally or to a wider Councillor audience. When considering this question, *you might wish to think about the Strategic Plan and your roles and duties whilst referring to the Councillor Role Descriptions within the Constitution and the Political Skills Framework*

4. Is there any specific additional assistance which might be helpful to you in the coming year? For example, shadowing, mentor or peer support?

5. Please provide any additional comments you would like us to record (good or bad) including, if you wish, your thoughts on this review process

Signature of Councillor

Date MDP to be reviewed

Local Government Association Political Skills Framework

Ward Councillors

<p>Local Leadership [LL]</p> <p>Characteristics: Engages enthusiastically and empathetically with the community in order to learn, understand and act upon issues of local concern. Mediates fairly and constructively, encouraging trust by representing all sections of the community.</p>
<p>Regulating & Monitoring [RM]</p> <p>Characteristics: Understands and executes judicial role by following protocol, evaluating arguments and making decisions that balance public needs and local policy. Ensures progress by monitoring and intervening where necessary.</p>

Scrutiny & Challenge [SC]

Characteristics: Acts as a critical friend by seeking opportunities for scrutiny and providing constructive feedback. Analyses information quickly and presents arguments in a concise, meaningful and easily accessible way.

Communication Skills [CS]

Characteristics: Listens sensitively, uses appropriate language and checks for understanding. Communicates regularly with individuals and groups in the community, speaks clearly and confidently in public and makes sure that people are informed

Partnership Working [PW]

Characteristics: Builds positive relationships by making others feel valued, trusted and included, and by working collaboratively to achieve goals. Maintains calm and focus, recognises when to delegate or provide support, and is able to take a long-term view in developing partnerships

Political Understanding [PU]

Characteristics: Acts ethically, consistently and with integrity when communicating values or representing group views in decisions and actions. Effectively works across group boundaries without compromising values or ethics.

Lead Members**Providing Vision [PV]**

Characteristics: Creates a shared Council vision by establishing strategic policies and prioritising actions. Actively encourages involvement of others in policy formation and works collaboratively to analyse information and promote understanding. Open to new ideas and ways of doing things.

Managing Performance [MC]

Characteristics: Works closely with others to develop promote and achieve objectives and represent the Council at a strategic level. Encourages scrutiny, monitors performance and responds positively to feedback and ideas.

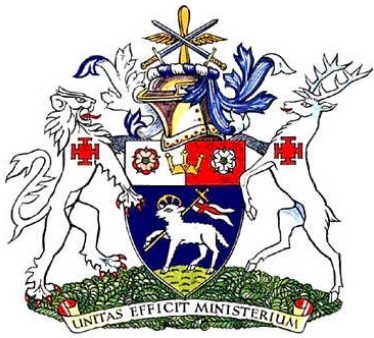
Leaders

Excellence in Leadership [EL]

Characteristics: Provides visionary and charismatic leadership. Is well prepared, able to troubleshoot and juggle conflicting responsibilities. Works to shape a culture of excellence by acting as the public face of the Council and a role model for others. Encourages co-operation and communication across political and Council boundaries.

PDP - Sample 3

Development Objective (relate to PDP questionnaire)	How will this objective be met?	How will I recognise success?	Target/completion date	Implementation and feedback
Develop Scrutiny skills and knowledge to support role as Scrutiny Board Chairman and PAF Chairman	Attend LGA Effective Scrutiny Training Consider other development opportunities	Ability to make suggestions to develop scrutiny at ECC	Training September 2021 ongoing	ECC are in a good position but further exploration to improve scrutiny. Continue to develop skills.
Refine speaking skills	Attend the public speaking development session for Cabinet and Chairman	More confidence generally	January 2021	



Constitution and General Purposes Committee

AGENDA ITEM 11

12 January 2023

Title	Governance Review – Project Update
Report of	Executive Director of Assurance
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	Andrew Charlwood, Head of Governance, andrew.charlwood@barnet.gov.uk , 020 8359 2014

Summary

A motion was passed at the July Council meeting which requested officers to review the Council’s governance arrangements to:

- Move to an Executive system
- Introduce an overview and scrutiny function; and
- Strengthen opportunities for public participation.

This report provides the Committee with an update on the project and progress made to adopt the new system in May 2023.

Officers Recommendation

That the Committee note and comment on the progress of the Governance Review project as set out in the report.

1. Why this report is needed

- 1.1 In May 2014, the Council changed its governance arrangements in accordance with the provisions of the [Localism Act 2011](#) (which amended the Local Government Act 2022) which permitted local authorities to move away from an Executive system and back to a Committee System. For eight years the council has operated under a 'Committee System of Governance.'
- 1.2 On 26 July 2022, Council passed a motion instructing officers to undertake a review of the council's governance arrangements to:
- Move to a Cabinet System
 - Introduce an Overview & Scrutiny function; and
 - Strengthen opportunities for public participation.
- 1.3 The motion resolved that a Member Working Group should be set up to facilitate the development of the proposals. It was noted in the motion that delivering the new Administration's significant transformation and change programme would require more regular, timely and efficient decision-making which may not be well-served by an old-style traditional committee system where there can be long periods between committee cycles.
- 1.4 Following this motion, officers attended a meeting with Labour Members on 30 August 2022 setting out the available governance models and key features, some design principles, and the change process to move to a new governance arrangement. The session was co-delivered by the Head of Governance and Chief Executive of the Centre for Governance and Scrutiny (CfGS) to enable Members to gain relevant information on any formal changes to governance arrangements. The Opposition Group received a similar briefing on 12 December 2022.
- 1.5 After the resolution at Council in July, officers started work on the review of current formal governance arrangements and the steps required to make a legal change to a different governance system, comprising of an all-out change from one governance option to another under the Localism Act 2011. A decision will be made at the Annual Council meeting in May 2023 with the new system operational thereafter.
- 1.6 An overview of the project structure and workstreams was reported to the Committee on 6 October 2022. A further update on the workstreams is set out below.

Decision-Making

- 1.7 This workstream covers: the legal amendments to the Constitution to reflect new governance model; detailed arrangements for governance and decision-making (including Cabinet Forward Plan and Advanced Notice of Executive decisions); review and update Chief Officers Schemes of Delegation (following the adoption of the new Constitution); reviewing Area Committee arrangements; proposed new overview and scrutiny arrangements; and reviewing the Members Allowances Scheme. This workstream is being led by the Monitoring Officer and has input from a Cross-Party Sub-Working Group.
- 1.8 The Committee agreed at the 6 October 2022 meeting that the detailed Constitution amendments can be reported from the Cross-Party Sub-Working Group to Full

Council for approval (rather than via this Committee and then to Council as is the usual process). Constitution amendments will therefore be reported to Council meetings on 24 January 2023, 8 March 2023 and to an Extraordinary Council meeting on 2 May 2023 (if required).

- 1.9 It should be noted that the new constitution will be based on a model constitution rather than amending Barnet's current (Committee System) constitution. This will ensure that we adopt a legally compliant constitution which is based on an Executive model.
- 1.10 The following Constitution sections are proposed to be reported to Council on 24 January 2023:
- Article 1 – The Constitution
 - Article 2 – Members and The Council
 - Article 3 – The Full Council
 - Article 4 – The Mayor
 - Article 5 – Decision Making
 - Article 6 – The Executive
 - Access to Information Procedure Rules
 - Members Licensing Code
- 1.11 Work has been progressing on the following sections:
- Article 7 – Officers
 - Terms of Reference of Council
 - Terms of Reference of Committees
 - Terms of Reference of Portfolio Holders
 - Terms of Reference of Cabinet
 - Council Procedure Rules
 - Committee Procedure Rules
 - Contract Procedure Rules
 - Financial Regulations
- 1.12 Work will shortly start on the following sections:
- Health & Wellbeing Board Procedure Rules
 - Budget and Policy Procedure Rules
 - HR Regulations
 - Members Code of Conduct
 - Members Planning Code
 - Protocol for Member Officer Relations
 - Code of Corporate Governance
 - Members Allowances Scheme
- 1.13 The Committee are requested to note that in relation to some of the codes and protocols listed above, there are not proposed to be substantial changes to the existing constitution sections.
- 1.14 Officers are also working on a list of documents which are required to support the new system including:

- Cabinet Forward Plan (Key Decision Schedule)
- Exempt Item Notice
- Late Item Notice
- Cabinet Report Templates
- Chief Officers Schemes of Delegation
- Calendar of Meetings
- Church and Parent Governor Recruitment (for scrutiny committee dealing with education matters)

Governance Staffing

- 1.15 A restructure of the Governance Service will be required to support the functions and structure of an Executive system. This workstream will include developing and finalising the new service structure to provide effective support for council, executive, overview and scrutiny, committees, and boards. Initial staff proposals have been drafted and a consultation document has been prepared. Engagement with staff and trade unions will take place as required during the consultation period. The new structure will need to be in place to support the new arrangements ahead of May 2023. This workstream is being led by the Head of Governance.

Engagement

- 1.16 The Motion agreed by Council in July 2022 requested that opportunities to strengthen public participation be examined as part of the review. This workstream includes:
- Reviewing public participation options and undertaking a formal public consultation on the options to report to the Constitution Review Working Group;
 - Identifying best practice for public participation and engagement in overview and scrutiny;
 - Identifying and managing synergies with the Community Participation Strategy Review; and
 - Training for Members and officers
- 1.17 The public consultation will run from 14 December 2022 to 25 January 2023: [Public Participation at Council Committee Meetings Consultation | Engage Barnet](#) The findings from the consultation will be used to inform recommendations on public participation options prior to changes being recommended to Full Council on 8 March 2023.
- 1.18 This workstream will deliver a Communications and Engagement Plan to communicate key messages to Members, officers, and the public. This will include promoting the public consultation and sending key messages out via the Council's communications channels at key points in the project. Internet and intranet pages have been created and these will be regularly updated.
- 1.19 In addition, training modules are being developed for Members and officers to ensure that they are familiar with key elements of the new governance system in advance of it becoming operational.
- 1.20 This workstream is being led by Senior Governance Officers and the Deputy Head of Communications

Culture

- 1.21 The review has also been looking at elements of organisational culture to identify lessons learnt from governance issues at other local authorities and how the council can embed the new governance system. This workstream has the following elements: preparing staff for the change (Council Management Team (CMT), the corporate Senior Management Team (SMT), the Governance Service and other officers), including roles and responsibilities and Member/Officer relations (e.g. with Executive and Non-Executive Members); developing a series of actions following CMT and SMT workshops to review the Centre for Governance & Scrutiny Risk and Resilience Framework and lessons learnt from recent Public Interest / Best Value Reviews. This workstream will be led by the Head of Governance.

Member Oversight

- 1.22 Progress against all workstreams will be regularly reported to the Governance Review Cross-Party Working Group and this committee. The Constitution Review sub-Working Group will meet as required to review detailed amendments to the Constitution documents

Key Milestones

- 1.23 The table below outlines key future milestones and timeline for updating to the committee on progress and key decision points:

Full Council	26 Jul 2022	Motion by Leader of the Council instructing officers to undertake a review of governance arrangements
Labour Group workshop – governance arrangements	30 Aug 2022	Present available governance models and key features, some design principles and the change process to move to a new governance arrangement
Constitution & General Purposes Committee	6 Oct 2022	Progress update
Public Consultation	14 Dec 2022 to 25 Jan 2023	Public consultation on opportunities for public participation via the constitution
Constitution & General Purposes Committee	12 Jan 2023	Progress update
Council Meeting	24 Jan 2023	Report Constitution amends for agreement
Council Meeting	8 March 2023	Report Constitution amends for agreement
Constitution & General Purposes Committee	Date TBC March/April 2023	Progress update
Extraordinary Council Meeting	2 May 2023	Report final Constitution amends for agreement
New Governance Team structure	April 2023	New Governance Team structure go live

Publication of new provisions	TBC May 2023	Publish resolution of the new provisions (s.9KC LGA 2000)
Constitution Review working group	TBC Apr/May 2023	Monthly member working group to review different elements of the Constitution for revision
Annual Council	23 May 2023	New constitution takes effect and formal change to Executive governance system

2. Reasons for recommendations

2.1 See section 1.2 above.

3. Alternative options considered and not recommended

3.1 The Council could choose to retain their current governance arrangements (i.e. a Committee System), but this is not recommended as it is contrary to the Motion passed at Council on 26 July 2022.

4. Post decision implementation

4.1 Timeline have been developed for each of the workstreams and are in the process of being implemented.

4.2 The implementation timetable is as set out in the table above.

5. Implications of decision

5.1 Corporate Priorities and Performance

5.1.1 The current corporate plan (Barnet Plan 2021-2025) was adopted in March 2021. Following the May 2022 elections, the council now has a new administration and a new corporate plan, consistent with the new administration's priorities will be brought forward shortly.

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

5.2.1 The Administration have indicated that the new governance system should be cost neutral in respect of Members Allowances and Governance Service staffing. However, there will be costs associated with delivering the change and these are currently being collated but will include: officer time; facilitated workshops with Council Management Team and the Corporate Senior Management Team; additional staff capacity in the Governance Service to support the team during period of change; and legal costs associated with reviewing the Constitution. A detailed breakdown of project costs is as follows:

- Facilitated CMT workshop (CfGS – Governance Risk and Resilience Framework) – £1,500
- Consultancy support for SMT Workshops X6 – £8,700

- Estimated cost of support from HBPL Lawyers and Trainee Solicitor – £20,054

5.2.2 Cost will be met from existing Assurance budgets or the Transformation Reserve.

5.3 Legal and Constitutional References

5.3.1 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" and "To have responsibility for overseeing the Council's governance arrangements."

5.3.2 The law allowing the move to an executive system is the Local Government Act 2000 section 9K under this sections A local authority may cease to operate its existing form of governance, and start to operate a different form of governance.

5.3.3 A resolution of a local authority is required in order for the authority to make a change in governance arrangements.

As soon as practicable after passing such a resolution a local authority must—

(a) secure that copies of a document setting out the provisions of the arrangements that are to have effect following the resolution are available at its principal office for inspection by members of the public, and

(b) publish in one or more newspapers circulating in its area a notice which—

(i) states that the authority has resolved to make a change in its governance arrangements,

(ii) states the date on which the change is to have effect,

(iii) describes the main features of the change,

(iv) states that copies of a document setting out the provisions of the arrangements that are to have effect following the resolution are available at the authority's principal office for inspection by members of the public, and

specifies the address of the authority's principal office.

The change has to be implemented at annual Council

5.4 Insight

5.4.1 N/A

5.5 Social Value

5.5.1 N/A

5.6 Risk Management

5.6.1 Risks are being managed via the Governance Review project. Any escalated risks will be reported to Members via this committee as required.:

5.7 Equalities and Diversity

- 5.7.1 Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Members have regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:
- 5.7.2 A public authority must, in the exercise of its functions, have due regard to the need to:
- a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - a) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - b) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5.7.3 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 5.7.4 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 5.7.5 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- a) Tackle prejudice, and
 - b) Promote understanding.
- 5.7.6 Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:
- a) Age
 - b) Disability
 - c) Gender reassignment
 - d) Pregnancy and maternity

- e) Race
- f) Religion or belief
- g) Sex
- h) Sexual orientation
- i) Marriage and civil partnership

5.7.7 Officers do not consider that the proposals will have any detrimental equality implications. The workstream on public engagement will consider how those with protected characteristics can contribute to council meetings. An Equalities Impact Assessment will be reported to Full Council alongside the consultation findings.

5.8 Corporate Parenting

5.8.1 N/A

5.9 Consultation and Engagement

5.9.1 There is no legal requirement to consult on the decision to change from Committee System to Executive. There is a requirement to notify the public and this will be done as set out above. It is expected that public engagement will take place on public participation options (via the Constitution) and that the outcome will be reported to the Governance Review Cross-Party Working Group.

5.10 Environmental Impact

5.10.1 There are no direct environmental implications arising from the recommendations.

6. Background papers

6.1 Council, 26 July 2022, Item 14.5, Administration Motion in the name of Councillor Barry Rawlings – Barnet’s Governance Arrangements: [Agenda for Council on Tuesday 26th July, 2022, 7.00 pm | Barnet Council \(moderngov.co.uk\)](#)

6.2 Constitution & General Purposes Committee, 6 October 2022, Item 12 – Governance Review Project Update: [Agenda for Constitution and General Purposes Committee on Thursday 6th October, 2022, 7.00 pm \(moderngov.co.uk\)](#)

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London Borough of Barnet

**Constitution and General
Purposes Committee Work
Programme**

January 2023

Subject	Overview of decision	Report of Chief/ Lead Officer	Comments
21 March 2023			
Review of Polling Districts, Polling Places and Polling Stations	To receive the findings of the annual review of polling districts and polling places for use at elections	Returning Officer Head of Electoral Services	
Governance Review Update Report	To receive an update on the progress of the Governance Review prior to the move to an Executive form of governance in May 2023	Executive Director Assurance Head of Governance	
Review of Complaints Management System	To receive a report on the implementation of the iCasework complaints management system and trend data	Head of Assurance and Business Development Improvement Lead Assurance	
TBC			
Information Management <i>As and when required</i>	To determine Member requests for non-committee information as specified in the Members' Information Management Policy	Executive Director Assurance Head of Assurance and Business Development	

<p>Review of Policy for Payments for Additional Responsibilities and Outstanding Contributions</p>	<p>To review implementation of the Policy.</p>	<p>Assistant Director Human Resources and Organisational Development</p>	<p>Check date last reported to committee and cycle for annual reporting</p>
<p>Recruitment and Retention Policy – Annual Review</p>	<p>To consider the use of recruitment and retention payments in line with the Recruitment and Retention Policy.</p>	<p>Assistant Director Human Resources and Organisational Development</p>	<p>Check date last reported to committee and cycle for annual reporting</p>

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