

MEETING

CONSTITUTION AND GENERAL PURPOSES COMMITTEE

DATE AND TIME

THURSDAY 17TH JANUARY, 2019

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

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

Chairman: Councillor Melvin Cohen LLB
Vice Chairman: Councillor John Marshall MA (Hons)

Councillor Geof Cooke Councillor Richard Cornelius Councillor Alison Moore
Richard CorneliusCouncillor Councillor Sarah Wardle
Barry Rawlings

Substitute Members

Anthony Finn Ross Houston Ammar Naqvi
Sachin Rajput Alan Schneiderman Peter Zinkin

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 14 January 2019 at 10AM. Requests must be submitted to Maria Lugangira, maria.lugangira@barnet.gov.uk

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

Andrew Charlwood – Head of Governance

Governance Service contact: Maria Lugangira 020 8359 2761

Media Relations Contact: Gareth Greene 020 8359 7039

ASSURANCE GROUP

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ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes	5 - 8
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)	
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8.	Formal consultation on the proposals for the restructure of Adult Social Care Services in Barnet Council	To Follow
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10.	Constitution Review	33 - 54
11.	Annual Electoral Registration Report 2018	55 - 70
12.	Annual Interim Review of Polling Districts and Polling Places	71 - 84
13.	Committee Forward Work Programme	85 - 86
14.	Any item(s) that the Chairman decides is urgent	

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Decisions of the Constitution and General Purposes Committee

22 October 2018

Members Present:-

AGENDA ITEM 1

Councillor Melvin Cohen (Chairman)
Councillor John Marshall (Vice-Chairman)

Councillor Richard Cornelius	Councillor Sarah Wardle
Councillor Alison Moore	Councillor Alan Schneiderman (In place of
Councillor Barry Rawlings	Councillor Geof Cooke)

Apologies for Absence

Councillor Geof Cooke

1. MINUTES

RESOLVED that the minutes of the Committee held on 24 July 2018 be approved as a correct record.

2. ABSENCE OF MEMBERS

An apology for absence was received from Councillor Geof Cooke who had been substituted for by Councillor Alan Schneiderman.

3. DISCLOSABLE PECUNIARY INTERESTS AND NON PECUNIARY INTERESTS

None.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTION AND COMMENTS (IF ANY)

None.

6. MEMBERS ITEM (IF ANY)

None.

7. CONSTITUTION REVIEW

The Assurance Director presented the Constitution Review report.

The Membership of the Health and Wellbeing Board currently doesn't include a Member of the Opposition. Councillor Schneiderman requested if this can be reviewed in line with other local authorities whose membership consists both Administration and Opposition Members. The Assurance Director agreed to refer this to Monitoring Officer **[ACTION]**

Councillor Barry Rawlings, duly seconded proposed that the approval of grants to the voluntary sector is done so in consultation with both the Chairman of CLLC and the Opposition Lead Member on the Committee should also be consulted. This was agreed.

Following discussion and consideration of the report **the Committee RESOLVED to:**

Recommend to Council that the Constitution be amended to incorporate the changes detailed in the report and in the amended versions the sections set out in Appendix A and B subject to the following amendment;

1. **Article 7, Health and Wellbeing Board Membership, add the following;**
 - ***“The Quorum should consist of at least one Councillor and one health representative”***

This is to ensure that both the Council and health sector are represented on the Board at all times.

2. **That in approving the grants to the voluntary sector, the Section 151 officer consults both the Chairman and Opposition Lead Member of the Community, Libraries and Leadership Committee.**

8. CODE OF CONDUCT ALLEGATIONS 2017/18

The Assurance Director presented the report which provided an update on complaints the Monitoring Officer has received about Member conduct during 2017/18

Following consideration of the report **the Committee RESOLVED;**

1. **To note the update as set out in Appendix A.**

9. REVIEW OF THE LOCAL ELECTIONS - 3 MAY 2018

The Head of Electoral Services introduced the report which provided the Committee with a review of the planning, implementation and delivery of the Local Government Elections held on 3 May 2018 for election of all 63 ward councillors within the London Borough of Barnet. The report further identified the key lessons learnt and made recommendations to benefit future election projects.

The Committee wished to thank and congratulate the Elections Team and everyone who worked on the work elections for a well run election.

Following consideration of the report **the Committee RESOLVED to:**

1. **To note the recommendations made in the Local Elections Review (Appendix A) from the elections held on 3 May 2018.**

10. LOCAL GOVERNMENT BOUNDARY COMMISSION - ELECTORAL REVIEW OF THE LONDON BOROUGH OF BARNET STAGE 2 - WARDING ARRANGEMENTS SUPPORTING INFORMATION

The Chief Executive presented the report which provided relevant information, data and evidence that might be useful and help support organisations and individuals intending to make a submission or representation to the LGBCE for review as part of the Stage 2 consultation. He explained that there wasn't an Officer recommendation and that it was up to interested parties to make representations.

The Head of Electoral Services drew the Committee's attention to the addendum, which was an amendment to Section 5. He explained that following an error picked up by a Barnet Councillor the Local Government Boundary Commission for England subsequently reported to the Council that they had made an error when they published Barnet's forecast electorate for 2024. As a consequence Table 1 at 5.3 and to Map 2 at 5.6 in the report had to be amended and the revised Section 5 published.

Following consideration of the report **the Committee RESOLVED to:**

- 1. To note the information included in this report which will be submitted to the Local Government Boundary Commission for England, which is also available to all interested organisations or individuals submitting a proposal on warding arrangements.**

11. MEMBER DEVELOPMENT PROGRAMME 2018 - 2022

The Assurance Director presented the report which provided an update on the (i) sessions that have so far taken place during 2018/19 to date, (ii) which Members have attended, and (iii) noted whether the sessions were mandatory, or optional. Appendix B set out the list of sessions proposed to take place over the course of the 2018/19 Municipal Year.

With regards to the Written Briefings set out on pages 100 – 101, the Committee requested if they could be provided with dates as to when these will be provided **[ACTION]**

The Chairman positively noted that the number Planning briefing sessions had not only increased to ensure all Planning Members have the opportunity to attend but now also included a session on Building Control.

Following consideration of the report **the Committee RESOLVED to:**

- 1. To note the sessions delivered since the start of the new municipal year as set out in Appendix A and provided feedback on sessions delivered to date.**
- 2. To note the schedule of proposed Member Development sessions as set out in Appendix B and comment accordingly**

12. COMMITTEE FORWARD WORK PROGRAMME

The Committee noted the Forward Work Programme.

13. ANY ITEM(S) THAT HE CHAIRMAN DECIDES IS URGENT

None.

The meeting finished at 7.32 pm



Constitution and General Purposes Committee

17 January 2019

Title	Senior Management Restructure
Report of	Chief Executive and Head of Paid Service
Wards	All
Status	Public
Urgent	Yes
Key	Yes
Enclosures	Appendix – Senior Management Restructure
Officer Contact Details	John Hooton, Chief Executive john.hooton@barnet.gov.uk 020 8359 2460

Summary

This paper sets out proposed changes to the council's senior management structure and some senior management roles, to take effect by 1 April 2019. In this context, senior management means "head of service" level and above. These changes deliver a net reduction of 10 establishment senior management posts. Where possible, this takes advantage of existing vacancies and natural turnover.

The financial savings from these changes will form a key part of the council's MTFS 2019-24 and the savings for 2019/20. These changes deliver a spend reduction of £1.0m and a budget reduction of £0.74m. The net savings are subject to potential cost of redundancies, and an estimate is included in the finance section of the report.

The changes have been based on some simple design principles to ensure coherence and both align with and support the organisation's approach to delivering improvements in its operations and governance, for example, clarifying lines of accountability, signalling the importance of financial management and prevention for the council's financial sustainability, and improving consistency with regard to spans of control and role titles.

In the context of the strategic contract review with Capita, the proposed structure takes into account only the decision taken by Policy & Resources Committee on 11 December 2018 to progress with the transfer of finance and strategic HR services back to the council. Any further changes to the CSG and RE contracts will be considered in any future changes to the senior management structure.

Officers Recommendations

- 1. The Committee approve the proposed changes to the senior management roles and structure, to take effect by 1 April 2019.**
- 2. The Committee note that a 30-day consultation has been undertaken with the current senior management across the Council. A summary of the feedback from this is included within the report.**
- 3. The Committee delegate authority to the Chief Executive to agree redundancy payments for the roles identified at risk (subject to the scheme of financial delegation).**

1. WHY THIS REPORT IS NEEDED

- 1.1 The senior management restructure is an important part of the development of the organisation in the future. This balances the need to focus on quality and service delivery, alongside the need to generate savings to meet the ongoing budgetary constraints that all Councils face.
- 1.2 This paper sets out proposed changes to the council's senior management structure and some senior management roles, to take effect no later than 1 April 2019. In this context, senior management means council employed posts at management grades 1 – 8; broadly from Chief Executive to Head of Service.
- 1.3 These changes result in a net reduction of 10 posts. Whilst advantage is being taken of existing vacancies and natural turnover, two posts are at risk of redundancy and, therefore, a potential financial cost.
- 1.4 Consultation with staff took place between 18 November – 19 December 2018 in line with the council's policy on Managing Organisational Change. The timing enables the proposed changes to take effect on 1 April 2019, and deliver a full year effect of financial savings for the 2019/20 budget, as part of the council's MTFs.
- 1.5 Since the launch of the staff consultation, Policy & Resources Committee decided on 11 December 2019 to proceed with the return of Finance and Strategic HR Services from Capita to the council in 2019 and a phased review and detailed business case for the future of the remaining services in the council's contract with Capita. The recommendations in this report take account of the transition of these services to the council's management structure in 2019.

2. REASONS FOR RECOMMENDATIONS

- 2.1 It is necessary to review and restructure the senior management arrangements to reduce costs and deliver savings as part of the 2019/20 budget. The proposed arrangements are expected to deliver a spend reduction of £1.0m and a budget reduction of £0.74m in 19/20. The changes are aligned to and support a corresponding reduction in spend on interim staff and roles outside the budgeted establishment.
- 2.2 The proposed changes have been shaped by and tested against a set of simple “design principles” to ensure coherence. In summary the principles are as follows:
- i. Retain control of strategic functions;
 - ii. Integrate commissioning and delivery functions;
 - iii. Simplify and clarify roles and lines of accountability;
 - iv. Ideal management span: 5-8 (4-5 at the most senior level) and no 1:1 management ratios;
 - v. Flatter structure and reduced layers and hierarchy;
 - vi. Preference for fewer but higher skilled roles, taking advantage of technology;
 - vii. More consistency between grades and role titles; and
 - viii. Simpler, more standardised approach to role titles.
- 2.3 Those principles are congruent with the organisation’s approach to improving its operations and governance in relation to a number of issues and challenges that have been identified and prioritised over the last year, including the inadequate judgement from Ofsted in respect of Children’s Services and a number of issues in the most recent Annual Governance Statement. These include strengthening oversight and the financial control environment; increased control of strategic functions; clarifying lines of accountability, roles and responsibilities; signalling the importance of financial management and prevention for the council’s financial sustainability; and improving consistency with regard to spans of control and role titles. This structure also proposes a move away from a commissioning delivery structural split, replaced by a service-focused directorate structure.
- 2.4 The proposed changes address these challenges as follows:
- A simpler structure with clearer lines of accountability, integrating commissioning and delivery functions across the organisation;
 - Clarifies roles and responsibilities with more consistent and straightforward role titles;
 - Delivers a spend and budget reduction against current senior management costs which will support the delivery of the Medium Term Financial Strategy;
 - Protects the investment made in Children’s Services management to ensure that the council can achieve the necessary improvements for the benefit of services for children in the borough;
 - Raises the profile of finance and prevention in the organisation, reflecting

the critical role of both to the council's financial sustainability;

- Resolves some anomalies in management spans and delivers greater consistency; and
- It also protects senior level capacity to lead the organisation in addressing the financial and service improvement challenges it faces.

2.5 Furthermore, the changes provide a vehicle and catalyst to support our ambitions for an effective and efficient council by facilitating greater collaboration across structures, a focus on prevention, and strengthening financial management.

2.6 The proposed changes, in particular the level 1 management structure (direct reports to the Chief Executive), will support the organisation in addressing its challenges over the next 2-3 years. It is, however, recommended that these changes should be reviewed again in two years, to ensure that the management structure remains effective to support the organisation for the challenges it faces, especially in light of the current uncertainties around the future financing of local government.

3. CONSULTATION FEEDBACK

3.1 Overall, the feedback has been positive and supportive of the proposed senior management changes recognising they not only meet a financial target but also take account of our existing challenges and support the delivery of improvements in management and governance identified. At the same time, a number of concerns were a number of challenges and concerns that were fed back. The following paragraphs summarise the key themes of the feedback and, where relevant, how this has been incorporated into the recommended changes.

3.2 End of the Commissioning Delivery Structure

3.2.1 There is broad support for bringing commissioning and delivery together within a simpler organisational structure and dissolving the commissioning group, and this was raised many times in the feedback.

3.2.2 It is worth reiterating that commissioning of services continues to be a critical function of this and any council (whether they are in house, external or arms-length delivery arrangements or working with other public sector partners). This change does not signal the end of any contracts per se.

3.2.3 Whilst supportive of the end of the commissioning group in structural terms, concerns were raised that the proposed structure could create a siloed organisation. Every organisational structure comes with advantages and disadvantages, and the Chief Executive will work with the senior managers in the organisation to mitigate the risks of operating and thinking in a silo-based manner, for example Council Management Team members being accountable for leading on cross cutting issues, such as prevention, customer relationships, or organisational development.

3.3 Impact on Adult Social Care

- 3.3.1 Concerns were raised about the impact of the proposed changes upon adult social care, on account of the more significant changes in this area, in particular, transition planning, capacity, loss of knowledge and expertise.
- 3.3.2 In addition to establishing robust transition plans, the Chief Executive will support the Executive Director Adults & Health to ensure robust and effective transition planning and organisational support are in place that enable the service to build on its success and continue to adapt and improve in face of the challenges and opportunities facing social care.
- 3.3.3 Specific suggestions were made for further improving synergies within the directorate and these will be developed by the Executive Director and senior managers.

3.4 Roles, Titles, Grades

- 3.4.1 Whilst there is support for greater consistency and simplicity in role titles and corresponding grades, some queries were raised as to whether the restructure proposed that titles should determine the grade of a job. It is important to clarify that the grade of a job is determined by our job evaluation scheme, not the job title, to ensure a fair and consistent approach.
- 3.4.2 A key part of the restructure is the expansion of the remit and scope of existing roles. Where relevant, job descriptions have been updated and roles revaluated under the council's evaluation scheme to assess any required change in grading.

3.5 Location of Finance

- 3.5.1 Whilst there is no risk per se in a S151 officer reporting into the Deputy Chief Executive, the council context warrants a separate finance directorate with the S151 Officer reporting directly to the Chief Executive. Indeed, this is common practice in many councils. Not only does this give the S151 Officer a more visible status and position in the organisation, with greater independence, it sends a clear message about the importance of financial and budget management for the council's sustainability. Furthermore, the creation of a separate finance function enables the S151 Officer to have a clear focus on not only transitioning back and embedding finance services from Capita but also transforming the finance function, and improving financial management and the control environment across the council.

3.6 Pensions Administration

- 3.6.1 Clarification was sought regarding location of pensions administration in the new structure. In light of the decision to proceed with the return of Strategic HR to the council, the Assistant Director of HR & OD role will be line managed by the Deputy Chief Executive. The Assistant Director of HR & OD will be responsible for pensions administration because of its close links with and dependencies upon operational HR. The Director of Finance will be accountable for pension fund accounting.

3.7 Audit

- 3.7.1 Queries were raised as to why internal audit was not reporting directly to the Director of Finance (S151).
- 3.7.2 It is good practice for internal audit to report directly to either the Chief Executive or the S151 Officer to enable it to have the required status and independence to effectively discharge its duties. The Head of Internal Audit will have a dotted, non-managerial line to the Chief Executive with day-to-day support and line-management provided by the Director of Assurance, who is now part of the Council Management Team. The Assurance Directorate itself is also independent of most of the council's service delivery and this strengthens the rationale further. This gives the required status and independence to the role; this is further enhanced and supported by three members of CMT holding a special interest in the effective discharge of internal audit: namely the Chief Executive, Director of Finance, and Director of Assurance.
- 3.7.3 Accountability for external audit will sit with the Director of Finance to support the administration of the council's financial affairs.

3.8 Organisational Resilience and Records Management

- 3.8.1 Whilst the Director of Assurance is currently holding responsibility for emergency planning, business continuity and records management, on an interim basis, to be made permanent within this review, it is recognised that further work is required on the nature, discharge, and management of these functions, including the specific management roles and the relationship with ICT. Arrangements will be finalised in early 2019.

3.9 Corporate Complaints

- 3.9.1 There are several sensible options for the location of corporate complaints and ideas were put forward during the consultation. Based on the feedback, Corporate Complaints will move to the Assurance function, to be managed by the Head of Assurance and Business Development because of the valuable links with cross council scrutiny, member enquiries and improving services.

3.10 Specific Queries and Individual Issues

- 3.10.1 A number of clarifications and minor amendments were raised during the consultation; these have been updated in the proposals that follow.
- 3.10.2 Where individuals had specific concerns about their role, these have been addressed directly by the Chief Executive on a 1:1 basis and any changes are reflected in the recommended proposals.

4. RECOMMENDED OPTION

4.1 The recommended changes to the senior management are summarised below. The appendix includes the proposed outline organisational charts.

4.2 A key part of the proposed changes are the dissolution of the Commissioning Group and a move to a simpler structure of directorates. The council's original commissioning model has been adapted in recent years, rightly, in response to organisational need. This change recognises that, whilst commissioning of services is a critical function of any Council (whether they are in house, external or arms-length delivery arrangements), the organisation needs a simpler model that integrates these functions, provides clearer lines of accountability, and allows it to focus on the challenges and improvements it wants and needs to address.

4.3 The key changes to the level 1 management team are as follows:

4.3.1 Council Management Team (CMT)

- i. Deletion of the Assistant Chief Executive (ACE) role. Responsibilities to be distributed between the Deputy Chief Executive and the Director of Assurance;
- ii. The S151 Officer (Director of Finance) to be directly line managed by the Chief Executive to ensure the role has the appropriate status in the organisation;
- iii. The Director of Assurance to be directly line managed by the Chief Executive to ensure the continued independence of these functions in the organisation, support improvements in the control environment, and also to deliver a flatter management structure with fewer layers;
- iv. Adjust the management responsibilities for the Executive Director of Adults & Health to bring the commissioning and delivery management teams closer together. This team will focus on social care, community services and the interface with health, reflecting the national challenges facing adult social care in terms of demand and the care market, and the significant service and financial impact for the council overall; and
- v. Establish consistent role titles – rather than the current structure which includes different role titles for commissioning and delivery roles.

4.4 The key changes within the remit of each level 1 director are set out below:

4.4.1 Deputy Chief Executive

- i. Transfer in the Human Resources function from the Assistant Chief Executive (ACE) remit, including the strategic HR service, currently provided by Capita under the CSG contract. The Assistant Director of HR & OD will be line managed by the Deputy Chief Executive (job role to be designed and evaluated taking account of the transfer of services);
- ii. Transfer in the Strategy and Communications functions, formerly part of the ACE remit, and delete the Head of Communications role to create an

- Assistant Director Strategy & Communications role.
- iii. Transfer out of the S151 Officer and finance function to establish a separate Finance directorate led by the S151;
 - iv. Transfer in the customer related functions from ACE (including customer strategy, Registrars, customer services, the website, and the customer transformation programme). Redesign the existing Head of Customer Strategy role to become Head of Customer Strategy & Digital, incorporating the client lead responsibilities for the IT contract with Capita;
 - v. Expand the Director of Commercial remit to line manage the Head of Customer Strategy & Digital and rename as Director Commercial & ICT;
 - vi. Revise the remit and functions of the existing Commissioning Director role to create a Director Growth & Development (subject to evaluation of grade) that is responsible for regeneration, housing strategy, estates, economic development and skills (reflecting the transfer of some functions from the Director of Resources); and
 - vii. The Assistant Director Commercial role will be retained on an interim basis until the end of the year 7 contract review.

4.4.2 Director of Finance (S151)

- i. Establish direct line management into the Chief Executive;
- ii. Revise the Head of Finance role to become Deputy Chief Finance Officer and regrade the role; and
- iii. Confirm management of external audit;
- iv. Transfer out the Estates, IT, and Health & Safety functions to the Deputy Chief Executive and Director of Public Health & Prevention, creating a deliberately narrower remit for the Section 151 Officer that allows a clear focus on financial management and the quality of the finance function, including management of the transfer back of Finance services from Capita. Transfer out information management to Director of Assurance.

4.4.3 Executive Director Environment

- i. Confirmation of the role of Director of Streetscene on a permanent basis, with the seconded post-holder assimilated into the role, following the deletion of the substantive post of Strategic Lead of Clean and Green;
- ii. Confirmation of the senior manager role for Greenspaces & Leisure, with the seconded post-holder assimilated into the role, following the deletion of substantive post of Strategic Lead for Sport & Physical Activity; and
- iii. Redesignation of roles in the Environment from Strategic Lead to Assistant Director and Head of Service, as appropriate.

4.4.4 Executive Director Adults & Health

- i. Adjust the scope of the Executive Director of Adults & Health's management team to bring together commissioning and delivery functions and provide a focus on adult social care and the interface with health. This reflects the importance of managing the interface with health and its impact on demand, recognises the significant challenges facing adult social care in terms of

demand and the care market (nationally and locally), and the significant financial risks these present for the council overall.

- ii. Amend the management spans to establish a flatter senior structure. The Executive Director to directly manage three senior roles holding the key levers affecting the quality, levels of demand, and finances of the service: Director of Adult Social Care (social work practice), Assistant Director Performance & Communities (performance, finance, systems, transformation), and Assistant Director Joint Commissioning (shaping and managing the care market: costs, quality and sustainability).
- iii. Adjust the scope of the AD Community Wellbeing to create an Assistant Director Performance & Communities.
- iv. Rationalise the heads of service level, including deletion of vacant posts, to establish a total of 8 heads of service across the Director of Adult Social Care and the AD Performance & Communities.

4.4.5 Executive Director Children & Young People

- i. No changes to the existing management roles put in place to deliver the required improvements to children's social care services.
- ii. Minor amends to role titles for consistency: Operational Directors to become Directors, Divisional Directors to become Assistant Directors, Strategic Leads to become Assistant Directors or Heads of Service, subject to grade.

4.4.6 Director of Assurance

- i. The Director of Assurance role will report directly to the Chief Executive, supporting the independence of the role and managed functions, in line with strengthening of the control environment;
- ii. The remit of this role will also pick up organisational resilience, emergency planning, business continuity, information management, records management, corporate complaints, and Geographic Information Systems
- iii. Expand the Head of Business Development and Project Delivery role to become Head of Assurance and Business Development; and
- iv. Expand the role of Head of Electoral Services to include Geographical Information Systems
- v. Establish a two-year fixed term contract for the 0.5 FTE Chief Legal Advisor and Monitoring Officer role, reporting into the Director of Assurance and with a dotted line to the Chief Executive, with a view to reassessing the council's requirements in 2020/21.

4.4.7 Director of Public Health and Prevention

- i. The Director of Public Health and Prevention role sits within the Adults & Health team and is also part of the Council Management Team (CMT) as a statutory chief officer and to reflect a cross organisational role in prevention;
- ii. The remit for the role is extended to be the overall council lead on prevention and also the council lead for health, safety and wellbeing, including line management of the Head of Health & Safety;

- iii. The role is regraded from grade 6 to grade 5;
- iv. The public health commissioning remit currently sitting with the Adults joint commissioning unit will move into the public health team; and
- v. This role will take the overall lead for insight for the organisation, with a particular focus on the use of data and insight to design and deliver intelligence led prevention to manage demand.

4.5 The roles being deleted are as follows

1. Assistant Chief Executive
2. Strategic Lead, Programmes and Performance
3. Head of Information Management
4. Head of Communications (replaced by AD Strategy & Communications)
5. Head of Customer Strategy & Programmes (replaced by Head of Customer Strategy & Digital)
6. Assistant Director Adult Social Care
7. Head of Customer Financial Affairs, Adult Social Care
8. Head of Safeguarding Adults
9. Adults Wellbeing Strategic Lead
10. Strategic Lead Clean & Green
11. Strategic Lead Leisure & Sport (replaced by AD Green Spaces & Leisure)
12. Assistant Director Commercial (interim until 2020)
13. Commercial Advisor

4.6 The proposed structure is illustrated in the appendix to this report. The directorates are illustrated below



4.7 The target saving for the senior management restructure is £0.75m in 2019/20 and an additional £0.13m in 20/21. The financial benefits of the proposed changes are £1.0m in annual spend and £0.74m in budgetary spend. Further work will be undertaken to close the £10k gap in 2019/20 and identify the additional £130k in 20/21.

4.8 The potential cost of redundancy is estimated to be between £0.1m and £0.2m and every effort will be made to minimise the financial impact on the council, for

example through redeployment.

5. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

5.1 In developing the options, a key component was defining the senior team directly reporting into the Chief Executive. Some desktop research was undertaken to compare the roles and structures for the top team in other local authorities.

5.2 A number of other options were considered but are not recommended, as set out below.

5.3 OPTION 1: No Change.

Continue with the existing arrangements in terms of structure and posts.

The benefit of this approach is that it does not place any additional demand for change on the organisation nor add to the current organisational flux and uncertainty.

This option is not considered to be a feasible option for the following reasons:

- i. Does not deliver financial savings
- ii. Does not resolve inconsistencies in management spans and role titles.
- iii. Does not clarify accountabilities.
- iv. Misses an opportunity to raise the profile and status of the S151 role and send a message to the organisation about the importance of financial management.

5.4 OPTION 2: A Core Senior Team: People, Place, Resources

Implement the once popular model of a small senior team, with the Chief Executive supported by a Director of People, Director of Place, and Director of Resources. It has been implemented for different reasons in each authority, e.g. to fulfil an organisational principle, to promote a successful DASS or DCS into a role where they can apply their skills to improving the other service, or to reduce management costs.

The benefits of this approach are its apparent simplicity at the most senior level and potential savings (albeit subject to high redundancy costs).

This option is not considered to be suitable for Barnet at this point in time for the following reasons:

- i. The council is in a period of significant change, uncertainty, and pressure including financial and performance challenges. This requires capacity and bandwidth at the most senior level to lead and drive through these changes, which this model does not provide.
- ii. It does not reflect the administration's priorities around Growth and Regeneration.
- iii. A Director of People risks insufficient focus on children's improvement at the top table because there is no single role focused on it. It would not appear

consistent with an organisation that is prioritising the organisational focus on children's improvement.

- iv. A Director of People risks insufficient focus on adult social care budget and transformation at the top table because there is no single senior role focused on it.
- v. There is a risk that three key statutory roles could be absent from the top table, i.e. DASS, DCS, S151. Conversely, a Director of People holding both the DASS and DCS roles risks insufficient capacity to fulfil both.
- vi. There is a risk this simply creates an additional layer of management, e.g. above the directors for children, adult social care, finance, thus increasing costs and increasing the distance between the Chief Executive and the front line.
- vii. The redundancy costs are likely to be high.

This model may be suitable in future years.

5.5 **OPTION 3: An Expanded "People, Place, Resources" Model**

Expand the People, Place, Resources model: split "People" into Executive Directors for Children's and Adults to reflect proportion of council budget, level of challenge, and risk. Split Place into Executive Directors for Environment and Regeneration to reflect Barnet priorities and ambitions. Ensure the Director of Resources is S151.

The benefits of this approach are that it keeps Children's and Adults at the most senior level reflecting their significance and importance, and provides the Chief Executive with direct line of sight to these areas. It also keeps key statutory roles on the senior management team and reporting directly to the Chief Executive: S151, DASS, and DCS.

This option is not considered to be suitable for Barnet at this point in time for the following reasons:

- i. Creates considerable change and upheaval for corporate and place based services with minimal direct or immediate benefit, either financially or operationally.
- ii. High risk of overburdening a Director of Resources at a time when significant improvements are required across a range of corporate services and the council's financial position overall. The current organisational position requires capacity of more than one "level 1" director to lead on delivering the improvements required, in particular the future of the partnership with Capita.
- iii. Risk of redundancy costs and loss of senior level experience and expertise.

6. POST DECISION IMPLEMENTATION

- 6.1 Upon approval of the recommendation, changes will be confirmed with affected staff and HR will support the implementation of the changes. It is expected the changes will be in place by 1 April 2019; with some changes already in place as advantage as been taken of natural turnover and vacancies.
- 6.2 Where staff are at risk of redundancy, HR and the Executive Director will work to finalise arrangements.
- 6.3 Specific focus will be given to the transition arrangements for Adults & Health, led by the Executive Director and supported by the Council Management Team.

7. IMPLICATIONS OF DECISION

7.1 Corporate Priorities and Performance

- 7.1.1 The proposed changes take account of the corporate priorities and directly support and underpin our ambitions to be an Efficient and Effective Council. Furthermore, they support the council's financial sustainability by delivering MTFS savings for 19/20 and support the senior management of the council to focus on improving performance in key areas, for example children's and social care. The clearer lines of accountability support an effective performance management framework, including financial management and the delivery of the MTFS.

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

- 7.2.1 The target savings for the senior management restructure are £0.75m in 2019/20 and £0.13m in 2020/21.
- 7.2.2 The proposed changes deliver a saving in spend of £1.0m and budget saving of £0.74m. These are intended to deliver a full year effect saving in 2019/20 as part of the council's MTFS.
- 7.2.3 Further work will be undertaken to identify the £10k gap in 2019/20 and the £0.13m saving for 2020/21. This will take account of the financial implications of the return of the Strategic HR and Finance services in relation to senior management roles, e.g. the AD Human Resources & OD.
- 7.2.4 The estimated gross savings have been validated by Finance. The net savings will be affected by the one-off cost of any redundancies, estimated at between £0.1m - £0.2m. Redundancies will be funded from reserves.

7.2.5 The proposed senior management structure grading levels for each post are as follows:

	Role
Grade 1	Chief Executive
Grade 2	Deputy Chief Executive
Grade 3	Executive Director Environment, Executive Director Adults & Health, Executive Director Children's Services
Grade 4	Director of Finance, Director of Assurance, Director of Adult Social Care
Grade 5	Director of Public Health and Prevention, Director of Children's Social Care (x2), Director of Streetscene, Director of Commercial and ICT, Director of Growth and Development
Grade 6	Deputy Chief Finance Officer, Assistant Director Human Resources Assistant Director Joint Commissioning, Assistant Director Performance & Communities (adults) Assistant Director Strategy & Communications Assistant Director Commissioning (children's), Assistant Director Education, Strategy & Partnership Assistant Director Transport & Highways, Assistant Director Community Safety & Regulatory Services, Assistant Director Greenspaces & Leisure
Grade 7 and 8	Assistant Director Streetscene All other Heads of Service within the senior management structure Consultants in Public Health

7.3 Social Value

7.3.1 The new senior management structure will support the Council's duties in respect of social value.

7.4 Legal and Constitutional References

7.4.1 In accordance the Council's Constitution, Article 7- the Constitution and General Purposes terms of reference includes responsibility for staffing matters (i.e. salaries and conditions of service) other than those within the remit of the Chief Officer Appointment Panel.

7.4.2 The HR Regulations in the Council's Constitution (Section 2.1) require that no vacant post at Assistant Director level or above shall be advertised or recruited to without prior Committee approval and all new posts at Assistant Director level or above shall be created by Committee decision.

7.4.3 Chief Officers, including the Head of Paid Service can determine employment matters relating to staff, except changes to terms and condition of employment or additional payments to any individual member of staff above £100,000. The Constitution and General Purposes Committee approves severance packages above £100,000.

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

7.5 Risk Management

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

- Work closely with HR and the Unions
- Ensure regular communication and engagement with staff
- Senior directors to lead the consultation and engagement in their areas

7.6 Equalities and Diversity

7.6.1 It is recognised that a transformation of services is likely to have an impact upon staff. This impact has been monitored and the majority of changes will be a realignment of areas of responsibility to existing Senior managers. The potential impact of the proposals on individuals has been considered and on-going support provided during the restructure. Overall there has been a small impact on individuals affected by the restructure, with no overall negative impact for any protected group.

7.6.2 In relation to the changes no specific disproportionate impacts to employees were identified on any protected characteristics relating to the Council's Equalities Duty. The restructure will mean the proportion of women on the Council Management Team is 63% (and the proportion of women across all three tiers of senior management is 54%) which is broadly consistent with the overall gender make up on the Council (58%). However, it is recognised there is a lower representation of BAME employees at senior management level. In order to address this and representation of other groups with protected characteristics, the Council is actively reviewing its approach to equalities and diversity, and further improving workforce representation is an important objective of the Council's management team.

7.7 Corporate Parenting

7.7.1 The changes have no direct impact on looked after children or care leavers; rather they protect the new arrangements within children's social care services as part of the improvement journey.

7.8 Consultation and Engagement

- 7.8.1 The proposed changes were the basis of formal consultation with the senior management staff in scope of the restructure, in line with the council's Managing Change policy during November and December. Where an Employer proposed to dismiss as redundant 20 or more employees at one establishment within a 90 day period, the employer shall consult about the dismissals for at least 30 days. Nevertheless, the Council has consulted with staff for a 30 day period as this was considered reasonable. Feedback from the consultation has been summarised within this report.
- 7.4.2 The changes do not require public consultation because they do not directly impact on service users.

7.9 Insight

- 7.9.1 There are no specific insight implications in respect of this report.

8. BACKGROUND PAPERS

- 8.1 None.
- 8.2 Appendix included setting out the recommended senior management structure.

Senior Management Restructure

Appendix to Report: Constitution & General Purposes Committee

17 January 2019

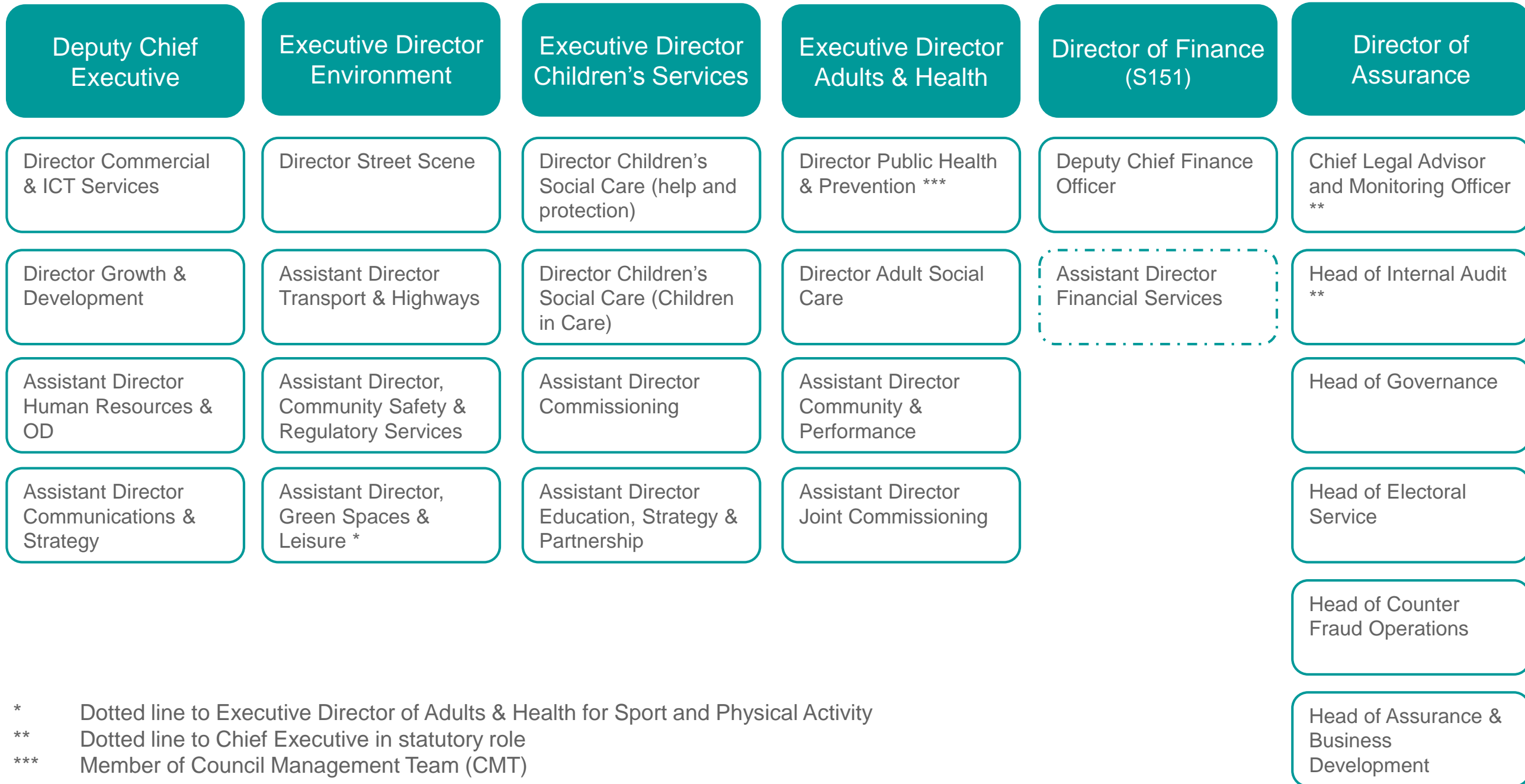
John Hooton, Chief Executive

v. 2.0 (10/01/2019)

Chief Executive

1 April 2019

CMT



* Dotted line to Executive Director of Adults & Health for Sport and Physical Activity
 ** Dotted line to Chief Executive in statutory role
 *** Member of Council Management Team (CMT)

Deputy Chief Executive

Director Commercial & ICT

Head of Commercial Management

Head of Performance & Risk

Head of Customer Services & Digital

Assistant Director Commercial

Assistant Director Human Resources & OD

- Functions:
- HR Strategy (business partners, employee relations, recruitment)
 - Organisational Development
 - Client management of transactional HR
 - Pensions Administration

Assistant Director Strategy & Communications

- Functions:
- Strategic Communications
 - Community engagement
 - Corporate Strategy
 - Live Unlimited Charity
 - National graduate trainee programme

Director Growth & Development

Head of Estates

Head of Housing Strategy

Head of Regeneration

Head of Employment, Skills & Economic Development

Executive Director Environment

Director Street Scene

Assistant Director Street Scene

Head of Fleet & Transport

Head of Service Support

Head of Commercial Waste

Assistant Director Transport & Highways

Head of Parking & Infrastructure

Head of Network & Infrastructure

Assistant Director Community Safety & Regulatory Services

Functions:

- Community Safety
- Domestic violence service commissioning
- Commissioning of regulatory services
- Mortuary and Cemetery & Crematorium

Assistant Director Green Spaces & Leisure

Functions:

- Green Spaces
- Parks
- Sports & Leisure
- Trees & Woodlands
- Events & Promotions

Dotted line to Executive Director Adults & Health

Executive Director Children's Services

Director Children's Social Care (Help & Protection)

Head of Intake & Assessment

Head of Intervention & Planning

Head of Early Years & Early Help

Head of Safeguarding, Quality & Workforce Dev

Director Children's Social Care (Children in Care)

Head of Placements & Disabilities

Permanency Assurance Lead

Head of Corporate Parenting

Assistant Head of Service, Corporate Parenting

Assistant Director Commissioning

Head of Joint Commissioning

Head of Performance, Improvement & Inspection

Assistant Director Education, Strategy & Partnership

- Functions:
- Education and Skills contract commissioning
 - Pupil based planning

Executive Director Adults & Health

Director Adult Social Care

Head of Mental Health

Head of Assessment & Prevention

Head of Hospitals

Head of Localities

Head of Learning Disability

Assistant Director Joint Commissioning

Joint Commissioning
- incl jointly funded posts with CCG

Assistant Director Community & Performance

Head of Transformation

Head of Performance & Improvement

Head of Care Quality

Director of Public Health and Prevention

Public Health Consultant

Public Health Consultant

Public Health Consultant

Head of Public Health Commissioning

Head of Health, Safety and Wellbeing

Dotted line to Chief Executive

Director of Finance (S151)

Deputy Chief Finance Officer (Assistant Director)

Functions:

- Financial Planning
- Insurance
- Revenues & Benefits
- Grants
- External Audit
- Financial Assurance

Assistant Director Financial Services

Finance Business Partnering

Accounts Receivable

Accounts Closure

Treasury Management & Pensions Finance

Services / functions returning from Capita

Director of Assurance

Chief Legal Advisor and Monitoring Officer

- Monitoring Officer
- Legal Advice
- Quality & contract management external legal services

Head of Internal Audit

- Functions
- Statutory Chief Internal Auditor
 - Internal Audit Service
 - Internal Audit Framework contract

Head of Governance

- Functions:
- Governance service
 - Member support and development
 - Mayor's Office

Head of Electoral Services

- Functions:
- Elections planning
 - Electoral registration
 - Geographical Information Systems
 - Gazetteer

Head of Counter Fraud Operations

- Functions:
- Corporate Anti Fraud
 - Tenancy Fraud
 - Concessionary Travel Fraud
 - Proceeds of Crime Investigation
 - Statutory function protection public funds

Head of Assurance & Business Development

- Functions *
- Project delivery (Assurance)
 - Information Management
 - Records Management
 - Corporate Complaints
 - Business Development

- Functions *
- Organisational Resilience
 - Emergency Planning
 - Business Continuity

Dotted line to Chief Executive

** NB further work underway to finalise functional roles and responsibilities with regard to records management, emergency planning, business continuity.*



Constitution and General Purposes Committee

17 January 2019

Title	Constitution Review
Report of	Monitoring Officer Head of Governance
Wards	Not Applicable
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A – Article 9 (Chief Officers) (Tracked) Appendix B – Article 9 (Chief Officers)
Officer Contact Details	Andrew Charlwood, Head of Governance, 020 8359 2014, andrew.charlwood@barnet.gov.uk

Summary

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

Officers Recommendations

That the Committee recommend to Council that the Constitution be amended to incorporate the changes set out in this report and the amended versions attached at Appendix A.

1. WHY THIS REPORT IS NEEDED

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

No.	Section	Reference	Issue Identified	Changes Made
1.	Article 9 (Chief Officers)		<p>The responsibilities of the Monitoring Officer have previously been updated within Article 9. Further amendments are recommended to take account of the 'Chief Legal Advisor' role which has a focus on 'client side' management of the HB Public Law contract with support from Commercial Services.</p>	<p>Amend the functions of the Chief Legal Advisor and Monitoring Officer in section 9.3 as follows:</p> <p>(a) Maintaining the Constitution</p> <p>The Monitoring Officer, assisted by the Head of Governance will maintain an up-to-date version of the Constitution and will ensure that it is available for consultation by Members, officers and the public.</p> <p>(b) Ensuring lawfulness and fairness of decision-making</p> <p>After consulting with the Head of Paid Service, Assurance Director, and the Chief Finance Officer the Monitoring Officer will report to the Full Council if s/he considers that any proposal, decision or omission would give rise to unlawfulness or if any decision or omission would give rise to maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.</p> <p>(c) Ensuring lawfulness and fairness of council operating procedures</p> <p>After consulting with the Head of Governance and the relevant senior line manager the Monitoring Officer will report to the Head of Paid Service, Assurance Director, and the Chief Finance Officer any council process or procedure which s/he considers would give rise to unlawfulness or if any such process or procedure would give rise to maladministration.</p> <p>(d) Managing the relationship with Harrow & Barnet Public Law</p> <p>As Chief Legal Advisor within the council, responsibility to manage the strategic 'client side' relationship with Harrow & Barnet Public Law to ensure the council continues to be</p>

No.	Section	Reference	Issue Identified	Changes Made
				<p>provided with a legal service which meets its needs and to advise the Head of Paid Service and Assurance Director where any risks are identified.</p> <p>(e) Attending Full Council and Policy & Resources Committee</p> <p>As Chief Legal Advisor & Monitoring Officer attending and advising at Full Council and Policy & Resources Committee.</p> <p>(f) Supporting the Constitution and General Purposes Committee</p> <p>The Monitoring Officer, assisted by the Head of Governance will contribute to the promotion and maintenance of high standards of conduct through provision of support to the Constitution & General Purposes Committee.</p> <p>(g) Conducting investigations.</p> <p>The Monitoring Officer will conduct or appoint Officers or others to conduct investigations into allegations of breach of the Member Code of Conduct. Then s/he or they will make reports and recommendations in respect of such allegations in accordance with the procedure for handling complaints against Members.</p> <p>(h) Providing legal advice.</p> <p>The Monitoring Officer will provide advice to Members, Chief Executive, Chief and Senior Officers as may be requested or necessary to discharge the statutory duties of the Monitoring Officer and covering inter alia the scope of powers and authority to take decisions and maladministration.</p> <p>(i) Register of Members Interests.</p> <p>The Monitoring Officer, assisted by the Head of Governance will keep and maintain the Register of Members Interests and</p>

No.	Section	Reference	Issue Identified	Changes Made
				ensure its availability to the public.
2.	Article 9 (Chief Officers)		<p>Article 9 (Chief Officers) in section (b) details chief officers (i.e. those officers who are part of the Council Management Team). Section (c) details chief officers who also have a statutory designation and includes the following posts: Head of Paid Service; Monitoring Officer; Chief Finance Officer / Section 151 Officer; Director of Children’s Services; Director for Adult Social Services; and Director of Public Health. However, the statutory officers list is not exhaustive and local authorities are required to make appointments to several other statutory posts as follows: Electoral Registration Officer; Registrar for Births Deaths and Marriages; Data Protection Officer; Local Authority Designated Officer (LADO); and Chief Internal Auditor</p>	<p>The title of section (c) should be amended to: Statutory Chief Officers</p> <p>Add the following section 9.1 (d):</p> <p>(d) Statutory Officers</p> <p>The Council will appoint officers to the following statutory posts:</p> <ul style="list-style-type: none"> • Electoral Registration Officer • Registrar for Births Deaths and Marriages • Data Protection Officer • Local Authority Designated Officer (LADO) • Chief Internal Auditor
3.	Article 9 (Chief Officers)		<p>Article 9 (Chief Officers) in section (b) details chief officers (i.e. those officers who are part of the Council Management Team). The Chief Executive is currently consulting on a revised senior management structure which will delete the post of Assistant Chief Executive. Subject to this Committee agreeing elsewhere on the agenda:</p> <ul style="list-style-type: none"> • the Director of Assurance will become part of the Council Management Team; • other directors will become ‘Executive Directors’ rather than ‘Commissioning Directors’. 	<p>Amend the list of Chief Officers as follows:</p> <ul style="list-style-type: none"> • Delete Assistant Chief Executive; • Change designation of ‘Strategic Directors’ to ‘Executive Directors’; and • Add Director of Assurance

Amendments by the Monitoring Officer

No.	Section	Reference	Issue Identified	Changes Made
4.	Article 7 (Terms of Reference of		HB Public Law have requested that the terms of reference of the Policy & Resources Committee be amended to clarify that they are approving fees and charges within their remit and noting the fees and charges approved by other committees. These changes will result in Article 7 linking to sections 2.3.6 to 2.3.8 of the Financial Regulations	<p>Amend item (4) of the terms of reference of the Policy & Resources Committee to include the wording highlighted in bold italics:</p> <p><i>“To determine fees and charges for services which are the responsibility of the committee and to note decisions taken by theme committees, the Planning Committee and Licensing Committee on fees and charges within the remit of those committees.”</i></p> <p>Add to the terms of reference of theme committees and Planning Committee the following wording in bold italics:</p> <p><i>“To consider for approval fees and charges for those areas under the remit of the Committee.”</i></p>
5.	Article 10 (Decision Making)		<p>The title of section 10.4 is was:</p> <p>Decision making by Theme Committee Chairmen jointly with Chief Officers</p> <p>This was incorrect as the narrative states the decision making is by chief officers in consultation with theme committee chairman. The title of section 10.4 has been amended to correct this.</p>	<p>Amend the title of section 10.4 to:</p> <p><i>“Decision making by Chief Officers jointly with Theme Committee Chairmen.”</i></p>
6.	Article 2 (Members of the Council (Councillors))		<p>Section 2.3 (f) relates to Members Items. The wording as currently drafted states that Members Items are not permitted for the licensing, planning and urgency committees. The text should in fact read licensing sub-committees as this is the body which is quasi-judicial in nature. It should not include the licensing committee which deals with policy matters and should be able to receive Members</p>	<p>Amend the wording at section 2.3 (f) as follows:</p> <p><i>“This rule does not apply to planning, licensing and urgency committees planning committee, area planning committees, urgency committee and licensing sub-committees. The referral of a motion from Full Council to a committee will not count as a Member’s Item for the purposes of this rule.</i></p>

No.	Section	Reference	Issue Identified	Changes Made
			Items in the same way as other committees.	

2. REASONS FOR RECOMMENDATIONS

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

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

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

4. POST DECISION IMPLEMENTATION

- 4.1 Subject to the committee's approval, the recommendations will form part of a report to Full Council on 30 January 2019 to make final approval.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

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

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

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

5.3 Social Value

- 5.3.1 None in the context of this decision

5.4 Legal and Constitutional References

- 5.4.1 Council's Constitution, Article 7 - the Constitution and General Purposes Committee terms of reference includes responsibility "To keep under review all aspects of the Council's Constitution so as to ensure that it remains current and fit for purpose, and to make recommendations thereon to the Council".

5.5 Risk Management

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

5.6 **Equalities and Diversity**

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

5.7 **Corporate Parenting**

5.7.1 None in the context of this decision

5.8 **Consultation and Engagement**

5.8.1 None in context of this decision

5.8 **Insight**

5.8.1 None in the context of this decision.

6. **BACKGROUND PAPERS**

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

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Appendix A - Article 9 – Chief Officers

9.1 Management Structure

- (a) **General.** The Council may engage such staff (referred to as officers) as it considers necessary to carry out its functions. Apart from those officers referred to in (b) immediately below, all officers are appointed by the Chief Executive.
- (b) **Chief Officers.** Members will appoint staff for the following posts, who will be designated Chief Officers:

Chief Executive (Head of Paid Service)

Deputy Chief Executive

~~Assistant Chief Executive~~

~~Strategic Director, Executive Director~~ Children and Young People

~~Strategic Director, Executive Director~~ Adults, Communities and Health

~~Strategic Director, Executive Director~~ Environment

Director of ~~Resources Finance~~ (Chief Finance Officer / Section 151 Officer)

~~Director of Assurance~~

Director of Public Health and Prevention

Delegated Authority to Chief Executive and Chief Officers

(i) Chief Officers (Deputy Chief Executive, ~~Assistant Chief Executive, Strategic Executive~~ Directors for Adults, Children and Environment, Director of ~~Resources Finance, Director of Assurance, Director of Public Health & Prevention~~) have the following delegated powers in respect of all matters which are not key decisions (as defined in Article 2) and not reserved for decision by the Council or by a Committee of the Council:

(a) to make decisions and approve expenditure relating to their functions and the functions of their Department, where necessary in accordance with (b) and (c) below, and providing (1) that the sum expended is within the approved budget for the Department and/or relevant portfolio, and (2) the amount in relation to any single matter does not exceed £181,302.

(b) to determine employment matters relating to staff including all changes to staffing structures. This power will not include changes to terms and conditions of employment or additional payments to any individual member of staff above £100K.

(c) to approve tender strategies and award contracts in accordance with the Council's Contract Procedure Rules within Part 2 of the Constitution.

(d) the Chief Executive has all the above delegated authority and as may be necessary, determine which Department discharges any particular Council function if this is not clear.

Discretion to Refer Matters to Members: Where a Chief Officer believes that a matter that is within their delegated authority is significant or sensitive they have the discretion to refer it to Members for decision.

(ii) These powers may be delegated further under a Scheme of Delegation and powers are also delegated to all officers in accordance with their job description and department budget.

(iii) Officers should ensure that delegated powers are exercised in accordance with relevant Council policies and procedures and all decisions with a value of £50,000 or more made by officers under delegated powers should be listed in writing and a copy of the list for each Department produced to the Chief Executive and the Leader on the 30th September and 31st March of each year.

(iv) The Chief Executive and Chief Officers may exercise voting rights at general meetings of companies of which the Council is a member or by written resolution and may take any necessary action to protect, safeguard and effectively manage the Council's interest in such companies.

(c) Statutory Officers

The Council will designate the following posts as shown:

Post	Statutory Designation
Chief Executive	Head of Paid Service
Chief Legal Advisor	Monitoring Officer
Director of Resources Finance	Chief Finance Officer / Section 151 Officer
Strategic-Executive Director, Children and Young People	Director of Children's Services
Strategic-Executive Director, Adults Communities and Health	Director for Adult Social Services
Director of Public Health <u>and Prevention</u>	Director of Public Health

(d) Statutory Officers

The Council will appoint officers to the following statutory posts:

- Electoral Registration Officer
- Registrar for Births Deaths and Marriages
- Data Protection Officer
- Local Authority Designated Officer (LADO)
- Chief Internal Auditor

9.2 Functions of Head of Paid Service

- (a) **Discharge of functions by the Council.** The Head of Paid Service will report to full Council on the manner in which the discharge of the Council's functions is co-ordinated, the number and grade of officers required for the discharge of functions and the organisation of officers.
- (b) **Restriction of functions.** The Head of Paid Service may not be the Monitoring Officer, but may hold the post of Chief Finance Officer if a qualified accountant.
- (c) The Head of Paid Service has authority over all other chief officers so far as is necessary for efficient management and for carrying out the Council's functions.

9.3 Functions of the Chief Legal Advisor and Monitoring Officer

- (a) **Maintaining the Constitution.** The Monitoring Officer, assisted by the Head of Governance will maintain an up-to-date version of the Constitution and will ensure that it is available for consultation by Members, officers and the public. The Monitoring Officer, in consultation with the Head of Governance, will maintain an up-to-date version of the Constitution and will ensure that it is available for consultation by Members, staff and the public.
- (b) **Ensuring lawfulness and fairness of decision-making.** After consulting with the Head of Paid Service ~~and the Assistant Chief Executive~~, the Monitoring Officer will report to the full council if s/he considers that any proposal, decision or omission which is referred by Harrow and Barnet Public Law or which is otherwise notified to him/her, would give rise to unlawfulness or if any decision or omission so referred would give rise to maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.
- (c) **Ensuring lawfulness and fairness of council operating procedures.** After consulting with the Head of Governance and the relevant senior line manager the Monitoring Officer will report to the Head of Paid Service ~~and the Assistant Chief Executive~~ any council process or procedure which s/he considers would give rise to unlawfulness or if any such process or procedure would give rise to maladministration.
- (d) **Managing the relationship with Harrow & Barnet Public Law.** As Chief Legal Advisor within the council, responsibility to manage the strategic 'client side' relationship with Harrow & Barnet Public Law to ensure the council continues to be provided with a legal service which meets its needs and to advise the Head of Paid Service and Director of Assurance where any risks are identified.
~~As Chief Legal Advisor within the council, responsibility to manage the strategic relationship with Harrow & Barnet Public Law to ensure the council continues to be provided with a legal service which meets its needs and to advise the Head of Paid Service and Assistant Chief Executive where any risks are identified.~~

- (e) Attending Full Council and Policy & Resources Committee As Chief Legal Advisor & Monitoring Officer attending and advising at Full Council and Policy & Resources Committee.
- (f) **Supporting the Constitution, Ethics and Probity Committee.** The Monitoring Officer, assisted by the Head of Governance will contribute to the promotion and maintenance of high standards of conduct through provision of support to the Constitution & General Purposes Committee.
~~Monitoring Officer will contribute to the promotion and maintenance of high standards of conduct through provision of support to the Constitution, Ethics and Probity Committee.~~
- (g) **Conducting investigations.** The Monitoring Officer will conduct or appoint Officers or others to conduct investigations into allegations of breach of the Member Code of Conduct. Then s/he or they will make reports and recommendations in respect of such allegations in accordance with the procedure for handling complaints against Members.
- (g) **Providing legal advice.** The Monitoring Officer will provide advice to Members, Chief Executive, Chief and Senior Officers as may be requested or necessary to discharge the statutory duties of the Monitoring Officer and covering inter alia the scope of powers and authority to take decisions and maladministration.
~~The Monitoring Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and budget and policy framework issues to all councillors.~~
- (i) **Register of Members Interests.** The Monitoring Officer, assisted by the Head of Governance will keep and maintain the Register of Members Interests and ensure its availability to the public.
~~The Monitoring Officer will keep and maintain the Register of Members Interests and ensure its availability to the public.~~

9.4 Functions of the Chief Finance Officer / Section 151 Officer

- (a) **Ensuring lawfulness and financial prudence of decision-making.** After consulting with the Head of Paid Service and the Monitoring Officer, the Chief Finance Officer will report to the full Council and the council's external auditor if he or she considers that any proposal, decision or course of action will involve incurring unlawful expenditure, or is unlawful and is likely to cause a loss or deficiency or if the council is about to enter an item of account unlawfully.
- (b) **Estimates and resources.** In accordance with the Local Government Act 2003 to advise on robustness of estimates and level of resources.
- (c) **Administration of financial affairs.** The Chief Finance Officer will have responsibility for the administration of the financial affairs of the council.
- (d) **Providing financial advice.** The Chief Finance Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and budget and policy framework issues to all councillors and will support and advise councillors and officers in their respective roles.

- (e) **Give financial information.** The Chief Finance Officer will provide financial information to the media, members of the public and the community.
- (f) **Pensions governance.** The Chief Finance Officer will provide support to the Pension Fund Committee and Local Pension Board.
- (g) **Debt Management.** The Chief Finance Officer will in consultation with HB Public Law write off debt amounts up to and including £5,000

9.5 Functions of the Director of Children’s Services

- (a) The Council as a children’s services authority is required by the Children Act 2004 to appoint an officer to be known as the Director of Children's Services. The Strategic-Executive Director, Children and Young People will fulfil the role of the Director of Children’s Services.
- (b) The Director of Children’s Services is responsible for the delivery of the Council’s education and social services functions for children, and any health functions for children delegated to the Council by an NHS body and as required by the Children Act 2004.

9.6 Functions of the Director of Adult Social Services

- (a) The Strategic-Executive Director, Adults Communities and Health will fulfil the role of the Director for Adult Social Services as required by the Local Authority Health Social Services Act 1970, as amended by the Children Act 2004.
- (b) The Strategic Director, Adults Communities and Health is responsible for the delivery of the Council’s social services functions, other than those for which the Council’s Director of Children’s Services is responsible under the Children Act 2004.

9.7 Functions of the Director of Public Health (DPH)

- (a) The DPH is responsible for writing the Annual Report on the health of the local population.
- (b) The DPH is responsible for all of the local authority’s duties to take steps to improve public health.
- (c) The DPH is responsible for exercising the local authority’s functions in planning for, and responding to, emergencies that present a risk to public health.
- (d) The DPH is responsible for exercising the local authority’s role in co-operating with the Police, the Probation Service and the Prison Service to assess the risks posed by violent or sexual offenders.
- (e) The DPH is responsible for the local authority’s public health response as a responsible authority under the Licensing Act 2003, such as making representations about licensing applications.

- (f) The DPH is responsible for exercising the local authority's duties to ensure plans are in place to protect their population including through screening and immunisation.

9.8 Duty to provide sufficient resources to the Monitoring Officer and Chief Finance Officer

The Council will provide the Monitoring Officer and Chief Finance Officer with such officers, accommodation and other resources as are in their reasonable opinion sufficient to allow their duties to be performed.

9.9 Conduct

Officers will comply with the Officers' Code of Conduct and the Protocol on Member/Officer Relations set out in this Constitution.

9.10 Employment

The recruitment, selection and dismissal of officers will comply with the Human Resources (HR) Regulations.

Appendix B - Article 9 – Chief Officers

9.1 Management Structure

- (a) **General.** The Council may engage such staff (referred to as officers) as it considers necessary to carry out its functions. Apart from those officers referred to in (b) immediately below, all officers are appointed by the Chief Executive.
- (b) **Chief Officers.** Members will appoint staff for the following posts, who will be designated Chief Officers:

Chief Executive (Head of Paid Service)
Deputy Chief Executive
Executive Director Children and Young People
Executive Director Adults, Communities and Health
Executive Director Environment
Director of Finance (Chief Finance Officer / Section 151 Officer)
Director of Assurance
Director of Public Health and Prevention

Delegated Authority to Chief Executive and Chief Officers

(i) Chief Officers (Deputy Chief Executive, Executive Directors for Adults, Children and Environment, Director of Finance and Director of Assurance) have the following delegated powers in respect of all matters which are not key decisions (as defined in Article 2) and not reserved for decision by the Council or by a Committee of the Council:

(a) to make decisions and approve expenditure relating to their functions and the functions of their Department, where necessary in accordance with (b) and (c) below, and providing (1) that the sum expended is within the approved budget for the Department and/or relevant portfolio, and (2) the amount in relation to any single matter does not exceed £181,302.

(b) to determine employment matters relating to staff including all changes to staffing structures. This power will not include changes to terms and conditions of employment or additional payments to any individual member of staff above £100K.

(c) to approve tender strategies and award contracts in accordance with the Council's Contract Procedure Rules within Part 2 of the Constitution.

(d) the Chief Executive has all the above delegated authority and as may be necessary, determine which Department discharges any particular Council function if this is not clear.

Discretion to Refer Matters to Members: Where a Chief Officer believes that a matter that is within their delegated authority is significant or sensitive they have the discretion to refer it to Members for decision.

(ii) These powers may be delegated further under a Scheme of Delegation and powers are also delegated to all officers in accordance with their job description and department budget.

(iii) Officers should ensure that delegated powers are exercised in accordance with relevant Council policies and procedures and all decisions with a value of £50,000 or more made by officers under delegated powers should be listed in writing and a copy of the list for each Department produced to the Chief Executive and the Leader on the 30th September and 31st March of each year.

(iv) The Chief Executive and Chief Officers may exercise voting rights at general meetings of companies of which the Council is a member or by written resolution and may take any necessary action to protect, safeguard and effectively manage the Council's interest in such companies.

(c) Statutory Officers

The Council will designate the following posts as shown:

Post	Statutory Designation
Chief Executive	Head of Paid Service
Chief Legal Advisor and Monitoring Officer	Monitoring Officer
Director of Finance	Chief Finance Officer / Section 151 Officer
Executive Director, Children and Young People	Director of Children's Services
Executive Director, Adults Communities and Health	Director for Adult Social Services
Director of Public Health and Prevention	Director of Public Health

(d) Statutory Officers

The Council will appoint officers to the following statutory posts:

- Electoral Registration Officer
- Registrar for Births Deaths and Marriages
- Data Protection Officer
- Local Authority Designated Officer (LADO)
- Chief Internal Auditor

9.2 Functions of Head of Paid Service

- (a) **Discharge of functions by the Council.** The Head of Paid Service will report to full Council on the manner in which the discharge of the Council's functions is co-ordinated, the number and grade of officers required for the discharge of functions and the organisation of officers.
- (b) **Restriction of functions.** The Head of Paid Service may not be the Monitoring Officer, but may hold the post of Chief Finance Officer if a qualified accountant.
- (c) The Head of Paid Service has authority over all other chief officers so far as is necessary for efficient management and for carrying out the Council's functions.

9.3 Functions of the Chief Legal Advisor and Monitoring Officer

- (a) **Maintaining the Constitution.** The Monitoring Officer, assisted by the Head of Governance will maintain an up-to-date version of the Constitution and will ensure that it is available for consultation by Members, officers and the public.
- (b) **Ensuring lawfulness and fairness of decision-making.** After consulting with the Head of Paid Service, the Monitoring Officer will report to the full council if s/he considers that any proposal, decision or omission which is referred by Harrow and Barnet Public Law or which is otherwise notified to him/her, would give rise to unlawfulness or if any decision or omission so referred would give rise to maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.
- (c) **Ensuring lawfulness and fairness of council operating procedures.** After consulting with the Head of Governance and the relevant senior line manager the Monitoring Officer will report to the Head of Paid Service any council process or procedure which s/he considers would give rise to unlawfulness or if any such process or procedure would give rise to maladministration.
- (d) **Managing the relationship with Harrow & Barnet Public Law.** As Chief Legal Advisor within the council, responsibility to manage the strategic 'client side' relationship with Harrow & Barnet Public Law to ensure the council continues to be provided with a legal service which meets its needs and to advise the Head of Paid Service and Director of Assurance where any risks are identified.
- (e) **Attending Full Council and Policy & Resources Committee** As Chief Legal Advisor & Monitoring Officer attending and advising at Full Council and Policy & Resources Committee.
- (f) **Supporting the Constitution, Ethics and Probity Committee.** The Monitoring Officer, assisted by the Head of Governance will contribute to the promotion and maintenance of high standards of conduct through provision of support to the Constitution & General Purposes Committee.

- (g) **Conducting investigations.** The Monitoring Officer will conduct or appoint Officers or others to conduct investigations into allegations of breach of the Member Code of Conduct. Then s/he or they will make reports and recommendations in respect of such allegations in accordance with the procedure for handling complaints against Members.
- (g) **Providing legal advice.** The Monitoring Officer will provide advice to Members, Chief Executive, Chief and Senior Officers as may be requested or necessary to discharge the statutory duties of the Monitoring Officer and covering inter alia the scope of powers and authority to take decisions and maladministration.
- (i) **Register of Members Interests.** The Monitoring Officer, assisted by the Head of Governance will keep and maintain the Register of Members Interests and ensure its availability to the public.

9.4 Functions of the Chief Finance Officer / Section 151 Officer

- (a) **Ensuring lawfulness and financial prudence of decision-making.** After consulting with the Head of Paid Service and the Monitoring Officer, the Chief Finance Officer will report to the full Council and the council's external auditor if he or she considers that any proposal, decision or course of action will involve incurring unlawful expenditure, or is unlawful and is likely to cause a loss or deficiency or if the council is about to enter an item of account unlawfully.
- (b) **Estimates and resources.** In accordance with the Local Government Act 2003 to advise on robustness of estimates and level of resources.
- (c) **Administration of financial affairs.** The Chief Finance Officer will have responsibility for the administration of the financial affairs of the council.
- (d) **Providing financial advice.** The Chief Finance Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and budget and policy framework issues to all councillors and will support and advise councillors and officers in their respective roles.
- (e) **Give financial information.** The Chief Finance Officer will provide financial information to the media, members of the public and the community.
- (f) **Pensions governance.** The Chief Finance Officer will provide support to the Pension Fund Committee and Local Pension Board.
- (g) **Debt Management.** The Chief Finance Officer will in consultation with HB Public Law write off debt amounts up to and including £5,000

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Constitution and General Purposes Committee

17 January 2019

Title	Annual Electoral Registration Report 2018
Report of	John Hooton - Chief Executive and Electoral Registration Officer
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Electoral Registration - Annual Report 2018
Officer Contact Details	John Bailey - Head of Electoral Services 020 8359 3008 – john.e.bailey@barnet.gov.uk

Summary

The annual Electoral Registration report provides an overview on the status of the Register of Electors in Barnet as at 1 December 2018 and on the work done by officers on behalf of the Council's Electoral Registration Officer.

Officers Recommendations

1. That the Constitution and General Purposes Committee considers and comments on the annual Electoral Registration report.

1. WHY THIS REPORT IS NEEDED

- 1.1 At their meeting on 9 November 2016, the General Functions Committee recommended that, following statutory publication of the Annual Register of Electors on 1 December each year, the Electoral Registration Officer bring an annual report to the committee (this report has therefore passed to the Constitution and General Purposes Committee). The report should detail the status of the Electoral Register and give an overview of the activities and performance of the Electoral Registration service over the past year.

2. REASONS FOR RECOMMENDATIONS

- 2.1 N/A

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 N/A

4. POST DECISION IMPLEMENTATION

- 4.1 That the Electoral Services Team will continue to deliver the work required to ensure that the ERO complies with his statutory duties on behalf of the Council.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- The Council has a responsibility to protect the public purse through proper administration and control of the public funds and assets to which it has been entrusted. By having oversight of the work being done on behalf of the borough's Electoral Registration Officer, the Constitution and General Purposes Committee can ensure that appropriate resources are being made available to the ERO and that they are used in an appropriate and cost-effective manner. Ensuring that the Register of Electors is as complete and accurate as possible ensures that eligible residents can participate in statutory elections and referendums and are thus properly represented in the democratic processes of the borough and in the decision-making of the Council.

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

- The Council has a statutory duty to provide the ERO with appropriate resources for the discharge his functions in compliance with relevant electoral legislation – all expenses properly incurred by an ERO in the performance of these functions must be paid by the local authority that appointed them

5.3 Social Value

- Ensuring that the Register of Electors is as complete and accurate as possible ensures that eligible residents can participate in statutory elections and referendums and are thus properly represented in the democratic processes of the borough and in the decision-making of the Council.

5.4 Legal and Constitutional References

- Every district and London borough council is required to appoint an ERO (Section 8, Representation of the People Act 1983 (RPA1983)) and must provide the resources needed by them to discharge their statutory functions. These functions include the duties of the ERO that are set out in legislation, and any further duties imposed by a direction of the Secretary of State. The Secretary of State has a power to direct EROs in the discharge of their functions. The Secretary of State can only exercise this power of direction in accordance with a recommendation of the Electoral Commission.
- The ERO has a duty under Section 9(1) of RPA1983 to maintain:
 - (a) a register of parliamentary electors for each constituency or part of a constituency in the area for which he acts; and
 - (b) a register of local government electors for the local government areas or parts of local government areas included in the area for which he acts.
- The ERO has a duty under Section 9A of RPA1983 (as amended by the Electoral Registration and Administration Act 2013 (ERA2013)) to take all necessary steps to comply with his duty to maintain the electoral register, and to ensure, as far as is reasonably practicable, persons who are entitled to be registered in the register (and no others) are registered in it.
- The ERO has a duty under Section 9D RPA1983 (as amended by ERA2013) to conduct an annual canvass in relation to the area for which the officer acts and to conduct the canvass in a manner as set out in the regulations.
- The ERO has a duty under Section 9E RPA1983 (as amended by ERA2013) to invite a person to join the register of electors maintained by the officer if:
 - (a) the officer is aware of the person's name and address,
 - (b) the person is not registered in the register, and
 - (c) the officer has reason to believe that the person may be entitled to be registered in the register.
- The Council Constitution, Article 7 – Committees, Forums, Working Groups and Partnerships (October 2018) – Constitution and General Purposes Committee's terms of reference, details the functions of the Committee and includes the following:

“To have responsibility for overseeing the Council's governance arrangements including:

 - *Electoral Services including: elections and electoral registration performance, polling places and polling district boundaries”*

5.5 Risk Management

- The on-going and daily electoral registration processes and other work of Electoral Services ensures that both the Council and the ERO meet their legal obligations as stated in 5.4.

5.6 Equalities and Diversity

- Pursuant to section 149 of the Equality Act, 2010, the council has a public-sector duty to have due regard to eliminating unlawful discrimination, harassment, victimisation

and any other conduct that is prohibited by or under the Act; advancing equality of opportunity between those with a protected characteristic and those without; promoting good relations between those with a protected characteristic and those without. The relevant, 'protected characteristics' are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to elimination discrimination

- Effective processes and activities with regards to registering residents on the electoral roll, in compliance with all relevant electoral legislation, ensures that all eligible individuals can choose to exercise their democratic rights in the manner in which they choose (as allowed by law).

5.7 Corporate Parenting

- N/A

5.8 Consultation and Engagement

- N/A (None)

6. BACKGROUND PAPERS

- 6.1 At the meeting of the General Functions Committee held on 9 November 2016 the (General Functions) Committee received the independent review undertaken by Dr Dave Smith into Barnet's 'Elections and Electoral Registration Services'. An accepted recommendation of the Smith review was for an annual report on Electoral Registration to be presented to the Committee.

Electoral Registration

Annual Report 2018

28 December 2018
John Bailey
Head of Electoral Services

Executive Summary

The purpose of this annual report is to provide an overview of the activities and outcomes of the work of the Electoral Registration Team throughout 2018 and to summarise the current status of the London Borough of Barnet's Register of Electors as at the 1 December 2018 (when statutory publication of the annual revision of the full register of electors must take place).

As at 1 December 2018, there are 258,832 electors on the London Borough of Barnet's Register of Electors. This is a decrease of 1,458 (-0.56%) electors in comparison with the electoral register published on 1 December 2017. This small decrease is below the average reduction for electoral registration across London which currently stands at -0.95%¹ and is primarily due to the reduction in registered 'Overseas' electors. As there were no national elections or referendums held in 2018 that overseas electors would have been eligible to vote in, it is not unusual that the majority of overseas electors chose not to renew their electoral registration in Barnet (as they must do every year under current legislation). In Barnet, the number of registered overseas electors fell from 2,463 on 1 December 2017 to just 787 on 1 December 2018 (a drop of 1,676).

In addition, although the Local Government Elections took place on 3 May 2018 and did cause an increase in voter registration applications in the lead up to the deadline day for voting, this was not on the scale of the surge in applications that was seen for the UK-wide Parliamentary elections and the EU Referendum in recent years.

Overall the London Borough of Barnet's Electoral Services team again had a very busy year in 2018 and this included:

- 30,071 successful applications to join the register of electors (plus an additional review and determination of over 15,000 duplicate and failed applications)
- 33,698 deletions from the register of electors
- Over 96,000 amendments to Barnet's Register of Electors (includes; changes to voting arrangements, elector name changes, recording of additional contact details and changes to electors' 'opt-out' status with regards of the 'Open' register etc.) throughout the year
- Planning and delivery of a borough-wide 'Household Notification Letter' (HNL) campaign (including a full communications campaign) during February and March to all residential properties
- Planning, preparation and delivery of all registration activities for the Local Elections held on 3 May 2018
- Planning and delivery of the statutory Annual Household Enquiry Form (HEF) Canvass between 1 July 2018 and 30 November 2018 on all residential properties - achieving a completion rate of 98.6% (with responses were received from 83.2% of households)

¹ Based upon 26 London boroughs that have provided their December 2018 data as at 24/12/18

1 Background Information

All electoral registration work is conducted in compliance with relevant electoral legislation and is carried out on behalf of the borough's Electoral Registration Officer (ERO). The ERO has a duty to compile and maintain a register of parliamentary electors, a register of local government electors and a register of relevant citizens of the European Union entitled to vote at European Parliamentary elections. These registers contain the details of all those who are registered to vote and must be combined - this combined version of the register is the 'Full Register'. In addition, the ERO must also produce a version of the register called the 'Open Register' (formerly known as the 'Edited Register') which contains only the names and addresses of those on the Full Register who have not taken the decision to 'opt-out' of appearing on the Open Register. All references to 'the register' or 'the register of electors' in this report should therefore be taken as referring to the combined totals of the Full Register unless otherwise stated.

Between January and September, all amendments to the register of electors are published on specific statutory dates (usually the first working day of the month) and this period is generally referred to as 'rolling registration'. The fully revised and renumbered version of the register is then published each year on 1 December, following the statutory annual canvass period from 1 July to 30 November. Since the introduction of Individual Electoral Registration in June 2014, when additional processes designed to improve the security of the electoral register were introduced, it is important to note that even the annual publication of the Full Register of Electors on 1 December each year can only ever be the latest 'snapshot' of the status of the register. At the point of the annual publication, there are many electors and applications that are at different stages of the various processes and chase cycles that EROs must follow before they can make additions to or deletions from the register of electors.

Barnet is rightly proud of the diverse nature of its population, but this does mean that there are some significant numbers of residents whose nationality means that they cannot join the register of electors (as they do not have a franchise to vote in any statutory election). Whilst estimated figures for nationality groups do exist, under GDPR legislation it is not possible for the ERO to hold data about individuals that is not required for electoral purposes (whether current or historic). Therefore, Electoral Services cannot hold or calculate data on the number of residents in Barnet that are ineligible to register. However, it is known from population estimates, whilst usually based upon ethnicity rather than nationality, that there are large communities of residents in Barnet with (amongst many others) the following ineligible nationalities; Turkish, American, Israeli, Japanese, Afghan and Iranian. In addition, although 16 and 17-year olds can be recorded on the register as 'attainers' (i.e. somebody that will attain eligibility to vote as soon as they turn 18), the ERO cannot hold data on anybody below 16 years of age. From the perspective of the Register of Electors any household that contains only individuals that are ineligible is termed 'empty' (as in 'empty of electors') along with those that have no occupants at all (thus statistics from Electoral Services typically state a far higher number of 'empty' properties when compared to those from other services).

To effectively carry out the multitude of administrative duties and processes statutorily required for electoral registration and elections, Electoral Service teams in local authorities are reliant upon a complex software system, that the core team use constantly each day. This software system is typically referred to as an 'Electoral Management System' (EMS). A key component of the statutory process within electoral registration legislation, is the requirement for EROs to securely and electronically send key data about every individual that applies to register, to the Government Digital Service (GDS). The GDS use this data to verify whether the identity of each individual applicant matches against central government records (most particularly, data from

the Department for Work and Pensions (DWP) is used). As the EMS contains the highly secure, encrypted interface with the GDS's central software system it is used for this process daily (matching and verification processes are carried out overnight by the GDS system). Barnet's Electoral Services team have continued to work closely with the supplier of the current EMS to further develop the system and to utilise new and developing functionality and citizen communications. This work has been particularly focussed on improving the speed and effectiveness of the numerous communications that are required with applicants and registered electors and on improving the use of data matching processes and data analysis that can reduce or better target communications and reduce printing and postage costs to the council.

Along with all other London Boroughs, Barnet held Local Government Elections on 3 May 2018. Whilst voter turnout in Barnet was above the London average and was significantly higher than at the last Local Elections in 2014², these elections did not attract the same number of new applications to vote (from eligible but non-registered residents) as seen at the General Elections in 2015 and 2017 or at the EU Referendum in 2016.

A key decision that was taken, following detailed discussion with the ERO, was to send a discretionary Household Notification Letter (HNL) to every residential property within the borough in late February. The HNL provided the household with details of all electors registered to vote (or, where relevant, stated that nobody was registered to vote) at that address and also showed the individual voting arrangements in place for each elector. The form and its timing were designed to ensure that all residents were clear about who was on the register and how they would be able to vote in the forthcoming local elections. As a discretionary form, residents did not have to provide a response to confirm anything when all details were correct, but residents that wanted to add, delete or amend the information for any electors registered at their address could use either an online portal, email or telephone to inform Electoral Services of the requested changes.

Although different types of elections and the level of public interest that they generate can be difficult to compare, the evidence from the HNLs was that residents were prompted to deal with their registration and voting enquiries much earlier in advance of the elections. In addition, the level of applications and contacts that Electoral Services had to process in the lead up to the various relevant deadlines for the Local Elections in May was greatly reduced.

From the publication of the Notice of Election (27 March 2018) and the deadline for applications to be made in time to vote on polling day (17 April 2018), 8,141 applications to join the electoral register were submitted in Barnet. Of these however, approx. 1,540 were classed as duplicate applications and were made by residents that were either already on the register or already had an application being processed. In addition to this, during the same period, over 2,800 electors applied for and received either a postal or a proxy vote for the May Local Elections (this was in addition to the more than 48,000 postal and proxy voting arrangements already in place at that time).

² Voter turnout for Local Elections in Barnet: **2018** = 43.7% (109,124 voters) / **2014** = 40.5% (95,944 voters).
London-wide turnout for Local Elections in 2018 = 38.9% (2,315,166 voters)

2 Key Activities of the Electoral Registration Team in 2018

As referred to in the previous section of this report, there were some particularly ‘busy’ registration periods that took place during 2018. To maximise the effectiveness and response rates for the most important registration periods, Electoral Services worked with the Barnet Communications Team to develop and implement three dedicated electoral registration public awareness campaigns throughout the year. These campaigns were specifically designed (using consistent and recognisable graphics and messages) to enhance the connection between the events and the mandatory documents that households were being sent. Brief details and timings of the most significant registration activities - as opposed to other key Electoral Service activities such as elections, polling and boundary reviews etc. - undertaken throughout 2018 are summarised below:

Period:	Description of Activities
January - March	Statutory 5-year refresh of Absent Voters’ Personal Identifiers - Letters and Reminders sent to over 5,000 electors with an absent vote in place for over 5 years. Absent Vote arrangements must be cancelled where new personal identifiers are <u>not</u> supplied.
February - March	Household Notification Letters to all residential properties – HNL mailed out over 156,000 properties and individual processing of all responses and requests. Comms Campaign: HNL ‘Are you Registered’ 19/2/18 – 20/3/18
March - May	Registration applications, postal vote applications and other registration processes for the 3 May Local Elections - Over 12,000 individual applications to register or change voting arrangements. Almost 10,000 telephone and email enquiries handled by the Elections Call Centre and the core Electoral Services team. Comms Campaign: Elections ‘Register to Vote’ 21/3/18 – 23/4/18
July - December	Planning and management of the statutory Annual ‘Household Enquiry Form’ (HEF) canvass – over 156,000 Initial HEFs, 80,000 Reminder HEFs and 20,000 Invitations to Register (ITRs) posted out. Over 45,000 personal (canvasser) visits to non-responding households throughout the borough. Comms Campaign: HEF ‘Don’t Lose Your Vote’ 17/9/18 – 6/11/18

Alongside these periods, there were still the regular day to day activities and processes that must be delivered within the normal annual cycle of electoral registration - and that will be of considerable importance to the individual residents and electors that instigate them or that they affect. Throughout the year, including during the periods outlined above, the work of the Electoral Registration team to maintain the accuracy and completeness of the register of electors in such a populous and diverse borough as Barnet is quite understandably, consistently busy and ongoing.

Amongst the most common registration activities undertaken each day by the Electoral Service’s Officers are:

- following up on incomplete and unsuccessful applications to register to vote - this includes contacting the relevant individual and requesting further documentary evidence or information that can allow the application to be determined as successful
- reviewing all instances where a potential duplicate application to join the register has been made or where an individual has actually been registered twice (these are even more common during election periods when national/regional registration campaigns often inadvertently appear to tell electors *already registered* that they must 'register by the deadline in order to vote')
- identifying individuals that may be eligible to register but have not applied and contacting them, followed by statutory Invitation to Register (ITR) forms (whilst Barnet's EMS system can send these by email, where no email address is known statutory A3 forms still must be posted to the identified individuals)
- managing the processes to delete individuals on the register that are no longer resident or for which information has been received that means they may no longer be eligible to be on the register (in almost all instances, two pieces of evidence must be obtained before a verified elector can be removed from the register)
- managing the processes to annually 're-invite' Overseas electors to renew their entry on the register of electors (Overseas electors must renew the registration each year and confirm an address within Barnet where they were previously registered within the past 15 years)
- operating as a front-line service to deal with the high quantity of queries received directly (via email, telephone and post) from electors, residents, elected officials and other people and organisations that have an interest in the register of electors or make a specific request in relation to it.

As Barnet has the largest population and electoral register in London³, it is to be expected that it will also perform amongst the highest number of total additions, deletions and other amendments to its register. A combined total of over 96,000 amendments⁴ were made to Barnet's Electoral Register in 2018.

³ Data from 26 London boroughs has been shared with Barnet as at 24/12/18. Based upon recent years, when data is available from all London boroughs, Barnet will have first or second largest register of electors.

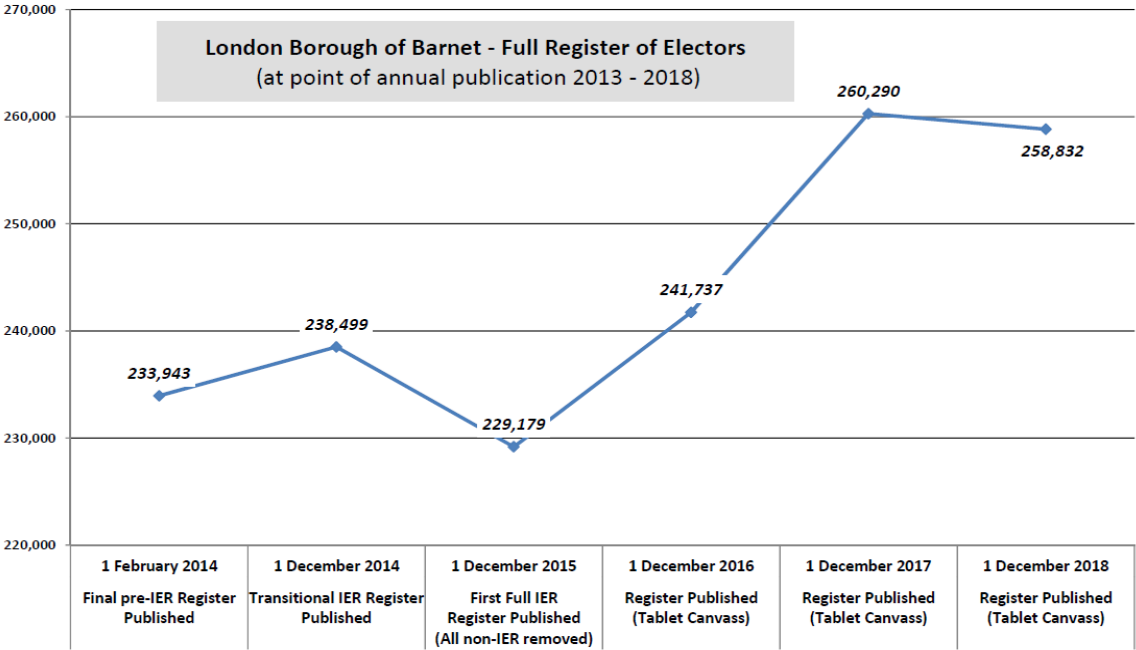
⁴ Figure includes: additions, deletions, elector detail changes and voting preference changes - does not include thousands of updates to the property database (maintained for registration purposes) or processing of 'no-change' responses to HEFs or ITRs

3 Analysis of Barnet’s Full Revised Register of Electors

There are many factors that can affect registration rates by Ward and polling district, such as, higher densities of ineligible residents by nationality or the willingness of individuals to apply to register for non-electoral reasons (e.g. frequent movers or students etc.). It is therefore useful to factor in any relevant local knowledge when reviewing registration rates across the Wards of the borough. The electoral register does not and cannot, due to data protection legislation, hold any data that is not considered essential for use in the processes of electoral registration and elections - this would include many possible fields that might contain data about individuals, even if these might be useful to the council for other, non-electoral, reasons.

3.1 Full Register totals at annual publication 2013 to 2018

This graph (shown full size at Appendix A) shows the total number of registered electors at the statutory annual date of publication of the revised Full Register of Electors.



3.2 Headline statistics on Barnet’s Electoral Register 2018

Whilst many electors remain static upon the register of electors and do not change their voting arrangements, there are some metrics about the electorate that can be compared with last year (and shared by the ERO):

- 1,301 eligible 16 and 17-year olds (‘attainers’) are registered across Barnet and will be able to vote as soon as they are 18 - this is up from just 693 last year
- There are 31,131 EU nationals registered to vote in Barnet (12% of the total electorate), up from 28,816 last year (11% of electorate)
- 787 Overseas Electors were registered on 1 December 2018 - a near 70% fall from the 2,463 Overseas Electors that were registered on 1 December 2017
- 173,325 electors (67%) are ‘Opted Out’ of appearing on the Open Register (version of the register that can legally be purchased by anyone). This figure has grown each year as awareness of the opt-out option grows (was at 62% last year)
- 50,470 electors choose to vote by post. At 19.6% of electors, this is similar to last year’s figure of 19.5% and still above the London average which stands at 14.9%

3.3 Electors by Ward and Electors per Household (EPH) at annual publication

This table compares data from the 1 December registers published this year and last year - so the change in electorates by Ward across the borough is illustrated. In addition, although affected by many other variables (e.g. demographics of nationality, age, social housing etc.), comparing the number of registered electors against the current number of residential properties (includes those properties that are 'empty' in electoral registration terms) can be useful for highlighting Wards where registration rates are outside the borough average (*two highest '↑' and lowest '↓' EPH figures indicated*):

Ward	Electors 2018	Electors 2017	+/- % '18 vs. '17	Households	EPH
High Barnet	12,008	12,115	-0.88%	7,158	1.68
East Barnet	12,098	12,240	-1.16%	6,971	1.74
Brunswick Park	12,451	12,555	-0.83%	6,337	1.96↑
Coppetts	12,307	12,539	-1.85%	7,235	1.70
Oakleigh	12,166	12,315	-1.21%	6,831	1.78
Totteridge	10,787	10,709	0.73%	6,565	1.64
Underhill	12,110	12,162	-0.43%	6,934	1.75
Woodhouse	12,957	12,916	0.32%	7,615	1.70
East Finchley	11,843	12,215	-3.05%	7,039	1.68
Garden Suburb	11,170	11,381	-1.85%	6,843	1.63
Childs Hill	13,305	13,493	-1.39%	9,331	1.43↓
Golders Green	11,890	11,699	1.63%	7,692	1.55
Finchley Church End	11,737	11,985	-2.07%	7,067	1.66
West Finchley	11,272	11,553	-2.43%	7,262	1.55
Hale	12,529	12,623	-0.74%	6,517	1.92↑
Mill Hill	14,215	14,087	0.91%	8,197	1.73
Hendon	12,151	12,377	-1.83%	8,204	1.48
West Hendon	12,053	12,200	-1.20%	7,478	1.61
Colindale	15,405	14,682	4.92%	12,365	1.25↓
Burnt Oak	12,060	12,285	-1.83%	6,838	1.76
Edgware	12,318	12,159	1.31%	6,777	1.82
LBB TOTALS:	258,832	260,290	-0.56%	157,256	1.65

**Based on information from the 2011 census, we know that Colindale Ward has the highest percentage of residents from BAME groups and that Childs Hill has the highest number of residents that privately rent their homes - both are recognised as groups within the community that have a higher tendency to not be registered.

4 Priorities for Electoral Registration in Barnet in 2019

There are many statutory activities that electoral registration staff must undertake on behalf of the ERO at specific times throughout the year. Ensuring that these are completed in full compliance with relevant legislation will remain a priority for Barnet's Electoral Services team. This is particularly important when legislation changes or when electoral arrangements within the Borough change. The following paragraphs outline some of the key activities within Barnet's electoral registration workplan for the coming year.

The first key annual registration activity that will be undertaken, and which must statutorily commence in January, is the Absent Vote Refresh. This is to comply with the legislative requirement that any elector that has had a permanent absent voting arrangement in place for over five years, must provide new copies of their personal identifiers (i.e. submit a fresh copy of their signature and confirm their date of birth). Due to the very high number of postal voters within Barnet (over 50,000 at present), this year this activity will require that over 13,000 postal voters are contacted by letter (and subsequently sent reminders where appropriate) who must then respond within six weeks or have their postal vote arrangement removed.

On 5 February 2019, the Local Government Boundary Commission for England (LGBCE) will publish the draft recommendations for new Ward Patterns to be used across Barnet with effect from May 2022. At the same time, the LGBCE will open a 10-week consultation period upon these draft proposals and during this time, Electoral Services will need to thoroughly review all the proposed new ward boundaries. The aim of the Electoral Services review will be to ensure that the proposals are practical when viewed from the perspective of electors and residents and more critically, that the proposals do not present unacceptable logistical issues for the delivery of future elections (e.g. that boundaries do not inadvertently run through households, blocks of flats etc. or otherwise cut off small groups of electors from being able to access a suitable polling place). On 11 June 2019, the LGBCE will publish and subsequently lay before Parliament, their final recommendations for the changes that must then be made to Barnet's council size and ward boundaries. Although these changes will not come into effect for voters until 2022, there will be much work that Electoral Services will need to undertake to ensure that the Register of Electors is ready to correctly reflect the new arrangements. It will likely be necessary to create new polling districts across the entire borough - as all wards and Parliamentary constituencies must have coterminous polling districts. Following on from this, it will then be likely that a high number of different and additional polling venues will be required to those currently in use.

Although there are no elections scheduled to take place in Barnet in 2019, activities to ensure that the register is maintained to high levels of completeness and accuracy are being maintained. In particular, this is intended to minimise the inevitable surge in registration applications and inquiries should a general election or national referendum be called at short notice. One of the key components in these preparations will be to again utilise Household Notification Letters in early 2019. Following the successes apparent from the use of HNLs in advance of the Local Elections in 2018, the ERO has taken the decision to again send a discretionary HNL to every residential property in the borough in February 2019. Whilst residents cannot be legally obliged to respond to this letter, it is anticipated that this will again be highly positive in prompting those eligible residents that are not registered to take action and apply to join the register of electors. In addition, it is also expected that the Electoral Services team will again receive information from a high number of households where there are individuals registered that are no longer resident.

Given the current uncertainty around Brexit and the volatile national political picture, as well as the use of HNLs (to help ensure that the register of electors is complete and accurate ahead of any short notice elections), Electoral Services will also continue to take a highly pro-active approach towards maintaining a good level of readiness to deliver borough-wide elections or referenda within a short timeframe. This ongoing preparatory work includes; regular contact with polling, preparation and count venues, reviewing arrangements with electoral print and postage suppliers (including the full electoral print procurement exercise currently being jointly conducted with the London Borough of Harrow), ensuring election staff planning is ready and robust (this includes maintaining contact with previous election staff and assessing the need for further recruitment activity and awareness) and also working with senior staff within the council so that they are able to deliver key election duties (such as Deputy Returning Officer/Deputy Counting Officer) with limited notice.

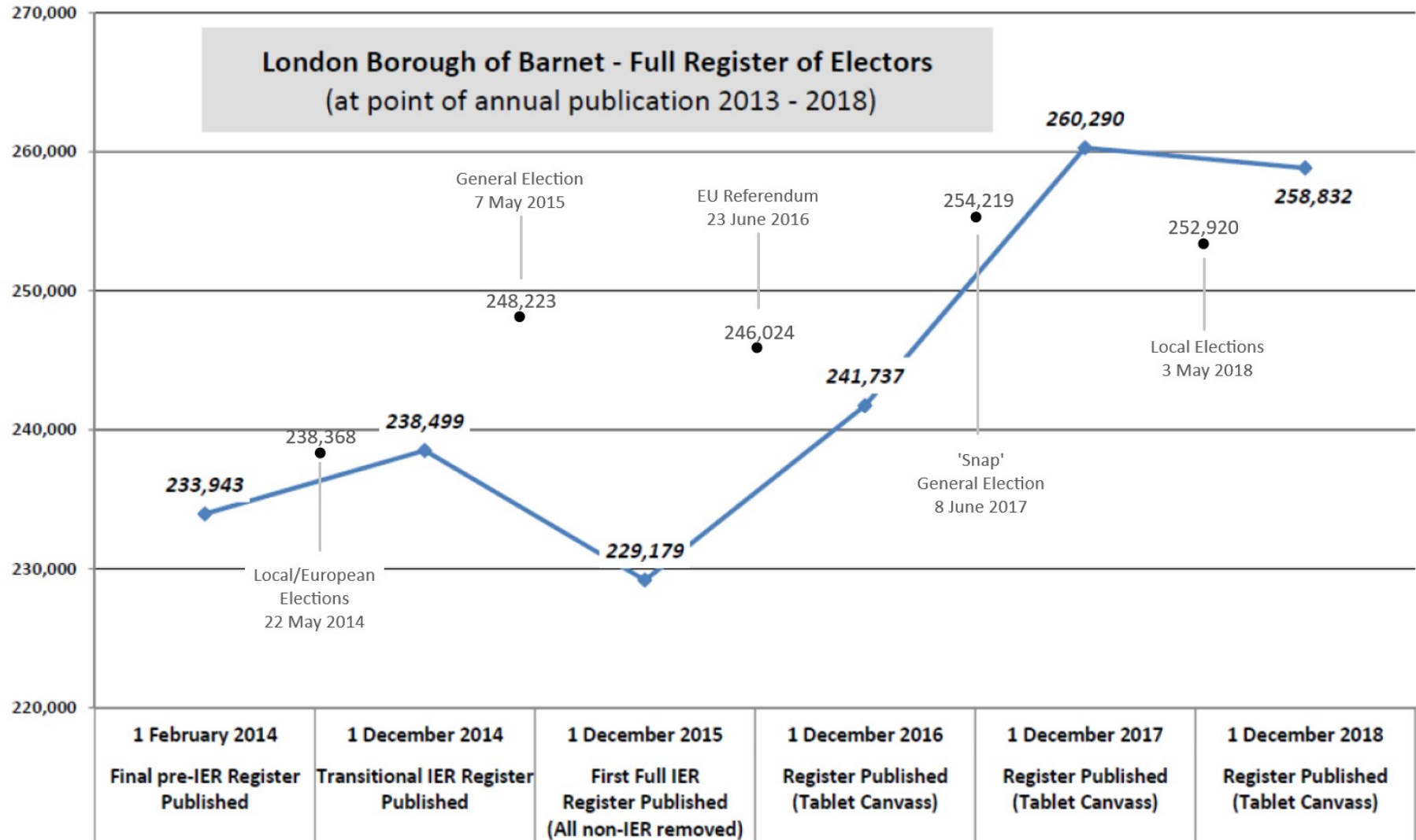
Also during 2019, the government's programme (being run from the Cabinet Office) to reform the activities necessary to conduct the statutory Annual Canvass is currently out for consultation with ERO's and is due to be brought into law using secondary legislation during the forthcoming year. In effect, this will mean that the 2019 Annual Canvass will be the last conducted under existing regulations and numerous changes will be brought in with effect for the 2020 Annual Canvass. Barnet's Electoral Services will continue to engage with the Cabinet Office on this reform programme as it reaches its conclusion and will work to ensure that Barnet is ready to work within the new legislation from the outset. It is becoming clear that data-matching activities⁵ will become a fundamental element of the reformed annual canvass process, so in preparation for this Electoral Services will work closely with other Barnet services and partners to extend the level of data matching that it currently utilises for electoral registration purposes.

The key focus of electoral registration activity during the second half of the year will still be the statutory Annual HEF Canvass, that must be conducted between the 1 July and 30 November. Notwithstanding any unscheduled elections being called, the Annual HEF Canvass will commence with the mailing of a HEF to of every residential property in July. These HEFs will then be followed, after suitable periods for residents to respond, with HEF reminders and personal visits by canvassers to all non-responding properties as necessary. Electoral Services will again build upon what worked well during the 2018 canvass and apply this so to ensure the best possible return rates for the canvass in 2019. However, there will also be consideration given to trialling greater levels of data matching and electronic communication with households to ensure local experience and fact-based evidence ahead of future years' canvass periods, all of which will have to be conducted under the new legislation that comes out of the Cabinet Office's 'Canvass Reform' programme referenced above.

In addition to the key pieces of work above, that will form the bulk of activities of the Electoral Services Team over the next twelve months, Electoral Services will further develop its programme of public awareness and engagement activities throughout the year. It is intended that this will include (in the absence of any short notice national elections being called) further meetings of the 'Democratic Engagement Advisory Panel' (that first met in January 2018). This forum will again be designed to share information on the current activities in Electoral Services and to facilitate collaborative work with stakeholder organisations and services in Barnet, with the overall aim of encouraging higher rates of electoral registration within those groups in the community where registration rates are known to typically be lower than average.

⁵ At present it is expected that there will be a legislative requirement for the Electoral Register to be matched with national data sets and for ERO's to be able to match with 'local' data sets at their discretion (and subject to showing that each local data set is of acceptable accuracy)

Appendix A



- Notes:
- Electorate figures shown for elections and referendums are for the 'full' electorate – so will be different to 'eligible' electorate figures published at the time, as these are based upon the relevant voting franchises that apply
 - Annual publication of the Full Register was delayed from 1 December 2013 to 1 February 2014 in preparation for the introduction of IER
 - The Transitional IER Register published on 1 December 2014 included non-confirmed and verified electors carried over from the previous register
 - All non-IER electors were removed immediately ahead of the publication of the first fully IER Register of Electors on 1 December 2015

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Constitution and General Purposes Committee

17 January 2019

Title	Annual Interim Review of Polling Districts and Polling Places
Report of	John Hooton - Chief Executive and Returning Officer
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	<p>Appendix A: Polling arrangement proposals within the Chipping Barnet parliamentary constituency area</p> <p>Appendix B: Polling arrangement proposals within the Finchley and Golders Green parliamentary constituency area</p> <p>Appendix C: Polling arrangement proposals within the Hendon parliamentary constituency area</p> <p>Appendix D: Copy of representation received in relation to this Interim Review</p>
Officer Contact Details	Emily Bowler, Head of Assurance & Business Development 020 8359 4463 – emily.bowler@barnet.gov.uk

Summary

This report advises the Committee on the arrangements being proposed by the London Borough of Barnet's Returning Officer for polling districts and polling places (and includes a proposal to change one polling place) to be used at all statutory future elections and referendums that take place within the borough.

The next scheduled elections to take place within the borough are the London Mayoral and Greater London Assembly Elections on 7 May 2020. However, decisions of the committee will officially take effect when the next Notice of Alteration to the Register of Electors is published (currently scheduled to be 1 March 2019).

Officers Recommendations

1. That the Committee approve all polling place arrangements as proposed by the Returning Officer and laid out in Appendixes A, B and C.
2. That the Committee give approval for officers to undertake the next statutory full review of polling districts and polling places between 1 July 2019 and 31 January 2020.

1. WHY THIS REPORT IS NEEDED

- 1.1 To comply with the requirements of the Representation of the People Act 1983 sections 18A-18E (as amended by section 17 of the Electoral Registration and Administration Act 2013), the Council is required to undertake a compulsory full review of all polling districts and polling places in the period between 1 October 2018 and 31 January 2020 and within the same period every fifth year after that. The requirement for these compulsory reviews does not prevent the Council from carrying out a review of some or all of the polling districts or polling places in its area at other times.
- 1.2 At the meeting held on 11 November 2014, the General Functions Committee decided that an interim review of the borough's polling districts and polling places would be undertaken on an annual basis, following any borough-wide elections.
- 1.3 Following the conclusion of the Electoral Review of Barnet (that is currently being undertaken by the Local Government Boundary Commission for England (LGBCE)), it is known that new ward boundaries for the borough will come into effect at the next local elections on 5 May 2022. These new ward boundaries are scheduled to be published by LGBCE in late June 2019 and will, in practice, mean that extensive changes to current polling district boundaries and polling place locations are likely to be necessary throughout the borough.
- 1.4 In order to comply with the requirements outlined in 1.1 and to effectively prepare new polling arrangements as will be necessary due to the Electoral Review of Barnet (detailed in 1.3), Electoral Services officers will undertake a full review of all polling districts and polling places in the borough between July 2019 and January 2020. This review will conduct:
 - A full review of existing polling arrangements within the current warding pattern of the borough and propose any necessary changes to be used in statutory elections **before** 5 May 2022.
 - A full review of the polling arrangements within the new warding pattern of the borough (as published by the LGBCE in June 2019) and make proposals on all polling districts and polling places to take effect at the elections held **on** 5 May 2022 (and then used at all statutory elections thereafter).

2. REASONS FOR RECOMMENDATIONS

- 2.1 After a review conducted by officers from Electoral Services during which representations were sought from electors and elected stakeholders, it is submitted to the committee by the borough's Returning Officer, that the needs of affected electors will be best met at future elections and referendums within the borough by adopting the proposed changes to polling arrangements detailed within the attached appendixes.
- 2.2 The current polling arrangements within the borough are considered to be predominantly satisfactory and have all been shown at elections conducted in recent years to be practicable given the circumstances that prevail within the areas that they serve. The approach throughout this interim review has been to only propose changes where a clear conclusion has been reached that new arrangements:
- will on balance better serve the affected **electors** by offering superior polling facilities, accessibility and/or location in comparison with existing arrangements
 - will reduce inconvenience caused by polling day arrangements for local **residents** without any substantive detrimental effect upon the voting arrangements for affected electors
- 2.3 Reviewing and approving polling arrangements annually ensures that optimal voting arrangements are maintained in response to the borough's changing electorate size and densities (e.g. as caused by new housing developments). Regular changes to a smaller number of polling arrangements will help to avoid the need for the more drastic and wide scale changes that could be necessary if the arrangements are only reviewed once every five years (as required by section 18C of the Representation of People Act 1983).

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 As the Council must statutorily only undertake a review of polling districts and polling places within a defined period once every five years, in accordance with the provisions of the Representation of the People Act 1983 section 18A-18E (as amended by section 17 of the Electoral Registration and Administration Act 2013), there is an option to make no changes to any polling arrangements at this time. This was rejected for the reasons outlined in 2.3 above.

4. POST DECISION IMPLEMENTATION

- 4.1 The polling districts and polling places as approved by Committee will be used in the event that any by elections or borough-wide elections or referendums are called by any relevant statutory body before the full statutory review of polling districts and polling places takes place and is presented to Committee.
- 4.2 On an annual basis (and following any borough-wide election or referendums where held) and following the statutory full review of polling districts and polling places to be conducted between 1 July 2019 and 31 January 2020, Electoral Services, in consultation with the Returning Officer, will continue to review all polling arrangements for suitability and compliance with electoral legislation and Electoral Commission guidance. Following these annual reviews, any proposed changes to existing polling arrangements (e.g. polling districts or polling places) will be submitted for decisions to be taken by the Constitution and General Purposes Committee.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- The 2015-2020 Corporate Plan of has the following principles:
 - of opportunity, where people can further their quality of life
 - where people are helped to help themselves, recognising that prevention is better than cure
 - where responsibility is shared, fairly
 - where services are delivered efficiently to get value for money for the taxpayer.
- Ensuring that the designation of polling districts and polling places give all electors reasonable and accessible facilities for voting (so far as is practicable within the circumstances), helps to ensure that the views of all resident eligible electors are expressed and taken into consideration on all aspects of the corporate priorities.

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

- The Council is only responsible for the costs of conducting local (council) elections, including, when held, local by elections that elect the Borough's own councillors. At all other elections all 'actual and necessary' costs are recovered by the Returning Officer from the relevant governing body for that election (e.g. central government for national UK elections or referendums and the GLA for the London Mayoral and Greater London Assembly elections).
- In those instances where a polling place is proposed to move between permanent buildings, the cost will either be cost neutral or will create a negligible increase or decrease in comparison with existing costs (rental costs will differ - staff costs will be static).
- In those instances where a polling place is proposed to move away from portable offices to a permanent building, there will be savings in excess of £1,700 per polling station, per election (reduction and/or elimination of costs for; portable office rental, delivery, installation and collection, electricity generator hire and fuel and portable WC hire).

5.3 Social Value

- No applicable (or 'As stated at 5.1')

5.4 Legal and Constitutional References

- In order to comply with the provisions of the Representation of the People Act 1983 sections 18A-18E (as amended by section 17 of the Electoral Registration and Administration Act 2013), and the Review of Polling Districts and Polling Places (Parliamentary Elections) Regulations 2006 the Council will undertake a statutory review of polling districts and polling places in the period between October 2018 and January 2020.

- In carrying out any review of polling arrangements, the local authority must comply with the steps set out in Schedule A1 Representation of the People Act 1983. The local authority is required to:
 - publish a notice of the holding of a review
 - consult the (Acting) Returning Officer for every parliamentary constituency which is wholly or partly in its area
 - publish all representations made by the Returning Officer within 30 days of receipt by posting a copy of them at the local authority's office and in at least one conspicuous place in their area and, if the authority maintains a website, by placing a copy on the authority's website (regulation 3 of the Review of Polling Districts and Polling Places (Parliamentary Elections) Regulations 2006)
 - seek representations from such persons as it thinks have particular expertise in relation to access to premises or facilities for persons who have different forms of disability. Such persons must have an opportunity to make representations and to comment on the representations made by the (Acting) Returning Officer(s).
 - on completion of a review, give reasons for its decisions and, in accordance with regulation 4 of the Review of Polling Districts and Polling Places (Parliamentary Elections) Regulations 2006, publish:
 - all correspondence sent to an (Acting) Returning Officer in connection with the review
 - all correspondence sent to any person whom the authority thinks has particular expertise in relation to access to premises or facilities for persons who have different forms of disability
 - all representations made by any person in connection with the review
 - the minutes of any meeting held by the council to consider any revision to the designation of polling districts or polling places within its area as a result of the review
 - details of the designation of polling districts and polling places within the local authority area as a result of the review
 - details of the places where the results of the review have been published

- Provision is contained within Section 18E RPA 1983 which provides that no election is to be questioned by reason of any informality relative to polling districts and polling places. Representations can be made to the Electoral Commission which may make directions to alter polling districts and/or polling places.

- The Constitution and General Purposes Committee terms of reference (Article 7) includes to "have responsibility for overseeing the Council's governance arrangements including: Electoral Services including: elections and electoral registration performance; and polling places and polling district boundaries".

5.5 Risk Management

- By approving the outcomes of this review the Council will meet its statutory duty to review polling districts and polling places as designated under the Representation of the People Act 1983 section 18A-18E (as amended by section 17 of the Electoral Registration and Administration Act 2013) and

thereby eliminates the risk of breaching this duty.

- In conducting and implementing the findings of this review of Polling Districts and Polling Places, the Council mitigates the risk that electors find the arrangements for polling within the Borough to be hampered by poor accessibility or the provision of sub-standard facilities (given the practicable circumstances prevailing in each polling district).
- By approving an annual review and submission to the Constitution and General Purposes Committee of the arrangements for polling districts and polling places within the borough, the Council will mitigate the risk of the polling arrangements becoming unfit for purpose. This is an ongoing consideration due to changes to the electorate that naturally occur or that are brought about by housing re-developments and regeneration projects and/or events that change current voter franchises (e.g. the UK leaving the EU, introduction of voting for 16 and 17 year olds by future legislation etc.).

5.6 Equalities and Diversity

- No separate equalities impact assessment has been undertaken as the delivery of this electoral process is strictly governed by legislation, which is in itself designed to provide for reasonable access for all electors – including persons who have different forms of disability (so far as is reasonably practicable in the circumstances). In addition to providing polling stations that are as accessible as practicable in the circumstances, Part 2 Representation of People Act 2000 provides that all voters have the right to request the use of postal or proxy voting arrangements.
- The legislation governing this review requires that representations are sought from persons who are considered to have an expertise in access to locations for persons with different forms of disability. In order to fulfil this requirement, representations were sought from The Head of Service for Health and Safety at the London Borough of Barnet.
- Pursuant to section 149 of the Equality Act, 2010, the council has a public-sector duty to have due regard to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advancing equality of opportunity between those with a protected characteristic and those without; promoting good relations between those with a protected characteristic and those without. The relevant, 'protected characteristics' are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination
- Effective processes and activities with regards to registering residents on the electoral roll, in compliance with all relevant electoral legislation, ensures that all eligible individuals can choose to exercise their democratic rights in the manner in which they choose (as allowed by law).

5.7 Corporate Parenting

5.7.1 Not applicable

5.8 Consultation and Engagement

- Public notice of this review, which invites representations to be made regarding the polling arrangements within the borough, was published and displayed at Hendon Town Hall and posted on the Council's website on 19 November 2018. In addition, a copy of the review notice was sent to:
 - All 63 London Borough of Barnet Councillors
 - The three Members of Parliament that represent the constituencies within the London Borough of Barnet
 - The Barnet and Camden London Assembly Constituency Member.And promoted through social media.
- The proposals of the Returning Officer (as laid out in appendixes A, B and C to this report) were received 19 November 2018 and had to be published within 30 days of receipt. They were published via public display at Hendon Town Hall and on the Council's website on Monday 19 November 2018.
- All representations received in response to the published Notice of Review are contained within Appendix D.

5.8 Insight

5.8.1 None

6. BACKGROUND PAPERS

- 6.1 At the meeting of the [General Functions Committee held on 15 January 2018](#) the Committee approved all current polling district and polling place arrangements.

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**Interim Review of
Polling Districts and Polling Places
2018-2019**

Appendices A-D

**Proposals of the Returning Officer
for the London Borough of Barnet**

December 2018

2018-2019 Interim PDPP Review: Appendix A

Chipping Barnet Parliamentary Constituency

Polling District and Polling Place Proposals Overview:

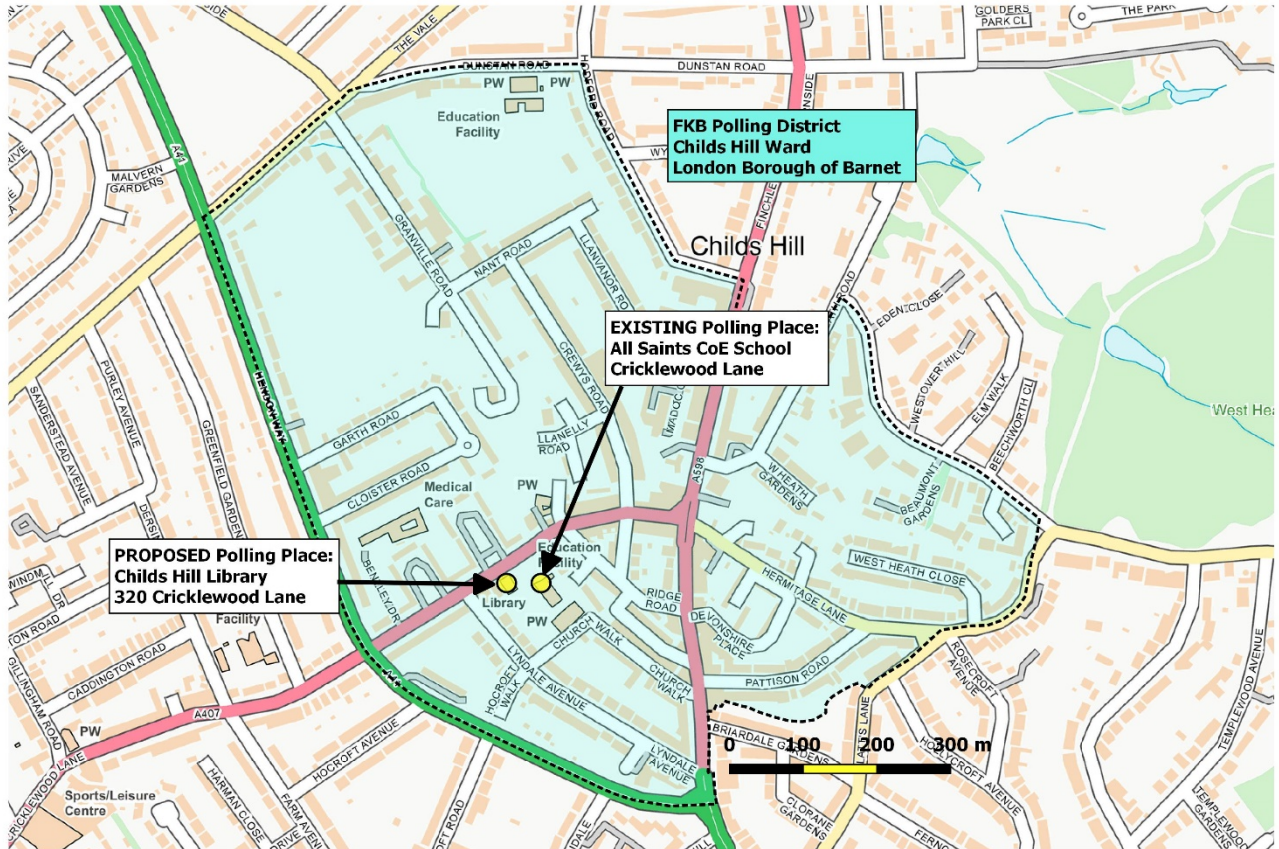
	Ward	Polling District	Current Polling Place	Proposal
1	CAA	High Barnet	Hadley Memorial Hall	No change
2	CAB	High Barnet	St Marks Church Hall	No change
3	CAC	High Barnet	Arkley Club	No change
4	CAD	High Barnet	Q.E Boy's School	No change
5	CAE	High Barnet	Chipping Barnet Library	No change
6	CBA	East Barnet	New Bevan Community Church	No change
7	CBB	East Barnet	Trent (CE) Primary School	No change
8	CBC	East Barnet	Barnet Scout Hall	No change
9	CBD	East Barnet	Brookside Methodist Church	No change
10	CBE	East Barnet	New Barnet Community Centre	No change
11	CCA	Brunswick Park	Monkfrith Primary School	No change
12	CCB	Brunswick Park	Osidge Primary School	No change
13	CCC	Brunswick Park	Portable Office (Brunswick Park Road)	No change
14	CCD	Brunswick Park	CCI London Church Hall	No change
15	CDA	Coppetts	Scout and Guide Hall	No change
16	CDB	Coppetts	Portable Office (Junction of Balmoral Avenue/ Regal Drive)	No change
17	CDC	Coppetts	St Peter Le Poer Church Hall	No change
18	CDD	Coppetts	Hindu Cultural Society	No change
19	CDE	Coppetts	Freehold Community Centre	No change
20	CEA	Oakleigh	Barnet Lawn Tennis Club	No change
21	CEB	Oakleigh	Lyonsdown Main Hall	No change
22	CEC	Oakleigh	St Mary Magdalen Parish Centre	No change
23	CED	Oakleigh	Manor Drive Methodist Church Hall	No change
24	CFA	Totteridge	St Andrew's JMI School	No change
25	CFB	Totteridge	Totteridge Tennis Club	No change
26	CFC	Totteridge	Alma Primary School	No change
27	CFD	Totteridge	Finchley Catholic High School	No change
28	CFE	Totteridge	Woodside Park Social Club	No change
29	CGA	Underhill	Hope Corner Community Centre	No change
30	CGB	Underhill	Underhill Baptist Church Hall	No change
31	CGC	Underhill	St Stephens Church Hall	No change
32	CGD	Underhill	The Pavilion	No change
33	CGE	Underhill	Grasvenor Avenue School	No change

2018-2019 Interim PDPP Review: Appendix B

Finchley and Golders Green Parliamentary Constituency Polling District and Polling Place Proposals Overview:

Ward	Polling District	Current Polling Place	Proposal	
1	FHA	Woodhouse	North Finchley Library	No Change
2	FHB	Woodhouse	15th Finchley Scout Group	No Change
3	FHC	Woodhouse	Summerside School	No Change
4	FHD	Woodhouse	Our Lady of Lourdes RC Primary School	No Change
5	FIA	East Finchley	The Green Man Community Centre	No Change
6	FIB	East Finchley	Martin Primary School	No Change
7	FIC	East Finchley	Finchley Youth Centre	No Change
8	FID	East Finchley	Bishop Douglass RC High School	No Change
9	FJA	Garden Suburb	Brookland Infants School	No Change
10	FJB	Garden Suburb	Portable Office (The Green Widcombe Way/Vivian Way)	No Change
11	FJC	Garden Suburb	Portable Office (The Synagogue, Norrice Lea)	No Change
12	FJD	Garden Suburb	St Jude's Church Hall	No Change
13	FJE	Garden Suburb	St Edward the Confessor Church Hall	No Change
14	FJF	Garden Suburb	Fellowship House	No Change
15	FKA	Childs Hill	Harris Room, Trinity Church	No Change
16	FKB	Childs Hill	All Saints Church of England School	Move to: Childs Hill Library, 320 Cricklewood Lane NW2 2QE
17	FKC	Childs Hill	St Agnes Centre	No Change
18	FKD	Childs Hill	Trading Hut	No Change
19	FLA	Golders Green	St Mary & Archangel Michael Coptic Orthodox Church Hall	No Change
20	FLB	Golders Green	Menorah Primary School	No Change
21	FLC	Golders Green	Claremont Primary School	No Change
22	FMA	Finchley – Church End	St Philip The Apostle Parish Centre	No Change
23	FMB	Finchley – Church End	The Dining Room, Stephens House	No Change
24	FMC	Finchley – Church End	Finchley Baptist Church Hall	No Change
25	FMD	Finchley – Church End	Chalgrove School	No Change
26	FME	Finchley – Church End	Portable Office at Hendon Cemetery	No Change
27	FNA	West Finchley	Trinity Church Centre	No Change
28	FNB	West Finchley	St Paul's Centre	No Change
29	FND	West Finchley	Essex Hall	No Change

Childs Hill Ward: Polling District FKB



Existing Polling Place(s):	Proposed Polling Place:	Polling District Proposed Boundary Changes:
FKB: All Saints Church of England School, Cricklewood Lane, London NW2 2TH	Childs Hill Library, 320 Cricklewood Lane NW2 2QE	None
<p>Review Commentary: Number of Electors in FKB (1/6/18) = 3727 (-729 PVs)</p> <p>The current polling place for FKB is All Saints Church of England School. The polling station is situated in the school which is accessed from the back of the main school building. Access to the venue is from the front gate on Cricklewood Lane.</p> <p>The proposed alternative venue is Childs Hill Library which is located adjacent to the school. Recent refurbishment work means that has good level access for electors. There is also disabled parking at the front of the venue can be reserved to enable disabled voters to park.</p> <p>The new location will cause no inconvenience to electors within the polling district as it is a short distance from the current site.</p>		

2018-2019 Interim PDPP Review: Appendix C

Hendon Parliamentary Constituency

Polling District and Polling Place Proposals Overview:

Ward	Polling District	Current Polling Place	Proposal	
1	HOA	Hale	Fairway Primary School	No Change
2	HOB	Hale	Courtland School	No Change
3	HOC	Hale	Deansbrook Infant School	No Change
4	HOD	Hale	Portable Office at Harvester Car Park	No Change
5	HOE	Hale	Scout Hut, Edgware United Synagogue	No Change
6	HOF	Hale	The Annunciation Catholic Junior School	No Change
7	HPA	Mill Hill	Etz Chaim Jewish School	No Change
8	HPB	Mill Hill	St Paul's Church Hall	No Change
9	HPC	Mill Hill	Portable Offices, Bittacy Road	No Change
	HPD	Mill Hill	Dollis Infants School	No Change
10	HPE	Mill Hill	Mill Hill Library	No Change
11	HPF	Mill Hill	Millbrook Park Primary School	No Change
12	HQA	Hendon	Sunnyfields School	No Change
13	HQB	Hendon	St Mary & St John CE School	No Change
14	HQC	Hendon	Bell Lane School	No Change
15	HQD	Hendon	Hendon School	No Change
16	HRA	West Hendon	Barnet Multi-Cultural Community Centre	No Change
17	HRB	West Hendon	Hasmonean Primary School	No Change
18	HRC	West Hendon	Parkfield Primary School	No Change
19	HRD	West Hendon	West Hendon Community Centre	No Change
20	HRE	West Hendon	The Hyde School	No Change
21	HSA	Colindale	St Augustines Church Hall	No Change
22	HSB	Colindale	Grahame Park Community Centre	No Change
23	HSC	Colindale	The Hyde United Reform Church Hall	No Change
24	HSD	Colindale	Estate Management Suite	No Change
25	HTA	Burnt Oak	The Eversfield Centre	No Change
26	HTB	Burnt Oak	Our Lady of the Annunciation Church Hall	No Change
27	HTC	Burnt Oak	St Alphage Church Hall	No Change
28	HTD	Burnt Oak	Watling Community Association	No Change
29	HUA	Edgware	Broadfields School	No Change
30	HUB	Edgware	Edgware Parish Hall	No Change
31	HUC	Edgware	One Stonegrove Community Centre	No Change

2018-2019 Interim PDPP Review: Appendix D

Representations received by Electoral Services in response to the Notice of Review of Polling Districts and Polling Places 2018-2019

1. Representation received from Cllr Gabriel Rozenberg, received on Thursday 22 November 2018

Thank you for your recent email about the polling districts review.

Over the years we have had regular requests for the polling station at FJA to be moved from its current location at Brookland Infant School. The current location requires the school to close for the day at enormous inconvenience to local parents.

Could consideration please be given to moving the polling station elsewhere in FJA? The obvious location would be the Hampstead Garden Suburb Community Library, on Hill Rise.

There might also be the possibility that an area of the school grounds could be set aside for the polling station in such a way that would allow the school to function as normal.

Your help with this challenging situation would be very much welcomed by local residents.

Gabriel

Cllr Gabriel Rozenberg
Chair, Housing Committee · Member for Garden Suburb Ward

Response from Electoral Services to the representation received from Cllr Rozenberg

Officers from Electoral Services (acting on behalf of the RO) visited FJA Polling District to explore the possibility of either proposing to change the polling place or looking at ways to keep Brookland School (the current polling place) open on polling day. After reviewing the whole polling district (including an individual assessment of Garden Suburb Community Library), officers were unable to find any suitable alternative polling venues within any part of the polling district area.

Officers also visited Brookland Primary (Infants) School and met with the Head Teacher and the Site Manager to review whether it might be possible for the school to remain open on polling day. Unfortunately, following detailed discussions, it was jointly concluded that there is no feasible alternative to the current polling arrangements and the school is clear that it will need to continue closing on polling days.

**London Borough of Barnet
Constitution and General
Purpose Committee Work
Programme
April 2019**

Contact: Maria Lugangira 020 8359 2761 Email: maria.lugangira@barnet.gov.uk

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
9 April 2019			
Constitution Review <i>Standing Item</i>	To review and approve revisions to the Constitution following the review of elements which require updating and review.	Monitoring Officer Head of Governance	Non-key
Items to be allocated			
Information Management <i>As and when required</i>	To determine Member requests for non-committee information as specified in the Members' Information Management Policy	Director of Assurance	Non-key
Performance Related Pay	A report detailing the development of a performance related pay scheme for those staff assessed for two consecutive years as outstanding through the annual appraisal scheme.	Chief Executive and Head of Paid Service HR Strategic Director	Non-key