MEETING
CONSTITUTION AND GENERAL PURPOSES COMMITTEE
DATE AND TIME
MONDAY 7TH OCTOBER, 2019
AT 7.00 PM
VENUE
HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

TO: MEMBER OF THE CONSTITUTION AND GENERAL PURPOSES COMMITTEE (Quorum 3)

Chairman: Councillor Melvin Cohen LLB
Vice Chairman: Councillor Alex Prager BA (Hons) ACA

Councillor Geof Cooke	Councillor Richard Cornelius	Councillor Alison Moore
Councillor Barry Rawlings	Councillor Helene Richman BA (Engineering) JD (Juris Doctor, Barrister (Middle Temple, TEP	

Substitute Members

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

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

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is Wednesday 2 October 2019 at 10AM. Requests must be submitted to Maria Lugangira at maria.lugangira@barnet.gov.uk

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Andrew Charlwood – Head of Governance

Governance Service contact: Maria Lugangira 020 8359 2761

Media Relations Contact: Gareth Greene 020 8359 7039

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ORDER OF BUSINESS

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Decisions of the Constitution and General Purposes Committee

25 June 2019

Members Present:-

Councillor Melvin Cohen (Chairman)
Councillor Alex Prager (Vice-Chairman)

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

1.   **MINUTES**

      RESOLVED that the minutes of the Committee held on 9 April 2019 be approved as a correct record.

2.   **ABSENCE OF MEMBERS**

      An apology for absence had been received from Councillor Helene Richman.

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)**

      Written comments had been received from the following:

      - David Guttman
      - Paul Lakra
      - Fiona Brickwood

      Written comments had been circulated to committee members and published on the website alongside public questions.

      John Dix and Theresa Musgrove addressed the Committee and made public comments.

      Details of the questions asked by residents and the answers provided had been published and circulated at the meeting. Verbal responses were given to supplementary questions at the meeting

6.   **MEMBERS ITEM (IF ANY)**

      None.

7.   **PUBLIC PARTICIPATION**

The Committee considered a report of the Monitoring Officer which set out proposed changes to the rules relating public participation and resident engagement at committee meetings.

Councillor Alex Prager, seconded by Councillor Melvin Cohen, moved the following amendment to the proposals set out in paragraph 1.7:

Delete sub paragraphs number 4 and 5 as set out below

4. Residents may raise one question/comment per committee meeting in order to allow as many residents as possible to raise questions/comments and ask a supplementary question at Committee.

5. The deadline for submitting a question/comment be extended to 10am two clear working days before the meeting. Questions/comments will be responded to verbally at the meeting only. Residents will be able to ask one supplementary question for each question/comment made. If there is insufficient time to deal with all questions in the 30 minutes of allocated time, a written response will be provided within a reasonable period. The Chairman should also have the discretion to request that a question answered at the meeting also be responded to in writing.

The proposed amendment was put to the vote and votes were recorded as follows:

For	3
Against	3
Absent	1

The Chairman used his casting vote in favour of the amendment and the amendment was declared carried. The amended proposals became the substantive recommendations.

The substantive recommendations were put to the vote and votes were recorded as follows:

For	3
Against	3
Absent	1

The Chairman used his casting vote in favour of the substantive recommendations and they were declared carried.

RESOLVED that:

1. **The Committee agree that Article 3 (Residents and Public Participation) be amended to give effect to the following changes:**

   1. Questions and comments should be amalgamated; it is perfectly possible to raise a comment as part of a question. The number of words for each question/comment should be limited at 100.

2. Questions/comments should be raised under the current rules for questions. This means that the council and lead officer would have notice of the question/comment before the meeting and would therefore be in a position to amend the committee report (if necessary) to include a relevant matter raised in the question/comment, if not currently within the committee report.

3. Residents may raise one question/comment on an agenda item. The question/comment must relate to the substantive matter to be determined by the committee. No more than two questions from residents will be allowed per agenda item taken in the order of receipt by the Governance Service.

2. **Officers be instructed to prepare revisions to Article 3 for reporting to Full Council**

8.   BARNET COUNCIL'S ANNUAL HEALTH AND SAFETY REPORT

The Head of Safety, Health and Wellbeing presented the report which provided the committee with information on the Council's health and safety performance for the period 2018/19.   The report further set out the priorities for the period 2019/20 to ensure continued improvement in H&S performance.

He explained that the performance information and data is obtained from the council's accident/incident reporting system, together with independent audit results, corporate training records and ill health data. He clarified that the statistics relate to directly employed council employees.

With regards to figures relating the number of staff who have completed the mandatory corporate health and safety training modules he explained due to a number of factors, including staff turnover and long-term sickness, attaining the 100% completion target was difficult.

With regards to health and safety performance of the council's partners he confirmed that all partners are required to provide him with this information. The Committee requested if the information could be included as part of this report going forward **[ACTION: Head of Safety, Health & Wellbeing]**

RESOLVED that the report be noted and the priorities for the period 2019/20, as outlined in section 3 of Appendix 1 (Councils Annual Health and Safety Report), be approved.

9.   LOCAL GOVERNMENT & SOCIAL CARE OMBUDSMAN (LGSCO) UPHELD COMPLAINT CASE ID 18009897

The Monitoring Officer presented the report which detailed the LGSCO decision concerning the upheld complaint (Case ID 18009897). It is a requirement of law that this is reported to Committee as the LGSCO issued a public report.

RESOLVED - That Committee note and consider the LGSCO upheld complaint (Case ID 18009897) as detailed within the Ombudsman's report at Appendix A.

10.   CODE OF CONDUCT ALLEGATIONS 2018/19

The Monitoring Officer presented the report which provided the Committee with an update on complaints he has received about Member conduct during 2018/19.

RESOLVED that the Committee note the update as set out in Appendix A

11.   COMMITTEE FORWARD WORK PROGRAMME

The Director of Assurance updated the work programme with the following items;

Meeting	Report title
7 October 2019	Review of the European Parliamentary Review – May 2019
16 January 2020	Compulsory Review of Polling Districts, Polling Places and Polling Stations
	LGBCE - Electoral Review of the London Borough of Barnet Final warding arrangements
1 April 2020	Annual Report on Electoral Registration

RESOLVED – That the Committee note the updated Work Programme

12.   ANY ITEM(S) THAT THE CHAIRMAN DECIDES IS URGENT

None.

The meeting finished at 8.26 pm

	Constitution and General Purpose Committee AGENDA ITEM 7 **7 October 2019**
Title	**Proposal for the restructure of the Finance Service**
Report of	Anisa Darr, Director of Finance
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A– Proposed Finance Structure Appendix B – Consultation Closing Document Appendix C – Equalities Impact Assessment
Officer Contact Details	Anisa Darr, Director of Finance (Section 151 Officer) Anisa.Darr@Barnet.gov.uk 020 8359 7634

Summary

This report seeks approval to implement a new structure for the Council's finance service. Following the 11th December 2018 decision by the Policy and Resources Committee to authorise the insourcing of the finance function from Capita, a new structure has been finalised following a consultation period with staff and trade unions from 20 August 2019 to 19 September 2019.

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Officers Recommendations
1. **That the Constitution and General Purpose Committee approve the proposed changes to the Finance Service staffing structure as set out in Appendix A.**
2. **That the Constitution and General Purpose Committee authorise the deletion and creation of the posts as set out in Appendix B.**
3. **That the Constitution and General Purpose Committee authorise the Director of Finance to appoint to posts, including an additional Assistant Director, within the final structure.**

1. WHY THIS REPORT IS NEEDED

1.1.1 This report seeks approval to implement a new structure for the Council's finance service. Following the 11th December 2018 decision by the Policy and Resources Committee to authorise the insourcing of the finance function from Capita, a new structure has been finalised following a consultation period with staff and trade unions from 20 August 2019 to 19 September 2019.

1.1.2 Insourcing of the service necessitated a restructure to ensure that the service was aligned with the needs of the council and can provide an improved quality of service. The proposed structure aims to enable the finance service to support staff development and career trajectory, whilst improving service quality, protecting the Council's financial position, and achieving the service's vision "to drive impact and create a better Barnet through innovative financial leadership".

1.1.3 As this restructure is part of a service improvement and not a savings proposal, the final proposals will result in a net increase of 12 posts, including one Assistant Director post. A detailed breakdown of the new posts can be found in the consultation closing document (Appendix B).

1.1.4 These proposed changes attempt to achieve improved service outcomes through the addition of new posts; creation of a new team; and realignment of the structure to provide high quality support to service areas. This includes the addition of an Assistant Director role to provide greater strategic oversight of the Finance Service as well as better aligned roles and responsibilities.

2. REASONS FOR RECOMMENDATIONS

2.1 The purpose of the finance service transformation is to ensure that it remains fit-for-purpose, including a redesign of the people, process and tech elements of the operating model. The proposed changes to posts attempts to resolve legacy issues and concerns with the current structure. These concerns are grounded in the fact that the service inherited was designed to fit within Capita's organisational structure and not suited to operate within the Council's context.

2.2 Key customers indicated that there was a lack of strategic support offered by the finance service that would support them in making better financial decisions for their service, as well as more rudimentary issues related to accuracy and timeliness of financial reports; finance staff also commented on their inability to offer this strategic support to services

and a lack of capacity to provide accurate and timely information, particularly in the context of poor processes and systems. The proposed changes are intended to address these issues and concerns through the:

- Increase of professional skills in the overall skills mix to support delivery of more strategic financial services;
- Introduction of professional qualification requirements at appropriate staff levels;
- Standardisation of job descriptions across similar roles;
- Addition of posts to assist with the even distribution of work effort;
- Facilitation of a more agile workforce by making job descriptions more generic, which will facilitate movement between work areas, career progression and mitigate key personnel risk.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 The alternative option is to not implement the new structure and either keep the current structure or consult on a new structure. Neither of these options is recommended as the current structure does not align with the needs of the council and requires change to effectively function as one service following the insourcing.

4. POST DECISION IMPLEMENTATION

4.1 Upon approval of the recommendations, the following actions will be taken to implement the new structure:

Activity	Purpose	Timetable
Constitution and General Purposes Committee	Committee approval to implement the proposed structure will be obtained.	7th October 2019
Role matching, interviews and selection	Following committee sign-off, people will be matched to roles, and if/where applicable, interviews will be conducted.	Mid-October 2019
External recruitment (where required)	For any remaining vacancies, external recruitment for vacant roles will commence. This will be after internal staff have had an opportunity to compete on vacancies.	Late October 2019
New structure in place	Timelines for full structure implementation will be contingent on how quickly vacant posts are filled.	December 2019 onwards

5.   IMPLICATIONS OF DECISION

5.1   Corporate Priorities and Performance

5.1.1   The proposed structure changes aim to support each of the corporate priorities set out in Barnet 2024 through the effective and efficient management of our finances and contracts, as well as maximising opportunities to increase income generation and using evolving technology. Specifically, the finance service plays a key role in supporting the council's financial sustainability, with the proposed changes better supporting delivery of council-wide savings and commitment to innovation.

5.1.2   Implementation of the proposed structure will also progress the transformation of the Corporate Centre, with the finance service being a key element of this programme.

5.1.3   In line with the senior management restructure, the principles of ensuring clear accountability and appropriate spans of control have been adopted. The proposed structure embeds these principles, with clear lines of responsibility and management supporting an effective service and development of staff.

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

5.2.1   **Finance and Value for Money:** As this proposal is focused on service improvement, there are no savings attached to the proposed structure. In 2019/20, the proposed structure will be within the budget envelope. However, in 2020/21 there is expected to be a cost pressure of circa £300,000. This budget pressure is predominantly borne from an increase in posts, overall approximately 12 FTE.

5.2.2   The budget pressure has been mitigated down to £300,000 by a number of self-funded or partially funded posts included in the structure. The funding for these self-financing posts will be through income generation or the appropriate charging out of time (such as the Pension Manager being charged to the pension fund).

5.2.3   This is in line with the implementation of one of our key strategic objectives, which includes leading a commercial agenda through intrapreneurship, innovation and continuous improvement.

5.2.4   As there are adequate posts for all staff members, no redundancy costs are anticipated.

5.2.5   The additional cost of the service will be funded from an allocation from contingency.

5.2.6   **Procurement:** There are no implications at this time.

5.2.7   **Staffing:** The staff impacts are laid out in this report, as well as in Appendix A, B and C.

5.2.8   **Property:** There are no implications at this time.

5.2.9   **IT:** There are no implications at this time.

5.2.10 **Sustainability:** There are no implications at this time.

5.3   **Social Value**

5.3.1   Not applicable in the context of this report.

5.4   **Legal and Constitutional References**

5.4.1   In accordance with 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.

5.4.2   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.

5.4.3   The consultation process with staff is required in line with the Council's obligations under Information and Consultation of Employees (ICE) Regulations.

5.4.4   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.

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

5.5   **Risk Management**

5.5.1   The most significant risks are being managed by the project team and the finance leadership team. These are summarised below.

Risk	Mitigation
Restructures can create uncertainty, destabilise the organisation and distract from key prioritise or cause staff to leave the council	Work closely with HR and Trade Unions Ensure regular communication and engagement with staff Ensure management are available to support change
As functions are realigned to new areas there is a capacity and workload risk as new functions are incorporated	Planning around capacity and workloads will take place as part of the implementation for the new structure. Sufficient senior management capacity will be available to support the team and ensure workloads are manageable.

Risk	Mitigation
The increase in posts may result in an increased vacancy rate in the short term	Launch a recruitment campaign following any internal promotions to recruit to key posts. Prioritise the recruitment of key roles first.

5.6   Equalities and Diversity

5.6.1   The 2010 Equalities Act outlines the provisions of the Public Sector Equality Duty which requires Public Bodies to have due regard for:
- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

5.6.3   The proposed changes have been assessed in an Equalities Impact Assessment (Appendix C) to understand the impact on the protected characteristics outlines in the 2010 Equalities Act.

5.7   Corporate Parenting

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

5.8   Consultation and Engagement

5.8.1   In line with the council's Managing Organisational Change policy, a 30 day formal consultation period was launched on 20 August 2019 and lasted until 19 September 2019. At the consultation launch a Trade Union representative was present to offer support to any staff who may be impacted.

5.8.2   The proposed structure was also shared with key customers, and their feedback has been considered as part of this process.

5.8.3   Staff were encouraged to comment and put forward ideas to improve proposals and provide alternative proposals. In addition to the mechanisms outlined below, weekly team huddles with the leadership team were frequently used to further engage staff and encourage them to provide comment or improvements. We started off with a number of structure options developed by team members in individual team workshops. Through a series of workshops this was developed into the structure proposed and consulted on.

Response Method	Details
E-mail	Comments and suggestions could be emailed to Finance.Transformation@barnet.gov.uk.
Drop-in sessions	There were four open drop-in sessions throughout the consultation period where staff were invited to discuss the proposals with the leadership team. The dates were 4 September (15:00-16:00); 11 September (14:00-15:00); 16 September (15:00-16:00); and 18 September (11:00-12:00). A schedule of dates of all the drop-in sessions were circulated to staff with the consultation document, and a copy of the schedule was posted in the work area.
One-to-one meetings	Every staff member was given the opportunity to book one-to-one meetings with the leadership team to discuss the proposals.
Anonymous Form	An anonymous, online form was made available for staff to share their comments and suggestions.
Frequently Asked Questions	All questions asked through the anonymous form, via email, or in-person was collected and responded to (where this was not personal) in the form of a FAQ document (excluding personal individual questions which were responded to directly) so that all have had the benefit of any additional information.

5.8.4   During consultation, the Director of Finance, Deputy Director and Assistant Director made 64 1:1 sessions available for staff to attend as well as four drop-in sessions. Of these 1:1s, 34 staff fed back on the proposed structure (78%), with further nine emailing feedback and nine using the anonymous online survey. In response to the feedback, FAQs were sent out on a regular basis, with 37 questions addressed.

5.8.5   During the consultation, the finance leadership team and projects team met weekly with representatives from Trade Unions to keep them updated on any feedback or issues that had been received.

5.8.6   A staff briefing will be held on the 20 September to present the findings of the consultation and highlight the themes that emerged from the feedback. The final proposal being recommended to Constitution and General Purpose Committee will be presented back to staff with any changes from the initial proposed structure highlighted.

5.8   **Insight**
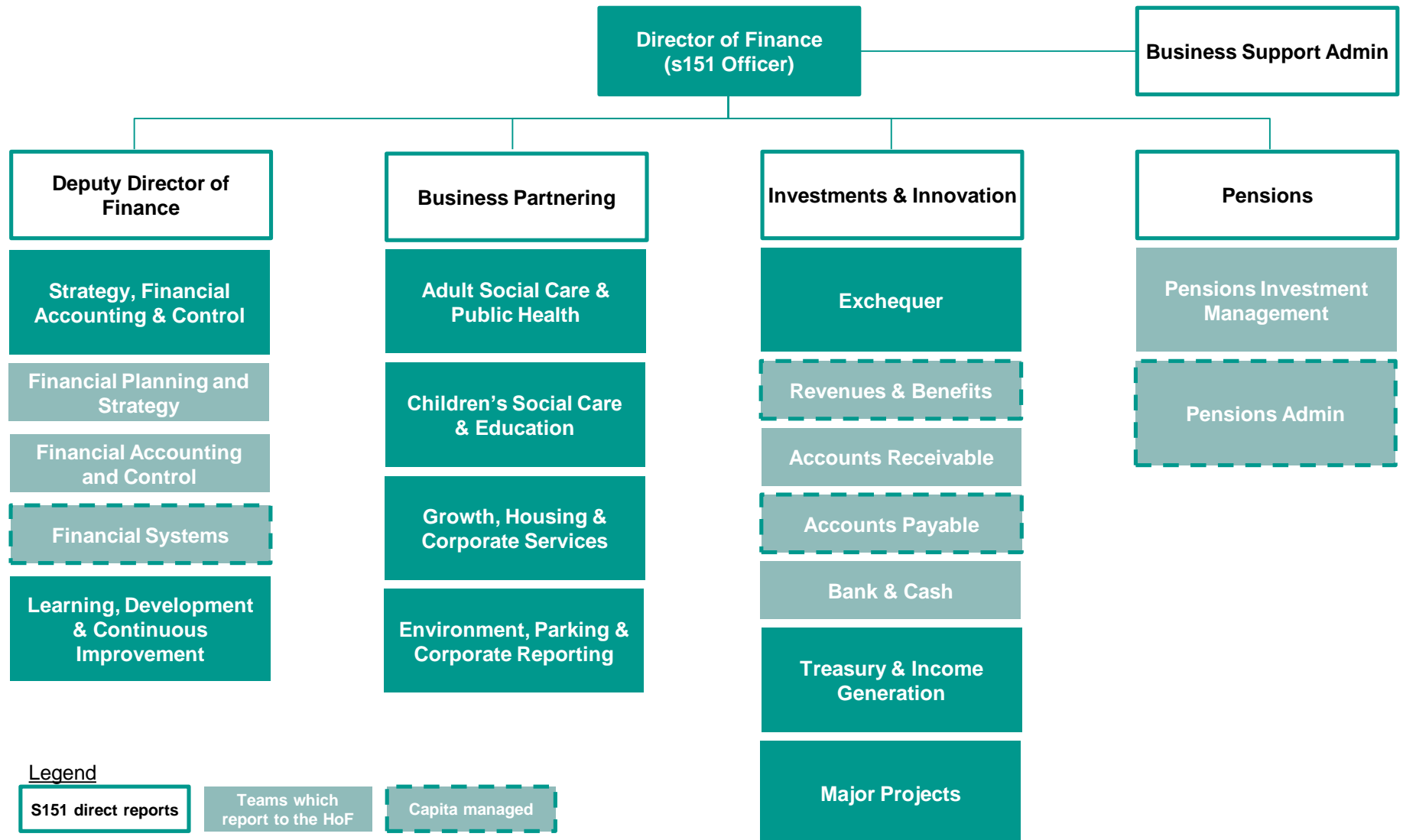
5.8.1   Insight data is not applicable in the context of this report.

6.   **BACKGROUND PAPERS**

6.1   Policy and Resources Committee 11 December 2018 – Paper regarding the insourcing of the Finance and HR functions as part of the realignment of the Capita contract

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Proposed Structure: Overview of Teams

Director of Finance (s151 Officer)

Business Support Admin

Deputy Director of Finance

- **Strategy, Financial Accounting & Control**
- Financial Planning and Strategy
- Financial Accounting and Control
- Financial Systems
- **Learning, Development & Continuous Improvement**

Business Partnering

- **Adult Social Care & Public Health**
- **Children's Social Care & Education**
- **Growth, Housing & Corporate Services**
- **Environment, Parking & Corporate Reporting**

Investments & Innovation

- **Exchequer**
- Revenues & Benefits
- Accounts Receivable
- Accounts Payable
- Bank & Cash
- **Treasury & Income Generation**
- **Major Projects**

Pensions

- Pensions Investment Management
- Pensions Admin

Legend

- S151 direct reports
- Teams which report to the HoF
- Capita managed

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Finance Transformation

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Proposed Structure: Deputy Director of Finance

Deputy Director of Finance

Head of Finance
Chief Accountant

Grade 7

Fin. Manager (L1) X3
Financial Accounting & Controls

Grade L

Asst. Finance Manager X2

Grade J

Trainee Accountant

Grade G/H/I

Finance Officer X2

Grade G

Accountabilities
- Financial accounting
- Financial controls
- Fixed assets and capital accounting
- Corporate plan
- Financial strategy
- Risk management
- Tax and VAT

Fin. Manager (L1)
Financial Systems

Grade L

Asst. Finance Manager
Financial Systems

Grade J

Accountabilities
- Systems management
- Integra
- Data integrity
- Digital transformation/ continuous improvement
- Systems training

Head of Finance
Planning & Strategy

Grade 8

Asst. Finance Manager

Grade J

Accountabilities
- Budget setting
- MTFS

Fin. Manager
Learning, Development & Continuous Improvement

Grade subject to evaluation query

Trainee Accountant X6

Grade G/H/I

AAT Apprentice

Accountabilities
- Learning
- Development
- Digital transformation/ continuous improvement
- Data analysis and reporting
- Trainee management

Finance Transformation

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Proposed Structure: Business Partnering Team

Asst. Director Business Partnering Lead

Head of Finance
Environment, Parking & Corporate Reporting
Grade 7

Fin. Manager (L1)
Grade L

Asst. Finance Manager
Grade J

Finance Officer
Grade G

Service Areas
- Environment
- Parking
- Corporate Reporting
- Street Scene
- Community Services
- Transportation
- Highways
- Green Spaces

Head of Finance
Adult Social Care & Public Health
Grade 7

Fin. Manager (L1) X2
Grade L

Finance Officer
Grade G

Service Areas
- Adult Social Care
- Public Health

Head of Finance
Growth, Housing & Corporate Services
Grade 7

Fin. Manager (L1) X3
Grade L

Asst. Finance Manager
Grade J

Trainee Accountant
Grade G/H/I

Service Areas
- Growth
- Housing
- Corporate Services
- IT
- Assurance
- Employment
- Skills and Economic Development
- Comms & Strategy
- CSG & Re Contract Support
- Commercial
- HR

Head of Finance
Children's Social Care & Education
Grade 7

Fin. Manager (L1) X3
Grade L

Asst. Finance Manager
Grade J

Trainee Accountant
Grade G/H/I

Finance Officer X2
Grade G

Service Areas
- Children's Social Care
- Education
- Schools
- Cambridge Education

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Proposed Structure: Investments & Innovation Team

Asst. Director Investments & Innovation

Head of Finance
Exchequer
Grade 7

Fin. Manager
Treasury & Income Generation
Grade L

Head of Finance
Major Projects
Grade 7

Fin. Manager (L1)
Revs & Bens Team Manager
Grade L

Grants Manager
Grade J

Asst. Fin. Manager
AR/AP
Grade J

Asst. Fin. Manager
Cash Lead
Grade J

Fin. Manager (L1)
Grade L

Quality Assurance Officer X2
Grade H

Trainee Accountant
Grade G/H/I

Finance Supervisor
Grade H

Finance Officer (L1) X2
Grade F

Asst. Fin. Manager
Grade J

Finance Officer (L1) X6
Grade F

Sr. Security Collections Officer

Trainee Accountant
Grade G/H/I

Accountabilities (Exchequer)

- Revs and bens
- Grants
- AR
- AP
- Cashbook
- Pcards

Accountabilities (Treasury & Income)

- Treasury management
- Treasury policies
- Cash management/ investments
- Income generation

AP Business Partner Capita Employee

Finance Officer
Grade G

Accountabilities (Major Projects)

- Business partnering for major projects
- Financial modelling

Finance Transformation

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Proposed Structure: Pensions Team

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┌─────────────────────────┐
│  Director of Finance (s151
│         Officer)        │
└─────────────────────────┘
            │
┌─────────────────────────┐
│     Head of Finance     │
│        Pensions         │
│        Grade 7          │
└─────────────────────────┘
            │
┌─────────────────────────┐
│    Fin. Manager (L1)    │
│  Pensions Admin. Manager│
│        Grade L          │
└─────────────────────────┘
            │
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    Trainee Accountant
│      Grade G/H/I        │
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            │
┌─────────────────────────┐
│     Finance Officer     │
│        Grade G          │
└─────────────────────────┘
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Accountabilities

- Pensions investment management
- Pensions administration
- Pensions compliance

Finance Transformation

BARNET
LONDON BOROUGH

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London Borough of Barnet

Finance Service Restructure: Consultation Close Report

September 2019

Table of Contents

1 Introduction

1.1.1   This document seeks to confirm the final proposals to the restructure of the Finance service, following a period of formal consultation with staff and the trade unions from 20 August 2019 to 19 September 2019.

2 Background and Principles

2.1   Background

2.1.1   On 11th December 2018, after consideration of three options, the Policy and Resources Committee authorised the insourcing of the finance function from Capita. The transformation project began in April 2019, when staff were TUPE'd across from Capita. The finance transformation is part of the Council-wide transformation of the corporate centre.

2.1.2   The purpose of this project is to transform the finance service to ensure that it remains fit-for-purpose. This includes a redesign of the people, process and tech elements of the operating model. The Integra system, revenue and benefits and accounts payable teams are outside of the current project scope.

2.1.3   There are a few key drivers for this transformation.

- The outsourced operating model was designed to meet Capita's requirements for how services should be delivered, which differs from the Council's approach.

- Secondly, there were performance concerns raised in the past that have yet to be addressed. This process has been designed to ensure that a robust structure is in place to enable Finance to focus on these issues and identify potential solutions.

- Finally, the Council has been subject to significant change since the start of the Capita contract that has affected finance's role and nature of value sought from the service, so transforming the service is necessary to meet these changing demands.

2.1.4   The finance transformation project is intended to achieve the following outcomes:

- improved service performance

- satisfied customers

- employee development

- a better Barnet

2.1.5   A dedicated project team was created to support the transformation by working with key customers and finance staff, ultimately to create a fit-for-purpose structure. This transformation journey involved numerous steps designed to help understand the issues and requirements to help the service achieve the intended outcomes listed above.

2.1.6   **May to July** - one-to-one meetings were held with key customers and finance staff to understand the current functions and challenges of the service, and ideas for improvement. Customers rated the service as performing between average and below average, with considerable issues cited in relation to accuracy, timeliness and general customer service support; whilst finance staff agreed with these issues, lack of capacity and training were

often cited as reasons for the performance challenges. The restructure is designed to help make improvements in some of these areas and address the team's challenges.

2.1.7 **May to June** - workshops were held with the Finance Leadership Team and staff in order to create a vision and strategic objectives for the service that took into account the broader context of local government finance. All staff agreed on the service's vision and objectives, and the structure has been created to support this strategic direction.

2.1.8 **July to August** - a series of workshops were held with finance leadership, finance staff and key customers to co-develop a team structure designed to help address some of the service's current challenges and achieve the intended outcomes. Taking into consideration all of the issues and staff input, the Finance Leadership Team designed a structure that builds on the proposed structures created through all of the workshops with staff.

2.2 Principles

2.2.1 In addition to the vision, strategic objectives, desired outcomes, key customer and staff input, the following design principles governed the development of the proposed structure:

- **Service Improvement:** All proposed structure changes are to be designed with the ultimate objective of service improvement.

- **Specific Roles and Responsibilities:** Structure options should enable clear differentiation between roles and responsibilities.

- **Career Trajectory:** Structure options should outline a clear, achievable career path for team members that facilitates succession planning.

- **Fit-For-Purpose:** Structure options should reflect our understanding of the evolving role of finance and should enable us to meet our customers' needs.

- **Evenly Distributed Work Effort:** Structure options should include an even distribution of work effort across similar roles and within teams.

- **Clear Line Management:** Structure options should include clear line management responsibility for all roles with a single line manager wherever possible.

- **Minimise Key Personnel Risk:** Structure options should seek to minimise key personnel risk.

- **Internal Consistency:** Structure options should be internally consistent in their design, i.e., no two aspects of the design should contradict or negate each other.

- **Restrictions:** Structure options should not include changes to the senior management team (recently restructured) or embedded finance teams.

2.2.2 In addition to these design principles, the restructure was conducted in line with Council's HR policy on Managing Organisational Change, specifically the following principles:

- Employees will be treated in a fair and equitable way;
- Advance notice of the impending change will be given to staff as soon as possible;
- Change will be brought about following consultation;
- The need for compulsory redundancy will be minimised but balanced against the Authority's need to retain employees with the skills and experience necessary to best meet future service requirements; and
- Redeployment opportunities will be maximised.

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3 Consultation

3.1.1   The consultation was launched for a 30-day period on 20 August 2019 and closed on 19 September 2019, with a formal consultation close briefing on 20 September 2019.

3.1.2   The Trade Unions were initially informed of consultation at a meeting on 30 July 2019. A pre-consultation meeting was held with the Trade Unions on 19 August 2019, and weekly meetings were held throughout the consultation period. A close of consultation meeting was held with on 24 September 2019.

3.1.3   Staff were encouraged to comment and put forward ideas to improve proposals and provide alternative proposals. There were a number of ways to put these forward or to ask questions:

Response Method	Details
E-mail	Comments and suggestions could be emailed to Finance.Transformation@barnet.gov.uk. Nine individuals responded in this way. Where appropriate, key messages from feedback has been included in Section 4 (Consultation Summary and Response).
Drop-in sessions	There were four open drop-in sessions throughout the consultation period where staff were invited to discuss the proposals with the leadership team. The dates were 4 September (15:00-16:00); 11 September (14:00-15:00); 16 September (15:00-16:00); and 18 September (11:00-12:00). A schedule of dates of all the drop-in sessions were circulated to staff with the consultation document, and a copy of the schedule was posted in the work area. The number of attendees for each session and a summary of discussions can be found in Section 4 (Consultation Summary and Response), where appropriate.
One-to-one meetings	Every staff member was given the opportunity to book one-to-one meetings with the leadership team to discuss the proposals. A total of 66 half-hour bookable slots were made available with the leadership team between 21st August and 19th September. A schedule was circulated to staff with the consultation document, and a copy of the schedule was posted in the work area. Individuals were sent outlook invites for sessions they signed up for, and were able to book multiple sessions. A total of 36 staff had one-to-one sessions. A summary of discussions can be found in Section 4 (Consultation Summary and Response), where appropriate.
Anonymous Form	An anonymous, online form was made available for staff to share their comments and suggestions. A total of 9 questions were received during the formal consultation period through this form.

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4

Response Method	Details
	A summary of questions can be found in Section 4 (Consultation Summary and Response), where appropriate.
Frequently Asked Questions	All questions asked through the anonymous form, via email, or in-person was collected and responded to (where this was not personal) in the form of a FAQ document (excluding personal individual questions which were responded to directly) so that all have had the benefit of any additional information. The anonymous form and FAQ Log were started prior to the formal consultation period, on 25th July.

3.1.4   The proposed structure was also shared with key customers, and their feedback has been considered as part of this process.

4   Consultation Summary and Response

4.1.1   A number of consultation responses were received as outlined in the table above. Feedback and responses have been summarised in the table below. Where individuals sought clarity on specific, personal issues they have been responded to directly.

Summary of Feedback	Response	Action
Theme 1: Salary/Remuneration Changes		
Several team members raised concerns around salary changes, predominantly decreases in salary as a result of the roles they had been matched to. Given that this is not a cost-savings exercise, team members questioned the justification for the decreases. Additionally, some team members indicated that their matched roles appeared to have increased responsibility yet salaries appear to have remain unchanged. Finally, team members queried detrimental changes in benefits as	Three main principles were followed for all salary considerations, namely, fairness/equity, standardisation and marketability. Fairness/Equity Under the old structure we observed significant variances in salaries amongst staff members with the same job role, in the worst case as large as £10k variation between people doing the same job, this we believe to be inherently unfair/inequitable and likely due to legacy Capita remuneration policies. To address this we sought to standardise the remuneration for individuals expected to do the same job, essentially following a same job same pay principle. Standardisation Standardisation meant that all new job descriptions in the proposed structure were evaluated against the council's objective criteria, similar to the unified reward process. This process included comparisons between similar roles within finance and the rest of the Council.	No change, however outstanding job evaluation concerns can be discussed with line managers going forward.

Summary of Feedback	Response	Action
a result of switching to the standard terms and conditions.	The net result of this process included both increases and decreases in expected remuneration (inc. benefits) to affected staff members owing to the aforementioned disparity. Marketability To ensure that the council is able to adequately recruit and retain suitable staff, the outcomes of the evaluation process were compared to existing market rates. Based on this analysis we believe our FO roles to be weighted at the top end of the market with all other roles around market average.	
Theme 2: Qualifications		
The proposed structure indicated qualification requirements for the Finance Manager and Head of Finance levels. Team members raised concerns with this requirement with reference to stage of career, qualification by experience and equivalent qualifications. Team members sought transitional arrangements to assist in embedding this requirement.	The qualification requirement is intended to enable service improvement by ensuring that we are able to maintain a professional standard and adapt to changing service demands through continued professional development. Notwithstanding the above, the leadership team have taken the concerns raised into consideration and have decided on a one-time transitional arrangement that applies only to staff members in affected roles at the time of the transition. Affected staff members (those assimilated to FM roles only) will not be required to obtain the relevant qualification but will be expected to attend relevant training courses to maintain their professional knowledge base. Individuals who are considering a promotion will however be required to obtain the relevant qualification within a reasonable time period. Team members should note that standards have risen through the new JDs and that performance expectations have adjusted accordingly.	Prospective application of the qualification requirement given the once-off transitional arrangement for affected staff.
Theme 3: Assessment and Development Centres		
Assessment and Development Centres (A&D) were included as an integral part of the transformation	A significant portion of team members who were brought in from Capita lacked a track record of effective performance management for a number of years. As a result, the leadership team has little information on the	No change

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Summary of Feedback	Response	Action
process at the onset of the project Team members have raised concerns about what the A&D centre results would be used for and what the process would look like. Team members raised concerns on the relevance of the assessments to their JDs and day-to day activities. Team members raised concerns about a pass/fail mark and the consequences thereof.	capabilities of a large portion of the team. To rectify this, the A&D centres were introduced with assessments designed and managed by CIPFA (with our input) to provide an objective view of the capabilities across the team. The capabilities we have asked them to assess are the same core capabilities that were used to design the proposed structure. Understanding core capabilities within the team enables effective workforce planning and the development of tailored development plans suited to service needs, individual development needs and career ambitions. Assessments will be used to inform individual and departmental development plans and enable effective performance management going forward. Where individuals are seeking promotion, assessments will be used to inform this decision along with an internal interview. The leadership team co-designed and held information sessions with CIPFA to shed some light on the A&D process. Assessments have been developed on capabilities and not JDs, this provides the leadership team with an understanding of an individual's ability to move up their workstream or across to another team. There is no pass or fail mark, it is not an exam, it is an assessment of capabilities. Report outcomes will only indicate individual strengths and weaknesses with respect to the capabilities assessed.	
Theme 4: Generic Job Descriptions		
Generic job descriptions were designed to assist in the delivery of the design principles of reducing key personnel risk and enabling career progression. Team members raised concerns surrounding the level of detail contained within JDs, specifically that there didn't appear to be	Generic JDs were designed to facilitate career development, job rotations and improve overall team resilience. JDs are not intended to facilitate task or workflow management, rather they are intended to indicate the major. accountabilities, skills and capability requirements at specific levels. Task lists are being developed by line managers to assist with team task/workflow management that includes further detail for specific roles within levels.	Develop and distribute task lists across the team

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Summary of Feedback	Response	Action
sufficient detail to indicate what day to day tasks would look like for specific roles. Team members raised concerns that JDs appeared to include tasks/activities that fell outside their understanding of the scope of the role and queried whether or not it indicated increased expectations on roles.	Although JDs are comprehensive, team members may not be required to complete all of the tasks associated with the accountabilities in the JD, e.g., income finance officer may be given different tasks to cash finance officers. Notwithstanding this, all team members at the same level are expected to have the skills and capabilities required to perform all tasks associated with the JD.	
Theme 5: Sufficient Resourcing in Structure		
One of the design principles indicated a desire to ensure an evenly distributed work effort across the service. Business Partnering Team members and stakeholders alike indicated that the business partnering team, although with an improved distribution of work effort, remained unevenly balanced across the relevant service areas. Specifically, given the extent of their remit, the growth, housing and corporate services (GHCS) team was mentioned as potentially being under-resourced. Requests were also made to omit the capital monitoring requirement for business partners or to provide additional	One of the design principles indicated a desire to ensure an even distribution of work effort across the service, in light of this and the concerns raised we have resolved to do the following: Business Partnering To increase the number of finance managers in the GHCS team by one, furthermore, the trainee accountant from the adults team will be moved to GHCS to provide additional support. To partially fund the additional FM, two Finance Officers in the Children's team will be removed from the structure. Capital monitoring will still be required to be undertaken by all FMs in the business partnering team, supported by a capital lead in the financial reporting and closing team. This is to ensure that business partners are capable of providing suitable strategic advice across capital and revenue budgets and add value across the piece. We do not believe the capital monitoring needs in the Children's team warrants a full-time FM resource and that the final structure proposal provides the team with sufficient resource to meet the demands placed on them. In making this decision we took the distribution of work effort across the business	• +1 FTE FM in GHCS team (funded by -2 FTE FOs in Children's) • +1 FTE AFM in Exchequer • +1 FTE AFM for planning and strategy team • No changes to capital monitoring

Summary of Feedback	Response	Action
resourcing for capital monitoring in relevant teams. A request was made to add an additional FM to the Children's Social Care and Education team to assist with capital monitoring needs. <u>Exchequer</u> Owing to the addition of p-card responsibilities to the Exchequer team, it was suggested that the cash team are currently under-resourced and that additional FOL2 and FO resources be added to this team. Additionally, concerns were raised about the suitability of the FO JD for the cashier-type role given additional responsibilities seemingly not reflected therein. <u>Planning and Strategy</u> Many team members recognised the importance of and appreciated the dedicated resource for planning and strategy; however, many comments were received regarding the need for additional support for that role.	partnering team into consideration and believe that the final proposal provides a more balanced, evenly distributed work effort across the BP team. We will therefore not be adding in an additional FM to the Children's team. <u>Exchequer</u> In response to the concerns raised we have added an additional AFM to lead the cash team and provide support for the P-card activities. The FO non-accounting task lists currently being developed supplement the JD and will shed some light on the detailed responsibilities required of the cashier FO role; we believe the FO JD is sufficient to cover the tasks expected of a cashier role. <u>Planning and Strategy</u> The feedback on resourcing for the planning team was welcomed; given the significance of the portfolio and key personnel risk posed in the proposed structure, an AFM has been added to this team.	
Theme 6: Matching Process		
Many team members stated that they did not understand the	Proposed role matches were explicitly indicated in the consultation document.	No change

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| Summary of Feedback	Response	Action
roles they had been matched to in the proposed structure. Part of the confusion was related to job descriptions being so generic that it was difficult to fully grasp the specifics of the proposed roles. Additionally, some team members indicated that they were unclear on how the 55% matching process was undertaken, particularly in light of the job descriptions being so generic.	Notwithstanding this however, team members were encouraged to book 1:1s with the leadership team or use any other channel made available, in order to gain an understanding of which job description they were matched to. The 55% role matching exercise was undertaken in line with the Council's Managing Organisational Change policy, which means that prior to the opening of formal consultation, we carried out an assimilation exercise to identify which posts were considered a job match for roles in the new structure based on a comparison of roles and responsibilities (old JDs were compared to new JDs).	
Theme 7: Job Titles		
Team members expressed concern that changes to their job titles could be perceived as a demotion or possess lower status than their previous title. This was deemed to be problematic, as the perception that they were demoted could be detrimental to their career progression and future employment opportunities. This feedback was received primarily in relation to the Management Accountant (MA) roles, which had been proposed to be called Finance Officers (FO).	During the design workshops it was recognised that the tasks performed by team members in the MA role was not in line with the tasks and activities traditionally associated with the MA job title. There appeared to be significant variation in MA tasks and qualifications across teams. The AFM role was created to assist FOs in reaching the FM level by providing a stepping stone to obtain experience in the activities traditionally associated with MAs. However, we did not recognise the potential negative perception and impact of this job title change, so have resolved to change FO job titles to Accounting Officer in response to this feedback.	It is proposed that FO job titles be changed to Accounting Officer in response to this feedback, but we will continue to engage with staff in this regard.

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Summary of Feedback	Response	Action
Theme 8: Redundancy and Retirement		
Team members raised concerns about qualification requirements and salary decreases and the impact on the potential for redundancy.

Team members were concerned about the number of posts and roles and whether or not they had a place in the proposed structure or were being made redundant.

There were some requests for voluntary redundancy and early retirement during the consultation period. | Qualification and salary impacts have been discussed elsewhere however neither have an impact on redundancy.

It has never been our intention to place any team members at risk of redundancy, nor has it been an expected outcome of the transformation.

Whilst we understand any salary loss is detrimental for team members, we believe the new roles being offered are suitable. Additionally, everyone has opportunities to apply for promotions, including those negatively impacted.

We believe the combination of promotion opportunities, six months of pay protection and the prospect of a cost of living pay increase in April will help mitigate the impact of any salary losses.

There is six months of pay protection and the prospect of a cost of living pay increase in April which will help mitigate the impact of any salary losses. | • We will remain flexible in our approach to the allocation of individuals to the AFM and FO roles where number of posts and people are close together, this is to accommodate potential movement due to promotion.

• We will continue to work with individuals through the Council's HR policies in partnership with our HRBP post consultation. |
| **Theme 9: Deputy HoF Role** | | |
| There was a request to create a Deputy HoF role in order to formalise a function that is currently provided by a team member.

Additionally, it was expressed that this type of role provided a pathway to progression for the FM level. | One of the results of standardising job descriptions is increased responsibilities for senior level positions, including FMs.

With this in mind, the FM job description has the added expectation of deputising for senior managers, as required.

We believe these increased responsibilities will provide development opportunities to aid career progression for individuals at this level.

As this job description applies across the service, we do not see the need to formalise a deputy role; we believe this maintains fairness and equity for everyone at the FM level. | No changes |
| **Theme 10: Positive Feedback** | | |
| Team members have commented that the structure provides opportunity, flexibility and a clear path | The positive comments received are very much appreciated and most welcomed; all team members are valued and your input to this process is invaluable. | N/A |

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Summary of Feedback	Response	Action
towards career progression. Team members reflected positively on the consultation process and the transformation journey as a whole indicating that they felt as though their voices were heard and that they had a say on the outcomes. Team members reflected positively on the focus on service improvement, learning and development and the sincerity with which it has been carried forward as reflected in the structure.	We indicated at the launch that it was always our intention to have an inclusive and collaborative transformation process, with open and honest communication and we continue to strive for this. The drive for the transformation has been service improvement and it has remained an overarching theme in everything we have designed, developed and implemented thus far; we are committed to supporting you along this journey.	

5 Final Proposals by Team

5.1 Deputy Director of Finance Team

5.1.1 The consultation document proposed the following:
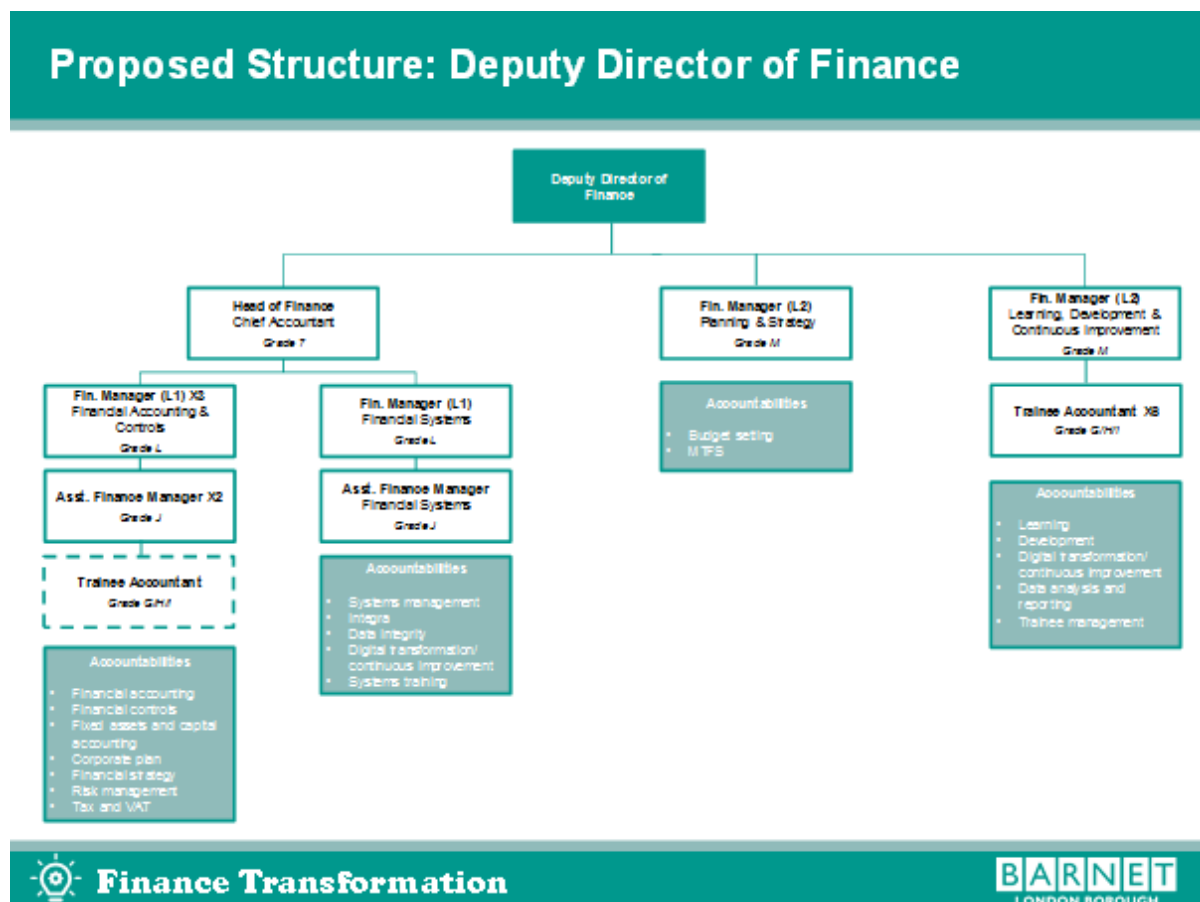
- Key areas of accountability:
  - Planning and strategy
  - Financial accounting, controls and systems
  - Learning, development and continuous improvement
- It is recognised that a more concerted effort and increased capacity is needed in these key areas of accountability.
- Financial accounting and controls are being bolstered through the creation of a Chief Accountant role (former Head of Finance, Closing and Monitoring role), as well as increased capacity through the addition of 2 Financial Manager roles. This will include leadership on fixed assets and capital accounting, which has been identified as an area that is lacking clarity and coordination across the Council.
- Financial systems responsibility has been moved under the Chief Accountant to better align with the controls environment, delivered through a new Finance Manager post and new Assistant Finance Manager post.
- A dedicated resource for planning and strategy, specifically budget setting and MTFS has been added at a Finance Manager level.
- A dedicated resource has been added for learning, development and continuous improvement, including leadership on the trainee programme.

- Responsibility for the following have been moved to other teams: revenue and benefits and grants management have been moved to Investments and Innovation, while corporate services has been moved to Business Partnering.

Strategy, Financial Accounting and Controls				
Current Post	New Post	Proposed Action	Net Impact	Comment
Head of Finance: Closing and Monitoring X 1 FTE (Vacant)	Head of Finance: Chief Accountant	Title change for consistency; JD upgraded; Recruit	No Change	Post currently vacant
Finance Manager X1 FTE (Vacant)	Finance Manager (L1) X 3FTE	Job Match – Assimilate to all FM matches	+2 FTEs	Post currently vacant
Financial Accountants X2 FTE	Assistant Finance Managers X2 FTE	Job Match- Assimilate to all AFM matches	No Change	More posts than people, no net change expected
CIPFA Trainees X2 FTEs	Trainee Accountant X1 FTE	Job Match- Assimilate	No change to FTE, trainee has just been moved to another team	Total trainees increased from 2 to 6 however have been distributed across teams
	Finance Manager (L1): Financial Systems	New Role	+1 FTE	
	Assistant Finance Manager: Financial Systems	Job Match – Assimilate all AFM matches	-1 FTE	
	Finance Manager (L2): Planning and Strategy	New Role	+1 FTE	

Learning, Development and Continuous Improvement				
Current Post	New Post	Proposed Action	Net Impact	Comment
	Finance Manager (L2): Learning, Development & Continuous Improvement	New role	+1 FTE	

5.1.2   Final Proposal

- Strategy, Financial Accounting and Controls
  - +1 FTE AFM was added to the planning and strategy team to provide additional capacity to this significant portfolio, and to minimise key personnel risk

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- o Following the job evaluation process, the Finance Manager (L2): Planning and Strategy grade was changed from M to 8
- o Furthermore, the title of the FM planning role was changed to head of finance given that it now matched a head of service grade
- o Two Finance Officers transferred from the Growth, Housing and Corporate Services Business Partner team. This has been done to better align functions.
- Learning, Development and Continuous Improvement
  - o No changes, however grade is subject to evaluation query
- Implement all proposals (no changes to original proposal)

New Posts Added				
Current Post	New Post	Proposed Action	Net Impact	Comment
	Assistant Finance Manger	New role	+1 FTE	
	Finance Officer	Post transferred from Growth, Housing & Corporate Services	+2 FTE	Strategy, Financial Accounting and Controls

Final Proposed Structure: Deputy Director of Finance

Finance Transformation

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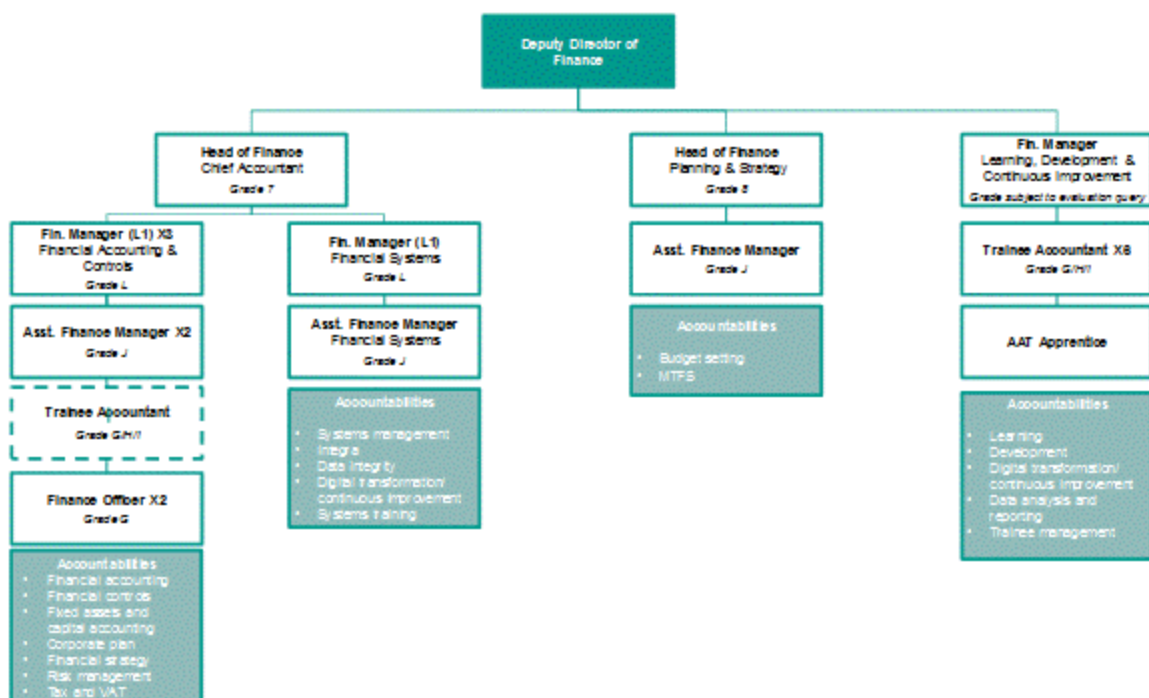
5.2 Business Partnering Team

5.2.1 The consultation document proposed the following:

Proposed Structure: Business Partnering Team

Asst. Director Business Partnering Lead

Head of Finance Environment, Parking & Corporate Reporting — Grade 7
- Fin. Manager (L1) — Grade L
- Asst. Finance Manager — Grade J
- Finance Officer — Grade G
- Service Areas
  - Environment
  - Parking
  - Corporate Reporting
  - Street Scene
  - Community Services
  - Transportation
  - Highways
  - Green Spaces

Head of Finance Adult Social Care & Public Health — Grade 7
- Fin. Manager (L1) X2 — Grade L
- Trainee Accountant — Grade G/H/I
- Finance Officer — Grade G
- Service Areas
  - Adult Social Care
  - Public Health

Head of Finance Growth, Housing & Corporate Services — Grade 7
- Fin. Manager (L1) X2 — Grade L
- Asst. Finance Manager — Grade J
- Finance Officer X2 — Grade G
- Service Areas
  - Growth
  - Housing
  - Corporate Services
  - Assurance
  - Employment
  - Skills and Economic Development
  - IT
  - CSG & Re Contract Support
  - Commercial
  - HR
  - Comms & Strategy

Head of Finance Children's Social Care & Education — Grade 7
- Fin. Manager (L1) X3 — Grade L
- Asst. Finance Manager — Grade J
- Trainee Accountant — Grade G/H/I
- Finance Officer X4 — Grade G
- Service Areas
  - Children's Social Care
  - Education
  - Schools
  - Cambridge Education

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- Key areas of accountability:
  - Adult social care and public health
  - Children's social care and public health
  - Growth, housing and corporate services
  - Environment, parking and corporate reporting
- The functions and responsibilities of the business partnering team remain the same, which is the traditional role of supporting and challenging services.
- Projects has been moved to the Investments and Innovation team to emphasise that this work is not part of BAU, while Corporate Services has moved from the Deputy Director of Finance to the Business Partnering team.
- In relation to the Corporate Services and Environment portfolios, the current structure was not strategically aligned with the Directorates and the areas of accountability were quite broad. Accountabilities have been reallocated for better strategic alignment and workload balance.
- The current structure has a number of management accountant (MA) roles, with more than half the team in this grouping. It is proposed that some MA roles be converted to Finance Officer (FO) roles to better align with the core accountabilities, while others be deleted in favour of creating new Finance Manager (FM) roles. This is proposed in order to create the capacity to meet the needs of key customers and enable overall service improvement.

Business Partnering				
Current Post	**New Post**	**Proposed Action**	**Net Impact**	**Comment**
Senior Business Partner X4 FTE	Head of Finance: Senior Manager X4 FTE	Job Match – Assimilate to all HoF matches	No Change	One role currently covered by Interim
Finance Business Partner X10.8 FTE	Finance Manager (L1) X 9 FTE	Job Match – Assimilate to all FM matches	-1.8 FTEs	Potential upward movement for acting up FMs or sideways movement to new FM roles. More posts than people
Senior Management Accountant X2 FTE	Assistant Finance Managers X3 FTE	Job Match- Assimilate to all AFM matches	+1 FTE	More posts than people, no net change expected
Management Accountants X 9.6 FTE	Finance Officers X8 FTE	Job Match- Assimilate to all Finance Officer matches	-1.6 FTE	More posts than people, no net change expected
	Trainee Accountants X2 FTE	Job Match- Assimilate	+2 FTEs	New intake expected

5.2.2   Final Proposal

- Environment, Parking & Corporate Reporting – implement all proposals (no changes to original proposal).
- Adults Social Care & Public Health – move trainee accountant from this team to the Growth, Housing & Corporate Services team; Implement all other proposals
- Growth, Housing & Corporate Services
    o Two Finance Officers transferred to the Strategy, Financial Accounts & Controls team to better align functions.
    o Addition of a Finance Manager to balance the work effort of business partner teams.
    o Implement all other proposals.
- Children's Social Care & Education – Removal of two Finance Officers to balance work effort of business partner teams; Implement all other proposals

New Posts Added				
Current Post	**New Post**	**Proposed Action**	**Net Impact**	**Comment**
	Finance Officer	Post transferred to Strategy, Financial Accounts & Controls	-2 FTE	Growth Housing & Corporate Services

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New Posts Added				
Current Post	New Post	Proposed Action	Net Impact	Comment
	Finance Officer	Removal of posts	-2 FTE	Removed to fund additional posts
	Finance Manager	Addition of a post to balance work effort	+1 FTE	

Final Proposed Structure: Business Partnering Team

Asst. Director Business Partnering Lead

Head of Finance Environment, Parking & Corporate Reporting *Grade 7*
- **Fin. Manager (L1)** *Grade L*
- **Asst. Finance Manager** *Grade J*
- **Finance Officer** *Grade G*
- **Service Areas**
  - Environment
  - Parking
  - Corporate Reporting
  - Street Scene
  - Community Services
  - Transportation
  - Highways
  - Green Spaces

Head of Finance Adult Social Care & Public Health *Grade 7*
- **Fin. Manager (L1) X2** *Grade L*
- **Finance Officer** *Grade G*
- **Service Areas**
  - Adult Social Care
  - Public Health

Head of Finance Growth, Housing & Corporate Services *Grade 7*
- **Fin. Manager (L1) X3** *Grade L*
- **Asst. Finance Manager** *Grade J*
- **Trainee Accountant** *Grade G/H/I*
- **Service Areas**
  - Growth
  - Housing
  - Corporate Services
  - IT
  - Assurance
  - Employment
  - Skills and Economic Development
  - Comms & Strategy
  - CSG & Re Contract Support
  - Commercial
  - HR

Head of Finance Children's Social Care & Education *Grade 7*
- **Fin. Manager (L1) X3** *Grade L*
- **Asst. Finance Manager** *Grade J*
- **Trainee Accountant** *Grade G/H/I*
- **Finance Officer X2** *Grade G*
- **Service Areas**
  - Children's Social Care
  - Education
  - Schools
  - Cambridge Education

Finance Transformation

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5.3 Investments and Innovation Team

5.3.1 The consultation document proposed the following:

- Key areas of accountability:
  - Revenue and benefits
  - Accounts receivable
  - Accounts payable
  - Bank and cash
  - Treasury and income generation
  - Major projects
- This new team will be headed by a new Assistant Director post, with responsibility for driving investment and innovation in relation to all cash. Having oversight of all income,

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payments and banking in this portfolio will enable strategic insights into the full cashflow picture.

- Revenue and benefits will be led by a Senior Manager, and renamed as Head of Finance, Exchequer, with a Grants Manager and Assistant Finance Manager as direct reports.
- Treasury moves from pensions to be combined with income generation, led by a new Finance Manager post, and supported by a Finance Officer.
- Major Projects will be moved out of Business Partnering to this team and given dedicated resources through a Senior Manager, Finance Manager and Assistant Finance Manager role. Once projects enter the BAU phase, they will be transferred to the Business Partnering team for oversight.

Proposed Structure: Investments & Innovation Team
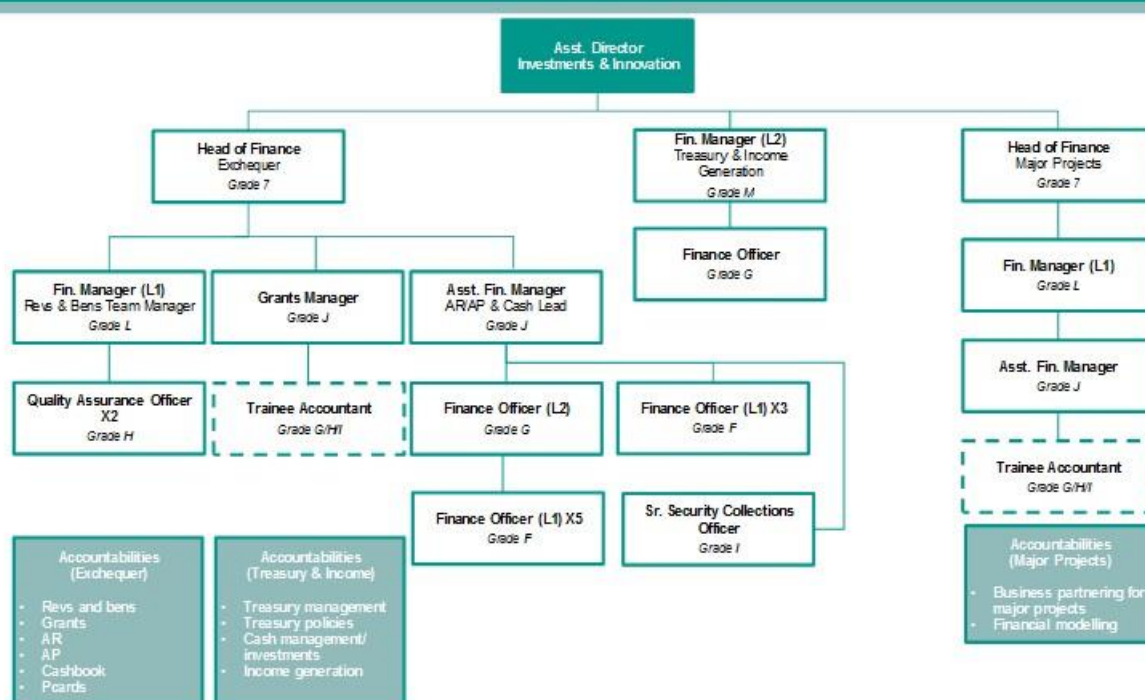
Investment & Innovation				
Current Post	**New Post**	**Proposed Action**	**Net Impact**	**Comment**
	Associate Director: Investment & Innovation X1 FTE	New role; Recruit	+1 FTE	
Management Accountant: Treasury X1 FTE	Finance Officer X1 FTE	Job Match – Assimilate to all Finance Officer Matches	No Change	
Senior Management	AFM X1 FTE	Assimilate to all AFM matches	No Change	

Investment & Innovation				
Current Post	**New Post**	**Proposed Action**	**Net Impact**	**Comment**
Accountant: Treasury X1 FTE				
	Finance Manager (L2): Treasury and Income Generation	New Role; Recruit	+1 FTE	
	Trainee Accountants X1 FTE	Job Match- Assimilate	+1 FTE	New intake expected

Exchequer				
Current Post	**New Post**	**Proposed Action**	**Net Impact**	**Comment**
	Head of Finance: Exchequer X1 FTE	New Role	+1 FTE	Opportunity for acting up manager to become permanent HoF
Revenues and Benefits Manager X1 FTE	FM (L1): Revenues and Benefits Manager X1 FTE	Job Match - Assimilate	No Change	Assimilate with opportunity to step-up
Quality Assurance Officer X3 FTE	Quality Assurance Officer X2 FTE	Job Match – Assimilate to all QAO matches	-1 FTE	Potential upward movement for acting up QA officer
Senior Income Officer X1 FTE	Assistant Finance Manager X1 FTE	Job Match - Assimilate	No change	Assimilate
Income Officer X 6 FTE	Finance Officer Non-Accounting (L1) X6 FTE	Job Match- Assimilate to all FONA L1 matches	No Change	Roles were matched 1:1 in this category
Cashier & Control Officers X3.4 FTE	Finance Officer Non-Accounting (L1) X3.4 FTE	Job-Match – Assimilate to all FONA L1 matches	No Change	Roles were matched 1:1 in this category
Security Collections Officer X1 FTE	Security Collections Officer X1 FE	Job Match - Assimilate	No Change	
Grants Manager X0.6 FTE	Grants Manager X0.6 FTE	Job Match - Assimilate	No Change	
	AFM: AR/AP & Cash Lead X1 FTE	Job Match – Assimilate Income Manager role	No Change	

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Exchequer				
Current Post	**New Post**	**Proposed Action**	**Net Impact**	**Comment**
	Trainee Accountants X1 FTE	Job Match-Assimilate	+1 FTE	New intake expected

Major Projects				
Current Post	**New Post**	**Proposed Action**	**Net Impact**	**Comment**
	Head of Finance: Senior Manager X1 FTE	New role	+1 FTE	Step-up opportunity for acting head
Finance Manager X1 FTE	FM(L1) Brent Cross X1 FTE	Job Match – Assimilate to all FM matches	No Change	Currently held by interim
Accountancy Assistant X0.6 FTE	AFM X1 FTE	Assimilate to all FO Matches	+0.4 FTE	Accountancy assistant deleted, AFM created
	Trainee Accountants X1 FTE	Job Match-Assimilate	+1 FTE	New intake expected

5.3.2   Final Proposal

- Investment and Innovation – Following the job evaluation process, the Finance Manager (L2) Treasury and Income was changes from M to L. All other changes to be implemented.
- Exchequer
  - o An additional Assistant Finance Manager post to be added to support Cash team and Pcards.
  - o AP Business Partner will feed into the AR/AP Assistant Finance Manager. This is a Capita post that is funded by the Council.
- Major Projects – implement all proposals (no changes to original proposal)

New Posts Added				
Current Post	**New Post**	**Proposed Action**	**Net Impact**	**Comment**
	Assistant Finance Manager	New role – recruit to	+1 FTE	Exchequer Team
	Finance Supervisor	New role – recruit to	No change	Promotional opportunity for FONA L1 in Exchequer Team

Final Proposed Structure: Investments & Innovation Team

Asst. Director
Investments & Innovation

Head of Finance
Exchequer
Grade 7

Fin. Manager
Treasury & Income
Generation
Grade L

Head of Finance
Major Projects
Grade 7

Fin. Manager (L1)
Revs & Bens Team Manager
Grade L

Grants Manager
Grade J

Asst. Fin. Manager
AR/AP
Grade J

Asst. Fin. Manager
Cash Lead
Grade J

Fin. Manager (L1)
Grade L

Quality Assurance Officer
X2
Grade H

Trainee Accountant
Grade G/H/I

Finance Supervisor
Grade H

Finance Officer (L1) X2
Grade F

Asst. Fin. Manager
Grade J

Finance Officer (L1) X6
Grade F

Sr. Security Collections
Officer

Trainee Accountant
Grade G/H/I

**Accountabilities
(Exchequer)**

- Revs and bens
- Grants
- AR
- AP
- Cashbook
- Pcards

**Accountabilities
(Treasury & Income)**

- Treasury management
- Treasury policies
- Cash management/ investments
- Income generation

AP Business Partner
Capita Employee

Finance Officer
Grade G

**Accountabilities
(Major Projects)**

- Business partnering for major projects
- Financial modelling

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5.4 Pensions Team

5.4.1 The consultation document proposed the following:

- Key areas of accountability:
  - Pensions investment management
  - Pensions administration
  - Pensions compliance
- The team was streamlined to provide the Head of Finance with the ability to focus on elements of compliance, control and pensions administration.
- The treasury function has been moved from this team to the investment and innovation team to move towards higher yielding alternative investment options that are not necessarily suitable for the highly regulated pension investment environment.
- This team has been strengthened with the introduction of manager level staff, where it previously only consisted of senior management and more junior management accountants.
- Given the significance of the pension specialty, including the direct committee reporting requirement, the Head of Finance for pensions role reports directly to the s151 officer.

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Proposed Structure: Pensions Team
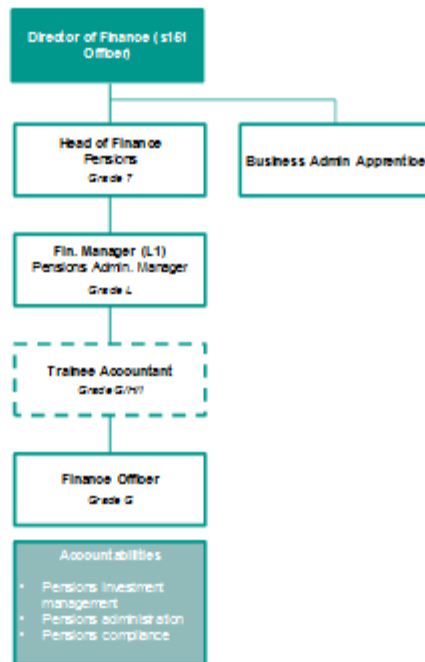
Finance Transformation

Pensions				
Current Post	**New Post**	**Proposed Action**	**Net Impact**	**Comment**
Head of Treasury and Pensions X1 FTE	Head of Finance: Senior Manager X1 FTE	Job Match – Assimilate to all HoF matches	No Change	
	FM(L1) Pensions Administration X1 FTE	New Post; Recruit	+1 FTE	
	Trainee Accountants X1 FTE	Job Match- Assimilate	+1 FTE	New intake expected

5.4.2   Final Proposal

- Implement all proposals (no changes to original proposal)

Final Proposed Structure: FTE Analysis

Overall there was an increase of 12 FTEs the bulk of which happened in the Finance Manager level, this is intended to improve capacity and capability going forward

Overall FE Impact

Level	Impact
AD	+1 FTE AD Investment & Innovation
HoF	+2 FTE Exchequer and Major Projects
FM	+5.2 FTE (Multiple Changes)
AFM	+4 FTE (Multiple Changes)
T	+4 FTE (Recently Arrived)
FO	-4.2 FTE (Multiple)

Legend | Increase in FTE | Decrease in FTE | No Change

Note

Overall

+12 FTE

↑ **23%**

- Overall increase in FTEs
- Multiple changes across levels
- Some roles were converted and upgraded
- Requirements across all levels have increased
- Intended to enable service improvement
- Place for everyone in the new structure

Finance Transformation

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6 Selection for Roles

6.1 Ring-fencing and Assimilation

6.1.1 As per the Council's policy on Managing Organisational Change, where 55% or more of an existing role is contained within a new post at the same grade, staff will be automatically assimilated into the new role.

6.1.2 If there are more staff with a 55% role similarity than there are posts, then the post(s) will be ring-fenced and a competitive selection process will be undertaken.

6.1.3 You will be required to confirm your wish to be appointed to a ring-fenced role.

6.1.4 Where there are generic posts working across different teams, staff will be invited to express a preference for which team they wish to work in, should they be appointed, and this will be considered by the Finance Leadership Team.

6.1.5 Where the new post does not meet the 55% rule, the post will be open for competition and a competitive selection process will be undertaken.

6.1.6 Assessing similarity of job roles is an independent process to be completed by Human Resources.

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6.2 Promotions

6.2.1 Staff will be invited to apply for promoted roles via e-mail. This will be limited to staff working in the Finance Department.

6.2.2 The application process will involve sending one page of A4 indicating how you meet the criteria of the role.

6.2.3 If shortlisted, you will be invited to attend a selection interview, which may also include a test.

6.2.4 If successful, there is no redeployment trial period or probationary period.

6.2.5 Employment will be offered on the basis of LBB's Unified Reward Pay and Terms and Conditions, which will impact leave entitlement and benefits.

6.3 Realignment and Redundancy

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

6.3.2 It is important to stress that, although redundancy is something which is considered during any transformation process, it is not the intention to place any staff members at risk of redundancy as a result of these proposals; this is not an expected outcome based on the job matching exercise which was carried out pre-consultation.

6.3.3 For employees who may accept a lower-graded role in the new structure, the Council will apply pay protection in line with the Pay Protection Policy (see Section 9 of this document).

6.3.4 Where staff experience a negative pay impact as a result of these proposals, Pay Protection arrangements will be in place in line with the council's Unified Reward Policy.

Redundancy and retirement requests were raised by some staff during the consultation period, in some cases owing to the proposed qualification requirements

7 Pay Protection

7.1.1 Pay Protection applies where staff are matched to a role which is on a lower salary than their existing role. This is put in place to support staff with making appropriate financial arrangements in preparation for a potential drop in salary.

7.1.2 Pay protection will be in place for affected staff for 6 months from the date of implementation of the restructure.

7.1.3 Pay protection is capped at one grade above the role you are matched to. For example, a staff member who is at the equivalent to Grade I, and is matched to a role at Grade G, will receive pay protection up to the top of Grade H.

7.1.4 If you have any queries around Pay Protection or other Unified Reward arrangements please speak to Human Resources.

8 Additional Support

8.1.1   Although there are no redundancies proposed as part of this transformation, it is recognised that staff may experience this change as difficult and you are encouraged to access support if this is the case.

8.1.2   Employee Assistance Programme

Staff may use the Council's free and confidential Employee Assistance Program, which provides access to wellbeing resources and counselling, amongst other support services. The service is available 24/7 to every Council staff member. Contact 0800 716 017 or www.employeecare.com.

8.1.3   HR Advice

The HR team is available on site. Please contact Sharni Kent, Sharni.Kent@barnet.gov.uk or Julia Duncan Julia.Duncan@Barnet.gov.uk for any HR advice.

8.1.4   Management

Please reach out to your line manager or the finance leadership team.

8.1.5   Trade Unions

If you are a member of a trade union, you may contact your representative.

8.1.6   Training

Training on interview skills was provided through an external recruitment firm, as well as the Barnet learning and development team. Information sessions were offered on the Assessment and Development sessions.

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Employee Equality Impact Assessment

Programme Name: Finance Transformation

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

Project Owner:	Anisa Darr
Date process started:	20 August 2019
Date process ended:	Implementation on-going

This EIA is being undertaken because it is:	☐ outlined within the equality scheme relevance assessment table ☐ part of a project proposal submission to the programme management board ☒ a result of organisation change ☐ other – please specify:

EqIA Contents

1. Introduction

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

3. Monitoring Summary

4. Project Milestone Outcomes, Analysis and Actions

5. Briefing, Sharing and Learning

1. Introduction

1.1 Aims and objectives of the Staffing Efficiencies Project

On 11th December 2018, after consideration of three options, the Policy and Resources Committee authorised the insourcing of the finance function from Capita. The transformation project began in April 2019, when staff were TUPE'd across from Capita. The finance transformation is part of the Council-wide transformation of the corporate centre.

The purpose of this project is to transform the finance service to ensure that it remains fit-for-purpose. This includes a redesign of the people, process and tech elements of the operating model. The Integra system, revenue and benefits and accounts payable teams are outside of the current project scope.

There are a few key drivers for this transformation.
- The outsourced operating model was designed to meet Capita's requirements for how services should be delivered, which differs from the Council's approach.
- Secondly, there were performance concerns raised in the past that have yet to be addressed. This process has been designed to ensure that a robust structure is in place to enable Finance to focus on these issues and identify potential solutions.
- Finally, the Council has been subject to significant change since the start of the Capita contract that has affected finance's role and nature of value sought from the service, so transforming the service is necessary to meet these changing demands.

The finance transformation project is intended to achieve the following outcomes:
- improved service performance
- satisfied customers
- employee development
- a better Barnet

1.2   Description of the critical milestones

- 20 August 2019 – Formal Consultation Opens with Staff and Unions
- 20 August to 19 September 2019 – Formal Consultation Period with Staff and Unions
- 19 September 2019 – Consultation Closes with Staff and Unions
- 7 October 2019 – Final Recommendations go to Constitution and General Purposes Committee

1.3   Key Stakeholders

1. Staff within the Finance Department who are in scope for the planned restructure

2. Service areas within the council, in other words key customers of the finance service

3. Trade Unions

4. Senior Council Officers who are supporting the proposed changes

5. Councillors who will be required to approve the efficiency proposals at general functions

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

2.1 Opening of Consultation

The Finance Department is almost an even split between male and female employees. For other protected characteristics the numbers are too low to report for risk of identifying individuals. However, Finance will work to avoid any workers being disproportionately affected by the proposed changes and to ensure all workers are fully supported.

2.2   Consultation Period
Finance will work to avoid any workers being disproportionately affected by the proposed changes to ensure they are fully supported.

2.3   Closure of Consultation

Following consultation, the assessment centres will be used to ensure staff's development needs are properly identified and training plans are out in place.

2.4   Final Recommendations to be considered by General Purposes Committee

That the changes to the finance service are accepted and implemented.

3.   Monitoring Summary

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

Critical Milestones						
	Opening of Consultation: Milestone 1		Consultation Period: Milestone 2		Closure of Consultation: Milestone 3	
	No.	% change	No.	% change	No.	% change
Gender						
Female	26		26		26	
Male	24		24		24	
Unknown	6	1.87%	6	1.87%	6	1.87%
Age Range						
18-21	0	0.00%	0	0.00%	0	0.00%
22 -29	7	14.00%	7	14.00 %	7	14.00 %
30 -39	10	20.00%	10	20.00 %	10	20.00 %
40 -49	9	18.00%	9	18.00 %	9	18.00 %
50 -64	21	42.00%	21	42.00 %	21	42.00 %
65 -74	3	6.00%	3	6.00%	3	6.00%
Under 18	0	0.00%	0	0.00%	0	0.00%
(blank)	0		0		0	
Ethnic Group						
ASIAN OR ASIAN BRITISH - BANGLADESHI	0	0	0	0	0	0
ASIAN OR ASIAN BRITISH - INDIAN	0	0	0	0	0	0
ASIAN OR ASIAN BRITISH - PAKISTANI	0	0	0	0	0	0
BLACK OR BLACK BRITISH - AFRICAN	0	0	0	0	0	0
BLACK OR BLACK BRITISH - CARIBBEAN	0	0	0	0	0	0
INFORMATION REFUSED	0	0	0	0	0	0

MIXED - ASIAN & WHITE	0	0	0	0	0	0
MIXED - WHITE AND ASIAN	0	0	0	0	0	0
MIXED - WHITE AND BLACK AFRICAN	0	0	0	0	0	0
MIXED - WHITE AND BLACK CARIBBEAN	0	0	0	0	0	0
NOT KNOWN	0	0	0	0	0	0
OTHER ASIAN BACKGROUND	0	0	0	0	0	0
OTHER BLACK BACKGROUND	0	0	0	0	0	0
OTHER MIXED BACKGROUND	0	0	0	0	0	0
OTHER WHITE BACKGROUND	0	0	0	0	0	0
PREFER NOT TO SAY	0	0	0	0	0	0
WHITE - BRITISH	0	0	0	0	0	0
WHITE - GREEK CYPRIOT	0	0	0	0	0	0
WHITE - OTHER	0	0	0	0	0	0
WHITE - TURKISH CYPRIOT	0	0	0	0	0	0
WHITE IRISH	0	0	0	0	0	0
(blank)	0	0	0	0	0	0
Disabled Y/N	**0**	**0**	**0**	**0**	**0**	**0**
N	0	0	0	0	0	0
P	0	0	0	0	0	0
Y	0	0	0	0	0	0
(blank)	0	0	0	0	0	0
Disability Type	**0**	**0**	**0**	**0**	**0**	**0**
HEARING	0	0	0	0	0	0
LEARNING DIFFICULTIES	0	0	0	0	0	0
MENTAL ILLNESS	0	0	0	0	0	0
MOBILITY	0	0	0	0	0	0
OTHER DISABILITY	0	0	0	0	0	0
REDUCED PHYSICAL CAPICITY	0	0	0	0	0	0
VISION	0	0	0	0	0	0
(blank)	0	0	0	0	0	0
SPEECH	0	0	0	0	0	0
Same gender as birth	**0**	**0**	**0**	**0**	**0**	**0**
Unknown	0	0	0	0	0	0
Yes	0	0	0	0	0	0
Sexual Orientation	**0**	**0**	**0**	**0**	**0**	**0**
BISEXUAL	0	0	0	0	0	0
GAY MAN	0	0	0	0	0	0
GAY WOMAN/ LESBIAN	0	0	0	0	0	0
HETEROSEXUAL	0	0	0	0	0	0
INFORMATION REFUSED	0	0	0	0	0	0
(blank)	0	0	0	0	0	0
OTHER	0	0	0	0	0	0
Religion or Belief	**0**	**0**	**0**	**0**	**0**	**0**
AGNOSTIC	0	0	0	0	0	0
ATHEIST	0	0	0	0	0	0
BUDDHIST	0	0	0	0	0	0
CHRISTIAN	0	0	0	0	0	0
HINDU	0	0	0	0	0	0
HUMANIST	0	0	0	0	0	0
JAIN	0	0	0	0	0	0

JEWISH	0	0	0	0	0	0
MUSLIM	0	0	0	0	0	0
NO FORM RETURNED	0	0	0	0	0	0
NO RELIGION	0	0	0	0	0	0
NO RESPONSE ON FAITH	0	0	0	0	0	0
OTHER FAITH	0	0	0	0	0	0
PREFER NOT TO SAY	0	0	0	0	0	0
SIKH	0	0	0	0	0	0
(blank)	0	0	0	0	0	0
Civil Status	**0**	**0**	**0**	**0**	**0**	**0**
CIVIL PARTNER	0	0	0	0	0	0
COHAB	0	0	0	0	0	0
DIVORCED	0	0	0	0	0	0
MARRIED	0	0	0	0	0	0
PREFER NOT TO SAY	0	0	0	0	0	0
SEPERATED	0	0	0	0	0	0
SINGLE	0	0	0	0	0	0
UNKNOWN	0	0	0	0	0	0
WIDOW	0	0	0	0	0	0
Main Carer for Child/YP with Disability	**0**	**0**	**0**	**0**	**0**	**0**
No	0	0	0	0	0	0
Prefer Not to Say	0	0	0	0	0	0
Unknown	0	0	0	0	0	0
Yes	0	0	0	0	0	0
Main Carer Adult	**0**	**0**	**0**	**0**	**0**	**0**
No	0	0	0	0	0	0
Prefer Not to Say	0	0	0	0	0	0
Unknown	0	0	0	0	0	0
Yes	0	0	0	0	0	0
Foster carer	**0**	**0**	**0**	**0**	**0**	**0**
No	0	0	0	0	0	0
Unknown	0	0	0	0	0	0

3.2   Evidence

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

As detailed above, we are not reporting further protecting characteristics to avoid any individuals being identified.

The following have been considered
- The requirement to fully consult with all staff during a period of the year where staff are on leave for part of the consultation period
- The impact on operational teams of the change in management arrangements
- As the proposal is for staff to be assimilated, staff are not being asked to go through ring fence selection. However, there are opportunities for promotion and in these cases, interview support will be given.

3.4   Evidence gaps

As detailed above, due to the total staff number being less than 50 we are not reporting on protected characteristics to avoid individual staff being identified.

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

1:1 meetings will take place with staff at which they will be given the opportunity to highlight any particular circumstances or issues which management needed to take in to consideration as part of the consultation process.

4.   Project Milestone Outcomes, Analysis and Actions

4.1   Summary of the outcomes at each milestone

Milestone – Opening Consultation

As part of opening consultation, and carrying out initial 1:1 meetings, staff were reminded that they could access external support through the Employee Assistance Programme.

Management will ensure any staff not able to attend the briefing will be communicated with.

Milestone – Consultation Period

Positive and negative feedback was received from staff regarding the proposal for some posts (Heads of Finance and Finance Managers) to hold a qualification. Management proposed that this requirement would be applied to current staff by providing support to complete the qualification. This included a four-year timeframe to attain the qualification (if not started) or a timeframe proportional to how far into their qualification they were (if part qualified). While many early to mid-career staff were enthusiastic about the opportunity and support they would receive in attaining a qualification, staff who had 5-15 years of working life remaining, were less optimistic about the prospect of the requirement to study. Many in the latter group felt that they had already been doing the job for many years and/or had an equivalent qualification. Many of these staff communicated that they were not keen to study owing to their age, so this requirement was going to potentially impact their ability to stay at their current level if they chose not to study towards qualification.

Milestone – Closing Consultation

The qualification requirement is intended to enable service improvement by ensuring that the service is able to maintain a professional standard and adapt to changing service demands through continued professional development.

Notwithstanding the above, the leadership team took the concerns raised into consideration and have decided on a one-time transitional arrangement that applies only to staff members in affected roles at the time of the transition. Affected staff members (those assimilated to FM roles

only) will not be required to obtain the relevant qualification but will be expected to attend relevant training courses to maintain their professional knowledge base. Individuals considering a promotion will, however, be required to obtain the relevant qualification within a reasonable time period.

4.2 Actions proposed

Milestone – Opening Consultation

The Assessment and Development Centres will identify any training needs and ensure a development programme is in place for staff to ensure they have the opportunity to develop the skills/capabilities to undertake the new roles.

Employee Assistance provided for staff who are experiencing the change process as difficult and require counselling, advice and support outside of their line management.

Milestone – Consultation Period

1:1s were held with staff during the consultation period to discuss concerns. The leadership team reviewed and assessed the qualification requirement for the Head of Finance and Finance Manager roles based on the concerns raised by staff. The approach for affected staff members (those assimilated to FM roles only) was reassessed, and they will now not be required to obtain the relevant qualification, but will be expected to attend relevant training courses to maintain their professional knowledge base.

Milestone – Closing Consultation
As part of the closing consultation, staff were informed of this change. Affected staff members (those assimilated to FM roles only) will not be required to obtain the relevant qualification but will be expected to attend relevant training courses to maintain their professional knowledge base.

5. Briefing, Sharing and Learning

EqIA Consultation -	20 August 2019
Group Content (by Title):	TBC post consultation
Date Consultation Group Held:	20 August to 19 September
Comments resulting from consultation:	Impact of qualification requirement on staff who are further along in their careers.
Actions following consultation:	Qualification requirement changed to mitigate potential impact on existing staff.
Comments not actioned and reason:	No other equalities issues were identified.

Business Scrutiny:

This table summarises the briefing activities. This EqIA forms the primary briefing tool and has been shared as detailed below.

Table 2

Milestone Description	Show Briefing Date	Programme Office	Trade Unions – appropriate TU for Project	DPR - Delegated Powers Report	GFC – General Functions Committee	Corporate Staff Panel
Milestone 1 - Opening Consultation	20 Aug		30 Jul, 19 Aug			
Milestone 2 - Consultation Period	20 Aug-19 Sept		Weekly 20 Aug-19 Sept			
Milestone 3 – Closing Consultation	19-Sept		24 Sept			
Milestone 4 - Final Recommendations to be considered by General Purposes Committee					7 Oct	

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Constitution and General Purposes Committee

7 October 2019

Title	**Review of the European Parliamentary Elections - 23-26 May 2019**
Report of	John Hooton - Chief Executive and Returning Officer
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A - Report of the review of the European Parliamentary Elections - 23-26 May 2019
Officer Contact Details	Emily Bowler, Head of Assurance & Business Development 020 8359 4463 - emily.bowler@barnet.gov.uk John Bailey, Head of Electoral Services & Geographic Information Service 020 8359 3008 – john.e.bailey@barnet.gov.uk

Summary

This report provides the Committee with a review of the planning, implementation and delivery of the European Parliamentary Elections held on 23 May 2019 for the election of 8 Members of the European Parliament to represent the London region.

The report also identifies the key lessons learnt and makes recommendations to benefit future election projects.

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Officers Recommendations
1. **That the Committee note the recommendations made in the European Parliamentary (EU) Elections Review (Appendix A) from the elections held on 23 May 2019.**

1. WHY THIS REPORT IS NEEDED

1.1 So that the Constitution and General Purposes Committee have oversight of the delivery of statutory elections within the borough and of the resources (including staff, accommodation, equipment and services) made available by the Council to the London Borough of Barnet's Returning Officer and Electoral Registration Officer.

1.2 The Council has a duty to provide the authority's Returning Officer (who has overall responsibility for the preparation and conduct of all elections within the borough) with appropriate resources to ensure the efficient and legislatively compliant conduct of all statutory elections.

1.3 This report helps to provide Constitution and General Purposes Committee with relevant information to:
- ensure that the Council has met its obligations in this regard
- ask any necessary questions to satisfy themselves that provision for future elections will be sufficient and appropriate.

1.4 There is much speculation that an earlier short-notice (or 'snap') UK Parliamentary General Election and/or a further EU Referendum could be held in the near future, so lessons from the European Parliamentary elections will be of great value to the planning and preparations for such an event.

2. REASONS FOR RECOMMENDATIONS

2.1 This review of the project to deliver the European Parliamentary elections within the London Borough of Barnet's voting area concludes that, despite the preceding uncertainty and short notice that they would go ahead, the elections on 23 May 2019 were delivered very successfully.

2.2 All the project's objectives were met and both polling day and the election count passed without major issues.

2.3 Overall turnout across Barnet was 42.5% which compares positively versus London-wide at 41.3% and UK-wide at 36.9%. Turnout in Barnet was also 2.7% higher than at the last EU Parliamentary elections, held in 2014 (when the election was combined with Barnet's Local Government elections).

2.4 In Barnet at this election, 97,267 electors cast their vote - of this figure, 67,824 electors cast their votes in-person across Barnet's 156 polling stations and 29,442 voted by post.

2.5 These figures give a clear indication that electors were able to cast their vote, in the way that they chose and confirms that there were no wide-spread issues that stopped eligible electors from either getting registered or casting their votes.

2.6 At present, the next scheduled borough-wide elections due to take place in Barnet are the London Mayoral and Greater London Authority (GLA) elections on 7 May 2020. Local Government and UK Parliamentary General Elections are then scheduled in May 2022.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 None

4. POST DECISION IMPLEMENTATION

4.1 The Returning Officer, Director of Assurance, Head of Electoral Services and Head of Assurance and Business Development will immediately implement the recommendations included in the report.

5. IMPLICATIONS OF DECISION

5.1 **Corporate Priorities and Performance**

5.1.1 It is a Corporate Priority to ensure fairness in decision making. In line with this, it is essential that electoral processes are robust and fair to all in Barnet and the use of post-election reviews has been commended as a way of ensuring that future improvements to the conduct of elections are identified and introduced where possible.

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

5.2.1 In accordance with electoral legislation specific to the different statutory elections, all 'actual and necessary' costs for borough-wide elections (other than Local Government elections) are reimbursed to the Council from central government. In the case of costs for the European Parliamentary elections, these are reimbursed to the Council from the Cabinet Office.

5.3 **Social Value**

5.3.1 No applicable

5.4 **Legal and Constitutional References**

5.4.1 Article 7 of the constitution sets out the functions of the Constitution and General Purposes Committee which includes overseeing the Council's governance arrangements including elections and electoral registration performance.

5.4.2 Section 8(2)(a) of the Representation of the People Act 1983 requires the Council to appoint an officer to be the Electoral Registration Officer (ERO). The ERO is responsible for the preparation and maintenance of the electoral register for any parliamentary constituency or part of a constituency within its area.

5.4.3 Each London Borough is then required by Section 35(3) of the Representation of the People Act 1983 Act to appoint an officer of the council (the proper officer of the council (e.g. the Electoral Registration Officer)) to be the Council's Returning Officer (RO) at local elections

5.4.4 The European Parliamentary Elections Act 2002, Section 6 designates that all London borough Returning Officers take the role of Local Returning Officer (LRO) for their voting area (with the London Borough of Lewisham's Returning Officer becoming the Regional Returning Officer (RRO) for the London region).

5.5 **Risk Management**

5.5.1 The purpose of the election review is to assess the most recent performance and suitability of Barnet's election preparations, planning and delivery. Further to that it is designed to identify where improvements can be made to reduce the risk of poor performance or outcomes at future elections. The actions proposed by the review will help to minimise and/or manage risks at future elections.

5.6 **Equalities and Diversity**

5.6.1 No separate equalities impact assessment has been undertaken as the delivery of all electoral processes are strictly governed by legislation, which is in itself designed to provide for reasonable access to voting 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, section 2 Representation of People Act 2000 provides that all voters have the right to request the use of postal or proxy voting arrangements.

5.7 **Corporate Parenting**

5.7.1 Not applicable

5.8 **Consultation and Engagement**

5.8.1 This full review of the election includes reference to feedback from individuals and/or groups that will represent all stakeholders in the statutory electoral process.

5.9 **Insight**

5.9.1 In order to develop this review and to propose its conclusions, a number of sources of information and feedback were utilised including:
   • Feedback from members of the London Borough of Barnet's Elections Project Board and other key individuals from the project team.
   • Responses received to the online election staff feedback survey that was sent to all staff that worked on the elections across a wide-range of roles and duties
   • A review of written and email contacts, queries and complaints that were received from residents, electors and other stakeholders both during and after the election period.

6. BACKGROUND PAPERS

6.1 'Local Government Elections - 3 May 2018.'[1]

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[1] *See CGP 22 October 2018,* https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=174&MId=9502&Ver=4

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London Borough of Barnet
Election Project Review

European Parliamentary Elections – 23-26 May 2019
Election of 8 Members of the European Parliament
to represent the London region

Contents

1.   Introduction

The European Parliamentary Elections were held on Thursday 23 May 2019. Electors in the London Borough of Barnet, along with electors from all other London boroughs, voted to elect 8 Members of the European Parliament (MEPs) to represent the London region.

Following the EU Referendum in June 2016 (and the subsequent triggering of 'Article 50' in March 2017), the United Kingdom was scheduled to leave the European Union on 31 March 2019 and was not expected to participate in these elections. However, on 14 March 2019 the UK Government and the European Council agreed to delay British withdrawal (i.e. extend Article 50) until either 22 May or 12 April 2019 - dependent upon whether the 'Withdrawal Agreement' was accepted by Parliament. The Withdrawal Agreement did not pass through Parliament and on 10 April 2019, Article 50 was further extended until 31 October 2019.

Whilst it was then the default position in (UK and EU) law that the EU Parliamentary elections would take place in the UK on 23 May 2019, the UK Government stated that the UK's withdrawal from the EU could still occur before the date of the election.

Although the Cabinet Office gave official permission for spending on preparations and arrangements for the elections on 8 April 2019, it was not until 7 May 2019 (several weeks after the Notice of Election was published on the 15 April 2019) that the UK government formally announced that the EU Parliamentary elections would indeed take place in the UK.

Throughout the period of political uncertainty preceding the 'official' start of election preparations (outlined above), Barnet's Electoral Services maintained and implemented a responsive set of contingency plans and activities. Although no money could be spent (that might subsequently be reclaimed from Cabinet Office), it was necessary for venues and staff availability to be carefully monitored and responded to quickly once certainty around the elections was established.

Not surprisingly, given the uncertainty surrounding whether these elections were going ahead, this (essentially 'snap') election still presented significant logistical challenges for election teams and Returning Officers across the country. There were fewer than 7 weeks in which to complete all election preparations and in addition, EU citizens already on the Register of Electors needed to submit an additional declaration form (commonly referred to as an EC6 form) in order to be eligible to vote in the UK at these elections.

For European Parliamentary Elections, legislation designates the London Borough of Lewisham's Returning Officer (Janet Senior – Chief Executive Officer of Lewisham) as the Regional Returning Officer (RRO) for the London region. All other London borough Returning Officers take the role of Local Returning Officer (LRO) for their voting area. Therefore, Barnet's LRO (John Hooton – Chief Executive Officer) had a duty to comply with all relevant electoral legislation (being directly accountable to the Law Courts), and to liaise with and comply with certain directions issued by the London RRO.

The London Borough of Barnet reviews every borough-wide election held and the learning and recommendations from the reports of these reviews help to inform and improve the planning and preparation for future elections in the borough.

At present, the next scheduled borough-wide elections due to take place in Barnet are the London Mayoral and Greater London Authority (GLA) elections on 7 May 2020. Local Government and UK Parliamentary General Elections are then scheduled in May 2022.

However, there remains speculation that an earlier short-notice (or 'snap') UK Parliamentary General Election and/or a further EU Referendum could be held sooner.

2. Objectives and Methodology of the Review

2.1. The objectives of this Election Project Review are to:

- Review the overall performance of the project that was undertaken to deliver the European Parliamentary elections within the London Borough of Barnet including:
  - All planning and preparation activities that were undertaken for the elections
  - Electoral Registration processes for electors to vote or change voting arrangements (including requirements for EU Citizens to vote in the UK at these elections)
  - The effectiveness of work with partners and suppliers
  - The management and operation of polling stations (venues, staff, processes etc.)
  - Postal vote issuing, opening and verification processes
  - The counting of votes and the declaration of results

- Identify the key lessons learnt and make recommendations to benefit future election projects.

- Highlight any actions that must, or are advised, be undertaken before the next borough-wide election is held in the London Borough of Barnet (currently scheduled to be the London Mayoral and Greater London Assembly elections on 7 May 2020).

2.2. Review Methodology

The Head of Assurance and Business Development and the Head of Electoral Services conducted this review following the European Parliamentary Elections in May 2019.

A number of sources of information and feedback were utilised for the review including:
- Results and statistics from the election in Barnet and (where available) in comparison with those from across London and the UK
- Feedback from members of the London Borough of Barnet's Elections Project Board and other key individuals from the project team.
- Responses received to the online election staff feedback survey (sent to all staff that worked on the elections across a wide-range of roles and duties.
- A review of all written and email contacts, queries and complaints that were received from residents, electors and other stakeholders both during and after the election period.

3. The European Parliamentary Elections - Project Overview

3.1. Project's Objectives

The core objectives of any borough-wide election project are similar, and to a large extent are set either by electoral legislation or from guidance published by the Electoral Commission.

For the purposes of this review, the following objectives will be considered against all assessments of performance or proposed future activities and advice:

a) All eligible electors can vote, using their preferred voting method and know that their vote will be counted in the way that they intended.

b) All statutory and necessary electoral processes are conducted in a consistent, professional and transparent manner, complying with legislation and statutory deadlines and take heed of relevant Electoral Commission guidance.

c) The elections and subsequent results are delivered through processes that are secure and transparent and accepted as such by voters, candidates, staff and observers.

d)   The elections are implemented utilising an effective project management approach, ensuring that all necessary stakeholders within the organisation are effectively communicated with and have confidence in the progress of the project's activities.

e)   All processes are carried out consistently and efficiently and in such a way as to offer best possible value and effective use of public money.

3.2.   Project Planning and Methodology

Throughout the year, the CEO holds monthly Electoral Service meetings with the Director of Assurance, the Head of Electoral Services, the Head of Assurance and Business Development and the Electoral Registration Manager. These meetings are an effective way for the CEO to ensure that his responsibilities as Barnet's Electoral Registration Officer (ERO) and Returning Officer (RO) are met. In addition, the meetings allow forward planning to be agreed and for the key Electoral Services stakeholders to confirm that preparations are as relevant as needed in case of short notice elections and to respond to other electoral events[1] as they arise.

The European Parliamentary Election project was managed utilising an approach which, whilst broadly based upon standard project management controls, also incorporated the experience of key project team members and good practice learned from previous election projects in Barnet.

As LRO for the European Parliamentary elections, with legislative responsibility for the conduct and compliance of the election processes, polling and the count, the London Borough of Barnet's Chief Executive Officer (CEO) was the Project Sponsor and was responsible for monitoring the progress of the project and with ensuring that adequate resources were made available for the conduct of the election.

The Head of Electoral Services directed the timescales and activities of the Election Project and further project management was provided by the Head of Assurance and Business Development, who was also responsible for communicating and reporting on all activities required to deliver the project and for all external public communications during the election period.

Due to running preparations agreed during the monthly meetings with the CEO, a complete election project plan was rapidly developed once the election was certain. This project plan outlined all known activities, with set timescales and milestones and was key to ensuring a successful and legally compliant election. Amongst the documentation supporting the project plan were a full and maintained risk register, an issues log and business continuity plans to be invoked in case of unplanned (emergency) loss of key staff and/or venues.

An Elections Project Board was established following instruction from the CEO on 29 March 2019 and weekly meetings were held thereafter. Chaired by the CEO (as LRO), the Election Project Board meetings were key to the delivery of the project, to communicating the progress and ensuring the quality of the project.

Key stakeholders were present at all meetings including: senior council officers that would be acting as Deputy Local Returning Officers (DLROs), the Head of Electoral Services, the Head of Assurance and Business Development, the Electoral Registration Manager and representatives from the Communications and Strategy Team, Customer Services Group and Capita-IT. This ensured that all key stakeholders were aware of progress, could contribute suggestions based on previous experience and offer solutions to any issues as they arose.

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[1] For example; the recent Electoral Review of Barnet that was conducted by the Local Government Boundary Commission for England or the forthcoming change in legislation to the Annual Canvass for Registering Electors.

3.3. Staffing arrangements

As for previous elections, the Electoral Services team was supplemented with four additional members of full-time staff, seconded-in from across the Assurance Group. Utilising staff from within the Assurance Group who have prior knowledge and core transferable skills is a proven and highly effective way to ensure robust delivery and resilience across all election delivery and electoral registration activities.

This increased complement of staff was then broadly split between into Electoral Registration and Election Delivery teams - although a high degree of flexibility in moving staff members between these teams was utilised as necessary (e.g. to meet specific statutory deadlines) to make the most effective use of available resources, experience and knowledge.

The following table outlines key project individuals and their main responsibilities for the election:

Name and LBB Position	Project Role	Summary of Key Responsibilities
John Hooton Chief Executive	Local Returning Officer/ Project Sponsor	Ensure that the election is administered legally and effectively. Ensure that the objectives of the elections project are met.
Clair Green Assurance Director	Deputy Local Returning Officer (DLRO)	Deputise for the LRO and to ensure that appropriate resources are available to the project
Cath Shaw Deputy Chief Executive **Jamie Blake** Executive Director, Environment	Deputy Local Returning Officers (DLRO) - Polling and Count	To deputise for the LRO – specifically on polling day and at the election count.
David Tatlow Chief Legal Advisor and Monitoring Officer	Monitoring Officer	Chief Legal Advisor
John Bailey Head of Electoral Services	Head of Electoral Services / Deputy Local Returning Officer	Responsible for project management and delivery, budgetary control and overall management and compliance of all electoral processes, staff and venues. Responsible for all election staff training.
Emily Bowler Head of Assurance and Business Development	Elections Project Manager / Deputy Local Returning Officer	Core project management: planning, implementation and reporting elections project activities, including quality assurance, and management and co-ordination of all internal and external communications.
Akhtar Ali Electoral Registration Manager	Electoral Registration Manager	Electoral Registration duties, compliance and reporting. Training and oversight of Elections Call Centre Direct contact with electors and residents. Publication and supply of electoral registers. Oversight of Data quality and proofing of printed election items.

Robert Dunsford Senior Financial Fraud Investigation Officer	Facilities, Logistics and Security Manager	Management of all facilities, logistics, security and transport needs for all polling and count venues and equipment. Recruitment and management of all security and facilities staff.
Mandy Marchant Electoral Officer	Election Staffing: Recruitment and Allocations	Management of election (polling and count) staff recruitment and location assignments.
Ken Argent Grants Manager	Postal Vote Verification Manager	Management of Postal Vote sessions. Recruitment and supervision of all postal vote opening and verification staff.
Gareth Green Media and Transformation Communications Manager	Communications (elector, Resident and Media Engagement)	Internal and external communications, media and PR management.
Kirit Patel IT Technical Manager Bryan Webb Head of IT	Election IT delivery and support	Planning, management and support of all election IT requirements and systems.
Natasha Patterson Customer Services Group (CSG)	Customer Services Group (CSG)	Customer services and call centre relationship management and support.

In addition to the core Electoral Services and Election Project Team, as is required for all borough-wide elections, over 700 election staff were recruited to fill the vital polling station, postal vote and election count roles, as well as for numerous other critical associated electoral activities (e.g. delivery of polling equipment, preparation of election materials and stationery, management and security of collection and delivery processes etc.).

All key statutory election staff (including Presiding Officers, Polling Inspectors, Postal Vote Adjudicators and Count Supervisors etc.) were trained and briefed on their election duties by the Head of Electoral Services within the preparation period for the election. Particular attention was paid to the training of Polling and Count Staff as, due to the unusually long ballot paper[2], some processes needed to be amended significantly in comparison to other elections. Key examples were the instructions given to polling staff for folding and unfolding ballot papers before they were handed to electors and for many of the processes involved in verifying and counting the ballot papers at the count, as they had to be redesigned to deal with such a long ballot paper.

Additional election training (for Polling Clerks, Call Centre Agents, Security staff and other ancillary staff etc.) was delivered by members of the core Electoral Services team. By the date of the election, more than 20 separate training sessions had been conducted that covered all aspects of the statutory election process.

Training for the staff seconded into the Electoral Registration team (particularly in relation to the requirement for EU Citizens to submit a 'UC1' form in order to be eligible to vote in the UK at these elections) was delivered directly by the Electoral Registration Manager throughout the various stages of the election's statutory registration timetable.

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[2] The RRO's team at Lewisham dealt with the nominations process for all Parties and Independent candidates that wanted to stand at these elections. By the time of publication of the Statement of Persons Nominated there were 10 Parties (each with multiple candidates on a 'party list') and 11 independent candidates validly nominated to stand. Relevant election law dictates such things as spacing and font size on the ballot paper, which resulted in a ballot paper over 80cm (31 inches) in length.

3.4. Election Venues and Accommodation

The preparations for these elections in Barnet involved booking, confirmation and preparation of 156 polling stations across 94 different venues. Included within these polling stations were 13 that were contained within portable offices ('Portacabins' that must be ordered and delivered to site, where further work is undertaken to prepare them for use before polling day), 50 that were located across 31 Barnet schools and even three that were housed within a temporary marquee, situated on the public tennis courts in Princes Park within Golders Green ward.

In addition to the polling stations, further venues that were used for the election and required booking and preparation included; North London Business Park for the majority of the election staff training sessions (including practical 'mock' count training sessions), Hendon Town Hall for Postal Vote opening and verification, the RAF Museum in Colindale, that was used for secure preparation of ballot boxes and polling materials and Allianz Park (home of Saracens Rugby Union Club) in Mill Hill, that was used for the Election Count on Sunday 26 May 2019.

3.5. Electoral Registration

3.5.1. Household Notification Letters:

Prior to the election being confirmed and as has been the case for the previous two years, Electoral Services sent out 'Household Notification Letters' (HNLs) to all Barnet households in late March. HNL's provide up-to-date information to residents about who is registered to vote from their address and offer an opportunity for residents to easily (i.e. either online or by telephone/email) provide information to Electoral Services so that they can update or amend this information. Over the past few years, the use of HNL's has had a positive impact on the accuracy of the register of electors in the period immediately before an election period begins and have reduced the number of contacts, enquiries and amendments that have occurred during the following election period. Due to the timing of the election confirmation from government, responses to the HNLs inevitably overlapped with the busy election registration period. However, over 6,000 registration amendments were provided by residents in response to the HNL this year.

3.5.2. Applications and Amendments to Electoral Register:

Despite the HNL being a success, between the publication of the 'Notice of Election' on 15 April 2019 and the deadline for registering in time to vote at these elections on 7 May 2019, there was still a surge in registration activity and over 5,000 applications to register to vote received by Barnet's Electoral Services team. Of these, 4,605 applications were made via the government's online registration portal[3], including 1,494 applications made on the registration deadline day itself. Subsequently, between 15 April and 7 May there were 5,498 additions to and 573 deletions from Barnet's Register of Electors.

3.5.3. Absent Voting Arrangements:

As per any borough-wide election, there was also a typical surge in the number of registered electors requesting postal or proxy voting arrangements. During the period from the publication of the Notice of Election on 15 April 2019 to the Postal Vote registration deadline (5pm on 8 May 2019), over 2,200 applications for postal votes were processed. In addition, by the deadline for Proxy Vote applications (5pm on 15 May 2019) over 530 applications for proxy voting arrangements had been processed. In total 46,442 Postal Voting Packs were despatched to eligible electors (including 73

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[3] www.gov.uk/register-to-vote

replacement Postal Voting packs that were 're-issued' due to being lost, spoilt or not received) and 1,798 electors had a proxy voting arrangement in place by polling day.

3.5.4. EU Citizens Eligibility to Vote:

Specific to these elections was the requirement to have arrangements and processes in place to deal with the eligibility to vote in the UK for EU Citizens (even when already on the Register of Electors). To vote in the UK at the European Parliamentary elections, EU citizens (except those from Ireland, Cyprus and Malta) had to complete and submit a declaration form - called a 'European Parliament voter registration form' and generally known as either a UC1 or EC6 form - by the registration deadline day on 7 May 2019.

At the time that the election was confirmed, there were almost 31,000 EU citizens on Barnet's Register of Electors and approx. 26,000 of these were not eligible to vote in the EU elections (approx. 5,000 of Barnet's EU citizens from Ireland, Cyprus and Malta were automatically eligible to vote).

In anticipation of the elections going ahead, Electoral Services had undertaken some preparatory work for contacting EU citizens regarding their need to submit an EC6 form. Due to this preparatory work, Electoral Services were able to despatch communications (comprising an explanatory letter and a personalised EC6 form) to all EU citizens already on the register on Friday 12 April 2019 by email (where such details were held) or letter. A second communication was sent to all EU citizens on the register on 26 April 2019. A total of 6,517 EC6 forms were received back, by email and post, by the registration deadline date of 7 May 2019 and the EU citizen was given eligibility to vote at the election. A total of 422 EC6 forms were received after the deadline and in response, these applicants were sent a letter explaining that as their form had been received late, they were unfortunately not eligible to vote in the UK at these elections.

3.6. Postal Vote Opening and Verification

To guard against (both actual and perceived) electoral fraud, the opening and verification of returned Postal Voting packs involves many highly regulated processes that must be carried out before a postal voter's ballot paper can be forwarded for inclusion in the election count. As Barnet has such a high number of postal voters (the highest in London by both quantity and percentage of electorate), the overall operation for effectively and compliantly managing incoming postal votes requires a high degree of planning and control.

In total, seven days (between 16-24 May) of postal vote opening and verification sessions took place at Hendon Town Hall and access to the sessions was monitored throughout. An experienced manager oversaw the Postal Vote Opening and Verification sessions and was supported by experienced IT staff that ensured that the electronic scanning and verification of the Postal Vote Security Statements (that include the personal identifiers provided by postal voters and which compared with those held on record) was smoothly implemented. In total, more than 40 staff were involved across all the Postal Vote Opening and Verification sessions.

3.7. Election Call Centre

As at previous elections, the Customer Services Group provided essential support through the implementation of a dedicated Elections Call Centre. This was to ensure that, given the inevitable surge in contacts, all 'first-tier' enquiries from electors, residents and other stakeholders were suitably responded to as quickly as possible. The Election Call Centre also provided supplementary support to manage first-tier enquiries received via the Electoral Registration Office's standard email account.

Due to ongoing pre-election engagement with CSG and the experience and knowledge retained within CSG staff from recent elections, it was possible to quickly implement a fully trained and prepared Elections Call Centre within the short notice period for the election.

Key to ensuring that the Election Call Centre could operate effectively was the training provided by an Electoral Officer onsite at CSG's Coventry offices. Direct training on how to handle the specific nature of all first-tier enquiries was therefore provided to all Elections Call Centre staff, including managers on the 24 April 2019. This included a full suite of FAQ responses, call scripts and a basic overview of statutory election and electoral registration processes.

4.   Project Performance

4.1.   Overall Assessment

This review of the project to deliver the European Parliamentary elections within the London Borough of Barnet's voting area concludes that, despite the preceding uncertainty and short notice that they would go ahead, the elections on 23 May 2019 were delivered very successfully.

All the project's objectives (as set out at **3.1**) were met[4] and both polling day and the election count passed without major issues. The focus on preparatory activities (referred to at **3.2**), carried out and maintained prior to formal confirmation of the election going ahead, proved well founded and undoubtedly helped to ensure that the election project could start from a strong position.

Key to this positive assessment of the election project's performance is the following information:

- Overall turnout across Barnet was 42.5% which compares positively versus London-wide at 41.3% and UK-wide at 36.9%. Turnout in Barnet was also 2.7% higher than at the last EU Parliamentary elections, held in 2014 (when the election was combined with Barnet's Local Government elections).
- In Barnet at this election, 97,267 electors cast their vote – of this figure, 67,824 electors cast their votes in-person across Barnet's 156 polling stations and 29,442 voted by post[5].
- In an online survey of all of Barnet's election staff, conducted for this review, 96.2% of responders either *agreed* or *strongly agreed* that the overall experience for electors in Barnet was positive (i.e. electors could vote securely and privately and/or votes were counted accurately)

This information gives a clear indication that electors were able to cast their vote, in the way that they chose and confirms that there were no wide-spread issues that stopped eligible electors from either getting registered or casting their votes.

4.2.   Postal Voting

The most significant issue that had to be resolved during this election project was the need to urgently re-issue postal voting packs to all 198 postal voting electors that have a 'Signature Waiver' arrangement in place. Despite fully audited proofing processes being followed and recorded within Electoral Services to review the production of the postal voting packs (including electronic sign off of 'Live' proofs and personal visit by a team of four to the Print Supplier to randomly open and proof over 400 live postal vote packs before they were despatched), it was

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[4] Although 75% of allocated funding is provided from Cabinet Office in advance, the final claim for the election costs to be reimbursed (that goes to the Cabinet Office's 'Elections Claims Unit') to LB Barnet has yet to be submitted (deadline is 21 November 2019) and, based upon recent election claims, is unlikely to be finally settled until approx. mid 2020

[5] Turnout from 'In-Person' voters was 37.14% and turnout from Postal Voters was 63.50%

quickly reported, from an elector that had received their postal vote pack and had a Signature Waiver arrangement, that the corresponding ballot paper front was entirely blank (i.e. no candidates details had been printed upon it).

The Print Supplier quickly established that due to an IT issue at their production facilities, the ballot papers included in all 198 Signature Waiver postal vote packs were indeed blank. An immediate recovery process was agreed between the Print Supplier and Electoral Services whereby all 198 affected postal vote packs were re-printed and delivered to Barnet the following morning (Saturday 11 May 2019). Following this, Barnet election staff hand-delivered all re-printed postal voting packs (along with an explanatory letter) on that same day. All affected postal vote packs were therefore delivered within 24 hours of the issue being identified. Evidence from the postal vote opening and verification sessions, the election count and from contacts into Electoral Services shows that no electors were unable to vote due to this issue, or felt that they had been disadvantaged due to it occurring.

As outlined in **3.6** above, there were seven days of postal voting opening and verification sessions held at Hendon Town Hall. More than 2,000 Postal Votes were returned directly from polling stations on polling day, however, as the election count was being held on Sunday 26 May 2019, there was no requirement for an Opening and Verification session to be ongoing at the same time as the count commenced. All postal vote packs returned on polling day (including approx. 220 from Royal Mail at 9.30pm) were processed in a session held on Friday 24 May 2019.

To eliminate electoral fraud, postal voters must provide personal identifiers (their signature and date of birth), which are matched against those provided at the time of postal vote application. Trained 'PV Adjudicators' reviewed any identifiers that could not automatically be matched by the IT system and all rejections upheld by the PV Adjudicators were then reviewed again by Deputy Local Returning Officers with appropriate powers delegated to them by the LRO. At these elections, Barnet's DLRO's rejected a total of 932 postal vote packs due to missing and/or non-matching personal identifiers.

4.3.   Polling Day

Although contact was made with all polling places early in 2019 (to check availability 'should' any elections be held in spring or early summer), due to the short notice of this election, two polling places informed the LRO that they were not available, for reasons outside of their control, to be used. In response and following rapid review of all possible alternatives, two emergency Polling Venues were identified and used for these elections. The first was an additional portable office that was placed at the Mount Pleasant roundabout in East Barnet to replace the use of the New Bevan Baptist Church Hall. The second was a large temporary marquee that was erected on the public tennis courts at Princes Park in Golders Green instead of the hall at St Mary and Archangel Michael Coptic Orthodox Church Hall (this polling place houses three polling stations, a 'triple-station' polling place).

Despite all the short-notice planning for these locations being fully achieved, experienced Polling Station Inspectors were allocated to these venues from 6.30am to assist the Presiding officers in the initial set-up and opening of polling at 7am. According to feedback from the polling staff and senior visitors throughout the day, both polling venues were met with approval from electors (with the marquee actually being preferred to the usual venue by the majority of voters).

Across Barnet, polling stations and voting processes were managed and delivered by over 500 Polling Station staff. Following on from learning of recent elections, an increased number of 'reserve staff' were recruited to ensure that any staff that dropped out at late notice could be replaced quickly. As in previous elections, more experienced Presiding Officers were allocated to

preside at selected polling places that host two polling stations within a single hall. Over several elections, this has been proven to be a better allocation of available staff resource, as it reduces areas of duplicated work and allows an increase in poll clerks. This improves the performance of polling stations during busier voting periods and enables better management of staff breaks within these polling places.

Along with the scheduled visits of Polling Station Inspectors (who are allocated a specific group of polling places to oversee), the Local Returning Officer and Deputy LROs visited polling stations throughout the day. In addition, as agreed with the Borough Police 'SPOC'[6], police constables and PCSOs visited all polling places at least twice during the day.

As the count was not being held until Sunday 26 May, after the close of polling at 10pm, ballot boxes were returned by Presiding Officers to North London Business Park. Here they were checked in and then securely stored until being moved via a secure process to Allianz Park on the morning Sunday 26 May.

### 4.4.	Election Count

Following on from polling and the final postal vote opening and verification session at Hendon Town Hall, the Election Count held at Allianz Park from 9am on Sunday 26 May 2019 was conducted in a calm and efficient manner and no issues were encountered. Despite the very long ballot papers, the comprehensive staff training and logistical and security planning undertaken proved effective. All ballot papers were verified quickly and verification figures were submitted to London's RRO by 12:30pm. The nature of the count allowed for a lunch break to be given to all staff simultaneously and upon their return, the sort and count of ballot papers was commenced. To accommodate the processes designed for sorting and counting the long ballot paper, and as the count did not need to be structured across the borough's wards, a total of 18 count tables were used across three 'mini-count' areas, each overseen by a separate DLRO. All count processes proceeded efficiently and the provisional results from Barnet were transmitted to the London RRO at 6.10pm. The delivery of the count processes proved to be accurate, with a final ballot paper variance (total ballot papers verified versus total ballot papers counted) across the whole count being minus one (-1).

Although these results were 'provisionally' accepted by the RRO, electoral law specific to the European Parliamentary elections prohibits the declaration of even local results until 10pm, so a small core of staff were retained on-site, along with the LRO, until this time to complete the declaration and publication of Barnet's voting totals. The declaration of which candidates had been become London's MEPs was made by the RRO in City Hall shortly before midnight.

### 4.5.	Stakeholder Feedback

Whilst different elections naturally have varying levels of engagement from the general electorate, it was evident that the level of comment and enquiries received via social media during the run up to and on the day of the election was lower than at recent borough-wide elections. In addition, only 5 complaints were received from the residents, suggesting that 'customer' satisfaction with the conduct of the elections was very high.

Further to this, staff that worked on the election were also highly satisfied, with 99.2% of respondents to the all staff survey wanting to work on future elections in Barnet and 96.8% stating that they would recommend working on a Barnet election to their colleagues, friends and family.

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[6] Police 'Single Point of Contact' (SPOC)

5.   Key Lessons Learned and Recommendations

The key learning and recommendations from this Election Project are listed below. Whilst all the action points are designed to improve good practice at future scheduled elections, due to the current uncertain political landscape, a number require more urgent action to ensure that critical resources are available to enable the delivery of any short notice general election.

Barnet's Electoral Services have conducted reviews of all borough-wide elections delivered held since May 2012. The recommendations from these reviews are then carried forward to be actioned or to inform the work to plan and prepare for following elections. The review of Barnet's May 2018 Local Elections[7] contained 11 recommendations. All 11 recommendations were reviewed and implemented as part of the project plan for the June 2019 European Parliamentary elections.

5.1.   Election Venues

5.1.1.   As most council staff have now moved out of NLBP (and less of its space(s) are available to the council) – it is necessary to identify that alternative venues with adequate space and availability (at short notice) to accommodate some key election project activities. In particular; staff training (esp. for count training), short-term secure storage and project space.

5.1.2.   Despite having been contacted as part of the Nov/Dec 2018 'Interim Annual Review of Polling Places and Polling Districts' and included as part of pre-emptive communications sent to polling places in January 2019, two polling places only informed the project team that they could not be used for the May elections, once the election had formally been called.

However, Electoral Services should continue to conduct annual 'Interim Review of Polling Districts and Polling Places[8]' as has been the case since 2014. Taking an annual review to Constitution and General Purposes Committee does assist election preparations and helps to ensure that arrangements (and contact details) with the various organisations and groups from which polling places are hired are current and up to date.

5.1.3.   When it is available, Allianz Park should continue to be used to accommodate Barnet's borough-wide election counts. It has now proven over many elections to be an entirely suitable and comfortable venue for the delivery of the count activities on the scale required within Barnet.

However, there is an urgent need to identify suitable alternative count venues, and possibly alternative count arrangements (e.g. holding counts for different borough wards or Parliamentary constituencies in different venues), that can be used should Allianz Park not be available. This is a very real concern should a short-notice general election take place in October or November 2019. Whilst Electoral Services remains in ongoing communication with Allianz Park, there are a significant number of 'possible' election dates when the venue would not be available for use as an election count venue.

5.1.4.   Similar to the situation outlined above, there is also an urgent need to identify alternative polling preparation venues. For the past two elections in Barnet, this critical activity has been conducted in a secure area at the RAF Museum in Colindale. However, as with

[7] Taken to CGP Committee 22 Oct 2018: http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=174&MId=9502&Ver=4
[8] See GFC January 2019, Item 12 https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=174&MId=9503&Ver=4

Allianz Park, there are some specific time-periods within October and November 2019 when the venue cannot be made available for the purposes of election preparation.

5.1.5. Over the longer term, it is recommended that Electoral Services consider developing a 'portfolio' of suitable election venues across Barnet, that is refreshed on an annual basis, to mitigate the challenges of identifying and securing suitable venues to accommodate statutory election processes.

5.2. Election Staffing and Training

5.2.1. Over the past few elections, a small number of staff from within the Assurance Group have been seconded into the elections project and electoral registration teams. It has been of benefit as the experience and knowledge of these staff has grown, as they have become more effective within their seconded election roles. However, it will also pose a threat to the conduct of future elections should these specific staff not be available. It is therefore recommended that additional staff (likely from within Assurance, but also potentially the wider council) receive some preparatory training and briefing sessions on the activities required to deliver elections and the use of the 'Elections Management System' (EMS) software. In addition, arrangements to secure the availability of these additional staff should be put in place, so that future elections (especially those at short-notice) do not start from a position of weakness regarding election project and electoral registration staffing.

5.2.2. Outside of the core Elections Project Team, there are several key election roles that have been successfully delivered by individual members of Barnet (or partner org.) staff over a number of years. It is necessary to ensure that robust succession planning and knowledge sharing is in place to cover these key responsibilities. Should these regular members of staff not be available, either for a short-notice election or more long term for scheduled elections, there will be an additional pressure on the election being well delivered. Particular areas that should be reviewed immediately to ensure suitable contingency arrangements are in place include: Postal Vote Opening and Verification sessions, Logistics and Security and Elections IT Delivery and Support.

5.2.3. Although the count for the European Parliamentary elections required a number of relatively unique arrangements and processes, numerous benefits of having trained all count staff across all roles were evident. The consistency in the applied count processes and overall accuracy of the count demonstrated that the training had been effective and that staff were clear about the processes that they were delivering. It is recommended that full count training be delivered to all staff ahead of future borough-wide counts. It is also recommended that further training be given to all Table Supervisors and senior count roles, to improve the management of those elements beyond the actual process of counting ballot papers and votes (e.g. staff management, break management, use of count paperwork and IT, processes for doubtful ballot papers etc.).

5.3. Electoral Registration

5.3.1. It is recommended that the ERO should continue to send the Household Notification Letters (HNLs) in early spring (ahead of the most typical election period). The use of this 'confirmatory process' over the past three years, and especially the decision to go ahead with HNLs in March this year (before it was confirmed that the European elections would take place), has two significant benefits. Firstly, it improves the accuracy and completeness of the Register of Electors in the period immediately leading up to borough-wide elections and secondly, it reduces both the number of enquiries into, and

the workload upon, the electoral registration team during the extremely busy pre-election period[9]

5.4.   Proofing Processes

5.4.1.   Learning from the issue that affected Signature Waiver postal vote packs (detailed in **4.2**), it is recommended that Electoral Services engage with the contracted Print Supplier to understand the supplier's proofing processes more fully. In addition, the Electoral Services proofing process needs to have an additional step introduced, which ensures that a live check is made of each different type of postal vote pack during the pre-despatch, live proofing. This is likely to require that the Print Supplier (and any future print supplier) makes an explicit extraction of each type of postal vote to facilitate this and may incur some additional costs. For every other printed election item (e.g. poll cards, ballot papers etc.) a similar approach - ensuring that each different type of said item is checked - should also be introduced.

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[9] It is possible that the intended legislation to change the process of the annual canvass (known as 'Canvass Reform' and due to come into effect before the annual canvass in 2020) may have an impact upon this recommendation – this should be monitored by the ERO and Head of Electoral Services as the legislation is enacted.

Constitution and General Purposes Committee **7 October 2019**	

Title	**Constitution Review**
Report of	Monitoring Officer Head of Governance
Wards	Not Applicable
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A – Article 2 (Members of the Council) Appendix B – Article 3 (Residents and Public Participation) Appendix C – Article 7 (Committees, Forums, Working Groups and Partnerships) Appendix D – Full Council Procedure Rules
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.

BARNET
LONDON BOROUGH

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

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 Proposed
1.	Article 2 (Members of the Council); and Article 7 (Committees, Forums, Working Groups and Partnerships)	Section 2.3 (g); and Terms of Reference of Area Planning Committees Committee	Article 2 currently allows Members to call-in a planning application recommended for approval or refusal which affects their ward for determination by a planning committee. There is a risk that Members who have called-in a planning application may be perceived to have pre-determined position in relation to that application. It is therefore recommended that Members who have called-in a planning application do not sit on the committee which determines that application. Substitute Members can be utilised as required. The Member calling-in the application would be able to address the committee in accordance with the existing provisions in Section 2.3 (h) (Member Requests to Speak at Planning Committees).	Amend Article 2 and Article 7 to include the following wording: *"Members who have called-in a planning application should not sit on the committee which determines that application."*
2.	Full Council Procedure Rules	Section 1 (a)	Article 4, section 4.1 details that a function of Full Council is: Electing the Leader of the Council, the Mayor and Deputy Mayor Full Council Procedure Rules state that one of the matters to be determined at the Annual Council meeting is: Electing a Mayor and noting the appointment of the Deputy Mayor; The two sections are inconsistent. Appointment of the Deputy Mayor is a	Amend section 1 (a) of the Full Council Procedure Rules to: *(iii) Electing a Mayor and Deputy Mayor*

No.	Section	Reference	Issue Identified	Changes Proposed
			function of the Full Council and the Full Council Procedure Rules need to be amended accordingly.	
3.	Article 3 (Residents and Public Participation)		At the Committee meeting held on 9 April 2019 a resident submitted the following written public comment and addressed the Committee. A minute extract from the meeting is below: Mr Levy addressed the Committee, in relation to his public comment submitted below Constitution Review (Appendix B) "I have found that where the Chairman of a Residents Forum instructs an officer to provide information within 20 days (item 3.5), it is currently often unsatisfactory because; i) if information is not provided within 20 days, it can then be very protracted to obtain the information because then officers have no further deadline to fulfil; and if this provision is used to obtain a response or part response to a tabled question that was not provided in time for the printed response/meeting, then; ii) other interested residents will not see the response and will have to inquire separately to obtain the information;	Amend section 3.4 to add the following wording in bold italics: "…in the six months preceding the date of the forum. *An exception is that where the Chairman has agreed that an issue raised at a previous Forum meeting should be reported back with a detailed response in which case the resident who raised the original issue (or their nominated deputy) will be invited to address the Forum for up to 3 minutes."* 1. Having considered the issues the Chairman can take the following actions: • note the issue and take no action • instruct that an appropriate named officer contact the resident within 20 working days to provide an additional response *and that this response be published in the meeting documents available on the website*. • instruct that Ward Members are notified of the issue. • decide that the issue be referred to the next meeting of an Area Committee for consideration, subject to the issue being within the terms of reference of an Area Committee

No.	Section	Reference	Issue Identified	Changes Proposed
			iii) the resident loses the opportunity to address the Forum with the light of the deferred response until six months have elapsed, which may mean waiting for another 9-12 months. I am therefore seeking that the following text be considered for insertion into the Constitution, Appendix B, 3.5: 1. After "within 20 days to provide an additional response", add "; if this occurs or if an officer has undertaken to follow up with such full response, this response shall also be printed in the final draft and published minutes of that Forum, captioned as a NOTE, within the minuting of that agenda item" 2. At end of paragraph beginning "The Six Month rule", add "An exception is that where additional time following a Residents Forum is required to provide a full response to an issue tabled at a particular Forum, the same resident will promptly be advised that (s)he may speak for 3 minutes in response to that response at any subsequent Residents Forum for the same area within the six month period following the said Forum, or appoint another Barnet resident to do so, other than a Councillor, MP or Assembly Member. At least three	

No.	Section	Reference	Issue Identified	Changes Proposed
			working days' notice must be given of such intention to speak; the original issue and proceedings to date shall be appear in full in the agenda and noted as a deferred item; and the Chairman will determine the issue in the same manner as other issues at the Forum, see below, save that (s)he shall seek to avoid duplication within the six-month period." Following Mr Levy's representation, the Committee agreed that the proposal is referred to officers for consideration and that a report with proposed amendments is brought back to the next meeting of the Committee (Action: Head of Governance) Wording to give effect the amendments requested by the resident have been drafted and included in Article 3 for the Committee to review.	

4.	Article 3 (Residents and Public Participation)	Section 3.5	Under the current petition procedures detailed in Article 3, residents who present a petition to an Area Committee have up to five minutes to address the committee. This is inconsistent with other provisions for resident engagement namely: questions to committees (section 3.2); issues for residents' forums (section 3.4); and speaking at planning committees (section 3.6). Officers recommend that the time allowed for the lead petitioner to present a petition at an Area Committee is made consistent with the other provisions for resident engagement and be changed from five minutes to three minutes.	Amend section 3.5 as follows:	
				2,000 – 6,999 Signatures	Where the petition relates to the functions and responsibilities of an Area Committee it will be reported to the relevant Area Committee. Where the petition relates to the matters outside the functions and responsibilities outside of the remit of an Area Committee, the petition will be reported to the relevant Theme Committee. The Lead Petitioner will be given ~~five~~ **three** minutes to present the petition to the committee. Following the presentation the Chairman and Committee Members have an opportunity to ask the Lead Petitioner questions. After the debate the Committee will decide to: • Take no action • Refer the matter to a chief officer to provide a written respond to Lead Petitioner within 20 working days; or • Instruct an officer to prepare a report for a future meeting of the Committee on the issue(s) raised with a recommended course of action
5.	Article 2 (Members of the Council)	Section 2.3 (f) (Members Items for the Agenda)	In relation to Members Items which relate to requests for CIL funding from the Area Committee Budget any Member from within	Amend 2.3 (f) as follows: ~~Any Member, within the Area Committee constituency,~~	

			the Area Committee constituency can submit a funding request. A Member has raised concerns with this and asked whether the Constitution can be amended to only allow Councillors to apply for scheme with relate to their own wards. The Committee are requested to consider this proposal and the associated amendment to give effect to it.	*A Member* will be permitted to have one matter only (with no sub-items) on the agenda for an Area Committee where the Member is submitting a request for CIL funding to an Area Committee Budget *relating to their Ward*.
6.	Article 2 (Members of the Council)	Section 2.3 (e) (Member' Rights to Refer Matters to Parent Body)	Provisions exist to allow the Chairman or the Members of an Area Planning Committee to refer matters to the Planning Committee. Governance Officers have reported variations in practice across the three Area Planning Committees in this regard. In some cases, referrals are made before the voting process on the officers' recommendation commences and in others after. The Monitoring Officer has consulted with the Leader and Chairman of the Planning Committee on the voting procedure and both have agreed the voting procedure below: 1. Chairman asks Members to vote on the recommendation of the Planning Officer within the Report to Committee. No further discussion on the agenda item should now take place after the Chairman commences the voting process. 2. If the vote is in favour of the recommendation of the Planning Officer then the application is either approved or refused in accordance with the	Amend 2.3 (e) to as follows: The Chairman or three Members of an Area Planning Committee may refer an item to the Planning Committee for determination by indicating before the vote is taken that they wish to refer the item and providing reasons for the referral. *If there is a proposal to refer any matter to the Planning Committee the referral must take place before voting on the officers' recommendations commences.*

			recommendation.	
			3. If Members vote not to agree the recommendation of the Planning Officer then a Member should move the opposing resolution to approve/refuse the application, and this needs to be seconded.	
			The Member moving this resolution must provide reasons in the form of clear and relevant planning consideration(s). The Committee then vote on the motion.	
			4. In any situation where the mover of the motion opposing the recommendation of the Planning Officer is not able to provide a proper reason for the motion in the form of a relevant planning consideration or the Chairman is of the view that the reason given is not appropriate (with advice from the Lawyer present if required) or the Committee appear to be undecided with regard to voting on the motion then the Chairman should move that the matter be deferred to the next meeting for clarification.	
			The voting procedure above will be disseminated to all Members and Substitute Members on the four planning committees. The Constitution amendment proposed supplement the guidance and provide clarity on voting procedures in relation to referrals.	
7.	Article 3 (Residents and Public	New section 3.7 and renumber subsequent	A Member has raised concerns that recent changes to Article 3 might have an adverse impact on residents, community groups and	**Requests to speak on Assets of Community Value listings**

| Participation) | sections | asset owners when the Council decides requests to list Assets of Community Value (ACV) at the Community Leadership & Libraries Committee (or Sub-Committee). It has been proposed that rules which are similar to those for planning committees are put in place for determinations of ACV. The associated Constitution amendments have been drafted for consideration. | Requests to speak about an application to list an Asset of Community Value should be submitted to the relevant Governance Officer by 10am on the third working day prior to the meeting.

In addition to any Councillor and the Asset Owner (or their representative) two residents may speak. Such speakers shall be one for and one against the listing application unless there is no resident wishing to speak against the listing application in which case two residents may speak in favour of the listing, or no resident in favour in which case two residents may speak against the listing application.

At the meeting, each speaker will have a time period of up to 3 minutes to address the committee or sub-committee. Committee or sub-committee members will then have the opportunity to question the speaker. |

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 October 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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Article 2 – Members of the Council (Councillors)

2.1 Composition and eligibility

(a) **Composition:** The Council will comprise 63 Members, otherwise called Councillors. They will be elected by the voters of each Ward as defined by a scheme drawn up by the Local Government Commission and approved by the Secretary of State.

(b) **Eligibility:** Only registered voters of the Borough or those living or working there will be eligible to stand for the office of a Councillor.

2.2 Election and terms of office

The regular election of Members is held on the first Thursday in May every four years from 2002. The terms of office of Members will start on the fourth day after being elected and will finish on the fourth day after the date of the next regular election.

2.3 Roles and functions of all Members

(a) **Key roles**

- to participate constructively in the good government of the area;
- Contribute actively to the formation or scrutiny of the council's policies, budget, strategies and service delivery;
- to represent effectively the interests of the Ward for which he/she was elected and deal with their constituents' enquiries and representations.

(b) **Key tasks**

- fulfil the statutory and locally determined requirements of an elected Member of the Council including compliance with all relevant codes of conduct, and participation in those decisions and activities of the Full Council and its committees;
- participate in the area and service-based consultative processes with the community and with other organisations;
- represent the council to the community, and the community to the council, through the various forums available;
- develop and maintain a working knowledge of Barnet's services, activities and other factors which impact upon the community's wellbeing and identity;
- contribute constructively to open government and democratic renewal through active encouragement of the community to participate generally in the government of the area; and

- participate in the activities of any political group of which he/she is a member
- participate in training sessions made available to Members by the Council.

(c) **Access to Information**

- members will have such rights of access to such documents, information, land and buildings of the Council as are necessary for the proper discharge of their functions and in accordance with the law and officers will keep Ward Members informed of matters relating to their Ward
- Members will not make public information which is confidential or exempt without the consent of the Council or divulge information given in confidence to anyone other than a councillor or officer entitled to know it;
- "confidential" and "exempt" information are defined in the Access to Information Rules set out in Part 2 of this Constitution.

(d) **Special Responsibilities**

Some Members have special responsibilities, additional to those of other Members, including:
- The Leader of a political group;
- Chairman and Vice Chairman of a council committee;
- The Chairman of some other council body;
- The Lead Member for Children's Services.

(e) **Members' Rights to Refer Matters to Parent Body**

Unless the matter is urgent three members of a committee or sub-committee may refer a key decision (for definition see below) to Council or parent committee but any such reference must be requested before the decision on the matter is made by the committee. The reasons for the referral must be stated. In making the referral, the committee or sub-committee can make recommendations to Council or parent committee. Non-key decisions, Members' Items and reports to the Urgency Committee cannot be referred.

The Chairman or three Members of an Area Planning Committee may refer an item to the Planning Committee for determination by indicating before the vote is taken that they wish to refer the item and providing reasons for the referral. If there is a proposal to refer any matter to the Planning Committee the referral must take place before voting on the officers' recommendations commences.

A chairman of an area committee may refer applications to the area committee budget to the Environment Committee. The reasons for the referral must be stated. In making the referral, the chairman can make recommendations to Council or parent committee.

Key Decisions – a key decision is one which will result in the council incurring expenditure or savings of £500,000 or more, or is significant in terms of its effects on communities living or working in an area comprising two or more Wards.

(f)   **Members' Items for the Agenda**

A Member (including Members appointed as substitutes by Council) will be permitted to have one matter only (with no sub-items) on the agenda for a meeting of a committee or Sub-Committee on which s/he serves. The matter must be relevant to the terms of reference of the committee. This rule does not apply to 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.

The Head of Governance must receive written notice of a Member's Item, at least seven clear working days before the meeting.

The Lead Member for Children's Services is permitted to have one matter only (with no-sub items) on the agenda for a meeting of a Committee, Sub-Committee or Partnership Board on which s/he does not serve when that body is considering an item which relates to children and young people.

Any Member, within the Area Committee constituency, will be permitted to have one matter only (with no sub-items) on the agenda for an Area Committee where the Member is submitting a request for CIL funding to an Area Committee Budget. Members' Items for CIL funding Budget must be submitted 10 clear working days before the meeting. Items received after that time will only be dealt with at the meeting if the Chairman agrees they are urgent.

(g)   **Members Rights to Call-in Planning Applications**

Where an application is recommended for approval or refusal, Members have the right to 'call-in' an application which affects their ward for determination by a planning committee. A relevant planning consideration must be identified when calling-in the application. Members who have called-in a planning application should not sit on the committee which determines that application.

(h)   **Member Requests to Speak at Planning Committees**

Members may only address a planning committee on applications which affect their ward, unless they have a pecuniary interest in which case they are precluded. Members should give notice to the Chairman of the meeting of their intention to speak before the start of the meeting. Any Ward Member wishing to address the Committee shall

have up to 3 minutes. Members' rights to address planning committees are in addition to the rights of public speakers.

MPs and GLA Members from the borough and MPs, GLA Members and Members from neighbouring boroughs may request to address a planning committee on a matter which affects their constituency or ward. Notice should be given to the Chairman of the meeting before the start of the meeting. Any such Member would be allowed up to 3 minutes.

(i) **Members' rights to attend and speak at committees or sub-committees when they are not a Member of the committee.**

Councillors may attend any Council Committee or Sub-Committee, even when they are not appointed to them, but they cannot vote and should sit with members of the public.

Apart from planning committees (see above) and licensing committees councillors may speak at a meeting subject to giving notice to the Chairman of the meeting before the start of the meeting and the Chairman giving his or her consent. Any Councillor wishing to address the Committee or Sub-Committee shall have up to 3 minutes.

The Lead Member for Children's Services has a right to address a Committee, Sub-Committee or Partnership Board for up to three minutes when it is considering matters which relate children and young people, subject to giving notice to the Chairman of the meeting before the start of the meeting and the Chairman giving his or her consent

Members may remain for the private part of any committee meeting.

2.4 **Conduct**

Councillors will at all times observe their Code of Conduct, Members' Planning and Licensing Codes, and the Protocol on Member/Officer Relations set out in this Constitution.

2.5 **Allowances**

Councillors will be entitled to receive allowances in accordance with the Members' Allowances Scheme set out in this Constitution.

Article 3 – Residents and Public Participation

3.1 **Residents' Rights**

Residents have a number of rights. The following list is a general summary of rights in terms of information, the opportunity to participate and the ability to make complaints.

(a) (i) **Petition scheme.** Residents who are concerned about a Council service or a decision that is about to be made may send the Council a petition which shall be considered and responded to in accordance with the Petition Scheme as outlined below.

(b) **Information.** Residents have the right to:

(i) Attend meetings of the Council and its committees, except where confidential or exempt information is likely to be disclosed, and that part of the meeting is therefore held in private;

(ii) See agendas, reports and background papers, except where confidential or exempt information is likely to be disclosed, and any records of decisions made by the Council and its committees; and

(iii) Inspect the Council's accounts and make their views known to the external auditor.

(c) **Treatment.** Residents have the right to:
(i) Be treated with understanding and respect;
(ii) Have equal opportunity with other residents; and
(iii) Receive quality services provided to Best Value principles.

(d) **Public Engagement.** Residents have the right to ask questions and receive answers at committee meetings in accordance with the following rules. Residents can also raise issues at Residents Forum.

Residents can participate in Committee meetings as follows:

- By asking a public question
- By submitting a petition

3.2 **Questions to a Committee**

Questions must specify the item of business on the agenda which they relate to. Committee agendas are usually published on the Council's website five clear working days prior to the meeting. Residents should state their address when submitting questions. Questions may include a written comment. Each question is limited to 100 words.

Questions should be submitted to the relevant Governance Officer by 10am on the third working day prior to the meeting. Any questions submitted after this time will not be considered.

A resident may ask one question per agenda item. A maximum of two questions from residents may be asked per agenda item. These will be accepted in order of receipt. Any additional questions received will be not be accepted.

Written responses to public questions will be circulated to the questioner in advance or at the meeting. Residents can ask the committee chairman one supplementary question per question asked at the committee meeting, which will be answered without discussion. The supplementary question must be relevant to the original question put to the chairman.

Residents submitting questions are able to send a substitute to ask their supplementary question if they are unable to attend the committee meeting. The Governance Officer supporting the meeting should be made aware of this prior to the meeting commencing.

3.3   **Procedure for Questions at Committees**

At committee meetings a time period of up to 30 minutes is available for public questions in total. Supplementary questions will be asked in order of receipt.

Public questions are not permitted:

- If they don't relate to a substantive item on the agenda
- If they are defamatory, abusive or offensive.
- If submitted from Council employees or trade unions on employment matters; there are avenues available for these to be addressed via the Terms of Reference of the Constitution & General Purposes Committee.
- If they would result in the release of confidential information, or which may prejudice enforcement.
- If they relate to a matter where there is a right of appeal against any decision of the Council.
- If they have been submitted by someone who has been deemed to be subject to the Unreasonably Persistent Complainants Policy;
- If they are received from people who are not Barnet residents;
- At the Planning Committee and Area Planning Committees on Town and Country Planning applications (a separate procedure is detailed in section 3.6). Public questions are permitted at the Planning Committee on planning policy matters;
- If they relate to the making / confirmation of Tree Preservation Orders, as the procedure for making objections or representations is prescribed by the Town and Country Planning Act 1990 and the Town and Country Planning (Tree Preservation) (England) Regulations 2012.

The Chairman of the relevant Committee or Sub-Committee, in consultation with the Head of Governance, shall decide whether any particular question, comment or issue will be permitted.

3.4   **Issues for Residents Forum**

Issues must be received by the Governance Service by 10am on the fifth working day prior to the meeting for the item to be discussed at the Forum. Written responses to local matters will be provided by 5pm the working day before the Residents Forums take place. Residents should state their address when submitting a forum issue.

The Forum Chairman has the discretion to accept issues with less than five days' notice if they deem the matter to be urgent.   Responses to urgent matters will be responded to verbally by officers at the Forum meeting.

Councillors, MPs and Assembly Members are not permitted to submit items and questions for Residents Forum, but may be called on to comment on issues.   Such comments will be invited entirely at the discretion of the Residents Forum chairman.

The Six Month Rule shall apply whereby matters dealt with cannot be raised again within this period.   The Six Month Rule means that Residents Forum will not reconsider any issues discussed at a resident's forum or any decision taken by a committee in the six months preceding the date of the forum. An exception is that where the Chairman has agreed that an issue raised at a previous Forum meeting should be reported back with a detailed response in which case the resident who raised the original issue (or their nominated deputy) will be invited to address the Forum for up to 3 minutes.

The Residents Forum may also be a forum for certain consultations from   the Council as decided by the Chairman.

At Residents Forum issues will be considered in order of receipt.   Where a resident has submitted more than one issue, their second item or question will be considered after all other residents have presented their first item.   Issues will continue to be determined in this way until all issues have been considered.

The Chairman will determine issues in the following way:

1.   Residents will have the opportunity to address the Forum on for up to 3 minutes on the issue they have previously raised
2.   Chairman, Chief Officers or other relevant officers may respond to the issues raised
3.   Having considered the issues the Chairman can take the following actions:
    - note the issue and take no action
    - instruct that an appropriate named officer contact the resident within 20 working days to provide an additional response and that this response be published in the meeting documents available on the website.
    - instruct that Ward Members are notified of the issue.
    - decide that the issue be referred to the next meeting of an Area Committee for consideration, subject to the issue being within the terms of reference of an Area Committee

When determining issues in accordance with the options detailed above, the Chairman must give reasons for their decision.

3.5   **Petitions**

Petitions must have a minimum of 25 signatures and be relevant to the functions of the authority. The petition will be presented to the Governance Service who will forthwith present it to the relevant Director and/or the relevant Committee Chairman for information.

Petitions can either be submitted in hard copy to the Head of Governance or by using the authority's e-petitions facility. It is acceptable to combine paper petitions and e-petitions, providing the action the Council is being requested to take in the petitions are the same.

The address of the Head of Governance is as follows:
Head of Governance
London Borough of Barnet
2 Bristol Avenue
Colindale
London
NW9 4EW

The authority's e-petition facility can be found here:
https://barnet.moderngov.co.uk/mgEPetitionListDisplay.aspx?bcr=1

E-petitions submitted on external websites can be accepted by the council. However, petitions hosted on external websites will need to be submitted by the lead petitioner to the Head of Governance in order for the petition to be accepted.

Petition signatures must be from Barnet residents otherwise they will not count towards the overall signature total. Petitions signatories must provide addresses to enable them to be verified.

A petition will not be accepted if:
- it is vexatious or abusive;
- it relates to any enactment or statutory provision;
- it relates to a safeguarding matter;
- it does not contain the address of signatories;
- it relates to a named individual or could reveal the identity of a person;
- it does not relate to the functions of the council;
- it is not clear what it is asking the council to do;
- it deals with an issue that has previously been resolved;
- it is repetitive, vexatious, or requires action which is unlawful or for which another council procedure is available

The Head of Governance will make a ruling on whether or not to accept a petition, taking into consideration grounds for rejection as laid out above.

On such an occasion where a petition is rejected, the Head of Governance (or his/her representative) will write to the lead petitioner and explain the reasons for rejection.

Petitions relating to planning or licensing applications, appeals or reviews will be treated as letters of representation and will be dealt with by the relevant

service area and will be taken into consideration in dealing with the relevant application, appeal or review. For petitions falling within these categories, the reporting procedures below will not apply.

Petitions which have been submitted in response to a consultation process initiated by a specific committee should be reported back to that committee.

Petitions will be acknowledged within 10 working days. The acknowledgement will include information on how the petition will be progressed.

Petitions will be reported as follows:

Signatures	Forum and Procedure
0-24	No action required.
25 – 1,999 Signatures	The petition will be reported to Residents Forum to which the issue relates. Where the petition relates to a borough-wide issue, the matter will be reported to the Residents Forum for the constituency area in which the lead petitioner resides. The Lead Petitioner will be given three minutes to present the petition to the Forum. Following the presentation the Residents Forum Chairman will decide to: • Take no action; • Refer the matter to a chief officer to respond to within 20 working days; or • Refer the matter to the relevant Area Committee (if funding is required)
2,000 – 6,999 Signatures	Where the petition relates to the functions and responsibilities of an Area Committee it will be reported to the relevant Area Committee. Where the petition relates to the matters outside the functions and responsibilities outside of the remit of an Area Committee, the petition will be reported to the relevant Theme Committee. The Lead Petitioner will be given five three minutes to present the petition to the committee. Following the presentation the Chairman and Committee Members have an opportunity to ask the Lead Petitioner questions. After the debate the Committee will decide to:

	- Take no action - Refer the matter to a chief officer to provide a written respond to Lead Petitioner within 20 working days; or - Instruct an officer to prepare a report for a future meeting of the Committee on the issue(s) raised with a recommended course of action
7,000 plus Signatures	The petition will be considered by Full Council and the following process will be followed: - Lead Petitioner is given five minutes to present the petition; - Council Members have an opportunity to ask questions of the Lead Petitioner then debate the item. - The relevant Committee Chairman will respond to the issues raised in the petition and outline the decision route (if any) he/she proposes to take

Petitions are required to be received seven working days before the Residents Forum, relevant committee meeting or Full Council.

Any hard copy petition received will be published on the Council's website via the Council's e-petition facility and processed by the Council as documented in this section. Updates or responses to petitions will be published on the e-petitions section of the website once an officer has responded or a Forum, Committee or Full Council has received a petition.

3.6 **Requests to speak at Planning Committees**

Requests to speak about an application on the planning committee agenda should be submitted to the relevant Planning Case Officer by 10am on the third working day prior to the meeting.

In addition to any Councillor and the Applicant (or their representative) two residents may speak. Such speakers shall be one for and one against the application unless there is no resident wishing to speak for the application in which case two residents may speak against the application, or no resident in objection in which case two residents may speak in support of the application.

At the meeting, each speaker will have a time period of up to 3 minutes to address the committee. Committee members will then have the opportunity to question the speaker.

Where an application being considered by an Area Planning Committee is referred to the Planning Committee for determination, the speaking rights of members of the public who have registered to speak on the application or item will automatically transfer to the Planning Committee.

Speaking rights will also automatically transfer where an application has been deferred or adjourned to a future meeting of planning committee, but only if the speakers have not already addressed the committee on the deferred or adjourned item.

Public speaking arrangements do not apply to an item relating to the making / confirmation of a Tree Preservation Order as this would be contrary to the legislative procedure for making objections and/or representations.

3.7 Requests to speak on Assets of Community Value listings

Requests to speak about an application to list an Asset of Community Value should be submitted to the relevant Governance Officer by 10am on the third working day prior to the meeting.

In addition to any Councillor and the Asset Owner (or their representative) two residents may speak. Such speakers shall be one for and one against the listing application unless there is no resident wishing to speak against the listing application in which case two residents may speak in favour of the listing, or no resident in favour in which case two residents may speak against the listing application.

At the meeting, each speaker will have a time period of up to 3 minutes to address the committee or sub-committee. Committee or sub-committee members will then have the opportunity to question the speaker.

3.8 Complaints

Residents have the right to complain to:

(i)   the Council itself under its complaints scheme;
(ii)   the Local Government Ombudsman (after using the Council's own complaints scheme);
(iii)   the Monitoring Officer about a breach of the Members Code of Conduct.

3.9 Disorderly Conduct

If a member(s) of the public or press (or a Councillor) interrupts the proceedings at any meeting, the Mayor or Chairman may warn him/her. If s/he continues the interruption and a warning has previously been given, the Mayor or Chairman may order his/her removal from the meeting place. In the event that the meeting is disrupted the Mayor or the Chairman may adjourn the meeting and if required clear the public gallery. The meeting will then reconvene to consider the remaining business without the public.

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Article 7 – Committees, Forums, Working Groups and Partnerships

Committees

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

Sub-Committees and Working Groups

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

Appointment of Members to Committees

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

Local Strategic Partnership

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

7.5 Responsibility for Functions*

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

Terms of Reference of all Committees are set out below:

Body responsible	Functions	Membership

Policy and Resources Committee	(1) To be responsible for:
	
	• Strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget; Medium Term Financial Strategy; and Corporate Plan to Full Council
	
	• Finance including:
	   ➢ Treasury management Local taxation
	   ➢ Insurance
	   ➢ Corporate procurement
	   ➢ Grants
	   ➢ Writing-off debt
	   ➢ Virements
	   ➢ Effective use of resources
	
	• Procurement Forward Plan
	
	• Local Plans (except for matters reserved to Full Council)
	
	• Information Technology
	
	• Strategic Partnerships
	
	• Customer Services and Resident Engagement
	
	• Emergency Planning
	
	(2) To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.
	
	(3) Consider for approval budget and business plan of the Barnet Group Ltd.
	
	(4) 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.
		12
		
		Chairman, Vice Chairman, Members and substitutes to be appointed by Council.
		
		6 substitutes
		
		Quorum 3

| Financial Performance and Contracts Committee | (1) Responsible for the oversight and scrutiny of:

(a) the overall financial performance of the council

(b) the performance of services other than those which are the responsibility of the: Adults & Safeguarding Committee; Assets, Regeneration & Growth Committee; Children, Education & Safeguarding Committee; Community Leadership & Libraries Committee; Environment Committee; or Housing Committee

(c) the council's major strategic contracts including (but not limited to):

➤ Analysis of performance
➤ Contract variations
➤ Undertaking deep dives to review specific issues
➤ Monitoring the trading position and financial stability of external providers
➤ Making recommendations to the Policy & Resources Committee and/or theme committees on issues arising from the scrutiny of external providers

(2) At the request of the Policy & Resources Committee and/or theme committees consider matters relating to contract or supplier performance and other issues and making recommendations to the referring committee

(3) To consider any decisions of the West London Economic Prosperity Board which have been called in, in accordance with this Article. | 8

Chairman, Vice Chairman, Members and substitutes to be appointed by Council.

6 substitutes

Quorum 3 |

| Children, Education and Safeguarding Committee | (1) Responsibility for all matters relating to children, schools and education.

(2) To submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable.

(3) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.

(4) To receive reports on relevant performance information and risk on the services under the remit of the Committee.

(5) To receive and consider reports as appropriate from the Corporate Parenting Advisory Panel.

(6) Receive an annual report from the Lead Member for Children's Services (Chairman of Children, Education and Safeguarding Committee) covering key matters.

(7) Receive an annual report from the Safeguarding Children's Board.

(8) Determining arrangements for making nominations to the governing bodies of Local Authority administered schools.

(9) To recommend for approval fees and charges for those areas under the remit of the Committee. | 10

Chairman, Vice Chairman, Members and substitutes to be appointed by Council.

Requirement to have a Lead Member for Children's Services.

6 substitutes
Quorum 3 |

| Adults and Safeguarding Committee | (1) Responsibility for all matters relating to vulnerable adults, adult social care and leisure services.

(2) Work with partners on the Health and Well Being Board to ensure that social care, interventions are effectively and seamlessly joined up with public health and healthcare and promote the Health and Well Being Strategy and its associated sub strategies.

(3) To submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable.

(4) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.

(5) To receive reports on relevant performance information and risk on the services under the remit of the Committee.

(6) To recommend for approval fees and charges for those areas under the remit of the Committee. | 10

Chairman, Vice Chairman, Members and substitutes appointed by Council.

6 substitutes

Quorum 3 |

| Environment Committee | (1) Responsibility for all borough-wide or cross-constituency matters relating to the street scene including, parking, road safety, lighting, street cleaning, transport, waste, waterways, refuse, recycling, allotments, parks, trees, crematoria and mortuary, trading standards and environmental health.

(2) To submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable.

(3) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.

(4) To receive reports on relevant performance information and risk on the services under the remit of the Committee.

(5) To recommend for approval fees and charges for those areas under the remit of the Committee. | 10

Chairman, Vice Chairman, Members and substitutes appointed by Council.

6 substitutes

Quorum 3 |

Assets, Regeneration and Growth Committee	(1) Responsibility for regeneration strategy and oversee major regeneration schemes, asset management, employment strategy, business support and engagement. (2) To submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable. (3) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee. (4) To receive reports on relevant performance information and risk on the services under the remit of the Committee. (5) To recommend for approval fees and charges for those areas under the remit of the Committee.	10 Chairman, Vice Chairman, Members and substitutes appointed by Council. Committee to be made up in accordance with proportionality 6 substitutes Quorum 3
Housing Committee	(1) Responsibility for housing matters including housing strategy, homelessness, social housing and housing grants, commissioning of environmental health functions for private sector housing. (2) To submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable. (3) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.	10 Chairman, Vice Chairman, Members and substitutes appointed by Council. 6 substitutes Quorum 3

	(4) To receive reports on relevant performance information and risk on the services under the remit of the Committee. (5) To recommend for approval fees and charges for those areas under the remit of the Committee.	
Community Leadership & Libraries Committee	(1) Responsibility for libraries, culture, civic events, the mayoralty, community safety, registration and nationality service (2) To receive nominations and determine applications for buildings / land to be listed as an Asset of Community Value (Community Right to Bid) (3) To submit to the Policy and Resources Committee proposals on the Committee's budget for the following year in accordance with the budget timetable and make recommendations on issues relating to virements, underspends or overspends. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee. (4) To receive reports on relevant performance information and risk on the services under the remit of the Committee. (5) To recommend for approval fees and charges for those areas under the remit of the Committee.	10 Chairman, Vice Chairman, Members and substitutes appointed by Council. 6 substitutes Quorum 3
Community Leadership & Libraries Committee	(1) Responsibility for libraries, culture, civic events, the mayoralty, community safety, registration and nationality service and grants to the voluntary sector. (2) To receive nominations and determine applications for buildings / land to be listed as an Asset of Community Value (Community Right to Bid) (3) To submit to the Policy and Resources Committee proposals on the Committee's budget for the following year in accordance	10 Chairman, Vice Chairman, Members and substitutes appointed by Council. 6 substitutes Quorum 3

	with the budget timetable and make recommendations on issues relating to virements, underspends or overspends. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee. (4) To receive reports on relevant performance information and risk on the services under the remit of the Committee. (5) To recommend for approval fees and charges for those areas under the remit of the Committee.	
Community Leadership & Libraries Sub-Committee	To receive nominations and determine applications for buildings / land to be listed as an Asset of Community Value (Community Right to Bid) when there is no scheduled meeting of the full Committee which falls within the eight week statutory deadline for determining applications	3 Chairman, Vice-Chairman and Opposition Spokesperson Appointed by Community Leadership Committee 3 substitutes Quorum 2

Area Committees	In relation to the area covered:	7
Finchley & Golders Green;	1) Responsibility for all constituency specific matters relating to the street scene including parking, road safety, transport, allotments, parks and trees.	Chairman, Vice Chairman, Members and substitutes appointed by Council.
Chipping Barnet; and	2) Consider constituency specific matters as agreed with the Chairman.	One Member and one substitute member for each Ward.
Hendon	3) Consider matters relating to Town Centre regeneration and designating conservation areas.	Quorum 3
	4) Consider matters raised at Residents Forums and determine how they are to be taken forward, including whether to request a report for a future meeting, refer to an Officer and/or ward councillors.	
	5) Determine the allocation of Community Infrastructure Levy funding within the constituency up to a maximum of £25,000 per scheme / project in each case subject to sufficient of the budget allocated to the committee being unspent.	
Licensing Committee	(1) All policy matters relating to licensing, with licencing hearings concerning all licencing matters delegated to sub-committees.	11
		Chairman, Vice Chairman, Members
	(2) To recommend for approval fees and charges for those areas under the remit of the Committee.	No substitute members
		Quorum 3
Licensing Sub-Committees	All functions in relation to licensing as delegated by the Licensing Committee. Members appointed from the membership of the Licensing Committee	3
		Quorum 3
		Chairman appointed at each meeting of a Sub-Committee.

Audit Committee	To provide independent assurance of the adequacy of the risk management framework and the associated control environment, independent scrutiny of the authority's financial and non-financial performance to the extent that it affects the authority's exposure to risk and weakens the control environment, and to oversee the financial reporting process. Anti-Fraud Activity To monitor the effective development and operation of the Council's Corporate Anti-Fraud Team (CAFT). Regulatory Framework. To review any issue referred to it by the Chief Executive and to oversee the production of the authority's Annual Governance Statement and to recommend its adoption. Accounts To review and approve the annual statement of accounts and consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts. Annual Report The Audit Committee shall prepare a report to Full Council on annual basis on its activity and effectiveness. Treasury Management To review the implementation of the Treasury Management Strategy.	7 Chairman, Vice Chairman, Members and substitutes appointed by Council. The membership should also include two independent, non-voting Members with a period of appointment of four years. 6 substitutes Quorum 3
Planning Committee	To determine Applications for Planning Permission, including permissions in principle, made under the Town and Country Planning Act 1990 where the recommendation is for approval and the development: a. is within the categories which must be referred to the Mayor of London under the London Mayor Order;	11 Chairman, Vice Chairman, Members and substitutes appointed by Council. 10 substitutes Quorum 3

Article 7 – Committees, Forums, Working Groups and Partnerships

| | b. does not accord with the provisions of the Development Plan and, in the opinion of the Chief Planning Officer, constitutes a significant departure; or
c. is by or on behalf of the Council and, in the opinion of the relevant Chief Planning Officer], it is a significant development | |
| | | |

b. does not accord with the provisions of the Development Plan and, in the opinion of the Chief Planning Officer, constitutes a significant departure; or

c. is by or on behalf of the Council and, in the opinion of the relevant Chief Planning Officer], it is a significant development

The confirmation of Directions under Article 4 of the Town and Country Planning (General Permitted Development) Order 2015.

The confirmation of Town and Village Green Registration Applications under the Commons Act 2006, including considering the recommendations of a non-statutory inquiry chaired by an independent person.

Designating neighbourhood areas and neighbourhood forums for the purposes of neighbourhood planning.

Consider for approval and confirmation Neighbourhood Development Orders and Community Right to Build Orders.

Recommending the creation of Conservation Areas to Full Council

Consider approving Article 4 Directions for consultation

Take action under Part 8 of the Anti-Social Behaviour Act 2003 relating to high hedges

Any decision on an application that will result in the Council being liable for the payment of compensation, except where that compensation is as a result of an Article 4 Direction.

Any other planning application or planning matter referred to this Committee by relevant Chief Planning Officer acting in his or her discretion, after consultation with the Chairman.

Reports on all matters reserved to the Committee shall be made direct to the Committee and not through an Area Planning Committee.

	Any Planning Area Committee agenda item referred to this Committee for consideration and determination. To recommend for approval fees and charges for those areas under the remit of the Committee. To consider additions, deletions or amendments to the entries in the Council's Brownfield Land Register, including any referrals from the Area Planning Committees, and conduct any other functions related to the Brownfield Land Register.	
Area Planning Committees: Finchley & Golders Green; Chipping Barnet; and Hendon	To determine the following application types, except where they are referable under the Constitution to the Planning Committee: A. Applications for Planning Permission made under the Town and Country Planning Act 1990; B. Applications for Listed Building Consent made under the Planning (Listed Buildings and Conservation Areas) Act 1990; C. Applications for Consent to Display an Advertisement made under the Town and Country Planning (Control of Advertisements) (England) Regulations 2007; D. Applications for permissions in principle made under the Town and Country Planning Act 1990 and any application to add, delete or amend any entries in the Council's Brownfield Land Register" after the words "To determine the following application types, except where they are referable under the Constitution to the Planning Committee Where the recommendation is for: a. approval and there is significant local public objection (defined as 5 or more objectors who have objected in writing in	7 for each Committee One councillor representing each Ward 7 substitutes – one per Ward Quorum 3 **Chipping Barnet Area Planning Committee** Brunswick Park Coppetts East Barnet High Barnet Oakleigh Totteridge Underhill **Finchley and Golders Green Area Planning Committee**: Childs Hill East Finchley Finchley Church End, Garden Suburb Golders Green West Finchley Woodhouse **Hendon Area Planning Committee**

	response to a planning application)	Burnt Oak Colindale
	b. approval or refusal and there is a Councillor referral of an application which affects their Ward which that Member has 'called-in' to committee identifying a planning consideration. *Note: Members who have called-in a planning application should not sit on the committee which determines that application.* Any decision on an application that will result in the Council being liable for the payment of compensation, except where that compensation is as a result of an Article 4 Direction. Any other application or planning matter referred to this Committee by the relevant Chief Planning Officer acting in his or her discretion, after consultation with the Chairman. Applications to undertake treatment to trees included within a Tree Preservation Order Applications for a Hedgerow removal notice made under the Hedgerow Regulations 1997. Applications to demolish buildings on the Council's Local List.	Edgware Hale Hendon Mill Hill West Hendon
Constitution and General Purposes Committee	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. To consider and make recommendations to the Council on: (i) how it can satisfy the continuing duty to promote and maintain high standards of conduct by Members; (ii) on the Code of Conduct for Members; (iii) on ethical standards in general across the authority. To have responsibility for overseeing the Council's governance arrangements including:	7 Chairman, Vice Chairman, Members and substitutes appointed by Council. 6 substitutes Quorum 3

	• Electoral Services including: elections and electoral registration performance; and polling places and polling district boundaries	
	• Determine Members requests for non-committee information as specified in the Members Information Management Policy	
	• Endorsing the calendar of meetings prior to Council approval	
	• Health and Safety Strategy and Performance	
	• Member Development	
	• Staff matters generally (other than those within the remit of Chief Officer Appointment Panel) including: ➢ salaries and terms and conditions; ➢ approval of staffing restructures involving 20 or more employees; ➢ deciding on chief officer salary or severance packages over £100,000; ➢ approving the chief officer structure; ➢ pay and reward strategy; ➢ HR policies which go over and above statutory requirements; ➢ develop the annual pay policy statement for Full Council approval When considering a report on staffing matters, a representative of the trade unions may submit a request to speak which requires the consent of the Chairman, or be questioned by the Committee before a decision is made. Each representative will have up to 3 minutes to address the committee.	
Standards Committee	To investigate and determine allegations of a breach of the Code of Conduct for Members in the context of satisfying the Council's continuing duty to promote and maintain high standards of conduct for Members.	5 (2 Members each from the Administration and the Opposition, and an Independent Member Chairman) 2 substitutes each from the Administration and the Opposition. Quorum 3

Pension Fund Committee	To consider approval and act in accordance with statutory Pension Fund documents:	7
	• Statement of Investment Principles • Funding Strategy Statement • Governance Policy Statement • Pension Administration Strategy • Communication Policy Statement To review the above documents at least triennially, or more frequently if advised by the Chief Finance Officer of the need to do so To meet review and consider approval of the Pension Fund Statement of Accounts, income and expenditure and balance sheet or record of payments and receipts To receive and consider approval of the Pension Fund Annual Report. To appoint independent investment advisors. To appoint Pension Fund investment managers. To appoint Pension Fund actuaries. To appoint a performance management company. To appoint custodians. To review and challenge at least quarterly the Pension Fund investment managers' performance against the Statement of Investment Principles in general and investment performance benchmarks and targets in particular. One of these meetings to be the annual review, at which the representative from the council's performance management organisation attends to comment on the relative performance of the fund managers. To consider actuarial valuations and their impact on the Pension Fund.	Chairman, Vice Chairman, Members and substitutes appointed by Council. To invite a recognised representative from the trades unions and a representative from Middlesex University (the largest scheduled / admitted body) to committee meetings These representatives are appointed to advise the committee on behalf of the interests they represent, but are not to have any voting rights. Further invites to scheduled/admitted bodies to be decided by the chairman of the committee. 6 substitutes – 3 from each political group Quorum 3

Local Pension Board	The Board is responsible for assisting with: o securing compliance with Local Government Pension Scheme (LGPS) Government regulations and any other legislation relating to the governance and administration of the LGPS o securing compliance with the requirements imposed in relation to the PGPS by the Pensions Regulator. o such other matters that the LGPS regulations may specify Ensure the effective and efficient governance and administration of the LGPS for the LBB Pension Fund.	7 Members comprising: 3 employers side representatives (1 councillor and 2 employer representatives from an admitted body) 3 employee side representatives (1 active member and 2 deferred member) 1 independent member/advisor
Chief Officer Appointment Panel	To deal with Chief Officer Appointments, Discipline and Capability matters. Members comprise: Chairman – Leader of the Council Deputy Leader of the Council. One Administration Member Leader of the Opposition One Opposition Member	5 Chairman, Vice Chairman, Members and substitutes appointed by Council. One substitute from each political group Quorum 3
Health and Wellbeing Board	(1) To jointly assess the health and social care needs of the population with NHS commissioners, and use the findings of a Barnet Joint Strategic Needs Assessment (JSNA) to inform all relevant local strategies and policies across partnership. (2) To agree a Health and Wellbeing Strategy (HWBS) for Barnet taking into account the findings of the JSNA and strategically oversee its implementation to ensure that improved population outcomes are being delivered. (3) To work together to ensure the best fit between available resources to meet the health and social care needs of the whole population of Barnet, by both improving services for health and social care and helping people to move as close as possible	12 Chairman, Vice Chairman, Members and substitutes appointed by Council. Vice Chairman is Chair of Barnet CCG Governing Body Three Members of the Council Director of Public Health Strategic Director for Children & Young People Strategic Director for

		Adults, Communities & Health
	to a state of complete physical, mental and social wellbeing. Specific resources to be overseen include money for social care being allocated through the NHS; dedicated public health budgets; the Better Care Fund; and Section 75 partnership agreements between the NHS and the Council. (4) To provide collective leadership and enable shared decision making, ownership and accountability (5) To promote partnership and, as appropriate, integration, across all necessary areas, including joined-up commissioning plans and joined-up approach to securing external funding across the NHS, social care, voluntary and community sector and public health. (6) To explore partnership work across North Central London where appropriate. (5) Specific responsibilities for: • Overseeing public health and promoting prevention agenda across the partnership • Developing further health and social care integration.	Barnet Clinical Commissioning Group-Board members x 3 Barnet Clinical Commissioning Group-Chief Officer Barnet Healthwatch representative Barnet voluntary and community sector representative Independent Chair of the Adults and Children's Safeguarding Boards (Non-Voting Member) Each member may nominate a substitute if they cannot attend. Requirement for proportionality is waived and voting rights allowed to members other than Members of the Council. Quorum 3 The Quorum should consist of at least one Councillor and one health representative
Health and Wellbeing Board	(1) To jointly assess the health and social care needs of the population with NHS commissioners, and apply the findings of a Barnet joint strategic needs assessment (JSNA) to all relevant strategies and policies. (2) To agree a Health and Wellbeing Strategy (HWBS) for Barnet taking into account the findings of the JSNA and performance manage its implementation to ensure that	12 Chairman, Vice Chairman, Members and substitutes appointed by Council. Three Members of the Council

	improved outcomes are being delivered.	Director of Public Health
	(3) To work together to ensure the best fit between available resources to meet the health and social care needs of the population of Barnet (including children), by both improving services for health and social care and helping people to move as close as possible to a state of complete physical, mental and social wellbeing. Specific resources to be overseen include money for social care being allocated through the NHS; dedicated public health budgets; the Better Care Fund; and Section 75 partnership agreements between the NHS and the Council.	Strategic Director for Children & Young People
		Strategic Director for Adults, Communities & Health
		Barnet Clinical Commissioning Group- Board members x 3
		Barnet Clinical Commissioning Group- Chief Officer
	(4) To promote partnership and, as appropriate, integration, across all necessary areas, including the use of joined-up commissioning plans across the NHS, social care and public health. To explore partnership work across North Central London where appropriate.	Barnet Healthwatch representative
		Independent Chair of the Adults and Children's Safeguarding Boards (Non-Voting Member)
	(5) Specific responsibilities for: • Overseeing public health • Developing further health and social care integration.	NHS England
		Each member may nominate a substitute if they cannot attend.
		Requirement for proportionality is waived and voting rights allowed to members other than Members of the Council.
		Quorum 3

Health Overview and Scrutiny Committee	(1) To perform the overview and scrutiny role in relation to health issues which impact upon the residents of the London Borough of Barnet and the functions services and activities of the National Health Service and NHS bodies located within the London Borough of Barnet and in other areas. (2) To make reports and recommendations to Council, Health and Well Being Board, the Secretary of State for Health and/or other relevant authorities on health issues which affect or may affect the borough and its residents.	9 Chairman, Vice-Chairman, Members and substitutes to be appointed by Council
Urgency Committee	To consider any item of business which needs a decision as a matter of urgency and where a meeting of the relevant Committee is not scheduled to take place within the time period within which the decision is required.	3 Appointed by Council. Quorum 2
Residents Forums <u>Chipping Barnet Residents Forum</u> Underhill, High Barnet, East Barnet, Oakleigh, Brunswick Park, Coppetts and Totteridge Wards. <u>Hendon Residents Forum</u> Hale, Edgware, Burnt Oak, West Hendon, Colindale, Hendon and Mill Hill Wards <u>Finchley and Golders Green Residents Forum</u> Woodhouse, West Finchley, Finchley Church End, Garden Suburb, Golders Green, Childs Hill and East Finchley Wards	Residents Forums provide an opportunity for any resident to raise matters affecting the area except matters relating to licensing and planning applications.	A Chairman and Vice-Chairman of each appointed by the Council.

Local Strategic Partnership (Barnet Partnership Board)	A Local Strategic Partnership is an advisory committee which brings together the key public, private and voluntary organisations within the borough to identify and articulate the needs and aspirations of Barnet's local communities and to provide a forum to assist the Council by collectively reviewing and steering public resources, through identifying priorities in Sustainable Community Strategies	Leader of the Council Council representatives to be appointed by Annual Council Senior representatives from: - Met Police - Middlesex University - Barnet Clinical Commissioning Group - Community Barnet - Brent Cross Shopping Centre - Barnet and Southgate College - Job Centre Plus
Children's Partnership Board	Barnet's Children's Partnership Board brings together all services for children and young people in the borough, to focus on hearing the voice of children and young people and improving their outcomes. Senior representatives from partner organisations make up the Children's Partnership Board which keeps strategic oversight of the Barnet Children and Young People's Partnership Plan. Each organisation has agreed to be responsible for implementing this plan which will be monitored by the Board. The legal framework underpinning Barnet's Children's Partnership Board arrangements is the 'duty to cooperate' and improve the well-being of children across the Borough, set out in S10 of the Children Act 2004. The terms of reference and membership will be the subject of annual review to take account of local or national changes and developments. General Responsibilities and Functions The Children's Partnership Board is	The Board will be chaired by the Strategic Director for Children & Young People. Members are able to delegate a deputy of suitable authority if they are unable to attend, by agreement with the chairman. Current partners and members are: - LB Barnet – Lead Member for Children's Services; Strategic Director for Children & Young People; Public Health Strategy Consultant; Director, Joint Commissioning; Head of Joint Children's Commissioning Unit) - Barnet Clinical Commissioning Group (Board

	accountable for the following: • Ensuring the voice of children and young people is heard in Barnet • Developing and delivering the Children & Young People's Plan. • Ensuring that the collective resources of the partners are being used to the best effect to meet the priorities in the Children & Young People's Plan. • Resolving issues that block progress against the priorities. • Summary updates and signing off all agreed Plans and Strategies relating to Children and Young People in Barnet prior to presentation to executive groups (e.g. CELS, H&WBB) • Working with the Voluntary Sector in a particular approach to enable the best outcomes for children and young people This includes shared responsibility for: • Meeting the priorities in the Children & Young People's Plan • Jointly developing, delivering and resourcing strategies and action plans necessary to meet the priorities • Addressing barriers to meeting the priorities and to identifying future needs, including communication, information and data sharing • Keeping Children's workforce informed and involved, providing clear direction, development and training as necessary • Releasing staff to develop and attend network events • Clarifying and simplifying governance structures and decision-making • Ensuring that children, young people and families have a voice in decision making that affects them • Monitoring performance towards agreed outcomes and taking remedial action where necessary. • Building upon good practice and developing an evidence-based approach to what works. The partnerships remit includes the needs of all children and young people in Barnet under	Member, Children's Clinical Lead) • CommUnity Barnet (Chief Executive) • Barnet and Southgate College (Principal) • Metropolitan Police (Borough Commander) • Primary, Secondary and Special Schools (Representative headteachers from: Barnet primary schools; Barnet secondary schools; Barnet special schools) • Young Persons Representatives (Members of Barnet Youth Parliament x2) • Housing (Head of Strategy & Performance, Barnet Homes) • Multi-Faith Representative (Chair, Barnet Multi-Faith Forum) • Special Educational Needs and Disability (Assistant Director, SEND & Inclusion) • Parent / Carer Group Representative (Chair of the Parent Carer Forum) Quorum 5 – must include the following: • Chairman • At least one representative each of the Council and Barnet CCG • At least one representative of Barnet Police • At least one representative of

	the age of 19, young people up to the age of 25 leaving care and young people up to the age of 25 with disabilities and/or learning difficulties. These responsibilities include effective transition arrangements, where necessary. Roles and Responsibilities of Board Members All members of the Board are required to agree to undertake the following: • Attendance at all Board meetings (or representation provided by as senior replacement). • Members will be responsible for an effective two-way communication system whereby the decisions and aims of the Board are widely disseminated and relevant organisational issues from members' own agencies are communicated to the Board. • Provide leadership on strategic issues to members of the Board • Champion the objectives of the Children and Young People's Plan and ensure relevant activities within the plan are implemented by their organisation. • Contribute to the development of a strategic three to five-year vision Meetings will take every two months.	Public Health • At least one member representing the voluntary sector
Safer Communities Partnership Board	The Safer Communities Partnership Board (SCPB) is the inter-agency mechanism in Barnet to reduce crime and anti-social behaviour and reoffending and promote social cohesion. It acts as the Crime and Disorder Reduction Partnership as defined (and required) by the 1998 Crime and Disorder Act and subsequent amendments including the 2006 Police and Justice Act and the 2009 Policing and Crime Act. The SCPB operates within the constitutional requirements of Barnet Council, the Metropolitan Police and other partner agencies, who ensure that the Board's approaches to policy formulation and resource allocation are consistent with those	Meetings will be quarterly and a quorum will comprise four members provided this consists of: The Chairman (Barnet Councillor) and Vice Chairman (Metropolitan Police) At least one other representative each of the Council and the Metropolitan Police. Other current partners are:

	of the agencies concerned. It is a thematic subgroup of the Barnet Partnership Board which has overall strategic responsibility and has delegated to the SCPB the responsibility for delivering the Strong Safe Communities for Everyone theme of the Sustainable Community Strategy. It is taking forward one of the objectives in the strategy to develop an Integrated Offender Management system that brings together the different agencies involved in managing the punishment and rehabilitation of offenders in a much more efficient and joined up way, reducing the risks of reoffending and ensuring far more offenders complete their drug rehabilitation successfully. Barnet Safer Communities Partnership is an unincorporated body and therefore it does not have a legal personality. Its members work collectively within their own individual legal frameworks.	• London Probation Trust • National Probation Service • London Fire Brigade • Barnet Clinical Commissioning Group • MOPAC (Mayor's Office Policing/Crime) • Barnet Safer Neighbourhood Board • Middlesex University • North West London Magistrates' Court • Inclusion Barnet • Victim Support, North London Division • Department for Work and Pensions • CommUNITY Barnet

Substitute Members – Rules

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

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

Quorum – Rules

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

7.9   If the Chairman finds that a quorum of Members is not present at any time during the meeting, the Chairman must adjourn the meeting until such time as a quorum is returned.

Chairman of Meetings

7.10   If the Chairman is absent from a meeting the Vice-Chairman will take the Chair. If both are absent, the Head of Governance (or their representative) will open the meeting and he/she will seek nominations for the position of Chairman. A Chairman must be elected for the business of the meeting to be transacted.

7.11   Any procedural issues or challenges to the conduct of the meeting that arise during the course of a meeting shall be determined by the person presiding at the meeting.

Minutes

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

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

Urgent Business

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

7.15   The Chairman has the authority to agree to take urgent items not on the agenda. The Chair will consult with the Vice-Chairman and Opposition Spokesperson for the committee. The Chairman (with advice from the Monitoring Officer as appropriate) needs to be satisfied as to the need for urgency under the following criteria:
   i)   the item has arisen between the compilation of the agenda and the date of the meeting.
   ii)   the item requires an urgent decision in the public interest which cannot be dealt with by other means

7.16   In all cases the reason for the urgency shall be clearly stated and recorded in the minutes of the meeting and the urgent item will be taken as the Chairman may decide.

7.17   If a decision on an issue is required as a matter of urgency [and there is no meeting scheduled] and if time allows under the provisions of the Access to Information Rules then a Committee comprising of the Leader, the Deputy Leader, and the Leader of the Opposition will be called. The decision may be within the terms of reference of another committee, but this will not invalidate the decision as the arrangements to discharge the function in cases of urgency is through a committee comprising the three specified members. The Committee must consult with the Chairman of the relevant Committee.

Six Month Rule

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

Financial Performance and Contracts Committee Call-in Procedure

7.19   The following procedure applies after a decision has been made by the West London Economic Prosperity Board (a Joint Committee in accordance with section 102 of the Local Government Act 2000).

7.20   Paragraph 24.4 of the Function and Procedure rules of the West London Economic Prosperity Board read as follows

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

7.21   Where a decision is made by the Board the decision shall be published. Once the decision is published then it may be implemented on the expiry of 7 working days after publication unless 10 members of the Council wish to call it in.

7.22   The notice seeking to invoke the call-in procedure must be communicated to the Head of Governance who will then notify the West London Economic Prosperity Board.

7.23   A notice seeking to invoke the call-in procedure must state at least one of the following grounds in support of the request for a call-in of the decision:

(a) Inadequate consultation with stakeholders prior to the decision;
(b) The absence of adequate evidence on which to base the decision;
(c) The action is not proportionate to the desired outcome;
(d) A potential human rights challenge;
(e) Insufficient consideration of legal and financial advice;
(f) The decision is contrary to the policy framework, or contrary to, or not wholly in accordance with the budget framework of the Council;

7.24   A meeting of the Financial Performance and Contracts Committee (or Sub-Committee of the Committee created for this purpose), will be convened within 7 clear working days of the request for call-in.

7.25   The call-in procedure set out above shall not apply where the decision being taken by the West London Economic Prosperity Board is urgent. For the purposes of this call-in procedure a decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the West London Economic Prosperity Board and the interests of Barnet. Reports to the West London Economic Prosperity Board must state that the report is urgent and provide the reasons for urgency.

7.26   The Chairman of the Financial Performance and Contracts Committee must agree that the decision proposed should be treated as a matter of urgency

Suspension of business at Committee and Sub-Committee meetings

7.27   No business at any meeting of a Committee or Sub-Committee shall be transacted after 10pm and any business transacted after that time shall be null and void. At 10pm and without further debate the Chairman shall immediately put to the vote any motion or amendment, which has been formally moved and seconded.

7.28   At any meeting of the Council, Planning Committee and Area Planning Committees, the Mayor or Chairman at their sole discretion may extend the period for the transaction of business to 10.30pm. This will be recorded in the Committee's decisions.

Voting and Recording of Votes

7.29   The mode of voting at all meetings of the Council, its Committees, Sub-Committees or Working Groups shall be determined by a show of hands except where otherwise provided by law or in these standing orders.

7.30   In cases where a vote is taken, the minutes of the meeting should record the number of votes for and against the matter together with the number of abstentions.

7.31   The Chairman will always have the right to exercise a casting vote in the event of equality of voting on a motion or amendment,

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

Filming and Recording of Meetings

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

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Full Council Procedure Rules

Types of meetings

1. **ANNUAL MEETINGS OF THE COUNCIL**

   In a year when there is an ordinary election of Councillors, the annual meeting will take place within 21 days of the retirement of the outgoing councillors. In any other year, the annual meeting will take place in March, April or May. The matters to be considered at the Annual Meeting shall be

   (a) (i)   Apologies for absence
        (ii) Declarations of interest
        (iii) Electing a Mayor and ~~noting the appointment of the~~ Deputy Mayor;

   (b) Approve the minutes of the last meeting;

   (c) Receive official announcements;

   (d) Electing the Leader of the Council for the ensuing four year period;

   (e) Noting the appointment of the Deputy Leader of the Council;

   (f) Noting the appointment as Leader of the Opposition of the Leader of the largest political group other than the group of which the Leader of the Council is a member;

   (g) Appointing the Chairman, Vice Chairman and members of Committees, and other regulatory bodies and approving their respective terms of reference;

   (h) Agreeing the Scheme of Delegation or such part of it as the Constitution determines it is for Council to agree;

   (i) Appointing representatives to Outside Bodies unless the appointment has been delegated by the Council;

   (j) Reports from other Committees and Officers as required to in the proper discharge of functions delegated by Council.

2. **ORDINARY MEETINGS**

2.1 The matters to be considered at an Ordinary Council meeting shall be:

Part 1 - Statutory formalities/Announcements (15 minutes)

1. Apologies for absence

2. Elect a member to preside if the Mayor and Deputy Mayor are absent

3.   Prayer

4.   Declaration of interest

5.   Minutes of last meeting

6.   Official announcements

7.   Any business remaining from last meeting

8.   Agree the Council Calendar of meetings including for ordinary meetings of the Council

Part 2 - Question Time (30 minutes or until 7.45 p.m. whichever is longer)

9.   Questions to the Leader (and Committee Chairmen if he/she has delegated)

Part 3 - Statutory Council Business (60 minutes)

10.   Petitions for Debate (20 minutes). A petition organiser (up to 5 minutes) and Members responding (up to 15 minutes)

11.   Reports from the Leader
12.   Reports from Council Committees
13.   Reports of Officers
14.   Questions to Council Representatives on Outside Bodies

Break (15 minutes)

Part 4 – Business for Debate (45 minutes)

15.   Motions (45 minutes)

Discussion of up to two motions: At least one motion originating from the Opposition to be debated if submitted. The Opposition is the next largest political group after the ruling administration.

If there is more than one motion submitted, the Opposition motion debated will be determined by the Opposition, and the Administration motion will be determined by the Administration.

If more than two motions are submitted then these can be debated if time allows before 10pm at the end of the agenda and with the agreement of the Council. These motions, if any, will be taken in rotation between the Political Parties.

No business shall be transacted after 10 pm and any business transacted after that time shall be null and void, but that at any meeting of Full Council, the Mayor or person presiding as Chairman may with the agreement of Council extend the period for the

transaction of business to 10.30 pm.

3.   EXTRAORDINARY MEETINGS

3.1   The Mayor may call an Extraordinary Meeting of the Council at any time.

3.2   Five Members of the Council may also request the Mayor to call an Extraordinary Meeting. The meeting must be called within seven days of the notice being present to the Mayor, although there is no time limit by which the meeting must take place.

3.3   If the Mayor refuses, or does not call the meeting within seven days, any five Members may themselves call an Extraordinary Meeting.

3.4   The only business permitted at an extraordinary meeting is that which appears in the summons.

4.   BUDGET COUNCIL MEETINGS

4.1   The Council shall hold a Budget meeting at time, date and place fixed by the Council to approve the budget and Council Tax for the ensuing financial year. Only Parts 1 (Statutory Formalities/Announcements) and 3 (Statutory Council Business) will apply to the Budget meeting.

5.   ROLE OF MAYOR.

5.1   At the meeting of the Council, the Mayor, if present shall preside.

5.2   If the Mayor is absent from a meeting of the Council then the Deputy Mayor will preside.

5.3   If the Mayor and Deputy Mayor are absent from the meeting then another Councillor chosen by the Councillors present shall preside.

5.4   Any procedural issues or challenges to the conduct of the meeting that arise during the course of a meeting shall be determined by the Mayor (or other person presiding at the meeting)

5.5   The ruling of the Mayor or person presiding at the meeting concerning the interpretation or application of these procedure rules shall not be challenged at any meeting of the Council.

6.   VARIATION

The order of any business may be varied by the Mayor with the consent of Council.

7.   SUSPENSION OF PROCEDURE RULES

The Council at any of its meetings may suspend any procedure rule by a majority of the members of the Council present and voting.

8. VALIDITY OF MOTIONS, AMENDMENTS AND QUESTIONS

8.1 Every motion, amendment and question shall be relevant to matters within the Council's powers or duties or which affect the borough. The Mayor shall, if need be, give a ruling as to whether the Motion is relevant.

8.2 If the Head of Governance has any doubts about any motion, amendment or question for the agenda for reasons of propriety, he or she may refer it to the Mayor.

8.3 If the Mayor considers the motion, amendment or question to be vexatious, irrelevant, or otherwise improper, the Head of Governance will return it to the Member who submitted it. The Head of Governance will explain to the Member in writing why it will not be included on the agenda circulated for the meeting.

9. GENERAL PROVISIONS FOR MOTIONS AND AMENDMENTS

9.1 An amendment must be relevant to a Motion on the agenda and shall be to change the words (including deleting or adding words) but such changes must not merely have the effect of negating the Motion before the Council.

9.2 No member may submit more than one amendment to a particular Motion or report on the agenda.

9.3 A Member may amend a Motion or report by submitting the amendment in writing to the Head of Governance by 10.30am the working day before the meeting.

9.4 Amendments to items on the agenda will be e-mailed to Members and hard copies placed in the Group Rooms by midday of the day of the meeting.

10. MOTIONS AND AMENDMENTS WHICH MAY BE MOVED WITHOUT NOTICE

The following motions and amendments may be moved without notice to:

10.1 appoint a Chairman of the meeting;

10.2 question the accuracy of the minutes;

10.3 move that an item of business in the summons takes precedence;

10.4 appoint a committee (including its members, a Chairman and Vice-Chairman and members having related specified duties);

10.5 receive reports or adoption of recommendations of committees and officers and any

resolutions following on from them;

10.6   agree to hear oral representations;

10.7   give leave to withdraw a Motion;

10.8   extend the time limit for speeches;

10.9   move that "the question be now put" (to the vote);

10.10   move that "the debate be now adjourned";

10.11   move that "the Council do now adjourn";

10.12   exclude or to re-admit the press and public under section 100A(4) of the Local Government Act 1972;

10.13   move that a Member be not further heard or exclude them from the meeting;

11   DIVISION AND VOTING

11.1   Division bell

When the mover of an original Motion is called by the Mayor to speak in response to any debate or amendment, but not on the adoption of a committee report, the Head of Governance shall arrange for a bell to be rung.

12.   VOTING

12.1   All motions and amendments shall be determined by a show of hands In the event of an equality of voting the Mayor shall have the right to exercise a casting vote, in accordance with the provisions of the Local Government Act 1972.

12.2   Decisions shall be taken by a majority of those members present and voting except where specific provisions in this Constitution provide otherwise. Members must be seated in the Chamber when voting and while the vote is being recorded.

12.3   In cases where a vote is taken, the minutes of the meeting should record the number of votes for and against the matter together with the number of abstentions.

12.4   For the Council budget meeting the minutes shall reflect on how each Member present voted, on any decision relating to the budget or Council tax.

13.   VOTE TO BE RECORDED

13.1   If, immediately after a vote is taken, a member requests his or her vote to be recorded, the Head of Governance will record in the minutes whether that member:

(a)   cast his or her vote for or against the question; or

(b)   abstained from voting.

14.   DIVISION

14.1   If following a vote, ten members rise in their place and demand a formal division, the Head of Governance shall call over the names of all the members, and record and enter in the minutes those:

(a)   voting for or against the Motion or amendment;

(b)   abstaining from voting; and

(c)   absent from the meeting when the division was taken.

14.2   The voting at the division shall take the place of the voting indicated by a show of hands.

15.   VOTING ON APPOINTMENTS

15.1   Where more than two persons are nominated for any position to be filled by the Council, and there is no majority of votes in favour of one person, the name of the person having the least number of votes shall be deleted from the list. Further votes will then be taken on the same basis until a majority is given in favour of one person.

16.   QUESTION TIME

16.1   In part 2 of the meeting the Leader of the Council will answer questions from any member of the Council. The Leader may delegate the responsibility for answering to any Chairman of a relevant committee.

16.2   Questions will be put to the Leader in the order in which they are received by the Head of Governance, except that questions shall be ordered so that a question from one political group is followed by a question from another group until all groups have placed one question each. This sequence shall be maintained until all questions have been dealt with or the time limit for question time is reached.

16.3   Any Member wishing to ask a question must deliver by e-mail, to be received by the Head of Governance by 10.30am ten clear working days before the day of the meeting.

16.4   The Head of Governance shall keep a register recording the date and time the question was received. Any member of the Council may inspect the record.

16.5   The Leader may agree to answer a question of which notice has not been given, if it relates to urgent business and has been discussed with him/her before the meeting.

16.6   All questions must relate to the Council's powers or duties or matters that affect the borough or its residents.

16.7   Every question shall be put and answered without discussion.

16.8   An answer will take the form of a written reply circulated two working days before the meeting but the Mayor may allow further comment from the Leader or appropriate Committee Chairman. In the absence of the appropriate Chairman further comment may be allowed from the relevant Vice-Chairman.

16.9   One supplementary question and answer will be allowed on the same subject from the same members.

16.10 The time allowed for questions will be 30 minutes. At the end of that time the Mayor will allow an oral reply to a supplementary question commenced before the expiry of the time limit and then bring this part of the meeting to a close. The Mayor has the right to prevent any member asking or giving a protracted supplementary question or answer.

17.   GENERAL RULES THAT APPLY TO PARTS 3 AND 4 OF THE MEETING

Rules of Debate

17.1   The rules of debate at the meeting are as follows:

17.2   Each Motion will be dealt with in turn in the order set out on the agenda. The Business Item need not be seconded. The Member moving the Motion, or another member of that group, will open the debate. The Leader of each of the other groups, or another member of their group, will then have an opportunity to comment and at the end of the time allowed the Mayor will bring this part of the debate to an end, whether or not all those entitled have spoken or completed their speeches.

17.3   For reports of Committees, the Chairman of the relevant committee, or the Vice-Chairman in their absence, will move reception of the report and adoption of the recommendations. This report need not be seconded. The leader of each of the other groups, or another member of their group, will then have an opportunity to comment on the recommendation, and at the end of the time allowed the Mayor will bring this part of the debate to an end, whether or not all those entitled have spoken or completed their speeches.

17.4   Notified amendments may be moved by those speaking in the first part of the debate. After all the amendments have been debated the Motion will be debated. Then the Member, who opened the debate, or his / her nominee, has the right to respond.

17.5   At the end of debate the Mayor will put each amendment to the vote in turn. If an amendment is carried it alters the substantive Business Item.

17.6   The Mayor will then put the item to the vote.

Time for Debate

17.7   Each of the first speakers from each Group under Rule 20.2 may speak for a maximum of 5 minutes. All subsequent speakers will be limited to a maximum of 4 minutes. At the

end of that period of time the Mayor will bring that part of the meeting to a close, whether or not every member wishing or entitled to speak is speaking or has spoken, and whether or not all the business for that part of the meeting has been dealt with. The Mayor will then put the remaining items of business for that part of the meeting to the meeting in turn, and the Council will decide and if necessary vote on each of them without debate.

17.8 For all other items of business (e.g. reports of Committees or from Officers), each of the first two speakers may speak for a maximum of three minutes and all other speakers a maximum of two minutes.

17.9 The Mayor may at any time move that more time be allowed for a debate than is shown on the timetable, that an amendment, Motion or recommendation be put to the vote without further debate, or that the order of business be varied. This motion from the Mayor need not be seconded, and will be immediately put to the vote without debate.

17.10 The mover of an original Motion shall have a right of reply at the close of the debate on the Motion, immediately before it is put to the vote. If an amendment is moved, the mover of the original Motion has the right to respond or to accept the amendment.

Motions

17.11 Motions must consist of comments or requests addressed to the Council. They must address broad policy issues and relate to the Council's powers or duties or matters that substantially affect the Borough or its residents as opposed to matters of general national relevance which should not be debated.

17.12 Motions may not promote a policy initiative which has been rejected, or negate a policy initiative that has been agreed by Council or its committees in the six months before the meeting.

Members Motions

17.13 Any Member may put a Motion on the agenda for an ordinary meeting of the Council, except the meeting that deals with the Budget and Council Tax. The Motion must be delivered by e-mail, and received by the Head of Governance by 10.30am at least six clear working days before the day of the meeting. Any Motion delivered after 10:30am will be recorded as received on the next working day.

17.14 The Head of Governance shall keep a record of the date the notice was received and any member of the Council may inspect the record.

17.15 The Head of Governance shall set out in the summons for the meeting all Motions in order of receipt.

17.16 Once the Motion is on the agenda, any Member may move the Motion at the meeting. If the Motion is not moved it shall be treated as withdrawn, unless the Council agrees to postpone it.

17.17   If the proposer has specifically asked in his or her notice for the Motion to be voted on at that Council meeting it will be voted on without discussion.

18   RULES THAT APPLY TO PART 2 OF THE MEETING

Questions on Committee reports

18.1   A member may ask the Chairman of a Committee, or a member moving the reception of the report of the committee, any question on it whilst it is being considered. Notice of the question should be given to the Chairman, or any member moving the report, where practicable. Every question shall be put and answered without discussion. The person to whom a question has been put may decline to answer.

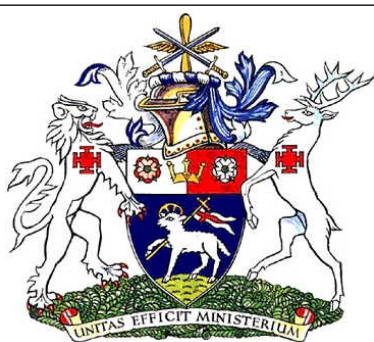### Questions to Council representatives on Outside Bodies

18.2   At an ordinary meeting, a member, who has given 10 clear working days written notice to the Head of Governance, may ask any question about the activities of a company or outside body to any member or officer who has been appointed or nominated to the outside body.

18.3   The member or officer may decline to answer if the question would disclose information about the outside body that has been communicated to him or her in confidence.

18.4   An answer may take the form of:
(a) an oral or written answer (officers will invariably give written answers); or
(b) a reference to a Council publication; or
(c) a holding reply where it is not possible to give an immediate response; a written response must be circulated to members when the information is available.

18.5   No discussion shall be permitted about any question or the reply to it.

18.6   Questions and answers will be recorded.

Public Questions to the Leader of the Council

18.7   Members of the public are permitted to submit written questions to the Leader in accordance with the following provisions:
 • Any question must be delivered in writing, including by e-mail, to be received by the Head of Governance by 10.30am ten clear working days before the day of the meeting. Any questions submitted after that time will not be considered,

 • The question should not relate to a matter previously considered by a committee and subject to the six month rule,

- The question should not relate to a matter that is within the remit of a committee, or be a matter best addressed by a committee. If this is the case, then the question should be directed to the appropriate committee.

- The question must not be in substance a question that has already been considered by the Leader in the preceding 6 months.

18.8 Every question will be answered in writing. The Leader may decline to answer a question in exceptional circumstances and should include the reason for not answering the question. Any questions not answered will be directed to the next relevant meeting of the themed committee.

Constitution and General Purposes Committee

7 October 2019

Title	**Member Development Programme 2018 – 2022**
Report of	Head of Governance
Wards	All Wards
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A – Delivered Sessions for Member Development Programme from October 2018 – date. Appendix Bi - Proposed Member Development Sessions for 2018-19 (Confirmed) Appendix Bii - Proposed Member Development Sessions 2019-20 (Planned) Appendix C - eLearning optional Sessions
Officer Contact Details	Faith Mwende, Governance Officer 020 8359 4917 faith.mwende@bbarnet.gov.uk

Summary

To support councillors to be effective in their various roles, it is essential that the Council has in place a comprehensive programme of briefings and other development activity.

At its meeting in March 2018, the now decommissioned General Functions Committee received a report on the Member Development Programme 2018 – 2022. The report provided the details for the post-election induction of new and returning Members and set out an overarching strategic framework of Member Development for the next administration.

Since the Local Elections in May 2018, the Governance Service has coordinated and rolled out a wider programme of development covering a variety of Councillor responsibilities. The details of the sessions completed to date are set out at Appendix A.

The Governance Service have also designed a rolling year-long programme of development sessions to ensure that Members are fully supported in their roles. The proposed sessions

have been informed by the feedback received following a Members' Training Needs Review and is set out at Appendix B and Appendix Bii. Further options eLearining session are set out in Appendix C.

Officers Recommendations

1. **That the Committee note the sessions delivered since October 2018 as set out in Appendix A and provide feedback on sessions delivered to date.**

2. **That the Committee note the schedule of proposed Member Development sessions as set out in Appendix B and Appendix Bii and comment accordingly.**

3. **That the Committee note the optional eLearning set out in Appendix C and comment accordingly**

4. **That the Committee note the Council's commitment to achieving charter status in accordance with the requirements of the Member Development Charter.**

1. WHY THIS REPORT IS NEEDED

1.1 Councillors are responsible for setting the overall policy direction of the Council and overseeing the delivery of a range of services, many of which are complex or have a statutory basis. Expectations of councillors by residents are high – they want their Council to deliver high quality services and respond quickly to changing demands all within ever increasing financial constraints. To be effective councillors need to be able to:

➢ Represent the views of their political party and constituents;
➢ Contribute to the good governance of the Council;
➢ Understand local government and the legal framework that it operates within; and
➢ Be knowledgeable about local policy, services and communities.

1.2 In addition to serving on Council and committees, councillors may also be appointed to a range of outside bodies which have their own governance arrangements (e.g. school governing bodies, community organisations, charities, trusts and companies, etc).

1.3 To ensure that councillors are best supported as possible in their various roles, a comprehensive Member Development Programme was developed and agreed by the General Functions Committee in March 2018. In accordance with the decision of the Committee, a comprehensive induction programme for new and returning Members was delivered following the local election in May 2018. Additionally, numerous development sessions and training opportunities have been provided (as detailed in Appendix A).

1.4 As detailed in the report to the General Functions Committee in March 2018 officers have been working towards having the Programme externally accredited via the Charter for Member Development. Officers recently met with

South East Employers, the organisation who support the accreditation process. Formal accreditation of Barnet's programme will begin in Autumn 2019 and Members and senior officer will be required to participate in this process.

1.5   Member buy-in for the Programme is essential in ensuring that it meets their training and development needs and supports them to be effective councillors. To ensure that the Programme is Member-led, a Member Development Steering Group has been established and met in July and September 2019. The membership of the Panel includes both Party Group Leaders, the Group Whips, Political Assistants and Member Development Champion (appointed by their respective Groups).

1.6   Following the July meeting, a Members' Training Needs Review was undertaken and the results have been used to inform the upcoming Member Development programme.

1.7   The purpose of the Member Development programme is to ensure:

➢ The sessions meet the training and development needs and supports them to be effective councillors
➢ There are clear expectations of Members in relation to training and development;
➢ Sessions are commissioned well in advance; and
➢ There is an understanding from Members about which sessions are mandatory, which are recommended and which are optional.

1.8   Officers have been exploring alternative delivery methods for development activity to ensure that there is a comprehensive range of development opportunities available in multiple formats. The Governance Services are identifying a number of external training opportunities and advertising these to all Members. Additionally, options for e-learning have been explored (as detailed in Appendix C) and the following are being progressed:

All Members have been registered for the Local Government Association (LGA) eLearning platform which is open to all councillors and funded by the Ministry of Housing, Communities and Local Government. Members will be advised of their log-in details and courses will be advertised; and All Members have also been set up on the Barnet e-learning platform which will enable the Council to develop bespoke training opportunities for Barnet Members as and when these are required.

1.9   Appendix A provides Members with an update of the sessions that have taken place from October 2018 to date, details the Members who have attended and notes whether the sessions were mandatory, recommended or optional. The document attached at Appendix B notes the list of sessions proposed to take place over the remainder of the 2019/20 Municipal Year. *Note: The Committee are requested to note that there are no formal sanctions available if Members do not attend sessions prescribed as mandatory other than via the Political Groups.*

2.   REASONS FOR RECOMMENDATIONS

2.1   To ensure that Members have appropriate knowledge and skills to discharge their roles of taking decisions and monitoring the Council's work.

3.   ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

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

4.   POST DECISION IMPLEMENTATION

4.1   Following Committee considering Appendix Bi and Appendix Bii, the Governance Service will commission internal and external sessions and deliver the Programme.

4.2   The Governance Service will provide all Members with their log in details for the LGA eLearning platform and details of the modules available will circulated. Options for the Barnet eLearning platform will be considered and modules commissioned accordingly. The Governance Service will provide support to Members to access eLearning.

4.3   Officers commence the accreditation for the Member Development Charter with progress being reported regularly to the Member Development Steering Group and this committee as appropriate.

5.   IMPLICATIONS OF DECISION

5.1   **Corporate Priorities and Performance**

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

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

5.2.1   As part of the Member Allowances budget, a proportion is available to support Member Development.

5.3   **Social Value**

5.3.1   N/A

5.4   **Legal and Constitutional References**

5.4.1   Council Constitution, Article 7 (Committees, Sub-Committees, Forums and

Working Groups and Partnerships) – the Constitution and General Purposes Committee has specific responsibility for Member Development.

5.5 Risk Management

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

5.6 Equalities and Diversity

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

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

5.7 Corporate Parenting

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

5.8 Consultation and Engagement

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

5.8 Insight

5.8.1 N/A

6. BACKGROUND PAPERS

6.1 General Functions Committee, 19 March 2018, Item 7 (Member Development Programme):
http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=174&MId=9287&Ver=4

6.2 Constitution & General Purposes Committee, 22 October 2018, Item 12 (Member Development Programme):
http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=174&MId=9502&Ver=4

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Appendix A

Member Development Sessions Undertaken since October 2018

Date	Treasury Management	Mandatory / Optional	Attendance List
16.10.18	Pension Fund	Optional	Cllrs Shooter, Finn, Marshal, Zinkin, Hutton and Moore
16.10.18	Media Training - MediaFirst	Optional	Cllrs Rajput, Stock, Thompstone, D Cohen
17.10.18	Member Briefing of CCGs	Recommended for All HOSC Comm.	Cllr A Cornelius, Duschinsky, Bokaei, Cooke, Don, Freedman, Hutton, Moore, Longstaff, Rawlings, Stock
23.10.18	Treasury Management	Mandatory for all new and returning Policy & Resources Committee and Audit Committee Members	Cllrs R Cornelius, Thomas, D Cohen, Houston, David, McGuirk, Mittra, Moore, Rawlings, Zinkin, Rozenberg, Hutton, Geraldine Chadwick [Audit Independent Member]
21.11.18	Prevent & Counter Terrorism	Recommended for All CLLC & Safer Communities Partnership Board Members	Cllrs Byers, Freedman, Moore, Rich, Teare, Hutton, Conway, Gurung, Duschinsky, A Cornelius, Cooke, Rawlings, Thompstone, Longstaff, Grocock.
26.11.18	Adults & Safeguarding (repeat session from June)	Recommended for all new & returning Adults & Safeguarding Committee Members (attendance being required of all Members by Group Leaders)	Cllrs Houston, Edwards, Moore, Rich, Roberts, Farrier, Williams, Naqvi, Stock, J Hart, Wardle, Zinkin, Rozenberg , Teare, Ryde, Longstaff, Weeden-Sanz, A Cornelius
29.11.18	Planning: The nature of Planning Permission	Optional for all members, but newer members particularly welcomed.	Cllrs M Cohen, Farrier, Ryde, Simberg, Bokaei, Fluss, Freedman, Grocock, Moore
06.12.18	Pensions and Lifetime Savings Association - Trustee Conference	External	Cllr Anne Hutton
18.12.18	Adults and Safeguarding Repeat Session	Mandatory for Committee Members	Cllrs Patel, Duschisnky, Coakley Webb, Conway, Zubairi, Schneiderman, Mittra, Hutton
22.1.19	Pension Fund Committee Training	Voluntary for Pension Fund Committee	Cllrs Shooter, Finn, Simberg, Hutton and Moore

4.2.19	Planning Enforcement	Mandatory for Planning Members	Cllrs Simberg, Hutton, Zubairi, Moore, Rawlings, Gurung, Duschinsky, Roberts, Farrier, Weeden-Sanz, Fluss
12.03.19	Scrutinising Council Performance	External	Cllr Hutton
26.3.19	Pension Fund Committee Training	triennial valuation	Cllrs Rich, Moore, Shooter, Marshall, Simberg
27.3.19	Planning	Optional, new planning Members especially welcomed	Cllrs Hutton, R Cornelius, Rawlings, Fluss, Richman
13.05.19	ARG & Local Plan Members Advisory Group	Optional	Cllrs Thomas, Prentice, Rozenberg, Zinkin, Houston, Cooke, Prager, Wardle, Edwards, Smith, Ryde, Roberts
30.05.19	Pensions Training: Assessing the performance of illiquid asset mandates	All Members Encouraged	Cllrs Zinkin, Hutton, Moore, Marshall, Finn, Rich
3.06.19	All Members briefing - Growth Strategy and Brent Cross Cricklewood	All Members Encouraged	Cllrs Ryde, Longstaff, Teare, Roberts
6.06.19	All Members briefing - Growth Strategy and Brent Cross Cricklewood	All Members Encouraged	Cllrs Zinkin, Mittra, Thomas, Ryde, Gurung, Hutton, Cooke, Grover, Houston
20.06.19	Government Scrutiny Guidance Symposium	Optional - External Conference	Cllr Hutton
20.06.19	Briefing for Area Committee Chairmen and Vice-Chairmen	Essential	Cllrs Don, Prentice, Grocock, Duschinsky
24.06.19	Planning for New Members	Essential for New Planning Members	Cllrs Teare, Narenthira
18.07.19	National health scrutiny and assurance conference	Optional - External Conference	Cllr A Hutton, Cllr Alison Moore
22.07.19	Civil Resilience Training	All Members Encouraged	Cllr Zinkin, Cllr Bokaei, Cllr Hart, Cllr Rawlings, Cllr Coakley-Webb, Cllr Richman, Cllr Teare, Cllr Moore, Cllr Zubairi, Cllr Sargeant, Cllr Simberg, Cllr D Cohen, Cllr Finn, Cllr Gordon, Cllr Edwards, Cllr Narenthira, Cllr Grocock, Cllr Prager, Cllr Fluss
23.07.19	Civil Resilience Training	All Members Encouraged	Cllr Ryde, Cllr Thompstone, Cllr M Cohen, Cllr Smith, Cllr Cornelius, Cllr Hutton, Cllr Roberts, Cllr Farrier, Cllr Wardle, Cllr Gurung, Cllr Conway, Cllr Don, Cllr Cooke, Cllr Thomas, Cllr Sowerby, Cllr Duschinsky, Cllr Williams, Cllr Freedman, Cllr A Cornelius, Cllr

23.07.19	Planning Enforcement	Mandatory for Planning Members	Byers, Cllr Grover, Cllr Cooper, Cllr Prentice
			Cllr Greenspan, Cllr Sowerby, Cllr Moore, Cllr Narenthira, Cllr M Cohen, Cllr Roberts, Cllr Williams, Cllr Cooper, Cllr Farrier, Cllr O-Macauley, Cllr Thompstone, Cllr Zinkin, Cllr Gurung, Cllr Cornelius, Cllr Bokaei, Cllr Duschinsky, Cllr Zubairi, Cllr Prentice, Cllr Richman, Cllr Don, Cllr Wardle, Cllr Fluss, Cllr Sargeant, Cllr Simberg, Cllr Prentice

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Member Learning and Development Programme

September 2019 – April 2020 (Confirmed Sessions)

Civil Resilience

Aim: Phase 1 already set out Local Authorities obligations under the Civil Contingencies Act and how Barnet meets these on a practical basis. Phase 2, will be facilitated by London Councils and will build on this and develop understanding of the role of Members in a Civil Emergency

Who for: Recommended for all Members who attended Phase 1
Date: Thursday 24 October or Tuesday 5 November (TBC)
Time: 7.00pm-9.00pm.
Location: Hendon Town Hall
Lead Officer: Head of Organisational Resilience

Scrutiny of Performance & Delivery of Strategic Business Partners

Aim: The session will provide members with clear understanding of their role in scrutinising council performance and its strategic delivery partners in committee settings. The session will include an explanation of performance management and its importance and discussion of the fundamental building blocks required in order to achieve the aim of improving outcomes for the public. It will be facilitated by Centre for Public Scrutiny.

Who for: Recommended for FPC and Audit Committee Members Optional for all other Members
Date: Thursday 14 November 2019
Time: 7.00pm-9:00pm.
Location: Hendon Town Hall
Lead officer: Head of Governance

Procedures and Decision-making

Aim: The session will provide an opportunity for Members to review and ensure they have full awareness of the legal and practical issues associated with decision-making processes. It will be facilitated by Monitoring Officer, Governance and Planning Officers. The session will assist members by helping them to ensure the lawfulness of decision-making

Who for: Mandatory for all Planning Committee Members and Substitutes
Date: Monday 18 November 2019
Time: 6.00pm-6:45pm.
Location: Hendon Town Hall
Lead Officer: Monitoring Officer and Service Director, Planning and Building Control

Barnet Child Friendly Cities & Communities Programme

Aim: The session will provide an overview of the Child Friendly Cities & Communities initiative in a global and UK wide context, an update on Barnet's Child Friendly programme and an example of leadership and partner roles within a Child's Rights context. It will be facilitated by Naomi Danquah, Child Friendly Cities & Communities Programme Director, UNICEF UK and Kerry Hodges, Voice of the Child Coordinator, Barnet Council.

The session aims to give leaders the information and guidance needed to drive a successful programme to become an internationally recognised Child Friendly Community, in line with our Family Friendly vision.

Who for: Recommended for all Members
Date: Thursday 28 November 2019.
Time: 6.00pm-7.00pm.
Location: Hendon Town Hall
Lead Officer: Voice of the Child Coordinator

The Essentials of Scrutiny Techniques and Questioning Skills

Aim: The session will provide members with a clear understanding of their role in scrutinising the council partner organisations and to develop confidence in developing effective questioning techniques. It will be facilitated by Centre for Public Scrutiny. The session will assist members by increasing their understanding and experience, improving individual member skills in the basic principles of scrutiny and their understanding of the value and benefits of effective Scrutiny. The session will also help members prepare for performance-based meetings, personal research and planning effective questioning, understand and practice different types of questioning techniques and how to develop themes and key lines of enquiry.

Who for: Recommended for all Members
Date: Tuesday 14 January 2020
Time: 7.00pm-9:00pm.
Location: Hendon Town Hall
Lead officer: Head of Governance

Housing Options and Homelessness

Aim: The session will provide an overview of the housing application process and allocation of properties to those in housing need including:

- Making a housing/homeless application
- Assessment process and eligibility criteria
- Priority bands on the Council's Housing Allocation Scheme
- Available supply of both temporary and longer term accommodation
- Regeneration and decanting
- Current and future challenges

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It will be facilitated by the Head of Housing Options and the Temporary Accommodation Service Manager. The session will assist members by helping them to understand the statutory process that constituents have to follow to make a housing application, the housing options available to them, including waiting times for different sizes of properties and the decanting process. Members will be better informed to advise constituents on the choices that they have and help manage expectations in the context of available supply.

Who for: Recommended for Housing Committee Members and optional for all Members
Dates: Tuesday 21 January or Monday 27 January 2020
Time: 7:00pm-8:30pm or 5:30pm–6:30pm
Location: Hendon Town Hall
Lead Officer: Head of Housing Options

Equality and Unconscious Bias

Aim: The session will provide a training on equality and diversity, delivered in two parts: training on unconscious facilitated by Laurelle Brown (GLA) and Public-Sector Equality Duty and Equality Act 2010 facilitated by Jessica Farmer, HB Public Law.

Unconscious Bias outcomes summary delegates will have enhanced:
- Knowledge of what unconscious bias is and how this manifests everyday life
- Knowledge of relevant psychological theory
- Knowledge of latest bias related statistics and research
- Understanding of the importance and value of challenging biases
- Awareness of the impact of unconscious bias on staff, service users and residents within the borough and how this can be addressed

The Public-Sector Equality Duty and Equality Act 2010, will provide an understanding of the Council's legal duties and what processes we have in place to fulfil our duty including Equality Impact Assessments preformed on all Council's key decisions and MTFS saving plans.

Who for: Recommended for all Members
Date: Thursday 5 December 2019
Time: 7:00pm-9:00pm
Location: Hendon Town Hall
Lead Officer: Director of Public Health and Prevention

Fraud Awareness

Aim: The session will provide an insight into the work of the Corporate Anti-Fraud Team in relation to Corporate Fraud, Tenancy Fraud and Concessionary Travel Fraud. It will cover the authority's responsibilities for investigating and prosecuting fraud and the necessity of protecting the public purse. It will be facilitated by Declan Khan, Head of Counter Fraud Operations. The session will assist members by helping them to understand the processes within an investigation and how to handle and transfer referrals to the Fraud Team.

Who for: Recommended for all Members
Date: Wednesday 5 February 2020
Time: 6:30pm–7:45pm
Location: Hendon Town Hall
Lead Officer: Head of Counter Fraud Operations

Member Learning and Development Programme

September 2019 – April 2020 (Planned Sessions – Dates TBC)

London Plan

Aim: The session will provide an update on the new emerging London Plan. Details on how it differs from the current Plan will be highlighted and advice provided on the weight to be attached to emerging policies in the determination of planning applications. It will be facilitated by Emma Watson (Head of Strategic Planning) and Nick Lynch (Planning Policy Manager). The session will assist members in the determination of planning applications.

Who for: Recommended for All Members
Date: TBC Week of 2nd – 9th Dec 2019
Time: 6.00pm-6:45pm.
Location: Hendon Town Hall
Lead Officer: Head of Strategic Planning

Planning Policy and the Local Plan

Aim: The session will provide an introduction to a new Local Plan for Barnet (which is being considered by P&R Committee at the meeting on 10 December). It will be facilitated by Emma Watson (Head of Strategic Planning) and Nick Lynch (Planning Policy Manager). The session will assist members to note the direction of new planning policy for Barnet in terms of growth and associated infrastructure along with the timeline for progressing the new Local Plan through to adoption.

Who for: Recommended for All Members
Date: 1st week of December 2019 TBC
Time: 6.00pm-6:45pm.
Location: Hendon Town Hall
Lead Officer: Head of Strategic Planning

Personal Safety for Councillors

Aim: This is an essential programme for councillors who lone work as part of their role and who want to be more aware of their personal safety. Designed to sit within any organisation's policy, the session is based on sensible advice and established good practice. The session will make participants more aware about the reasons why people can behave in negative ways, and explores practical ways to avoid situations becoming uncontrollable. It will be facilitated by Miranda Smythe from The Baikie-Wood Consultancy Ltd.

Who for: Recommended for All Members
Date: Tuesday 25 February 2020 - TBC
Time: 7.00pm-9:00pm.
Location: Hendon Town Hall
Lead Officer: Head of Governance

Being an Effective Councillor

Aim:

a) Dealing with difficult people (Conflict & Challenging Behaviour)

This short interactive seminar/course will heighten awareness, increase confidence and understanding in dealing with difficult people and support the development of skills and techniques to apply across different situations. During the seminar/course appropriate tools and exercises will be used to develop understanding and interpersonal skills while enjoying the opportunity to discuss, contribute and build upon shared experiences.

b) Resilience: having difficult conversations and delivering bad news

For all of us, life can sometimes present challenges when faced with difficult decisions and changing circumstances. Elected members carry additional demands as they play a critical leadership role in leading others through testing and challenging times. There are occasions when difficult conversations and giving bad news are unavoidable. Whether in a one-to-one situation or organisational wide, being the bearer of such news is when a leader's ability and character is truly tested. This half-day programme will heighten awareness of personal resilience and develop skills for meeting the needs of communities, organisations and individuals when having difficult conversations and delivering bad news. This will be an interactive session with plenty of opportunity for discussion, exploring and swapping ideas, obtaining advice and sharing experiences.

It will be facilitated by Jacqueline Mansell MA., BSc (Hons), CPsychol., FSET and Chartered FCIPD.

Who for: Recommended for All Members
Date: March 2020 - TBC
Time: 7.00pm-9:00pm.
Location: Hendon Town Hall
Lead Officer: Head of Governance

Being an effective 'critical friend': The importance of questioning skills

Aim: A key role for overview and scrutiny is to provide a 'critical friend' challenge to policy and decision makers, inside and outside the authority. This session is for overview and scrutiny Members who would like to improve their questioning skills, through honing their approach to preparing for scrutiny work and conducting it in practice. It covers questioning skills and techniques (and the importance of listening skills) and how best to apply them. Part of the programme is given over to an exercise to enable participants to practise these skills through an exercise, such as devising Key Lines of Enquiry for a forthcoming scrutiny topic.

Facilitated by Dave Burn, an independent consultant

Who for: Recommended for All Members
Date: March 2020 - TBC
Time: 7.00pm-9:00pm.
Location: Hendon Town Hall
Lead Officer: Head of Governance

Giving Effective Speeches & Presentations

Aim: A vital skill for both council officers and councillors is verbal communication, whether briefing individuals, small groups or speaking in public. As budgets become tighter this becomes ever more vital to help the public understand your message and ensure decisions are made with the right information. Many people feel a need to improve their confidence in giving verbal presentations or public speeches while others may enjoy it, but wish to build their skills in a supportive environment.

This seminar takes a highly practical approach and includes gentle practice to build confidence in presenting information to groups in a range of contexts. It will be facilitated by Dave Burn, an independent consultant

Who for: Recommended for All Members
Date: April 2020 - TBC
Time: 7.00pm-9:00pm.
Location: Hendon Town Hall
Lead Officer: Head of Governance

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e-Learning – Optional Sessions for All Members

LGA eLearning

As part of the LGA's commitment to supporting effective political leadership, and as part of our Highlighting Political Leadership offer, there is a dedicated e learning platform to assist councillors with their development. Based on our community leadership resources, the modules have been established to help support and develop councillors ensuring our local politicians are confident and capable; well-equipped and well-supported to make a difference, deliver and be trusted.

Website Access - https://lms.learningnexus.co.uk/ivy_lms/idxlms.htm

The following courses are available on the LGA eLearning portal as part of the Councillor Development e-Learning Modules:

1. Community engagement and leadership
2. Councillor induction
3. The Data Protection Act 2018 for Councillors
4. Commissioning of services
5. Equality, Diversity and Unconscious Bias
6. The Effective Ward Councillor
7. Facilitation and Conflict Resolution
8. Handling complaints for service improvement
9. An Introduction to Housing (Non-Audio)
10. An Overview of the Data Protection Act 1998 for Councillors
11. Influencing skills
12. Licensing and regulation
13. Planning
14. Police and crime panels
15. Scrutiny for councillors
16. Stress management and personal resilience
17. Supporting your constituents
18. Ethics in Business

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London Borough of Barnet Constitution and General Purpose Committee Work Programme
January 2020 – April 2020

BARNET
LONDON BOROUGH

Title of Report	Overview of decision	Report Of (officer)	Issue Type (Non key/Key/Urgent)
16 January 2020			
Constitution Review *Standing Item*	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
Compulsory review of polling districts, polling places and polling stations	To receive the findings of the annual review of polling districts and polling places for use at elections	Returning Officer Head of Electoral Services	Non-key
LGBCE - Electoral Review of the London Borough of Barnet Final warding arrangements	To receive a report on the final ward arrangements from the Local Government Boundary Commission for England.	Returning Officer Head of Electoral Services	Non-key
Annual Pay Policy Statement	To receive the annual review of the Council's pay policy statement together with any amendments.	Strategic HR Director	Non-key
Annual Report on Electoral Registration	To receive an Annual Report on Electoral Registration	Returning Officer Head of Electoral Services	Non-key
1 April 2020			
Constitution Review *Standing Item*	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

Title of Report	Overview of decision	Report Of (officer)	Issue Type (Non key/Key/Urgent)
Items to be allocated			
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 Strategic HR Director	Non-key
Recruitment and Retention Policy - Annual Review	To consider the use of recruitment and retention payments in line with the Recruitment and Retention Policy.	HR Strategic Director	Non-key
Information Management *As and when required*	To determine Member requests for non-committee information as specified in the Members' Information Management Policy	Director of Assurance Head of Assurance and Business Development	Non-key

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