

**Electoral Review  
of the  
London Borough of Barnet**

**Stage 1 – Council Size**  
**-DRAFT-**

Submission to the Local Government Boundary  
Commission for England

July 2018

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## 1. Introduction

- 1.1 The Local Government Boundary Commission for England (LGBCE) is undertaking a review of the London Borough of Barnet's electoral arrangements. This will be the first review of the ward boundaries in the borough since 1999.
- 1.2 The review examines and proposes new electoral arrangements for the whole local authority, and will take decisions upon:
  - The total number of councillors to be elected to the council - council size
  - The names, numbers and boundaries of wards
  - The number of councillors to be elected to represent each ward.
- 1.3 The statutory criteria that the LGBCE will apply when making its proposals and decisions are:
  - Electoral equality (a consistent number of electors per councillor)
  - Community identity (strong ward boundaries that reflect communities) and
  - Effective and convenient local government (coherent wards with good internal transport links).
- 1.4 The outcome of the review will be implemented in time to take effect at the May 2022 scheduled elections (i.e. these elections will elect councillors to the new wards for the first time).
- 1.5 The review was initiated in May 2018 and the preliminary stage of the review will determine the future council size. The provisional decision on council size by the Boundary Commission will then inform the next stage of the review, which will consider size and numbers of wards, ward boundaries and the number of councillors to represent each ward.
- 1.6 The Commission will form its view about the right council size for an authority by considering the three following areas:
  - The governance arrangements of the council and how it takes decisions across the broad range of its responsibilities
  - The council's scrutiny functions relating to its own decision making and the council's responsibilities to outside bodies
  - The representational role of councillors in the local community and how they engage with people, conduct casework and represent the council on local partner organisations.

## 2. Summary and recommendations

- 2.1 The council considers 63 to be the optimum number of councillors required to ensure effective governance and scrutiny for the authority. Based upon the current electorate this number also offers an electoral ratio that enables councillors to offer fair representation to their Ward constituents.
- 2.2 The council has carefully considered the various factors outlined in the Boundary Commission's guidance documents to determine this recommendation.
- 2.3 Before reaching this conclusion the council also considered the impact of increasing the number of councillors to 66. An increase to 66 would improve the level of representation for electors and residents as the population grows, and may give members more opportunity to work on scrutiny. However, on other factors around cost, governance and oversight we do not see evidence to suggest an increase is necessary.

- 2.4 Barnet is a well-run and effective council, with good engagement by members who play a full and active role as local representatives. We have strong governance and scrutiny and members are central to delivering this good governance.
- 2.5 In coming to its recommendation, the council has assumed that overall governance arrangements will remain largely the same as they are shown to be working well. While members work hard to deliver in their roles, the council has shown it works effectively with 63 members. This view is supported by both political groups represented on the council.
- 2.6 Barnet's full electorate as at 1 December 2017 was 257,831 (excluding overseas electors) and this equates to an electoral ratio of 4093 electors for each councillor in 2018. The electorate is forecast to grow to 276,720 by 2024 and equate to an electorate ratio of 4392 per councillor.
- 2.7 This increase in the number of electors up to 2024 has been forecasted utilising the Local Government Boundary Commission's preferred forecasted methodology, the Greater London Authority's (GLA) population growth forecasts (accessed through Barnet's Joint Strategic Needs Assessment<sup>1</sup>) and also takes into account planned housing development, as well as planned and statutory activities to ensure that the borough's register of electors is as complete and accurate as possible (see 5.6 for the electoral forecast methodology).
- 2.8 Barnet's current estimated total population, as opposed to just registered electors, is 389,400 (GLA) and councillors represent approximately 6180 ward constituents each. Based upon the GLA's data, Barnet's population will grow by just over 6.8% (to 416,035) over the next five years and councillors would then represent approximately 6604 Ward constituents each by 2024.

### **3. London Borough of Barnet Profile**

- 3.1 Our overall purpose as a council is to work together for residents and businesses, to ensure successful places, great outcomes, quality services, and resilient communities.
- 3.2 Barnet is an ambitious council that aspires to deliver excellent modern services to residents at the best possible value to the tax payer. The diverse borough has some of the best primary and secondary schools in the country. Our focus is on reaching the best outcomes for our residents and working with a range of public, private, and voluntary sector organisations to achieve this. We will always support our vulnerable residents and will target our resources at those most in need, whilst ensuring that everyone can benefit from the opportunities that growth and investment will bring to the borough. Our aim is to support residents to stay independent for as long as possible. This means equipping residents with the skills to help themselves and intervening early to address and respond to issues as they arise.
- 3.3 The London Borough of Barnet is a leafy suburban borough in North London. It is the largest London borough by population with 389,400 inhabitants and covers an area of 86.74 square kilometres (33 sq mi), the fourth highest. It has over 200 parks and open spaces, and a comprehensive regeneration programme with 7 major regeneration schemes currently transforming the borough. The borough is made up of suburban residential areas and 20 traditional town centres, including a major retail location at Brent Cross.

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<sup>1</sup> Barnet Joint Strategic Needs Assessment – 2017/18 <https://www.barnet.gov.uk/jsna-home>

- 3.4 Barnet has high levels of car ownership as well as high levels of public transport usage. Many of Barnet's residents travel to work in central London and use the radial underground services of the Northern and Piccadilly lines as well as Network Rail services. A new station on Thameslink at Brent Cross West by 2022 will increase accessibility to and from Central London.
- 3.5 Changing demographics and a growing population - particularly among the very young and the very old - continues to put pressure on local public services. The council operates on a sound financial footing, despite continued reductions to our budget and an ever-increasing demand for services. And with the highest population of any London borough – currently estimated at 389,400 - this is a great achievement.
- 3.6 As we continue to reduce the day to day running costs of the council to make savings, we are investing heavily in the future infrastructure of the borough. As well as building new housing, leisure centres, schools and community buildings, the council is also investing in improvements to our pavements and roads and our green spaces. The council's regeneration programme will see £6bn of private sector investment over the next 25 years, which will create around 20,000 new homes, up to 30,000 new jobs and additional income for the council. The schemes at Colindale, Stone Grove, West Hendon and Dollis Valley are well on the way to completion whilst plans are well advanced at Brent Cross to modernise the shopping centre and build new homes.
- 3.7 A significant socio-economic shift since the last review of the borough's ward boundaries in 1999 has been the growth and development of the internet and online communication. In 1999, only about 13% of households had internet access, while 44% had access to mobile phones, most of which sent and received calls and SMS messages only. Today upwards of 90% of households have access to the internet at home while 95% have smartphones with access to the internet and email.
- 3.8 To deliver our priorities we use the principles of Fairness, Responsibility and Opportunity which are the centre of our whole approach. These principles are underpinned by a commitment to continual improvement in our customer services and to be as transparent as possible with the information we hold and our decision-making. Our staff are also a core part of how we deliver our services and priorities, and achieve our outcomes here at Barnet. A set of values are in place that guide the way we work with partners and customers - whether we are commissioning services or delivering them on the front line, our values are at the heart of what we do:
- We care - about Barnet, its people and businesses, and those we work with
  - We can be trusted - we are open, honest, act with integrity, and are dependable
  - We work together - we actively listen, respond, collaborate and share ideas to achieve the best outcomes with residents, businesses and colleagues
  - We embrace change and innovation - we continually ask what we can do better, or differently. We encourage creativity and value ideas. We will celebrate our success and learn from mistakes.
  - We value diversity - we value different perspectives, individuality and treat everyone with respect. We will always strive to ensure the organisation embraces the richness of our community.

## Councils partnership arrangements

3.9 We work with several external partners who provide services on our behalf:

- Barnet Group (Barnet Homes) - a local authority trading company, owned by Barnet Council, which - delivers full housing services across 15,000 homes and homelessness services to the whole of the borough
- Customer and Support Group (CSG) - provides services that include Finance, IT, Procurement, Insight, Customer Services, HR (including payroll and pension), Revenues and Benefits, Estates and Health and Safety
- Re - a joint venture between the council and Capita which provides development and regulatory services (DRS) to residents in Barnet and the South East. This venture is currently under review.
- Cambridge Education (Education and Skills) - provides services in four key areas that include School Improvement, Education Partnerships and Commercial Services, Special Educational Needs and Inclusion and Post-16 Education
- HB Public Law - joint legal service launched by Barnet and Harrow councils.

## 4 Population growth

- 4.1 The population growth forecasts used for this Electoral Review are taken from the London Borough of Barnet's Borough Preferred Option (BPO) projection<sup>2</sup>, which are based upon the Greater London Authority (GLA) Intelligence Unit's annually updated Housing Led projection. The Barnet BPO projection incorporates the latest 5-year housing trajectory data, produced by the borough's planning and development service (Re).
- 4.2 The GLA Intelligence Unit's annually updated population projections<sup>3</sup> are accepted and utilised by all London Local Authorities. The projections are similar to the ONS projections, but also take account of development information provided by the London boroughs as well as other intelligence about the authorities.
- 4.3 The BPO population forecasts have proved to have a good level of accuracy in recent years and Barnet has an ongoing reliance upon them for the planning of many services such as; provision of school places, demand for Adults and Children's social care services, Health and Wellbeing Service provision and Special Educational Needs planning.
- 4.4 The 'Delivering for Barnet' programme of regeneration and development is taking place across the borough over the next 15 years. Barnet's housing trajectory enables all major developments of 10+ units to be taken into account when forecasting the distribution of growth in the borough within individual wards and polling districts.
- 4.5 Barnet is the largest borough in London by population and is continuing to grow. The BPO population projection forecasts that Barnet's population will increase by a further 6.8% between 2017 and 2024, taking the number of residents to 416,035 (see Table 1).

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<sup>2</sup> <https://files.datapress.com/barnet/dataset/borough-preferred-option-projection-reports/2017-05-15T15:31:48.70/Borough%20Preferred%20Option%20FAQ.pdf>

<sup>3</sup> <https://data.gov.uk/dataset/9c43750a-1350-4207-9b47-f089ae2626b4/gla-population-and-household-projections>

**Table 1: Barnet population growth forecast from 2017 to 2024**

Year	Total Population	% Growth (compared to 2017)
2017	389,400	-0-
2018	394,900	1.3
2019	400,645	2.9
2020	404,916	4.0
2021	408,659	4.9
2022	411,875	5.8
2023	414,480	6.4
2024	416,035	6.8

Source: Greater London Authority<sup>4</sup>, Borough Preferred Option population projections, 2018.

- 4.6 Over the next 6 years, the highest rates of population growth are forecast to occur in areas of redevelopment in the west of the Borough, with 89% growth in Colindale, 28.7% in Mill Hill, 13.8% in West Hendon, 12.7% in Edgware and 12.1% in Golders Green.

**Table 2: Barnet population\* forecast growth by ward, from 2017 to 2024**

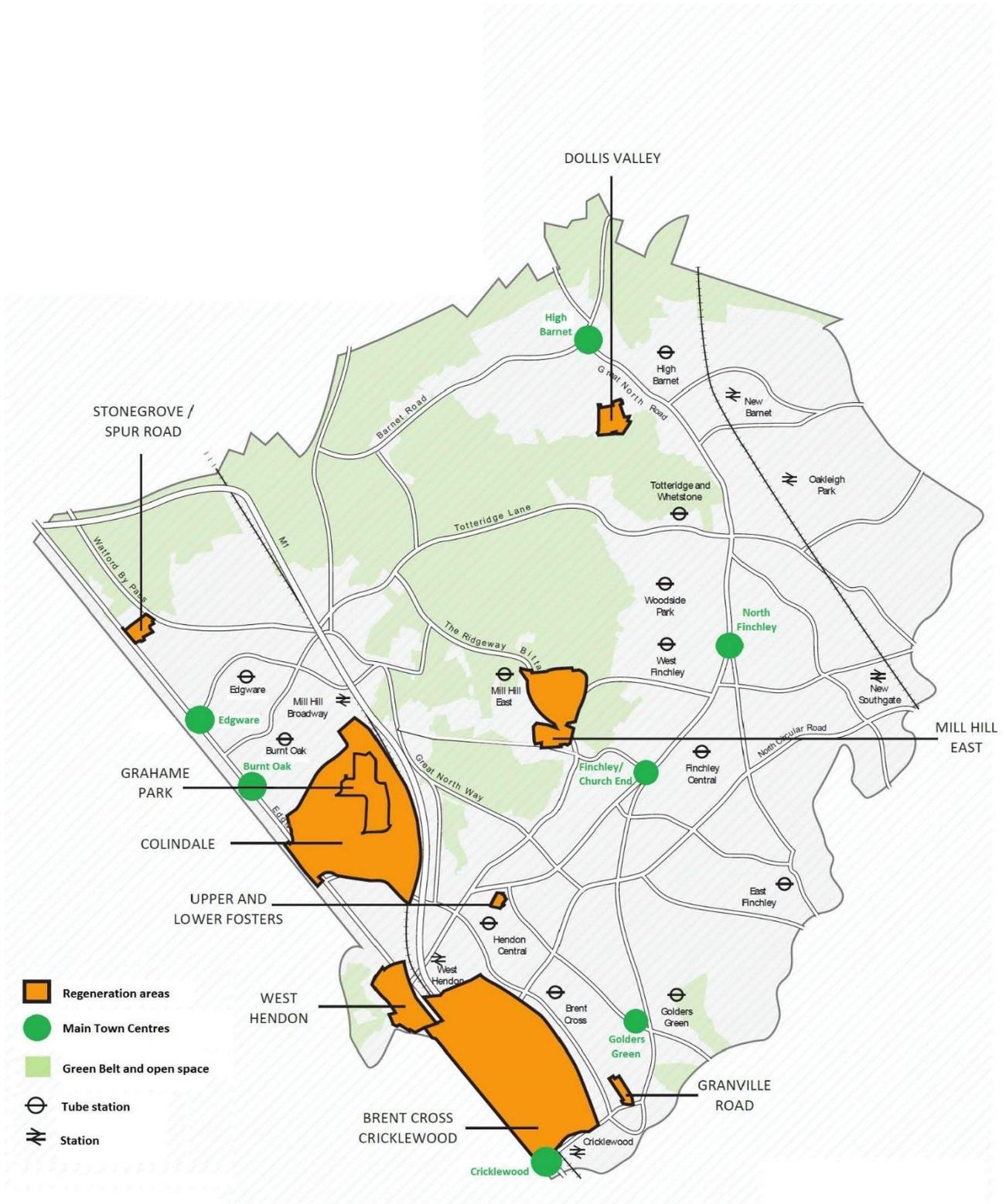
Ward	Population		2017-2024	
	2017	2024	Change (no.)	Change (%)
Brunswick Park	17,250	18,300	1,050	6.1%
Burnt Oak	19,600	19,450	-150	-0.8%
Childs Hill	22,350	22,850	500	2.2%
Colindale	20,000	37,800	17,800	89.0%
Coppetts	18,600	17,350	-1,250	-6.7%
East Barnet	17,450	17,600	150	0.9%
East Finchley	17,650	16,850	-800	-4.5%
Edgware	18,450	20,800	2,350	12.7%
Finchley Church End	17,000	17,100	100	0.6%
Garden Suburb	17,300	16,350	-950	-5.5%
Golders Green	21,100	23,650	2,550	12.1%
Hale	19,000	18,300	-700	-3.7%
Hendon	20,700	19,600	-1,100	-5.3%
High Barnet	16,150	15,900	-250	-1.5%
Mill Hill	20,200	26,000	5,800	28.7%
Oakleigh	17,250	16,800	-450	-2.6%
Totteridge	16,600	18,000	1,400	8.4%
Underhill	16,500	16,400	-100	-0.6%
West Finchley	18,200	17,450	-750	-4.1%
West Hendon	18,900	21,500	2,600	13.8%
Woodhouse	19,100	18,200	-900	-4.7%

Source: Greater London Authority, Borough Preferred Option population projections, 2017.

\*Estimates have been rounded to the nearest 50

<sup>4</sup>Projections used within this report are taken from the 2015 GLA Borough Preferred Option Projections. These are based on Barnet's actual future development plans that have been provided by LBB to the GLA. The GLA produces a variety of different projections, <https://londondatastore-upload.s3.amazonaws.com/1Ys%3Dtechnical-note-guide-gla-popproj-variants.pdf>

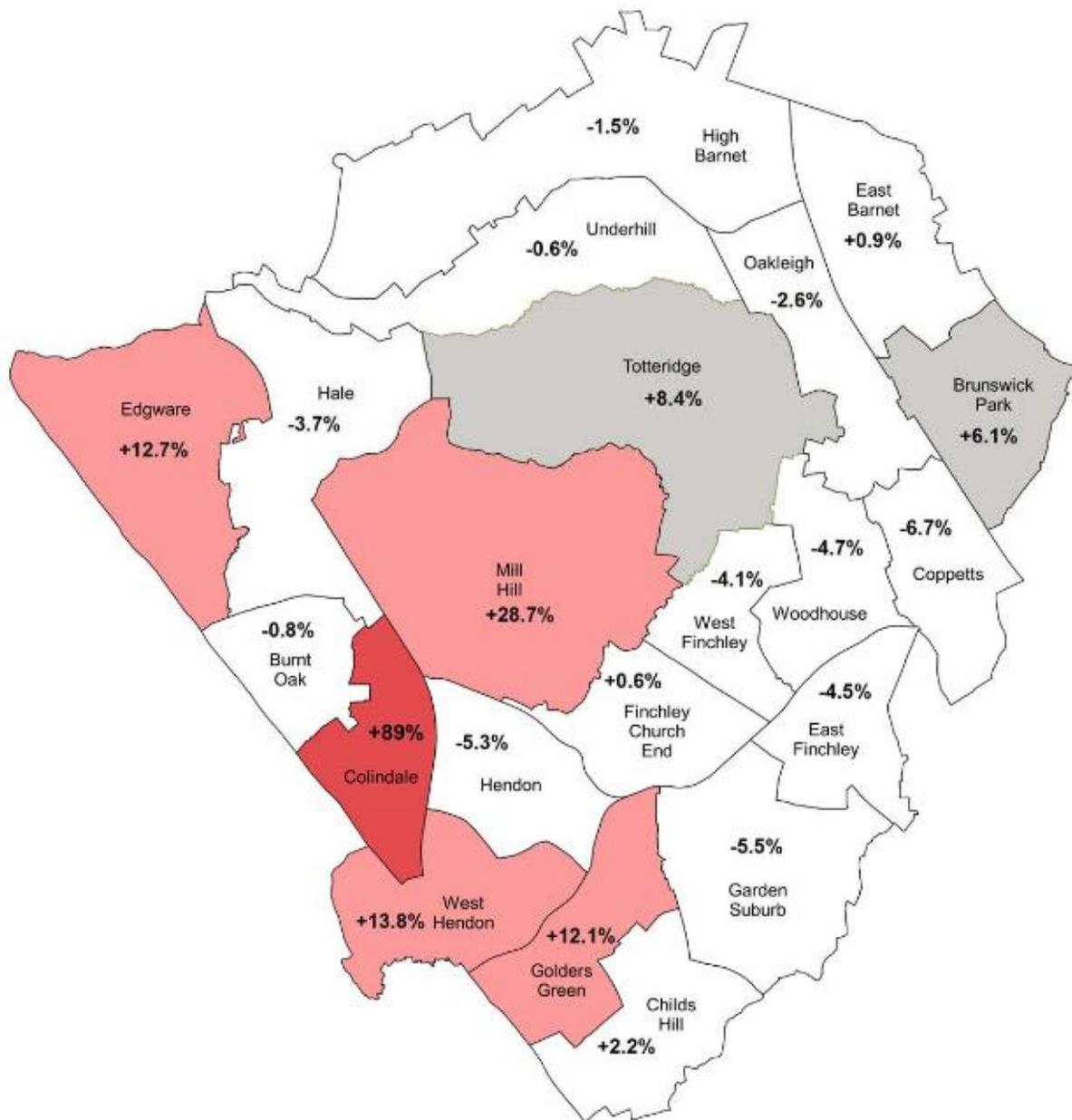
**Figure 1: Barnet areas growth and regeneration programme**



Source: Barnet Council, Annual Regeneration Report<sup>5</sup>, 2017-18

<sup>5</sup> [Barnet Council, Annual Regeneration Report 2017-18](#)

Figure 2: Barnet population forecast growth by ward, from 2017 to 2024



## 5 Barnet's Electorate and Equality of Representation

- 5.1 The London Borough of Barnet has the second highest electorate in London and was recorded at 257,831 at the time of annual publication on 1 December 2017. Since the introduction of Individual Electoral Registration (IER) in June 2014, published figures for the electorate are subject to rapid and continual change as electors can now more rapidly change where they are registered when they move home, whether within the borough or into, or out of the borough.
- 5.2 Following the high-profile EU Referendum 2016 and the Parliamentary Elections in June 2017, Barnet's Electoral Registers reached its highest ever level in December 2017. Planned and statutory activities will continue to ensure that the register of electors is maintained as completely and accurately as possible. The Electoral Services team are specifically tasked with identifying and engaging with 'under-registered groups' (URGs) to maintain and grow registration levels within those sections of the community that are historically less likely to engage in the democratic process.
- 5.3 Table 3 shows Barnet's electorate and those of the most comparable other London Boroughs (statistical 'nearest neighbours'<sup>6</sup>). The table also shows the average number of electors each Councillor currently represents in each of these boroughs.

**Table 3: Barnet's total population, electorate and average electorate against comparative London Boroughs**

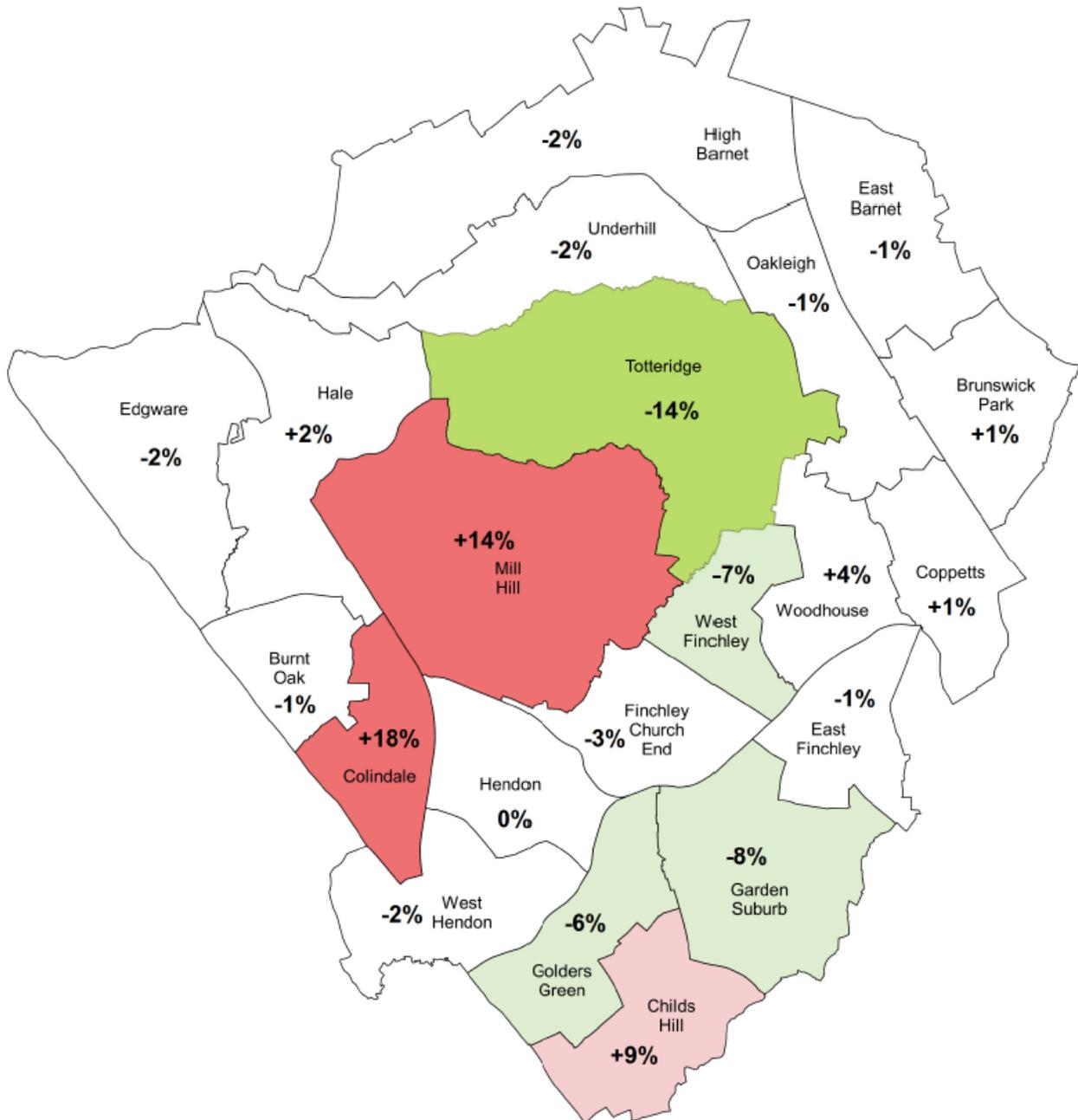
Local Authority	Electorate (Dec 2017)	No. of councillors	Avg. Electorate per Cllr
<i>Barnet</i>	<i>257,831*</i>	<i>63</i>	<i>4,093</i>
Bromley	240,585	60	4,010
Bexley	175,368	45	3,897
Wandsworth	230,545	60	3,842
Croydon	267,312	70	3,819
Brent	224,176	63	3,558
Ealing	235,295	69	3,410
Enfield	214,759	63	3,409
Redbridge	212,374	63	3,371
Hounslow	189,982	60	3,166
Hillingdon	202,646	65	3,118
Harrow	185,181	63	2,939
Sutton	150,645	54	2,790
Richmond-upon-Thames	141,428	54	2,619
Merton	150,898	60	2,515
Kingston-upon-Thames	116,960	48	2,437

*\*electorate figure used here does not include registered 'overseas electors' (that do not live in the UK).*

<sup>6</sup> CIPFA 2018 list of statistical 'nearest neighbours'

- 5.4 Due to the growth of Barnet’s population, regeneration and housing developments and the changing diversity of ethnicities and nationalities in different wards across the borough over the past 20 years, there are now several wards that have a high degree of inequality in their electoral representation.
- 5.5 Figure 3 identifies the difference in electoral representation (electorate per Councillor) by Ward, based upon the 1 December 2017 register of electors.

**Figure 3 - Electorate variance to average by Ward (1 Dec 2017)**



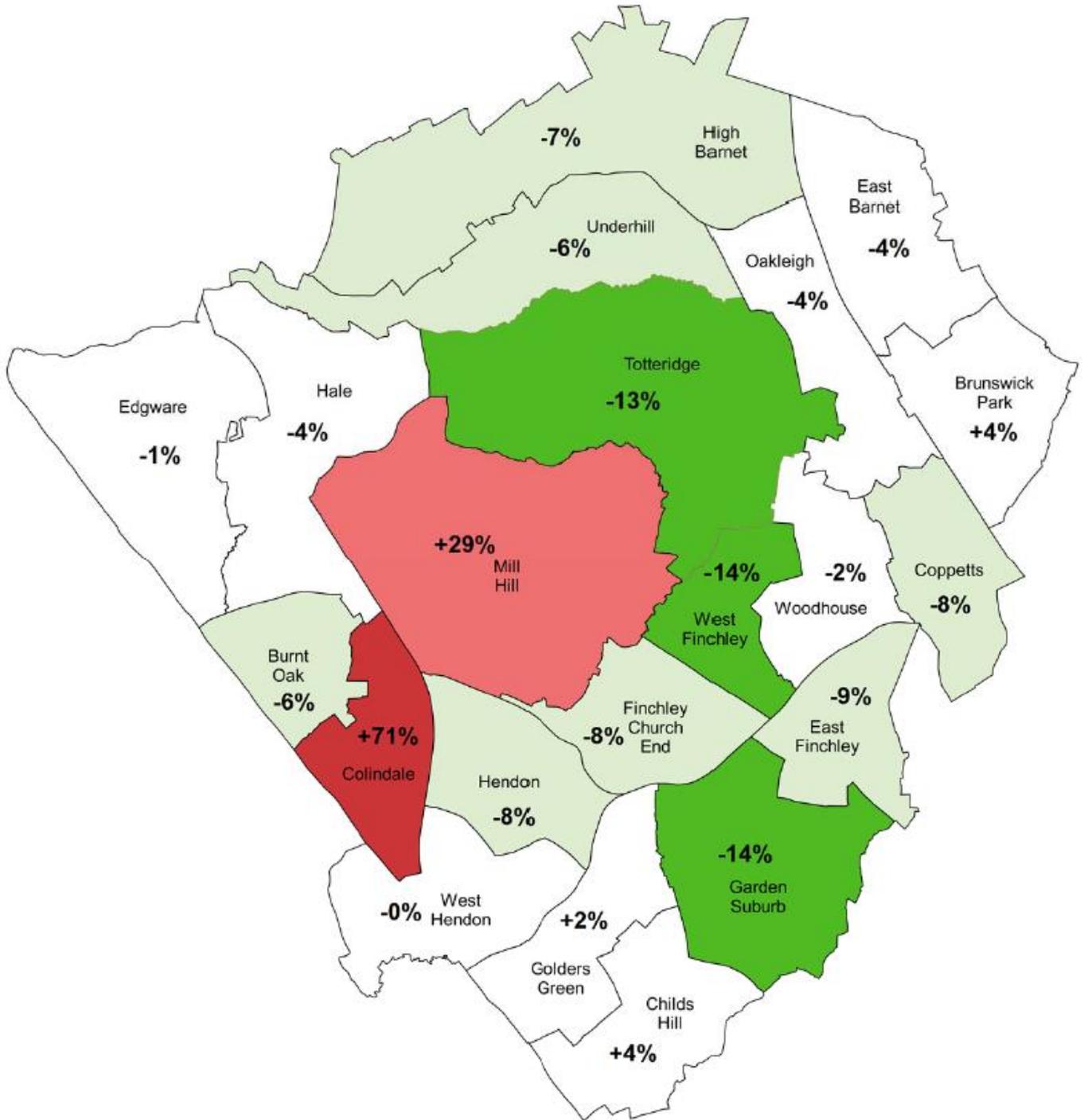
## **Projected Electorate for 2024**

- 5.6 After using the LGBCE's preferred methodology as a base line, Barnet's Electoral Services has undertaken further work to ensure that there can be a high degree of confidence in the projected number of electors being forecast for 2024 (within the current wards and polling districts).
- 5.7 Following the LGBCE's approach, the current electorate (1 June 2018) by Ward was calculated as a percentage of the current (BPO projected) population per Ward. The percentage of the population in each Ward that are registered as electors was then used to calculate the expected number of electors of the forecast 2024 population that will be registered in each Ward (i.e. if 64% of the population are currently on the register in a particular Ward, 64% of the forecast 2024 population was taken as the registered electorate in that Ward in 2024).
- 5.8 Although the BPO population forecasts already incorporate housing developments across the borough, it was considered useful to compare the known Electors Per Household (EPH) figure per Ward to the forecast electorate and total in 2024. This was calculated by dividing the forecast electorate by the number of residential properties there will be in 2024 (e.g. actual 2017 properties + known housing development of 10+ units by 2023).
- 5.9 Using the figures generated by the activities in 5.7 and 5.8 above, the forecast growth in electorate was then applied to individual polling districts and compared to the known housing developments for the next five years. Where some inconsistency was apparent, appropriate smoothing was applied at polling district level (utilising relevant Ward EPH) to ensure that overall borough electorate growth was suitably constrained and remained within the forecasts at 5.7.
- 5.10 To ensure that the electorate forecast process was appropriately robust, a final review was made by comparing between the electorate forecast produced using the LGBCE's Polling district forecasting tool, the electorate based upon the BPO population forecast and the electorate number calculated from the number of properties that will exist in 2024. These figures were then compared and averaged by Ward to give the overall electorate forecast that is being submitted to LGBCE as the forecast to be used for this Electoral Review.
- 5.11 It is projected that the overall electorate for Barnet will increase by 7.2% between 2018 and 2024 (which is in line with the forecast 6.9% increase in the population over the same period) and will forecast to be approximately 276,268 by 1 December 2024. Given the recent surge in registration seen at both the June 2016 EU referendum and the June 2017 Parliamentary elections, it is likely that this forecast could be dramatically affected should any (currently unscheduled) national elections or referendums be called during the period to 2024.
- 5.12 Table 4 below shows Barnet's current electorate by Ward (1 December 2017) along with the forecast electorate for 2024 (as projected using the methodology laid out in 5.6 - 5.10 above). Figure 4 below then shows the level of electoral inequality by Ward that would exist if no changes were to be made by 2024.

**Table 4 – Current and 2024 Forecast Electorate by Ward**

<b>Ward</b>	<b>Current Electors (1 Dec 2017)</b>	<b>Forecast Electors (1 June 2024)</b>	<b>Additional Electors</b>	<b>% Increase</b>
<b>Brunswick Park</b>	12,477	13,671	1,194	9.6%
<b>Burnt Oak</b>	12,239	12,321	82	0.7%
<b>Childs Hill</b>	13,320	13,738	418	3.1%
<b>Colindale</b>	14,628	22,454	7,825	53.5%
<b>Coppetts</b>	12,427	12,100	-327	-2.6%
<b>East Barnet</b>	12,150	12,682	532	4.4%
<b>East Finchley</b>	12,045	11,919	-126	-1.0%
<b>Edgware</b>	12,054	13,031	977	8.1%
<b>Finchley Church End</b>	11,817	12,051	234	2.0%
<b>Garden Suburb</b>	11,207	11,251	44	0.4%
<b>Golders Green</b>	11,592	13,376	1,784	15.4%
<b>Hale</b>	12,517	12,576	59	0.5%
<b>Hendon</b>	12,239	12,088	-151	-1.2%
<b>High Barnet</b>	11,972	12,247	275	2.3%
<b>Mill Hill</b>	13,967	16,924	2,957	21.2%
<b>Oakleigh</b>	12,206	12,607	401	3.3%
<b>Totteridge</b>	10,593	11,443	850	8.0%
<b>Underhill</b>	12,089	12,406	317	2.6%
<b>West Finchley</b>	11,386	11,357	-29	-0.3%
<b>West Hendon</b>	12,102	13,159	1,057	8.7%
<b>Woodhouse</b>	12,799	12,869	70	0.5%
<b>TOTAL</b>	<b>257,832</b>	<b>276,268</b>	<b>18,443</b>	<b>7.2%</b>

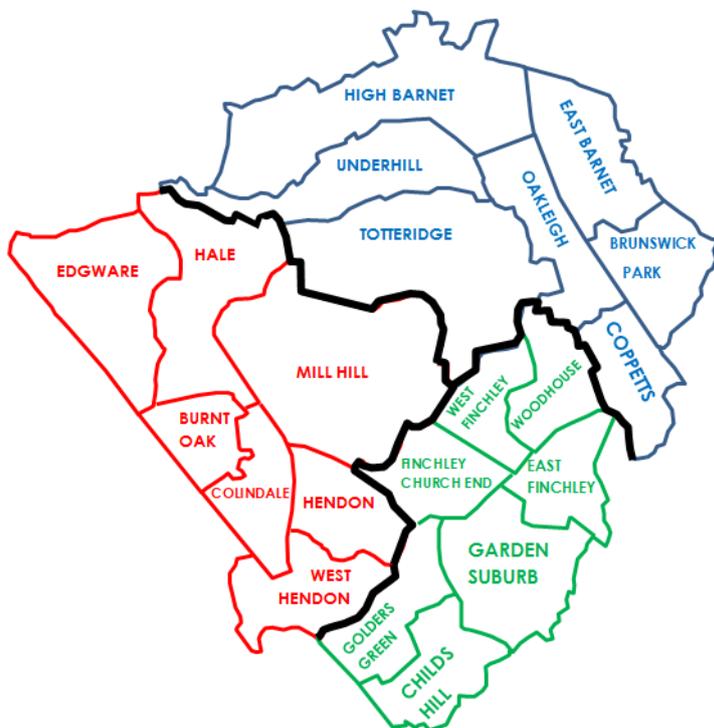
Figure 4 – Forecast Electorate variance to average by Ward in 2024



## 6 Governance arrangements

- 6.1 Barnet is made up of 21 wards with 3 councillors per ward and 7 wards per parliamentary constituency area (Red = Hendon; Green = Finchley and Golders Green; Blue = Chipping Barnet) giving a total of 63 councillors.

**Figure 4: Barnet constituencies and wards**



- 6.2 Following the May 2018 Local Election, the political balance of the council is 38 Conservative and 25 Labour. All councillors sit on Full Council which is the ‘supreme’ decision-making body of the council and is chaired by the Mayor.

## 7 Leadership Arrangements

### Governance Operating Model

- 7.1 Following the introduction of the Localism Act 2011 which allowed local authorities to revert back to a pre-Local Government Act 2000 ‘committee system’, Barnet opted to adopt that system and this was introduced after the 2014 local government election. In a committee system, decisions that would be made by a single party Cabinet (either by the whole Cabinet or by a Cabinet Member using delegated powers) are instead taken in cross-party politically proportionate committees. Backbench and opposition Members sit on these committees and are involved in decision-making and so scrutiny takes place at those committees (rather than in separate scrutiny committees). In a committee system, the committee workloads and responsibility for decisions is more evenly spread across the 63 Members than is the case in an executive system which enables key decisions to be taken by a small group of Members (the Executive) who are both empowered and accountable. A short summary of the executive system is detailed below to contrast with Barnet’s committee system.
- 7.2 Most local authorities operate an executive system of governance - this model is usually termed as Leader and Cabinet, or Executive arrangements. In this model, the Leader and Cabinet Members have high levels of delegated authority to make decisions - this makes

them personally accountable for decisions. Under these arrangements, the Leader and Cabinet are held to account for the decisions they make by cross-party overview and scrutiny committees whose membership is drawn from majority group non-executive Members (or backbenchers) and opposition Members.

- 7.3 Full Council is the supreme decision-making body. Legislation prescribes that certain decisions (including approval of the budget and certain statutory policies) are agreed by Full Council. All other decisions are delegated by Council to committees or officers. Details of those committee and delegations to officers are set out in later sections.

### Appointments

- 7.4 Aside from agreeing the Budget and Policy Framework, Full Council also elects a Leader to serve for a four-year term, plus appoints of Chairman, Vice Chairman and members of committees and other regulatory bodies and approving their respective terms of reference (i.e. the delegation of functions).
- 7.5 Appointments are governed by the requirements of Section 15(1) of the Local Government and Housing Act 1989, to keep under review the representation of the different political groups on bodies appointed by the council. In allocating seats on committees and sub-committees of the council to political groups the following rules apply:
1. That not all seats on the committee/sub-committee are allocated to the same political group.
  2. That the political group having a majority of seats on the Council should have a majority on each committee and sub-committee.
  3. That, subject to 1 and 2 above, the number of seats on the council’s committees and sub-committees allocated to each political group, bears the same proportion to the total number of such committee/sub-committee seats as the number of members of that group bears to the membership of the Full Council, and
  4. That, subject to 1 and 3 above, seats will be allocated on each committee and sub-committee in the same ratio as exists on the Full Council.
- 7.6 Political proportionality is reported to Full Council to note and committee appointments are made based on the distribution of seats arising<sup>7</sup>. The political balance of the council and seat allocations are as detailed in the tables below:

### Political Balance

	<b>Council</b>	<b>Conservative</b>	<b>Labour</b>
Members	63	38	25
Percentage	100	60.32%	39.68%

### Committee Seat Allocations

		<b>Conservative</b>	<b>Labour</b>
<b>Seats</b>	141	85	56
<b>Percentages</b>	100%	60.28%	39.71%

<sup>7</sup> Annual Council, 22 May 2018, Report of the Monitoring Officer, Political Proportionality: <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=141andMID=9449#AI25048>

- 7.7 Some committees are appointed to on a politically proportionate basis. There are several committees and other bodies where the proportionality requirements do not or need not apply. Other committees are appointed to on a ward or constituency basis. Details of these are set out in the political proportionality report referenced above and will be outlined in the 'Committee Structure' section below.
- 7.8 Council also makes appointments to outside bodies<sup>8</sup>. The purpose and functions of outside bodies varies but includes: Members appointments to the boards of companies that the council has an interest in; local charities; partnership boards; pan-London bodies (e.g. London Council's committees and panels); plus numerous forums and boards. Appointments to outside bodies generally take place following the local elections and are for a four-year term.

## 8 Decision-Making

### Full Council

- 8.1 Full Council is the supreme decision-making body and is required by law to make certain decisions including approving the Budget and Medium Term Financial Strategy, certain statutory policies (referred to as Policy Framework Documents) and approving/amending the Constitution (which includes delegations to committees and officers).
- 8.2 Full Council is also a key forum for debate on issues affecting the borough and a significant part of the agenda for each meeting is dedicated to 'Questions to the Leader' and 'Motions for Debate'. An average number of Questions to the Leader at each council meeting is approximately 80, but there have occasionally been over 140. An average number of Motions for Debate is five, but usually there is only time for two to be debated in full. The remainder voted on before the end of the meeting without discussion/debate.
- 8.3 There are seven Full Council meetings during each municipal year. Questions and Motions are considered at every meeting except Budget Council in March and Annual Council in May (which appoints the Mayor, committee chairman, committee members and representatives to outside bodies).
- 8.4 Committee responsibilities can be accessed in Article 7 of the Constitution [here](#). Categories of committees and the types of decisions that they make are set in the sections below.

### Commissioning / Theme Committees

- 8.5 In Barnet the majority of strategic, policy and financial decisions are taken by what are referred to as commissioning or theme committees. In an Executive system of governance these kinds of decisions would either be made the Executive as a whole, or by an Individual Executive Member. Each committee has a specific portfolio of responsibilities and powers and, in addition, scrutinise performance information.
- 8.6 Each commissioning / theme committee meets between four and six times a year.
- [Adults and Safeguarding Committee](#)
  - [Assets, Regeneration and Growth Committee](#)

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<sup>8</sup> Annual Council, 22 May 2018, Report of the Head of Governance, Appointments to Outside Bodies: <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=141&MID=9449#AI25051>

- [Children, Education and Safeguarding Committee](#)
- [Community Leadership and Libraries Committee](#)
- [Environment Committee](#)
- [Financial Performance and Contracts Committee](#)
- [Housing Committee](#)
- [Policy and Resources Committee](#)

### **Scrutiny in the Committee System**

- 8.7 Scrutiny is an important element of the accountability framework in any governance system. Whilst in a Committee System this separation of powers isn't as explicit as is the case in executive arrangements (with a clear separation of powers between the executive and those that hold them to account through scrutiny committees), scrutiny does exist and is an important component of the commissioning / theme committee structure.
- 8.8 Up to May 2018 most scrutiny activity took place in a single Performance and Contract Management Committee which received all financial and corporate performance information across all the portfolios of council services and activity. These arrangements gave rise to a disconnect between the commissioning of services and the monitoring of delivery. Corporately it was recognised that the remit of the Performance and Contract Management Committee was too broad and performance monitoring should in fact be undertaken by the commissioning / theme committees.
- 8.9 From May 2018 onwards, key performance indicators will be reported to commissioning / theme committees, with ongoing financial monitoring and oversight of the council's major strategic contracts taking place in a [Financial Performance and Contracts Committee](#). Consequently most 'scrutiny' takes place within commissioning / theme committees themselves. Within these revised arrangements, the key mechanisms for scrutiny in Barnet's Committee System are:
- 1) Monitoring of KPIs via theme committees
  - 2) Monitoring of financial performance and key strategic contracts via the Financial Performance and Contracts Committee, and
  - 3) Via Members Items to commissioning / theme committees which allow alternative policy positions to be raised and debated, or significant issues relating to the responsibilities of a committee to be highlighted.
- 8.10 Under our current committee and decision-making arrangements there is currently congruousness between the parliamentary consistency boundaries and area based decision-making. Whilst it is recognised that population increases within certain wards mean that ward boundaries have to change, it is important to highlight that this will impact on area-based decision-making as the constituency and ward alignments that currently exist will inevitably be lost.

Details of area-based decision-making are set out below:

### **Area Based Decision-Making**

- 8.11 Legislation allows for some committees to be appointed to based on wards rather than the relative strength of a political group on the council (proportionality). This therefore enables the council to have area based decision-making arrangements. Broadly speaking, this means that each area based committee has seven Members with the membership comprising one Member and one Substitute Member per ward. These arrangements apply to Area Planning Committees and Area Committees. For example, the Chipping Barnet committees will have

representatives from the following wards: Underhill; High Barnet; East Barnet; Oakleigh; Brunswick Park; Coppetts; and Totteridge. In addition to these, there are three Residents Forums which are constituency based. The Forums are consultative bodies only and do not have any delegated authority to make decisions except to refer an issue into an Area Committees. Additional information on these arrangements are set out below.

### **Planning Committee and Area Planning Committees**

8.12 Barnet is by population and geography is one of the largest boroughs in London. Over 8,000 planning applications are processed per year. Most planning decisions are taken by officers under delegated powers. However, if an application receives 5 or more objections, or it is 'called-in' by any councillor it will be referred to an area planning committee for determination. Whilst a relatively small percentage of the total number of applications are referred to or determined the Planning Committee or area planning committees, the ones that do are either major schemes which require substantial scrutiny or they are applications which are locally controversial. Planning Committee meetings are often contentious and Members who sit on them make difficult decisions and have to balance local and national planning policy and the need to provide housing within the borough. In addition to attending the Planning Committee Members will undertake site visits to some or all of the application sites so that they are able to understand the key issues before making a determination.

- [Chipping Barnet Area Planning Committee](#)
- [Finchley and Golders Green Area Planning Committee](#)
- [Hendon Area Planning Committee](#)

8.13 Area Planning Committees meet approximately 10 times a year and, on average, determine the following number of applications:

- Chipping Barnet = 8
- Finchley and Golders Green = 10
- Hendon = 7

8.14 In addition to the area based planning committees, there is also a main [Planning Committee](#) which is responsible for determining major planning applications and considering referrals from area planning committees. Again, this meets approximately monthly and determines on average five applications per meeting. The applications determined by this committee tend to be large schemes such as those linked to Barnet's regeneration estates. Decisions taken by this committee are often controversial and decisions may occasionally be referred to the Mayor of London or Secretary of State.

### **Area Committees and Residents Forums**

8.15 In addition to the area-based planning committees, there are constituency specific area committees and residents forums.

8.16 Residents forums allow the public to raise matters affecting the area and to receive a response from the council. The membership of the forums is chairman and vice-chairman only, but councillors from across the constituency area often attend the forums as observers to hear the issues raised by residents. The format of the forums is for residents to raise an issue in advance and to receive a written response. The issue is then further discussed and debated at the forum. Following the debate, the forum chairman has the discretion to

determine issues in the following ways: close down the issue; ask an officer to respond; or refer the issue to an area committee if they consider it appropriate.

- [Chipping Barnet Residents Forum](#)
- [Finchley and Golders Green Residents Forum](#)
- [Hendon Residents Forum](#)

8.17 The area committees are responsible for constituency specific matters relating to street scene (parking, road safety, transport, allotments, parks, trees and town centre regeneration). They also consider referrals from the residents forum. In addition, area committees have delegated authority to determine the allocation of Community Infrastructure Levy (CIL) funding for minor schemes and projects. The committees are only able to approve funding up to £25K and so there is a link into the Environment Committee which frequently is required to part-fund some of the local schemes agreed by area committees. The CIL funding framework provides Members with a degree of local discretion regarding the resourcing of projects that would otherwise not progress as they are not a priority under the borough-wide Highways Works Programme.

- [Chipping Barnet Area Committee](#)
- [Finchley and Golders Green Area Committee](#)
- [Hendon Area Committee](#)

#### **Other Committees**

8.18 Barnet have several other committees which covers areas including audit, constitution and ethics, Member Development, HR, licensing and pensions.

8.19 The [Audit Committee](#) provides 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.

8.20 The [Constitution and General Purposes Committee](#) is responsible for reviewing and updating the Constitution and making recommendations to Full Council, overseeing standards and conduct matters, elections, human resources, health and safety and Member Development.

8.21 Despite Barnet having a committee system which does not include any overview and scrutiny arrangements, legislation requires that health scrutiny is retained in a committee system. As such, Barnet have retained an outwardly focused [Health Overview and Scrutiny Committee](#) which scrutinises the performance of Barnet Clinical Commissioning Group and primary and acute health services in the borough. As NHS trusts operate across borough boundaries, the Chairman and Vice-Chairman of the Health Overview and Scrutiny Committee also represent Barnet on the North Central London [Joint Health Overview and Scrutiny Committee \(JHOSC\)](#). The JHOSC scrutinise the broader strategic changes relating to health service provision across the five constituent boroughs of: Barnet; Haringey; Camden; Islington; and Enfield.

8.22 The [Licensing Committee](#) only meets twice a year but is overall responsible for all aspects of licensing. The vast majority of the work of Members who sit on the licensing committee is discharged through licensing sub-committees which meet to consider applications for alcohol and/or entertainment licenses which have received objections, or licenses called in for review by a responsible authority (e.g. the police or licensing authority). [Licensing sub-](#)

[committees](#) comprise three Members drawn from the membership of the main licensing committee. During 2017/18 a total of 25 sub-committee hearings were convened, but 10 of these were cancelled, postponed or withdrawn due to the objections being withdrawn or the license holder agreeing conditions outside of the formal hearing environment. Notwithstanding that, Members still need to make themselves available and review papers for the meetings.

- 8.23 The [Pension Fund Committee](#) has specific legal responsibilities in respect of the Barnet Local Government Pension Scheme including agreeing the investment strategy, approving key governance documents, appointing advisors, actuaries and performance managers, and consider valuations. As pension fund administration is a technical area, Members who sit on the committee will ideally have a finance background or will attend training to ensure that they have the requisite knowledge and skills.

### **Boards, Panels and Partnership Groups**

- 8.24 Barnet either leads or participate in several boards, panels and partnership bodies as detailed below. These type of bodies tend to be established as a result of specific legislation.
- 8.25 [Barnet Children's Partnership Board](#) brings together all services for children and young people in the borough and has been convened due to the duty to cooperate and improve the well-being of children as required in the Children Act 2004. The organisations which participate in the Board have committed to supporting delivery of the Children and Young People Plan and the Board retains oversight of delivery. Current partners are: Barnet Clinical Commissioning Group; CommUNITY Barnet (voluntary sector); Barnet and Southgate College; Metropolitan Police; and Primary, Secondary and Special Schools.
- 8.26 [Health and wellbeing boards](#) were established under the Health and Social Care Act 2012 to act as a forum in which key leaders from the local health and care system could work together to improve the health and wellbeing of their local population. Whilst it is a council committee, its members are Members, officers and partners including the clinical commissioning group, a Barnet Healthwatch representative, the chairs of the adults and children's safeguarding boards, NHS England. The main responsibilities are to undertake an assessment of the health and social care needs of the local population, agree the Health and Wellbeing Strategy and oversee the allocation of joint resources.
- 8.27 The [Local Pension Board](#) is responsible for assisting with securing compliance with Local Government Pension Scheme regulations and ensuring the efficient and effective governance and administration of the Scheme. Membership of the Board comprises employer representatives, employee representatives and an independent member.
- 8.28 The [Local Strategic Partnership \(Barnet Partnership Board\)](#) 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. Current partners are: Metropolitan Police; Middlesex University; Barnet Clinical Commissioning Group; Community Barnet; Brent Cross Shopping Centre; Barnet and Southgate College; Job Centre Plus.
- 8.29 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 required by legislation. Current partners are:

- 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
- Community Barnet; Victim Support and
- Department for Work and Pensions

8.30 The [Welsh Harp Joint Consultative Committee](#) is a joint body between Barnet and Brent which is focused on the management of the Welsh Harp reservoir which intersects the boundaries of both boroughs.

8.31 The Leader participates in the [West London Economic Prosperity Board](#) which is sub-regional economic prosperity board which works to maximise economic growth across the area. Current partners are: Barnet; Brent; Ealing, Harrow; Hounslow; and Hammersmith & Fulham.

#### **Attendance at meetings**

8.32 The average number of meetings attended per councillor per year is 27 formal committee meetings. Over a 4 year period, the highest average number per year is 46 and the lowest per year is 9. On average, members attend 92.5% of committees that they are appointed to.

8.33 Occasionally Members are appointed as a substitute to attend a committee if another Member is unavailable.

#### **Outside Bodies**

8.34 Members are also appointed to outside bodies<sup>9</sup>. There are a total of 33 outside bodies that the council make appointment to and a total of 64 seats. Some members serve on multiple outside bodies. The purpose of these bodies vary considerably and include: fostering or adoption panels; community trusts; charities; committees of London Councils; the Hampstead Heath Management Committee; 'friends of' groups; foundation trusts; and external partnership boards. Appointments can also be to companies that the council has an interest in such as the Barnet Group, the Regional Enterprise (a joint Capita and London Borough of Barnet company) and other companies linked with the council's regeneration estates/schemes. Requirements on Members in respect of outside bodies will vary considerably and be dependent on the requirements of the organisation in question. Appointments to companies can be challenging for Members as they are appointed to represent the council, but they also have a duty to act in the best interests of the body to which they have been appointed. The council has delivered some specific training to Members appointed to the boards of external companies and are intending to deliver more generic training on outside bodies during the current administration. In addition, the council indemnify Members when acting in these roles.

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<sup>9</sup> Annual Council, 22 May 2018, Report of the Head of Governance, Appointments to Outside Bodies:

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=141andMID=9449#A125051>

## Member Roles

- 8.35 In addition to appointments to council committees and outside bodies, Members have a number of additional roles which relate to their wards and constituents, plus they can have specific roles within the political groups themselves.
- 8.36 For some roles, the council has developed role profiles and, where available (See Appendices 1 and 2):
- Leader
  - Deputy Leader
  - Leader of the Opposition
  - Committee Chairman
  - Member
  - Lead Member for Children's Services

Where there is no role profile available, a brief description of the role is provided in sections 8.37 and 8.38 below.

### 8.37 Other Political Roles:

- Opposition Spokesperson – the opposition group appoints opposition spokespersons for the main commissioning / theme committees. Broadly speaking their role is to lead articulate and promote the opposition standpoint or policy position on various issues within the terms of reference of a committee. The opposition spokesperson will often lead the scrutiny and challenge at committees on the various decisions being taken. In addition, the opposition spokesperson may put forward alternative policy positions or raise issues via Members Items to committees. They may also be quoted in press releases from the opposition group.
- Group Secretary – the Group Secretary is, broadly speaking, responsible for the organisation and management of each political group. They will organise party group meetings (usually held on the Thursday that precedes Full Council meetings) and ensure that party group procedures are adhered to in relation to group matters. They will also play a key role in supporting the Leader to make nominations for committee appointments.
- Group Whip – the Group Whip works closely with the Leader and Group Secretary on the organisation of party group meetings, procedural matters and appointments to committees and outside bodies. They are responsible for articulating the group position on various matters and ensuring that Members vote along party lines in respect of certain matters.
- Group Chairman – both Groups will have a Group Chairman who is responsible for: calling and chairing party group meetings; compliance with party group rules and procedures; and attend briefing meetings with the Committee Chairmen if invited so to do by the Group Leader.
- Treasurer – both Groups will have a treasurer who is responsible for: collecting subscriptions from group members; managing group finances; and presenting accounts at the AGM.

### 8.38 Ward Member roles

Ward Members lead and champion the interests of the ward and its constituents; meet and liaise regularly with interested parties and involve and consult them on key council decisions; support and promote citizenship locally; undertake case work for constituents and act as an advocate in resolving concerns; communicate with local people; attend Ward Surgeries along with ward colleagues; have a knowledge and understanding of the ward and the issues affecting it.

### 8.39 Case work:

In developing this submission, both Political Groups have been consulted on case work (including Ward Surgeries) to provide context on how much of a draw on Members' time this can be.

- The public are more frequently contacting Members by email and phone, or via residents meetings, or group constituency offices. Ward surgeries are now only one source of casework for Members.
- Most councillors hold monthly ward surgeries with the duration being on average between 1 hour to 1.5 hours. The frequency of surgeries is variable - some have weekly surgeries, others twice per month and others monthly. The average across all wards is two surgeries per month. Attendance at surgeries is usually organised by the Ward Members amongst themselves. Some Wards are split wards and in these cases the two political groups will have separate arrangements for surgeries.
- Volumes of case work can be highly variable. Wards which have higher levels of deprivation tend to have higher levels of case work. The volume of case work generally speaking correlates to the relative deprivation of the Wards, with the more deprived Wards having higher levels of case work.
- On average, each councillor:
  - Holds 1.5 advice surgeries a month of 1.5 hours
  - Attends two meetings with residents a week of roughly an hour (whether groups of residents or individual residents)
  - Responds to at least 10 email case work enquiries a week
  - Spends two hours a week progress chasing open cases
  - An estimate of the amount of time that a typical councillor spends on case work per week is 10 hours.
- Members feel that current case work volumes are manageable. An increase in size of their ward up to 20% could be accommodated with the existing number of wards and councillors, but any increase above that would make the volume of case work unmanageable.

#### 8.40 Other Member Roles

- Party Group – aside from the political / party group roles referred to above, Members have a wider duty to their Group. The local parties tend to be structured on a constituency basis (with each of the main parties having a Chipping Barnet, Finchley and Golders Green and Hendon branches) each with their own party group officers and procedural rules. In addition to the Barnet party group meetings, Members may well be required to attend local constituency meetings.
- Civic Mayor – at each Annual Council meeting, Members will be appointed as the Civic Mayor and Deputy Mayor with the following responsibilities: promote public involvement in the council's activities; to be the first citizen of the borough and act as an ambassador for the council within and outside of the borough; chair Full Council meetings; preside over citizenship ceremonies; and attend civic and ceremonial functions. Past mayors are also expected occasional civic or mayoral events when the Mayor and Deputy Mayor are unavailable.
- Civic Events – there is a general expectation that Members will attend some of the civic events held during the year which include (but are not limited to): Holocaust Memorial Day; Armed Forces Day; Civic Service; Remembrance Sunday; and Civic Awards.
- Member Development – to ensure that Members have the requisite knowledge, skills and experience to be effective in their various roles, a comprehensive Member Development Programme has been agreed. Attending training can require attendance at numerous sessions in addition to committee meetings and all of the other requirements referred to above.
- Corporate Parents – all Members are corporate parents for looked after children and children in care. Barnet take these responsibilities very seriously and there is a requirement for all Members to attend mandatory training on corporate parenting and safeguarding. In addition to this, Barnet has a Corporate Parenting Advisory Panel which Members and officers participate in and is an important forum in ensuring that the council is being effective in supporting children and young people in its care.

#### **Member Support**

- 8.41 Members have dedicated support from the Governance Service in respect of council committee meetings, outside bodies and various other administrative matters. All Members are provided with a smartphone and laptop/tablet hybrid with committee papers application to allow them to access emails, committee papers and other key documents. Most receive hard copy agendas via a twice weekly courier.
- 8.42 Members have a dedicated Members Enquiries service which allows them to raise specific service requests and to receive a response within 5 days. This supports them to progress case work and other matters that they wish to raise. Between April 2017 and March 2018, the council received 6428 Member Enquiries giving an average of 535.6 per month (8.5 per councillor per month). Of this total, 42% of member enquiries are about street based services or Re (development and regulatory services) and 15% for Barnet Homes.
- 8.43 Senior administration and opposition Members will also have access to chief officers and their direct reports to varying degrees.

## 9 Financial Impact of council size proposal

- 9.1 The budget allocated for Members' Allowances for 2018-2019 is £1,106,150. In addition, a small budget of £20K is provided for Member Development. There is a provision of £63K which covers the costs of Members IT, mobile phones, stationary and other miscellaneous costs.
- 9.2 The major part of the £1,106,150 budget is allocated for the Basic Allowance, which is currently paid at £10,597 per Councillor, plus the Special Responsibility Allowances (SRA) paid to councillors who either hold leadership roles or as Chairmen and Vice-Chairmen of the Council's committees. The total expenditure for Members' Allowances for the last financial year, 2017/18, was £1,105,234.89.
- 9.3 Assuming that the level of allowances paid to individual councillors remained the same going forward, any reduction in total spend would relate to £10,597 (Basic Allowance) for each Member and any SRAs that were either reduced, or cancelled.
- 9.4 An increase of the number of councillors would result in an additional pressure on Members Allowances of at least an addition of the basic allowance to the number of councillors increased by. In terms of the cost of increasing the number of councillors would be a least £15K per annum per Member (basic allowance of £10,597 plus on-costs, for example, governance support, IT, mobiles, training/development, etc.).
- 9.5 The cost of 3 additional councillors would be at least £45K per annum, or £180K per administration (e.g. 2022-2026). The cost of 6 additional councillors would be around £90K per annum, or £360K per administration (e.g. 2022-2026).
- 9.6 In light of the council's financial position (reduced funding, increased demand upon services, and uncertainty about future funding) any additional pressures upon the revenue budget would have serious consequences for our ability to deliver our statutory responsibilities and a legal budget. The council is facing a forecast budget gap of £62m over the next five years (2019/20 - 2023/24) and closing this gap will require some difficult decisions about prioritising our limited resources. Within this context, it is unlikely that an increase in councillor costs could be recommended.
- 9.7 Any reductions or additions to SRAs would be made via Member decision. Reductions could only be achieved by reducing the SRA itself or by reducing the number of SRAs (e.g. by consolidating the number of committees to reducing the number of SRAs, or deleting some SRAs from the Members Allowances Scheme). Additions to SRAs may be required if there were more committees created. These could only be accommodated if there was an increase in the Members Allowances Budget.
- 9.8 Other financial considerations including cost of Elections. The overall cost of the recent borough-wide Local Government elections (held 3 May 2018) is projected to be approximately £630,000, giving an election cost per Councillor of £10,000. Where by-elections are required (e.g. single Councillor elections that might be necessary between all-out elections held every four years), the costs are much higher and are typically in the region of £30,000. An increase in councillors would certainly increase the cost of the borough-wide elections and would to some degree raise the likelihood of individual by-elections being necessary between.

## 10 Conclusion - Proposed Council Size

- 10.1 Before arriving at a proposal on council size, all the information and context provided in the previous sections of this report relating to Barnet's; Population, Electorate, Governance and Decision-making arrangements and financial implications have been researched and reviewed. We have considered this information in relation to the Commissions criteria for council size. The proposed council size must:
- Give confidence that the council can make effective decisions across its entire range of responsibilities.
  - Allow the council to maintain its good work on scrutiny in relation to its own decision making and fulfil its responsibilities to outside bodies.
  - Most significantly, ensure that the councillors have an effective representational role in the local community and are able to engage with local people and communities.
- 10.2 Barnet is a well-run and effective council, with good engagement by members who play a full and active role as local representatives. Barnet has a sustainable model of strong governance and scrutiny and members are central to delivering this leadership and oversight. Based upon this we believe that 63 is the optimum number of councillors required to ensure effective governance and scrutiny.
- 10.3 However, Table 3 (page 10) shows with the current 63 councillors each represent 4093 electors. This means that Barnet's councillors represent a higher number of electors than any comparable London Borough. With the forecast increase in population and electorate shown in Table 4 (page 13) this ratio will rise to 4385 per councillor by 2024.
- 10.4 An increase in the number of councillors to 66 would reduce the ratio to 4186 electors per councillor in 2024. This is still likely to give Barnet one of the highest number of electors per councillor in London. However, feedback from the two political parties represented shows that the current cohort of councillors considers that their current workload is manageable and that they do effectively represent the interests of Barnet residents.
- 10.5 Whilst we are satisfied that 63 members remains an appropriate number of councillors we recognise that a small increase may be helpful in achieving good electoral equality across the new warding pattern that will be necessary in Stage 2 of this Electoral Review.
- 10.6 Residents preference to contact councillors via email has revolutionised the way in which Members and Council Officers work and has vastly increased efficiency. In 1999 Member casework was largely by received by post and at ward surgeries whilst today Members report the vast majority of their casework arriving by email, which can be easily forwarded to the relevant Officer or Members' Enquiries.
- 10.7 As the population is forecast to continue growing beyond 2024, a small rise in the number of councillors could help to ensure levels of representation are maintained into the longer-term future.
- 10.8 Technological changes such as council provided smartphones and laptops also means that Members now work more flexibility and efficiently than was previously the case, which has largely offset the extra casework arising from the 25% growth in population since 1999.
- 10.9 In addition to this, Members have access to a Members Enquiries service which enables them to raise enquiries on behalf of constituents and have these progressed and resolved effectively.

- 10.10 The projected 6.8% increase in population by 2024 is not expected to significantly alter this balance as residents use technology and social media to communicate with their elected members and councillors are able to respond and resolve issues more quickly.
- 10.11 Any increase in the number of councillors would be a financial burden to the council. We have concluded that this is difficult to justify at a time when budgets and services are under growing financial and demand pressures.
- 10.12 We have rejected the idea of a reducing the number of councillors as with the forecast increase in population and changes in the borough in the coming few years, any reduction will have a detrimental impact on the representational role of members.
- 10.13 It is clear that any reduction would reduce the level of scrutiny and effectiveness of the governance structure that its critical to the council decision making processes and oversight of service delivery.
- 10.14 After considering all of the evidence that has been compiled and reviewed, the council has concluded that a figure of 63 to 66 is the appropriate and financially viable number of councillors required.

## Appendix 1 - Councillor Role Profiles

### Leader of the Council

#### Purpose

- Provide effective political leadership for the executive and the council.
- Develop and provide strategic direction for the executive and the council.
- Ensure that the council delivers high quality, value for money services.
- Leadership/Strategic Direction
- Lead the executive and be responsible for the executive's and the council's corporate and resource strategies.
- Develop the policy framework for the executive and the council.
- Communicate the administration's policies and priorities to residents and other stakeholders.
- Communicate with the senior officer management team and receive their professional advice.
- Ensure that the executive operates effectively and fulfils its terms of reference both collectively and as individual portfolio holders.
- Champion the long term financial, business and economic stability of the council.

#### Good Governance

- Work to the highest standards of probity and corporate governance for the wellbeing of the borough.
- Promote adherence to the relevant codes of conduct in the interest of achieving the highest standards of behaviour in public office.
- Ensure that the interests of the borough and its citizens are taken into account when developing policy and strategies.

#### Representation

- Be the representative voice of the council in its dealings with central government, other local authorities and outside organisations.
- Knowledge Develop necessary skills and knowledge in order to effectively carry out your role.
- Encourage councillors to develop and maintain skills and knowledge to contribute to the work of the council.

#### Relationships

- Build effective and respectful relationships with Members, officers and representatives of outside organisations and work with them in developing policy and strategic direction.
- Be aware of issues of importance to residents of the borough and other council stakeholders.

## Deputy Leader

As Deputy Leader of the Council the post holder is required to work to the role profile of a councillor and, as appropriate, that of an Executive Member.

When acting up to the position of Leader of the Council the Deputy Leader will follow the role profile of the Leader of the Council, to the extent appropriate to both the length of time and the terms under which the deputisation is taking place.

## Leader of the Opposition

Purpose Provide strong, clear political leadership for the largest opposition group on the council.

### Leadership/Strategic Direction

- Lead on the coordination of proposals on service delivery policies, corporate and resource strategies for the largest opposition group.
- Ensure the Shadow Cabinet operates effectively both collectively and as individual portfolio holders.
- Coordinate the participation of the opposition group in the business of the council and its committees.

### Good Governance

- Work to the highest standards of probity and corporate governance for the wellbeing of the borough.
- Promote adherence to the relevant codes of conduct in the interest of achieving the highest standards of behaviour in public office.
- Ensure that the interests of the borough and its citizens are taken into account when developing proposals for opposition policy and strategy.

### Representation

- Be the principal representative voice of the council's largest opposition group.

### Knowledge

- Develop necessary skills and knowledge in order to effectively carry out the role.
- Encourage councillors to develop and maintain skills and knowledge to contribute to the work of the council.

### Relationships

- Build effective and respectful relationships with Members, officers and representatives of outside organisations and work with them in developing opposition policy and strategic direction.
- Be aware of issues of importance to residents of the borough and other stakeholders.

### Challenge and Oversight

- Provide constructive challenge of the executive's vision, policies, strategies and delivery of services.

## **Committee Chairman**

### **Purpose**

- Chair committee meetings and ensure the committee works within its terms of reference.
- Provide leadership of and direction to the committee.

### **Leadership/Strategic Direction**

- Identify the priorities for the work of the committee and ensure there is a manageable and achievable agenda for each meeting.
- Encourage all members of the committee to engage in its activities.
- Keep the meeting to time.
- Encourage citizens to engage with the work of the committee within the council's procedures for public participation.

### **Good Governance**

- Work to the highest standards of probity and corporate governance for the wellbeing of the borough
- Promote adherence to the relevant codes of conduct in the interest of achieving the highest standards of behaviour in public office.

### **Knowledge**

- Develop and maintain a working knowledge of the professional disciplines, services and constitutional requirements relevant to the work of the committee.
- Develop necessary skills and knowledge in order to effectively carry out your role.

### **Relationships**

- Build effective and respectful relationships with Members, officers and representatives of outside organisations in order to carry out your role.
- Be aware of issues of importance to residents of the borough and other stakeholders concerning matters within the terms of reference of the committee.

## Councillor

### Purpose

- Participate in and support the good governance of the borough.
- Represent the interests of the ward which elected you and the borough as a whole and act as link between the council and its citizens.
- Contribute to the development of the authority's policies, budget, strategies and service delivery.

### Good Governance

- Take an active part in the democratic, decision making processes of the council.
- Act with openness and integrity, abide by the standards of conduct required by the council and observe all legal requirements for a local authority councillor.
- Promote and support open and transparent government.
- Maintain the security of information held and managed by the council.

### Representation

- Work to improve the economy, environment and quality of life of citizens of the borough.
- Actively encourage participation in the council's democratic and consultative processes.
- Effectively communicate your actions and activities as a councillor to those you represent.
- Run regular surgeries to meet with residents of your ward and address their issues.
- Act as a council representative on any outside body to which you are appointed, and provide communication between the organisations.

### Committee Membership

- Be an effective member of any committee or panel to which you are appointed.
- Knowledge Endeavour to have a working knowledge of the council's services, powers and duties.

### Relationships

- Have respectful, appropriate and effective working relationships with Members, officers and representatives of outside organisations.
- Support partnership working within the borough and between public bodies.

### Challenge and Oversight

- Offer oversight and constructive challenge of council policies and budget and their effectiveness in achieving the strategic objectives of the council.

## Appendix 2 - Member Attendance Statistics (2014-2018)<sup>10</sup>

### Key:

Expected: The number of meetings that the councillor was expected to attend in their capacity as member of that committee.

Present: The number of meetings that the councillor attended in their capacity as member of that committee.

In attendance: The number of meetings that the councillor attended in a capacity other than committee member, for example a voluntary attendance out of personal interest for a topic being discussed.

Councillor	Expected	Present	In attendance
<a href="#">Councillor Maureen Braun</a>	152	132	0
<a href="#">Councillor Jess Brayne</a>	34	33	0
<a href="#">Councillor Rebecca Butler (nee Challice)</a>	54	45	0
<a href="#">Councillor Pauline Coakley Webb</a>	87	85	0
<a href="#">Councillor Dean Cohen BSc (Hons)</a>	95	91	0
<a href="#">Councillor Jack Cohen</a>	56	52	1
<a href="#">Councillor Melvin Cohen LLB</a>	148	132	0
<a href="#">Councillor Philip Cohen</a>	96	88	1
<a href="#">Councillor Geof Cooke</a>	112	109	0
<a href="#">Councillor Alison Cornelius</a>	190	186	1
<a href="#">Councillor Richard Cornelius</a>	142	130	1
<a href="#">Councillor Tom Davey</a>	115	100	1
<a href="#">Councillor Val Duschinsky</a>	92	87	0
<a href="#">Councillor Paul Edwards</a>	83	71	0
<a href="#">Councillor Claire Farrier</a>	165	148	0
<a href="#">Councillor Anthony Finn BSc (Econ) FCA</a>	98	95	0
<a href="#">Councillor Brian Gordon LLB</a>	101	96	0
<a href="#">Councillor Eva Greenspan</a>	133	114	0
<a href="#">Councillor Rohit Grover</a>	71	68	0
<a href="#">Councillor Helena Hart</a>	124	123	4
<a href="#">Councillor John Hart BA (Hons) MA</a>	112	109	0
<a href="#">Councillor Ross Houston</a>	99	93	1
<a href="#">Councillor Anne Hutton</a>	90	87	0
<a href="#">Councillor Andreas Ioannidis</a>	67	61	0

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<sup>10</sup> <http://barnet.moderngov.co.uk/mgUserAttendanceSummary.aspx>

Councillor	Expected	Present	In attendance
<a href="#">Councillor Dr Devra Kay</a>	102	78	1
<a href="#">Councillor Sury Khatri BSc (Hons) MSc (Lond)</a>	151	148	0
<a href="#">Councillor Adam Langleben</a>	79	74	1
<a href="#">Councillor Kathy Levine</a>	131	119	0
<a href="#">Councillor David Longstaff</a>	122	120	0
<a href="#">Councillor Kitty Lyons</a>	51	35	0
<a href="#">Councillor John Marshall MA (Hons)</a>	133	125	0
<a href="#">Councillor Kath McGuirk</a>	78	72	0
<a href="#">Councillor Arjun Mittra</a>	150	146	0
<a href="#">Councillor Alison Moore</a>	115	110	0
<a href="#">Councillor Ammar Naqvi</a>	81	78	0
<a href="#">Councillor Nagus Narenthira</a>	84	77	0
<a href="#">Councillor Charlie O-Macauley</a>	78	67	0
<a href="#">Councillor Graham Old</a>	136	134	0
<a href="#">Councillor Alon Or-bach</a>	89	77	0
<a href="#">Councillor Reema Patel</a>	97	83	1
<a href="#">Councillor Bridget Perry</a>	88	82	0
<a href="#">Councillor Wendy Prentice</a>	160	144	0
<a href="#">Councillor Sachin Rajput</a>	107	97	0
<a href="#">Councillor Barry Rawlings</a>	175	172	1
<a href="#">Councillor Hugh Rayner</a>	107	96	1
<a href="#">Councillor Tim Roberts</a>	135	119	0
<a href="#">Councillor Gabriel Rozenberg</a>	96	94	0
<a href="#">Councillor Lisa Rutter</a>	66	61	0
<a href="#">Councillor Shimon Ryde BSc (Hons)</a>	113	111	0
<a href="#">Councillor Brian Salinger</a>	109	105	0
<a href="#">Councillor Gill Sargeant</a>	68	58	0
<a href="#">Councillor Joan Scannell BEM</a>	105	92	0
<a href="#">Councillor Alan Schneiderman</a>	103	101	0
<a href="#">Councillor Daniel Seal</a>	31	14	0
<a href="#">Councillor Mark Shooter</a>	109	91	0
<a href="#">Councillor Agnes Slocombe</a>	168	161	1
<a href="#">Councillor Stephen Sowerby MA</a>	138	120	0
<a href="#">Councillor Caroline Stock</a>	82	81	2

Councillor	Expected	Present	In attendance
<a href="#"><u>Councillor Daniel Thomas BA (Hons)</u></a>	147	138	0
<a href="#"><u>Councillor Reuben Thompstone</u></a>	145	129	1
<a href="#"><u>Councillor Jim Tierney</u></a>	157	154	0
<a href="#"><u>Councillor Amy Trevethan</u></a>	33	29	0
<a href="#"><u>Councillor Laurie Williams</u></a>	129	124	1
<a href="#"><u>Councillor Peter Zinkin</u></a>	130	127	1
<a href="#"><u>Councillor Zakia Zubairi</u></a>	56	51	0