



## Wandsworth Council

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Date: 11 April 2019

By email to:

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Mr David Owen  
Review Officer  
Local Government Boundary Commission for England  
1<sup>st</sup> Floor, Windsor House  
50 Victoria Street  
London  
SW1H 0TL

Dear Mr Owen

### **Re : Electoral Review of Wandsworth Borough Council**

Please find enclosed information relating to the Council's profile, electorate statistics, governance arrangements and other matters relevant to your forthcoming recommendation on the size of the Council. I'd be grateful if you'd confirm receipt.

As you are aware from correspondence with Mr Gravatt, this information does not include any proposals on Council size. The political parties here will be making their own separate submissions in that regard, referencing the attached information in support of their proposals.

I'm aware that you have asked for some further technical information on methodologies etc – this will be sent to you separately in the next day or so.

Yours sincerely



**Paul Martin**  
Chief Executive

# Electoral Review of the London Borough of Wandsworth Stage 1- Council Size

**Submission to the Local Government Boundary  
Commission for England**

**April 2019**

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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 Wandsworth'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 August 2018 and the preliminary stage of the review will determine the future council size. The provisional decision on council size by the 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 LGBCE 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

- 2.1 Wandsworth's full electorate as at 3 September 2018 was 227,138 and this equates to an electoral ratio of 3785 electors for each councillor in 2018 based on the input of data using the forecasting tool supplied by the LGBCE<sup>1</sup>. The electorate is forecast to grow to 248,575 by 2025 and equate to an electorate ratio of 4143 per councillor.
- 2.2 This increase in the number of electors up to 2025 has been forecasted utilising the Local Government Boundary Commission's preferred forecasting methodology, the Greater London Authority's (GLA) population growth forecasts and also takes into account planned housing

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<sup>1</sup> [Wandsworth Polling District Forecasting Tool.xlsm](#)

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).

- 2.3 Wandsworth's 2018 estimated total population, as opposed to just registered electors, is 324,400 and councillors represent approximately 5,407 ward constituents each. Based on the GLA's population projections, by 2025 Wandsworth's population will grow by 10.1% to 357,242; one of the fastest growth rates in the GLA area. By 2025, Wandsworth will be the largest Inner London borough and 6<sup>th</sup> largest in the GLA area.
- 2.4 Wandsworth 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.

## 3 Borough Profile

- 3.1 The Wandsworth ambition is to make the borough a first-class destination to live, visit, work and study. The Council has developed a business plan which provides the framework around the Council's priorities for a borough with cleaner, safer and accessible neighbourhoods, that has great schools, libraries and parks.
- 3.2 Wandsworth has been recognised as the best small business-friendly borough in London and it is a place of creators, makers and innovators. Alongside this the Council wants to help people secure new job opportunities and encourage investment throughout the borough. This is successfully demonstrated by the announcements that Apple and Penguin Random House will be moving to Nine Elms in the next few years and that the Royal College of Art is expanding its south London campus and innovation centre in Battersea. These high profile digital and technology institutions coming to Wandsworth will open up real opportunities for Wandsworth residents and will have a definite knock-on effect in encouraging complementary companies to make a similar move. The borough's own work is complemented by that of South London Innovation Corridor, a collaboration with Lambeth, Lewisham and Southwark funded by a new Strategic Investment Pot of retained business rates which will direct investment into a number of local growth clusters - supporting creative and digital business growth across these areas.
- 3.3 The London Borough of Wandsworth is a diverse and vibrant inner London borough. It is the 9<sup>th</sup> largest London borough by population with 324,400 inhabitants and covers an area of 13.23sq miles. Black and minority ethnic (BME) groups make up 30% of the overall population and account for more than half the population of Tooting.
- 3.4 The population of Wandsworth is much younger than both the London and England average. Nearly half of all people living in Wandsworth are aged between 25-44 years old. It has the highest proportion of people aged 30-34 years creating a young population 'bulge' which is unique nationally. In 2018, the Borough had an estimated 30,700 residents aged 65 years or older and this is expected to grow to 57,600 by 2050; an increase of 88%.
- 3.5 The borough has over 30 parks and open spaces, covering a fifth of the borough, and 5 miles of Thames river front. Wandsworth is the safest Inner London borough, 47% of adults have a university degree and 35% of adults volunteer.

- 3.6 Similar to other London Boroughs, housing affordability continues to be a challenge. Housing estates cover 10% of the area and social housing accounts for 19% of property. Around 32% of residents rent privately, which is higher than inner London average of 29%. The borough has a comprehensive regeneration programme with 20,000 new homes coming to Nine Elms alone. Other areas of development include York Road and Winstanley and Alton estates. The Council has also developed a new 'Homes Champion' role to identify sites and to identify opportunities for releasing more council land for development working with other public-sector landowners in the borough.
- 3.7 The borough is well connected with a wide variety of transport links including six tube stations, the Mayor's Bike Hire scheme, the riverbus service and future developments with the Northern line extension.
- 3.8 Great transportation links, safer and greener character than other inner London boroughs, and vibrant communities make the borough an attractive place to live. The borough is the most popular borough for people moving into London from elsewhere in the UK. The borough is made up of 5 town centres – Putney, Wandsworth, Clapham Junction, Balham and Tooting.
- 3.9 Wandsworth has lower levels of car ownership, with 45.3% of households not owning a car. Locally, 45% of working age adults travel to work by public transport. Almost 120,000 Wandsworth residents travel to work outside the Borough, the highest outflow of any London Borough. Wandsworth is residence for a large number of Westminster, City and Canary Wharf workers. However, the average public transportation availability score is lower in Wandsworth compared to other inner London areas due to lower services in the western areas of the borough (Local 4.3, Inner London 4.8; Source GLA Atlas 2014).
- 3.10 Around 82% of Wandsworth residents aged 16-64 years were economically active, higher proportion than London (78%) and England (79%). The median annual salaries of Wandsworth workers were £41,668, much higher than London (£35,716) and England (£29,869).
- 3.11 The Borough has lower levels of deprivation compared to other London boroughs and local areas in England. The pockets of higher deprivation are located in corners of the Borough in Roehampton, Latchmere and Tooting. Locally, one LSOA is among the 10% most deprived in the country and further 10 are among the 20% most deprived.

**Figure 1: Deprivation map of the Borough based on national quantiles on IMD 2015, chart shows percentage of population in the Borough who live in areas as each level of deprivation.**



Source: Public Health England, Local Health Profile – Wandsworth

3.12 Over the last two decades, there has been a huge increase in households across England and the Borough with fast broadband access and individual access to smartphones. In Wandsworth, 96% of those 16 years or older had used the internet. This makes communication and engagement with residents easier and faster.

Other changes over the recent past have included

- Workless households decreased from 14.5% in 2004 to 9.5% in 2017
- Local jobs increased from 127,000 in 2000 to 145,000 in 2016
- Proportion of the population with higher level education (NVQ4 or more) increased from 50% in 2004 to 71% in 2017.
- Gross weekly pay for full time workers increased from £556 to £771 from 2002 to 2018 and has stayed above London levels.

3.13 The Council produces a Medium Term Financial Strategy (MTFS) to model income, expenditure and resource requirements and to demonstrate how the Council’s financial plans and strategies contribute to the achievement of its corporate objectives. In light of the recent reductions in Government funding and continuing expectations and growth pressures on many of the Council’s key services, the production of a financial strategy has heightened importance as a useful tool to inform corporate objectives and ensures that business planning continues to be integrated with financial planning.

3.14 The Council’s Corporate Objectives are intended to summarise the Councils medium to long term priorities and ambitions and form a high-level statement of intent. Along with Key Issues, the Medium Term Financial Strategy and Topline Performance Indicators, they make up the Council’s Corporate Business Plan. The corporate objectives for 2018/19 are:

- Providing the best start in life: By investing in early years' provision, family support, school improvements, mentoring, apprenticeships and skills training
- Cleaner, safer, better neighbourhoods: By working with our community to improve our neighbourhoods and keep them clean, green and safe.
- More homes and greater housing choice: By delivering a range of homes to suit different needs for people who live or work in the borough, particularly for those on lower incomes, while providing more help and support to people who rent either from the council or privately
- Helping people get on in life: By helping people secure new job opportunities and encouraging investment in the borough
- Encouraging people to live healthy, fulfilled and independent lives: By helping young and old stay safe, active and in control of their lives
- Value for money: By maintaining the lowest possible council tax, making every pound go further and ensuring that we live within our means.

3.15 We work together with many organisations and local people in a range of partnerships;

- Community Safety Partnership<sup>2</sup>
- Wandsworth Town Partnership Board comprising of Local Businesses, community groups and the Council
- Carers Partnership Wandsworth is jointly commissioned by the council and the CCG to support adult carers in Wandsworth. The council also funds a Young Carers Project which provides young carers with the opportunity to socialise, share experiences, enjoy activities and outings and access support<sup>3</sup>.

3.16 Wandsworth and Richmond Councils have created an altogether new Shared Service Arrangement (SSA) that will be a model for other councils, creating one of the biggest staff groups in local government in London. In the model each Council retains its own distinct identity, local decision-making and programmes. Supporting both councils is a single shared staffing group that will deliver these different agendas and support the improvement of the already high standards to the next level. Working together gives the Councils the opportunity to achieve even better outcomes for residents, and even better prospects for our people

3.17 The establishment of the SSA has successfully achieved £13.3m savings across the two Councils to date with a further £7m to be removed from budgets by 2019/20. The initiation of the SSA has not had any systematic impact on Council-wide service levels and performance, with no consistent pattern of upward or downward trends, this conclusion is supported by the most recent resident's satisfaction survey data. The SSA offers the chance to incorporate the talents, experiences and insights of the whole staff group, whether they work across two boroughs or wholly in a single borough to deliver better outcomes for our communities, businesses and visitors.

3.18 The Council also participates in a number of the shared service arrangements with other Councils, notably those for Legal Services, Audit, Regulatory Services and Pension Administration.

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<sup>2</sup> <S:\Chief Executive\Elect Services\Boundary Commission\Stats and data\FOR Report\Wandsworth Community Safety Plan 2017 21.pdf>

<sup>3</sup> <S:\Chief Executive\Elect Services\Boundary Commission\Stats and data\FOR Report\carers and young carers strategy.pdf>

## 4 Population growth

- 4.1 The population growth forecasts used for this Electoral Review are based upon the Greater London Authority (GLA) Intelligence Unit's annually updated Housing Led projection.
- 4.2 The GLA Intelligence Unit's annually updated population projections [see here](#) 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 GLA forecasts have proved to have a good level of accuracy in recent years and the Borough 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 An active local regeneration and development program is taking place over the next 15 years. Borough'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 Wandsworth will be the most populous Inner London borough by 2025. By 2025, the population will grow by 10.1% to add almost 33,000 new residents (Table 1). Ward level population growth is provided in Table 2 along with percentage increases for each ward. All wards in the Borough are projected to see population growth. The largest population growth is in Queenstown and Fairfield wards, which have large housing development projects

**Table 1: Wandsworth population growth projections from 2018 to 2025**

Year	Wandsworth Estimated Population	Percentage Growth (Baseline 2018)
2018	324400	--
2019	328828	1.4
2020	332731	2.6
2021	337783	4.1
2022	343147	5.8
2023	348272	7.4
2024	353279	8.9
2025	357242	10.1

*Source: Greater London Authority, Housing led population projections (Extracted Dec 2018)*

- 4.6 As the table below shows the significant changes (i.e. those over 10% growth) over the next 6 years will occur in Fairfield (21.2%), Queenstown (61.5%), St Mary's Park (11.3%), Thamesfield (11.8%) and Wandsworth Common (12%).

**Table 2: Wandsworth population growth projections, by ward, from 2018 to 2025.**

Wandsworth Ward	Population 2018	Population 2025	Change in population (%)
Balham	15209	15796	587 (3.9)
Bedford	14215	14565	350 (2.5)
Earlsfield	16535	18013	1478 (8.9)
East Putney	16180	16813	633 (3.9)
Fairfield	15578	18880	3302 (21.2)
Furzedown	15457	15923	466 (3)
Graveney	16091	16898	807 (5)
Latchmere	15563	16561	998 (6.4)
Nightingale	14855	15368	513 (3.5)
Northcote	15775	16683	908 (5.8)
Queenstown	21066	34025	12959 (61.5)
Roehampton & Putney Heath	15965	16931	966 (6.1)
Shaftesbury	14259	14838	579 (4.1)
Southfields	17799	18511	712 (4)
St Mary's Park	19006	21160	2154 (11.3)
Thamesfield	17018	19022	2004 (11.8)
Tooting	16880	17880	1000 (5.9)
Wandsworth Common	14861	16638	1777 (12)
West Hill	16729	17088	359 (2.1)
West Putney	15360	15649	289 (1.9)
<b>Wandsworth</b>	<b>324401</b>	<b>357242</b>	<b>32841 (10.1)</b>

Source: Greater London Authority, Housing Lead Ward Population Projections. (Extracted Dec 2018). Due to rounding off of population, total ward estimates differs by one from Borough level estimate.

## 5 Wandsworth's Electorate and Equality of Representation

- 5.1 The London Borough of Wandsworth has the largest electorate in Inner London and was recorded as 227,138 at the time of the annual canvass on 3 September 2018. 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 out of the borough.
- 5.2 Following the high-profile EU Referendum 2016 and the Parliamentary Elections in June 2017, Wandsworth's Electoral Registers reached its highest ever levels peaking at 241,190 local government electors. 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 Wandsworth's electorate and those of the most comparable other London Boroughs (statistical 'nearest neighbours'<sup>4</sup>). The table also shows the average number of electors each Councillor currently represents in each of these boroughs.

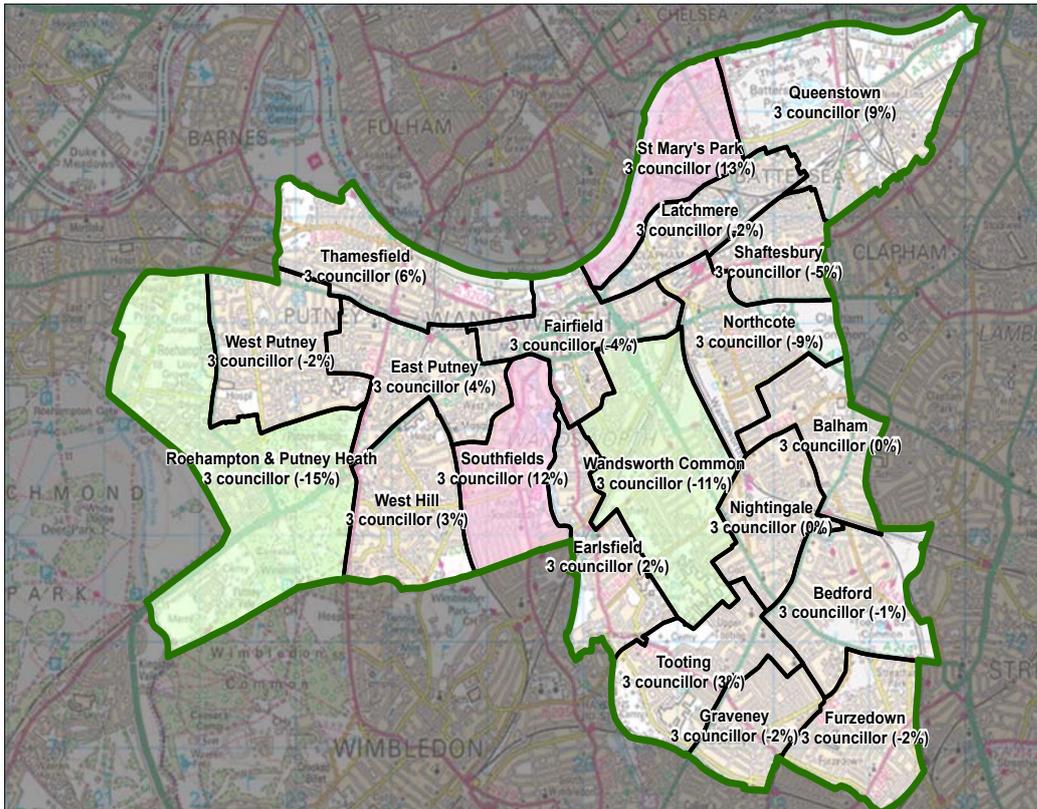
**Table 3: Wandsworth's total electorate and average electorate against comparative London Boroughs**

Local Authority	Electorate (3 September 2018)	No. of councillors	Avg. Electorate per Cllr
Hammersmith and Fulham	125,104	46	2,719
Hounslow	194,932	60	3,249
Islington	152,235	48	3,171
Kensington and Chelsea	94,547	50	1,890
Kingston upon Thames	115,451	48	2,405
Lambeth	220,801	63	3,504
Merton	150,732	60	2,512
Richmond upon Thames	139,321	54	2,580
Southwark	218,239	63	3,464
Tower Hamlets	194,533	45	4,323
Waltham Forest	187,360	60	3,122
Wandsworth	227,138	60	3,785

- 5.4 Due to the growth of Wandsworth'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 degree of inequality in their electoral representation.
- 5.5 Figure 2 identifies the difference in electoral representation (electorate per councillor) by ward as provided by the LGBCE.

<sup>4</sup> <C:\Users\andrew.smith\Desktop\london boroughs electoral ratio near neighbours.docx>

**Figure 2 - Electorate variance to average by ward**



- 5.6 After using the LGBCE’s preferred methodology as a base line, Wandsworth’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 2025 (within the current wards and polling districts).
- 5.7 Following the LGBCE’s approach, the current electorate (3 September 2018) by ward was calculated as a percentage of the current (GLA housing led 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 2025 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 2025 population was taken as the registered electorate in that ward in 2025).
- 5.8 Although the GLA population forecasts already incorporate housing developments across the borough, it was considered useful to undertake a more detailed analysis using known Electors Per Household (EPH) figures at Polling District level and applying this ratio to all housing developments in the pipeline and expected to be delivered by 2025. This fine-grained approach recognises that there is variation in EPH rates per Polling District across the borough, from 0.65 to 1.99 EPH reflecting variation in housing types and demographics at the local level. Amalgamating the resulting Polling District forecasts to ward level enabled comparison with the proportional GLA projections for 2025 and the LGBCE forecast.
- 5.9 A good correlation was apparent between the datasets and the amalgamated Polling District. Forecasts are generally constrained within the LGBCE and GLA forecasts with variation low at 0% and 2% across the borough as a whole respectively, although significant variation was evident in Queenstown ward (Nine Elms Opportunity Area)

with the LGBCE forecast at 13,406 compared with the GLA forecast of 21,936 and Polling District new dwelling led forecast of 19,631.

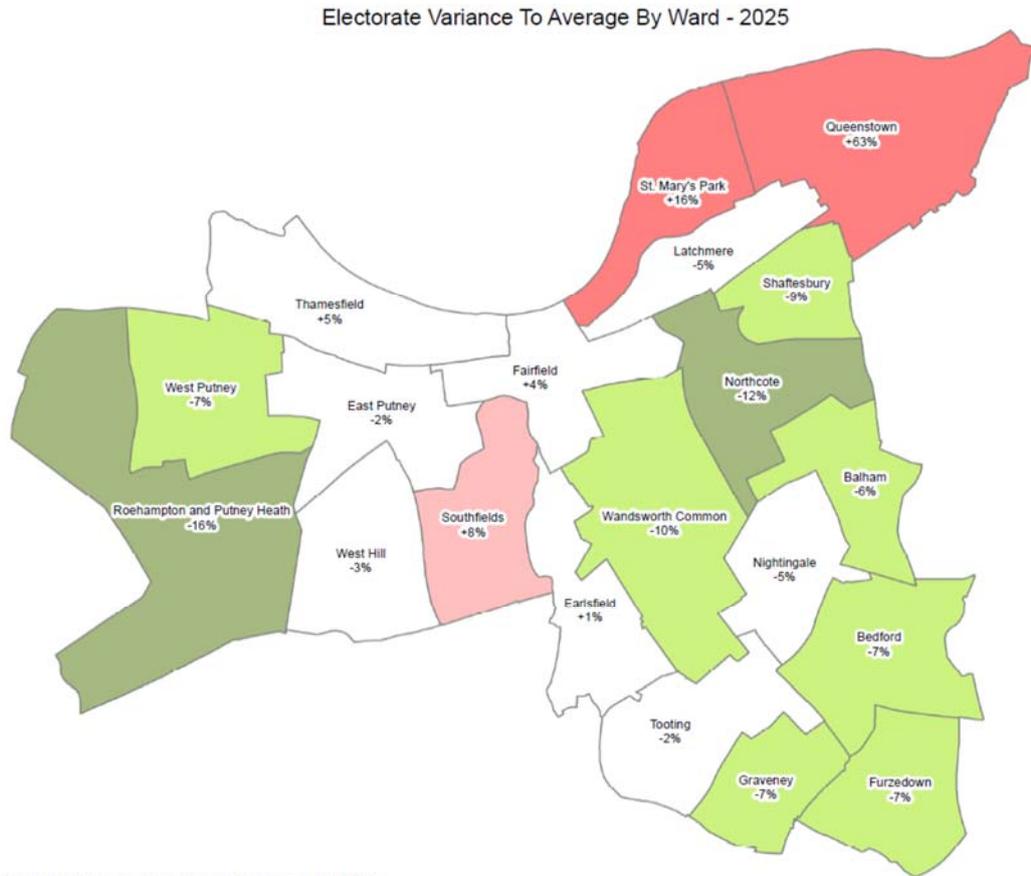
- 5.10 To ensure that the electorate forecast process was appropriately robust, a final review was made by comparing between the electorate forecast produced using the LGBCE's polling district forecasting tool, the electorate based upon the GLA population forecast and the electorate number calculated from the number of properties that will exist in 2025. 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 An exception was made for Queenstown ward, with a departure from this standard approach, recognising the scale of projected development in the area and the extensive work that has recently been undertaken by the Council in respect of a Nine Elms development phasing study and the close correlation between the PD dwelling led elector forecast data and the GLA population forecast in comparison with the LGBCE forecasting tool, which does not take account of areas of major change. Therefore, for Queenstown, only an average of the GLA population forecast and the electorate number calculated from the number of properties that will exist in 2025 was used in the projection.
- 5.12 It is projected that the overall electorate for Wandsworth will increase by 9% between 2018 and 2025 (which is in line with the forecast increase in the population over the same period – 10%) and is forecast to be approximately 248,575 by 1 December 2025. 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 2025.
- 5.13 Table 4 below shows Wandsworth's electorate by ward (as at 3 September 2018) along with the forecast electorate for 2025 (as projected using the methodology laid out in 5.6 - 5.10 above).

**Table 4 – Forecast Electorate variance to average by ward in 2025**

Ward	2018 Electorate	2025 Electorate Forecast	Additional Electors	% Increase in Electorate	Electoral Variance
Balham	11,152	11,745	593	5%	-6%
Bedford	11,071	11,541	470	4%	-7%
Earlsfield	11,674	12,554	880	8%	1%
East Putney	11,746	12,236	490	4%	-2%
Fairfield	10,945	12,959	2,014	18%	4%
Furzedown	11,158	11,597	439	4%	-7%
Graveney	10,948	11,512	564	5%	-7%
Latchmere	11,080	11,818	738	7%	-5%
Nightingale	11,265	11,791	526	5%	-5%
Northcote	10,271	10,902	631	6%	-12%
Queenstown	12,943	20,284	7,341	57%	63%
Roehampton & Putney Heath	9,768	10,420	652	7%	-16%
Shaftesbury	10,707	11,257	550	5%	-9%
Southfields	12,815	13,399	584	5%	8%

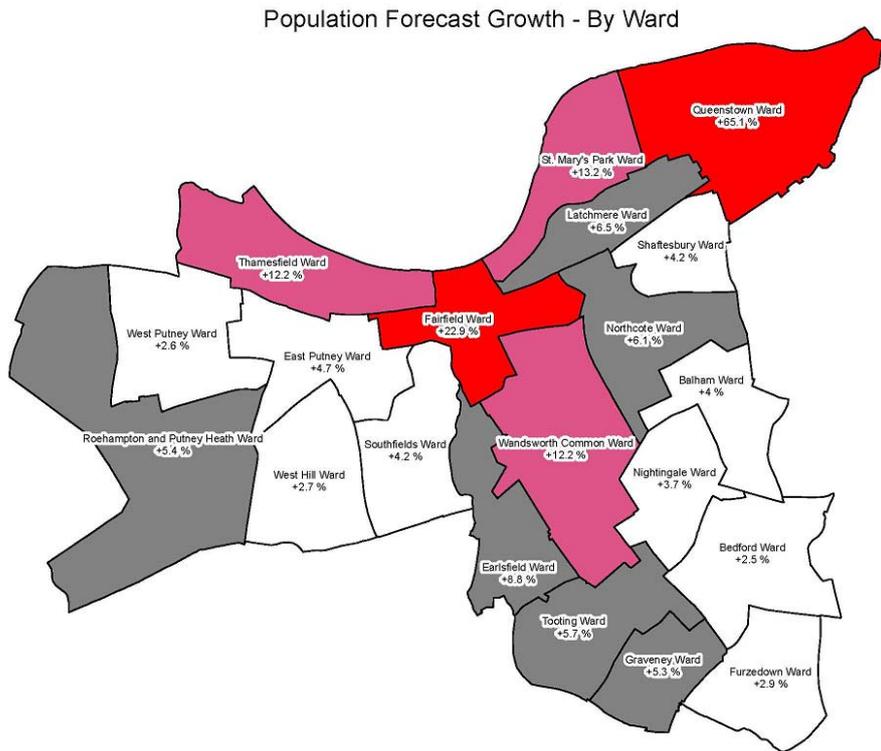
St Mary's Park	13,104	14,447	1,343	10%	16%
Thamesfield	11,981	13,047	1,066	9%	5%
Tooting	11,518	12,209	691	6%	-2%
Wandsworth Common	10,155	11,222	1,067	11%	-10%
West Hill	11,651	12,115	464	4%	-3%
West Putney	11,186	11,520	334	3%	-7%
<b>Totals</b>	<b>227,138</b>	<b>248,575</b>	<b>21,437</b>	<b>9%</b>	
<b>Average electors per ward</b>		<b>12,429</b>			

Figure 3 shows the Forecast Electorate variance to average by ward in 2025 in map format



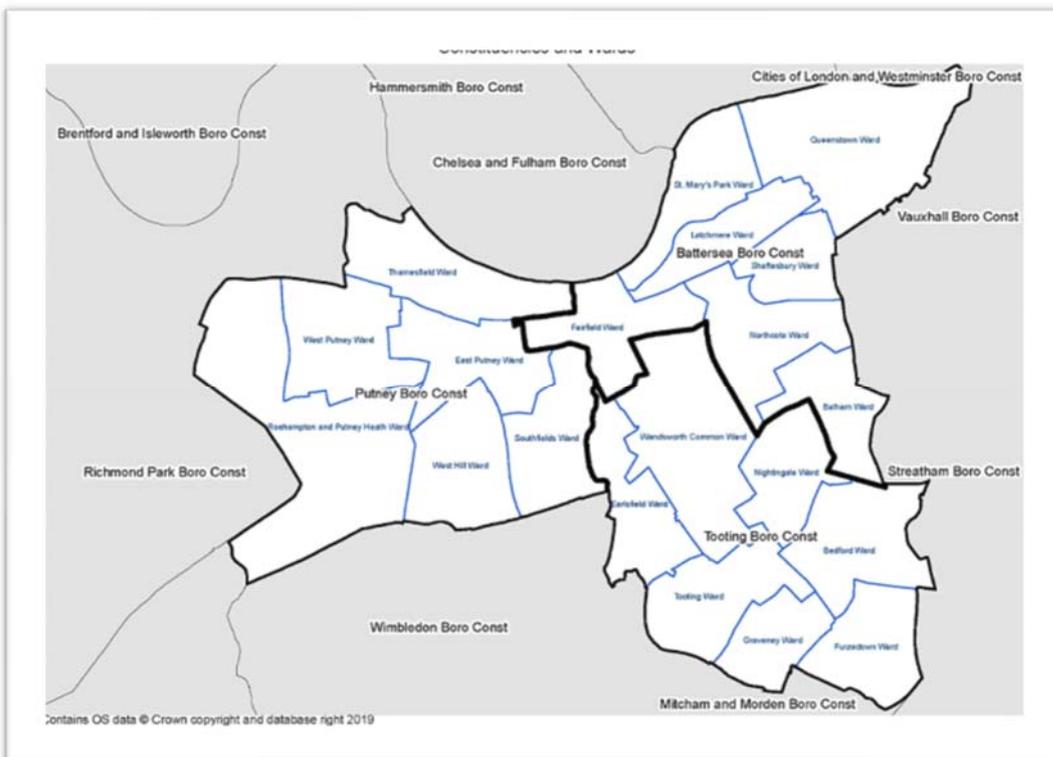
Contains OS data © Crown copyright and database right 2019

Figure 4 below then shows the population forecast growth by ward based on the averaged forecast data.



## 6 Governance arrangements

6.1 Wandsworth Council is a 60-Member Council made up of 20 wards of 3 Members. The borough also contains three Parliamentary constituencies: Battersea, Putney and Tooting.



- 6.2 With effect from the Council elections in May 2018, the political composition of the Council is as follows:
- Conservative – 33 Members
  - Labour – 26 Members
  - Independent (non-grouped) – 1 Member
- 6.3 All Councillors serve on the Full Council, which is the sovereign decision-making body and is chaired by the Mayor. The Council operates the strong Leader and Cabinet model under the Local Government Act 2000.
- 6.4 The structure of the Council’s executive decision-making arrangements under the 2000 Act have been largely stable in recent years and has a strong and established ‘pre-decision scrutiny’ process through a number of cross-party Overview and Scrutiny Committees. The most recent major review of the operation of the Council’s Overview and Scrutiny Committees took place in 2014 and resulted in the Council moving from six to four meeting cycles annually. In July 2018, however, the Council agreed to appoint an additional overview and scrutiny committee in order to split the functions of a committee that used to have a very wide remit for Community Services into two separate committees.

## 7 Appointments

- 7.1 As required under the ‘strong leader’ model, the Full Council elects a Leader to serve a four-year term of office. In accordance with Part 3 Appendix C of the Council’s Constitution (Responsibility for Functions), the power to make Executive appointments is reserved to the Leader of the Council, which includes Executive Member positions and portfolios, Executive Committees (currently none) and Joint Committees exercising Executive functions. These appointments are reported to Council at the Annual Meeting each year, for information. Appointments are also made at the Annual Meeting to a number of Non-Executive positions, which cover seats on other (Non-Executive) Committees and outside bodies. A copy of the Council’s decision-making structure has been attached at Appendix 1 with a full list of Executive and Non-Executive appointments attached as Appendix 2 .
- 7.2 Appointments to Non-Executive bodies are governed by the requirements of Section 15 (1) of the Local Government and Housing Act 1989 (as amended by the Local Government Committees and Political Groups Regulations 1990). These rules are designed to ensure that the political composition of the Council’s Non-Executive decision-making and deliberative committees, as far as possible, replicates the political composition of the Full Council. The rules governing these appointments are as follows:
- (a) That not all the seats on the committee/sub-committee are allocated to the same political group;
  - (b) That the political group having a majority of seats on the Council should have a majority of seats on each committee/sub-committee;
  - (c) Subject to paragraphs (a) and (b) 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

- (d) Subject to paragraphs (a) to (c) above, seats will be allocated on each committee in sub-committee in the same ratio that exists on the Full Council

7.3 The Council's main duty to comply with (a) and (b) above takes precedent over achieving a mathematically-balanced distribution of seats, which means the current distribution of seats is as follows:

- (a) 33 Conservative Councillors (55%); 26 Labour Councillors (43.33%) and 1 Independent (non-grouped) Councillor (1.66%)
- (b) There are a total of 33 ordinary committee seats to which appointments are made by the Council included under the proportionality calculation. As the 33 Members of the Conservative Group constitute just over half (55%) of the total membership of the Council, the proportion of seats the group is strictly entitled to is 18. However, as the political balance rules require the political group having a majority of seats on the Council to have a majority of seats on each committee/sub-committee, this has resulted in a final allocation of 21 seats to the Conservative Group and 12 to the Labour Group.
- (c) In addition, the Council has decided to disapply the proportionality calculations for two Committees to enable the sole Independent Member to have a seat on these Committees. The General Purposes Committee, which is responsible for a range on non-executive functions that are neither the responsibility of the Full Council nor Officers comprises 13 Members (7:5:1) and the Standards Committee comprises 6 Members (3:2:1)
- (d) The political balance rules do not apply to the Health and Wellbeing Board but the Council has agreed to apply proportionality to these appointments, so the 5 seats on the Health and Wellbeing Board are allocated accordingly between the Conservative and Labour Groups (3:2).
- (e) The Council operates a Shared Staffing Arrangement (SSA) with Richmond Council and appoints 6 Members to the Joint Pensions Committee (4:2); 3 Members to the Joint Staffing Committee (2:1) and 3 Members to the Joint Investigating and Disciplinary Committee (2:1).
- (f) The Council appoints 2 Members to the Joint Regulatory Services Committee with Richmond and Merton Councils (1:1).

7.4 In addition, the Council makes a number of appointments to a range of Outside Bodies, which are also listed in Appendix 2. These total 33 different bodies involving a mix of Executive and Non-Executive appointments. Officers work with these organisations to review the number of appointments required and to provide members with information on the role of each organisation and their role in representing the Council on them. These appointments are usually made for a one-year period (unless otherwise specified) and are subject to review at the Annual Council meeting. Currently, 35 out of the 60 Members on the Council serve on these outside bodies with 23 Members (outside the Executive) appointed to represent the Council on 2 or more organisations.

## 8 Leadership

8.1 The Council operates under a ‘strong leader’ model and the Leader of the Council currently undertakes this role on a full-time basis. The Leader provides political leadership to the Executive and the Council and chairs Executive Meetings. The Leader’s key responsibilities include:

- Providing strategic political leadership and vision for the Council and Wandsworth as a whole;
- Chairing Executive meetings and determining the appointment of Executive Members, their portfolios and the scheme of delegation for Executive functions;
- Budget and Strategic policy

8.2 The allocation of executive functions and delegations are set out in Part 3 of the Council’s Constitution. The Leader has chosen not to have any individual decision-making powers, so all executive decision-making is undertaken collectively by the Executive unless delegated to officers. The Leader has honoured a commitment made when the Council introduced executive arrangements under the 2000 Act that all Key and significant executive decisions will be considered by one of the six cross-party Overview and Scrutiny Committees before being determined by the Executive. There are four Overview and Scrutiny Committee cycles each year (January/February; June/July; September and November). Between these meeting cycles, the Chief Executive has extensive delegated authority to determine both urgent and routine executive matters that would otherwise have to be considered by one of the Overview and Scrutiny Committees before being determined by the Executive, subject to consultation with the relevant Executive Member(s).

## 9 Delegation of Functions

9.1 In addition to executive functions, there are a range of other functions that either cannot be exercised by the Executive or where the Council has a choice over how they are determined. Part 3 of the Council’s Constitution lists those functions which:

- (a) Cannot be the responsibility of the Executive and specifies which part of the Council is responsible for them. It also specifies to whom, if anyone, those functions have been delegated. For instance, in the case of development control, all functions are delegated to the Director of Environment and Community Services except those which are specified as being the responsibility of the Planning Applications Committee;
- (b) Are classified as Local Choice Functions, which may or may not be Executive responsibilities and specifies which part of the Authority will be responsible for them. It also specifies to whom, if anyone, those functions have been delegated by the Council in the case of Executive functions, or the Leader in the case of Executive functions;
- (c) Are not solely Executive responsibilities. So far as those functions are to be executive functions, the Leader has agreed to arrange for these functions to be carried out by the Executive. The plans, policies and strategies, which form the Council’s Policy Framework are also detailed along with what role the Executive will play in relation to those plans, policies and strategies. Essentially, the relevant Overview and Scrutiny Committee will develop and consult on the plans, policies and strategies lists and will then refer them to

the Full Council for consideration and approval. If approved, the Executive will then be responsible for ensuring they are implemented.

- 9.2 There are some decisions which are reserved for Full Council and these cannot be delegated except to the Chief Executive on the grounds of urgency and where it is not in conflict with a statutory provision.
- 9.3 Since the time of the last electoral boundary review, the Council's Scheme of Delegation to Officers has been through several iterations and now more functions are delegated from Members to Officers, particularly in relation to development control functions but also street scene and other environmental matters. These changes have had the effect of reducing Members' decision-making workloads.

## 10 The Executive

10.1 As outlined above, the Leader has responsibility for determining the size of the Executive (up to nine other Members), the appointment of a Deputy Leader and Executive Members, the allocation of executive functions and delegation of executive decision-making powers in line with the Scheme of Delegation. Following the local elections in May 2018, the Leader of the Council decided to increase the size of the Executive from a total of 8 to 9 Members. The remits covered within each portfolio are determined by the Leader and have been revised to reflect the increase in the number of Executive Members.

10.2 The current Executive portfolios are:

- Leader and strategic leadership and regeneration
- Adult Social Care and Health
- Communications
- Community Services and Open Spaces
- Education and Children's Services
- Economic Development, Skills and Employment
- Finance and Corporate Resources
- Housing
- Strategic Planning and Transport

10.3 The previous remits were as follows:

- Leader and strategic leadership and regeneration
- Adult Care and Health
- Communications
- Community Services
- Education and Children's Services
- Finance and Corporate Resources
- Housing
- Employment, Skills and Business Development.

10.4 In 2002, shortly after the last Electoral Boundary Review, the Council's Executive met 16 times each year, with the then six Overview and Scrutiny Committees each meeting six times a year. These arrangements have been streamlined significantly over the years with the Executive now meeting 9 times each year with two meetings during each of the four Overview and

Scrutiny Committee cycles and an additional meeting around the time of the budget-setting process. Individual Executive Members are responsible for proposals that come to the Executive and play an active role in the formulation and development of proposals that are presented to the Executive for consideration, specifically through the Overview and Scrutiny Committee process. Executive Members do not, however, currently have individual decision-making powers delegated to them so meet collectively as the Executive to take decisions. Officers also have delegated responsibility for executive functions as detailed in Part 3 of the Council's Constitution.

- 10.5 Reports and policies are formulated between Officers and Executive Members prior to consideration by the relevant Overview and Scrutiny Committee, where the Executive Member will seek to explain and obtain support for their proposals. Executive Members also have regular one-to-one meetings with their Director to provide political leadership on the various matters that need to be considered and decided upon within their own portfolios and across the Council.
- 10.6 The current Leader undertakes his duties as a full-time role. The remaining Executive Members undertake their duties alongside other employment. For all Executive Members, this will involve a significant workload outside of normal office hours, including evenings and weekends.

## 11 Full Council

- 11.1 There are three types of Full Council Meetings:
- Annual Meeting
  - Ordinary Meetings
  - Special Meetings
- 11.2 Ordinary Meetings are held 4 times a year with a Special Meeting in February for the budget setting process. The Annual Meeting is dedicated to the election of the Mayor, appointments to Committees and outside bodies and notification of the Leader's decisions on Executive Members and portfolios. All meetings are held in the evening and open to the public to attend. In addition, key excerpts from each meeting are filmed and uploaded to the Council's website.
- 11.3 Meetings include questions from Members to the Leader, Executive Members and Committee Chairmen; reports for decision from the Executive; reports for information from each Overview and Scrutiny Committee and other Committees; and motions from the political groups. Full Council, as well as being a mechanism for holding the Executive to account, will also consider reports on matters set out in the Constitution including Committee memberships, petitions, changes to the Constitution, policy framework and approval of the budget, setting of Council Tax, the capital programme and borrowing limits.

## 12 Role and Functions of the Mayor

- 12.1 The Mayor is elected annually by Full Council at the Annual Meeting in May and is the 'first citizen' or ceremonial head of the Council. In addition to chairing Full Council meetings, the Mayor is responsible for representing the Council at a wide range of civic functions and also undertakes fundraising activities for his/her designated charities. The Mayor is expected to act in a politically-impartial manner during their term of office. The Council also appoints a

Deputy Mayor who is able to chair Full Council meetings in the absence of the Mayor and will also deputise at various civic events, as and when needed.

## 13 Non-Executive Councillors

- 13.1 There are 49 non-executive councillors (excluding the Mayor, Leader and Executive). They will attend Full Council and in addition serve on various Committees of the Council; most notably as Members of one or more of the 6 cross-party Overview and Scrutiny Committees, which are responsible for the 'pre-consideration' of all Key and significant Executive decisions

## 14 Regulatory Functions

- 14.1 The Council has established a number of committees in order to discharge its functions. The delegation to these Committees is set out in Part 3 (Responsibility for Functions) and Part 4 (Rules of Procedure) of the Council's Constitution. A full list of the current Committees is provided in Appendix 2.

### (a) Planning Applications Committee

The Council has one Planning Applications Committee comprised of 10 Members. Work involves considering and determining all strategic and major planning applications and other applications not delegated to officers. The Committee meets 12 times per year including a meeting during the August recess. Planning Applications Committee meetings can be particularly demanding for Members given the high level of preparation required for each meeting and significant public interest and involvement in the process. It is worth noting that there are no public rights of audience and therefore the meetings make more decisions and are somewhat shorter than might otherwise be the case.

### (b) Licensing Committee

The Council operates a main Regulatory Licensing Committee comprising 6 Members, a Licensing Committee comprising 15 Members. The Licensing Committee has been constituted as the Council's statutory Licensing Committee for the purposes of the Licensing Act 2003. All of the Council's non-executive licensing and registration functions are exercised by members of the Licensing Committee almost entirely via its 3-Member Sub Committees. During 2018, the Licensing Sub Committee met 21 times (27 times in 2017), which is where much of the Members' involvement in the licensing process is mainly focused. As with Planning, the Licensing Sub Committees generate significant public interest and work for Members with a high number of licensing applications and reviews being presented for consideration. All Sub-Committee meetings take place in the evening.

## 15 Other Committees

- 15.1 In addition to the regulatory committees of the Council, Wandsworth also has a number of other Committees, which play an important role in decision-making and governance. These are listed in Appendix 2 and include bodies such as the Audit Committee, General Purposes Committee and the Standards Committee.
- 15.2 The Council also participates in a number of joint Committees with neighbouring local authorities, principally Richmond Council, where there has been a Shared Staffing Arrangement (SSA) in place since October 2016. These include a Joint Pensions Committee and Joint Staffing Committee with Richmond Council and a Joint Regulatory Services

Committee with Richmond and Merton Councils. In addition, Wandsworth has created a staff mutual trading company for parks services and the Board of Directors includes one of the Council's Executive Members.

- 15.3 In addition, a number of Executive Members serve on panels or bodies by virtue of their executive function. Examples include London Councils, the Local Government Association, London Boroughs Grants Committee and the Western Riverside Waste Authority.

## 16 Committee Membership

- 16.1 Not including the Mayor, there are no Members who, with the exception of being members of the Full Council, are currently not appointed to serve on any of the Committees listed within Appendix 2. In terms of the remaining allocation:

- No Members only serve on one Committee
- 3 Members serve on two Committees
- 10 Members serve on three Committees; and
- 46 Members serve on more than four Committees.

- 16.2 During the 2017/18 Municipal Year, the Council's main Committees, Sub Committees, Overview and Scrutiny Committees and Joint Committees met a total of 84 times. For the Municipal Year 2018/19, the number of scheduled meetings is 100. On the basis of there being a total of 136 seats to be allocated on all of the main Council committees included in the proportionality criteria, together with the Licensing Committee and the 6 Overview and Scrutiny Committees, this results in a mean average of 2.77 committee places (excluding Full Council and the Executive) per Member (excluding the Mayor, Deputy Mayor and Executive).

- 16.3 During the Municipal Year 2018-19 to date, the average attendance by Members at main formal meetings was 92% (including Full Council and Executive). The Council does not operate a system of substitute committee members.

## 17 Scrutiny function

- 17.1 As indicated above, Wandsworth Council operates a 'pre-decision' scrutiny process for Key and significant decisions through 6 standing overview and scrutiny committees each meeting on a 4-meeting per year cycle. The Committees cover the following remits:

- Adult Care and Health
- Community Services and Open Spaces
- Education and Children's Services
- Finance and Corporate Resources
- Housing and Regeneration
- Strategic Planning and Transportation

- 17.2 In addition, the Finance and Corporate Resources Overview and Scrutiny Committee has a standing sub-committee, which deals with applications for funding to local organisations from the Wandsworth Grants fund. The Overview and Scrutiny Committees are an integral part of the Executive decision-making process and make recommendations to the Executive in relation to all forthcoming Key and other significant decisions that are the responsibility of the Council's Executive and which are not delegated to Officers. In addition, the Overview and

Scrutiny Committees consider budget and performance monitoring reports and occasionally, make recommendations to the Executive for further investigation and action in certain areas. With the exception of the Grants Overview and Scrutiny Sub-Committee, there are no other Sub-Committees or Working Groups reporting directly to the Overview and Scrutiny Committees. Overview and Scrutiny Committee meetings are also where the Council sees the most public engagement in the decision-making process, through its deputation process and the consideration of petitions.

- 17.3 In addition to scrutiny taking place within the borough, the Council participates in the scrutiny of health provision across South-West London and Surrey as a member of a standing Joint Health Overview and Scrutiny Committee (JHOSC) with Merton, Croydon, Sutton, Richmond-upon-Thames Kingston-upon-Thames and Surrey County Council.
- 17.4 In the Municipal Year 2017-18, the Overview and Scrutiny Committees met on 27 occasions with more meetings scheduled for the current Municipal Year because of the increase in the number of standing Overview and Scrutiny Committees from 5 to 6.
- 17.5 Because of the Council's approach to 'pre-decision' scrutiny, the Overview and Scrutiny Committees do not 'call-in' decisions made but not yet implemented by the Executive under Section 21 of the Local Government Act 2000. However, the Council's Constitution contains a provision for decisions made by the Executive to be 'referenced-up' to the Full Council for debate. The 'reference-up' amendment has the effect of delaying the implementation of Executive decisions until the Council meeting has considered the 'matter and the Council may decide to refer a decision back to the Executive for further consideration. During the Municipal Year 2017-18, 1 'reference-up' amendment was considered by Full Council. In the current Municipal year to date, 4 'reference-up' amendments have been considered. None of these amendments has resulted in the Executive being asked to reconsider any of their decisions.
- 17.6 Currently, only 3 out of the 49 Non-Executive Members (excluding the Mayor, Leader and Executive) serve on at least one Overview and Scrutiny Committee (The Leader of the Opposition; the Chairman of the Planning Applications Committee and the sole Independent Member). The work programme for each Committee is driven largely by the Forward Plan of Forthcoming Key and other significant decisions and is, therefore, informed by input and advice from Executive Members and Chief Officers, but Committee Members are also able to place their own items on agendas, which may emanate from community concerns or stakeholders or Member's own interests and issues. The vast majority of the work takes place at formal committee meetings, where Members question Executive Members, senior Officers and representatives of external partners where relevant. Committee Members' consideration of the agenda is informed by pre-meetings in advance of the main meeting, where they will discuss the agenda without the public or officers present and consider the approach they wish to take to questioning. They may also carry out visits to relevant sites in advance of a meeting in order to inform their consideration of an item and speak to relevant stakeholders. There is a well-developed agenda planning process where Overview and Scrutiny Committee Chairmen meet with relevant Officers and the Executive Member to plan and discuss the upcoming agenda.

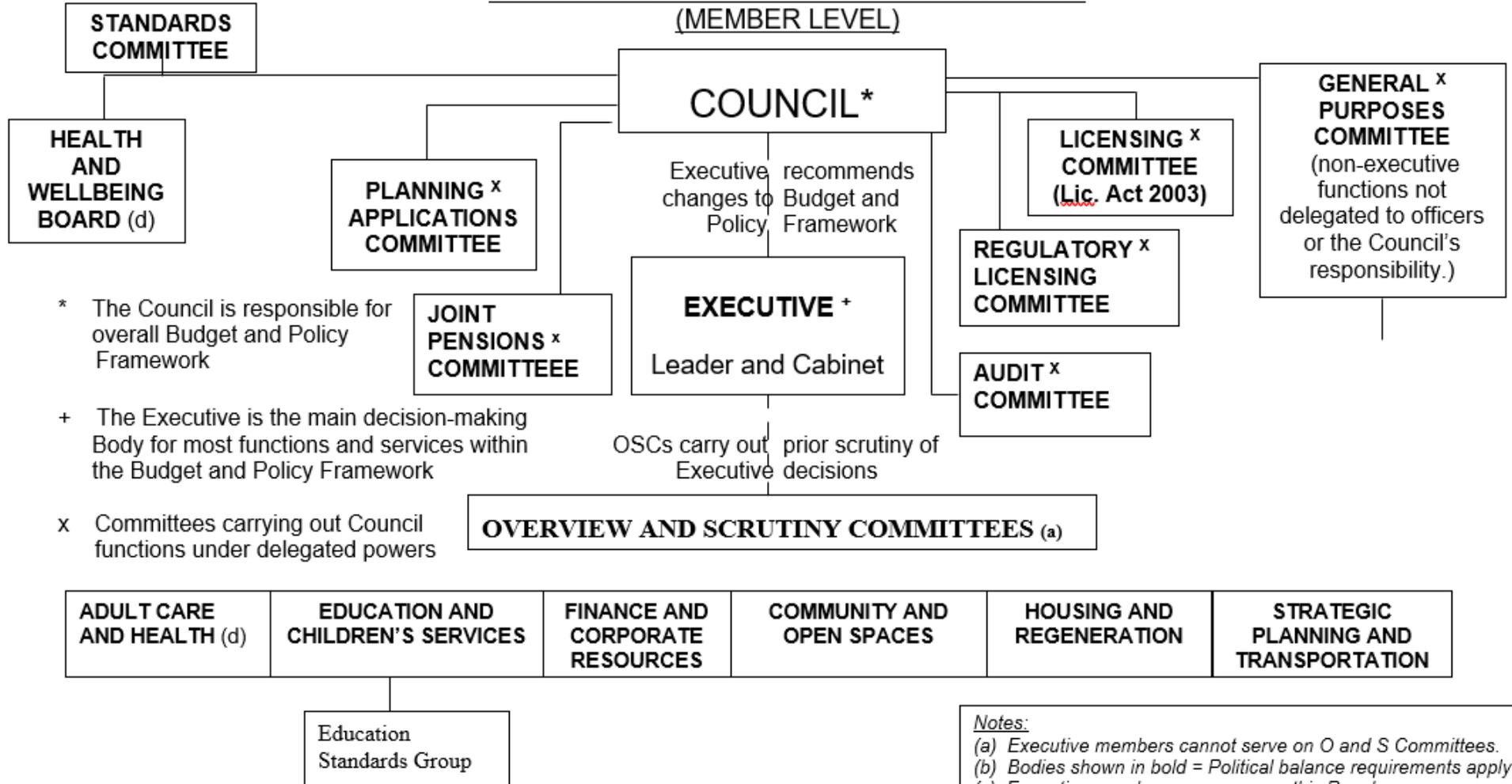
## 18 Representational role of Members

- 18.1 The tasks that Councillors undertake range from acting to develop long-term strategic vision to dealing with personal issues being experienced by one of their constituents. They are

expected to represent their communities in debates around specific local issues and also engage with those that affect entire wards or the whole borough. The fact that councillors are drawn from the local community they serve give them essential insight into its problems, priorities and opportunities.

- 18.2 All Members are required to adhere to the Member Code of Conduct in relation to their formal capacity as Councillors. Their formal roles can be described as follows:
- Represent their communities and bring their views into the Council’s decision-making process;
  - Deal with individual casework and act as an advocate for constituents seeking to resolve concerns or issues;
  - Balance different interests within their wards and represent the ward as a whole;
  - Play an active role in the decision-making process;
  - Be available if appointed to represent the Council on other bodies (see the full list of outside bodies at Appendix 2);
  - Maintain the highest standards of conduct and ethics
- 18.3 Development sessions are provided on a regular basis for Members with a comprehensive induction programme provided for all new and returning councillors after each election. There is an online library of information that all Members might find useful or would need to access in one place to help support them in their formal roles as elected representatives.
- 18.4 All Members are provided with iPads as well as an e-mail account and are expected to work in a paperless way in relation to formal meetings. Members also receive training and support to enable them to use the available IT tools efficiently and to effective advantage.
- 18.5 In terms of the representational role:
- One of the ways Members interact with their constituents is through their local surgeries. During these sessions, they invite residents to express issues of concern and this will help to build up a Councillor’s portfolio of casework;
  - Councillors may also pick up casework in other ways and each councillor will choose a method they think most effective in order to keep in touch with residents. Some of these alternative methods include canvassing, door-knocking or street stalls
  - Another way the Councillors carry out their representative role is through the ‘Let’s Talk’ community engagement meetings, which take place in each Ward and give residents a say about local community issues which matter to them. Each meeting is chaired by the Leader and is open to the public. There are 10 meetings each year, so each Ward has a ‘Let’s Talk’ meeting twice in a four-year term.
  - Members also have opportunities of engaging residents through their links with voluntary, community, and faith groups independent of any formal council arrangements. These links will of course inform members and assist in their representational role.
- 18.6 In addition to the support that all Members receive through the Democratic Services team in relation to their roles as decision-makers and scrutineers, a small Member Support team in the Chief Executive’s directorate provides a range of essential administrative and secretarial support for all Members.

Appendix One  
**WANDSWORTH BOROUGH COUNCIL**  
**STRUCTURE OF EXECUTIVE ARRANGEMENTS**  
 (MEMBER LEVEL)



\* The Council is responsible for overall Budget and Policy Framework

+ The Executive is the main decision-making Body for most functions and services within the Budget and Policy Framework

x Committees carrying out Council functions under delegated powers

*Notes:*  
 (a) Executive members cannot serve on O and S Committees.  
 (b) Bodies shown in bold = Political balance requirements apply  
 (c) Executive members can serve on this Panel  
 (d) Responsible for overview and scrutiny of health services and local

**Appendix Two: Wandsworth Council Size submission – Local Government Boundary Review: Committees and Outside Bodies membership**

Committee	Membership (including political balance: Conservative:Labour:Independent)
Full Council	60 (33:26:1)
<b>Council appointed Committees:</b>	
Audit Committee	5 (3:2)
General Purposes Committee	13 (7:5:1)
Regulatory Licensing Committee	6 (4:2)
Planning Applications Committee	10 (6:4)
Licensing Committee	15 (8:6) +1 vacant seat
Sub-Committees appointed via the main Committee:	3 (2:1)
Standards Committee	6 (3:2:1) plus two Independent Persons as observers
Health and Wellbeing Board	5 (3:2) + 5 other non-Councillors (and plus 8 other non-voting members, which includes officers)
<b>Executive bodies:</b>	
Executive	9 (Leader + 8 Executive Members)
<b>Overview and Scrutiny bodies:</b>	
Adult Care and Health OSC	9 (5:4)
Community Services and Open Spaces OSC	9 (5:4)
Strategic Planning and Transportation OSC	9 (5:4)
Education and Children's Services OSC	10 (6:4) plus 4 Co-opted Members
Finance and Corporate Resources OSC	12 (7:5)
Finance (Grants) Sub OSC	8 (5:3)
Housing and Regeneration OSC	12 (7:5)
South-West London and Surrey Joint Health OSC	2 (1:1) with 2 alternate Members
<b>Joint Committees:</b>	
Joint Pensions Committee	6 (4:2) with Richmond Council
Joint Staffing Committee	3 (2:1) with Richmond Council
Joint Appointments Sub Committee	3 (2:1) with Richmond Council
Joint Investigating and Disciplinary Committee	3 (2:1) with Richmond Council
Joint Regulatory Services Committee	2 (1:1) with Richmond and Merton Councils
<b>Outside Bodies appointed by the Council:</b>	
North-East Surrey Crematorium Board	5 (3:2) plus Members from other Councils
Education and Standards Group	10 (6:4)
Roehampton Partnership	5 (2:3) (outside proportionality calculations because of Ward Member representation)

Standing Advisory Council on Religious Education (SACRE)	4 (3:1)
Wandsworth Business Forum	3 (2:1)
<b>Outside Bodies appointed by the Council (continued):</b>	A number of these outside bodies have non-Councillors on them, thereby lightening the decision-making burden on Members.
Pupil Referral Unit Management Committee	2 (1:1)
Active Wandsworth	3 (2:1)
Early Years Partnership	4 (3:1)
Borough Residents' Forum	5 (3:2)
Eastern Area Housing Panel	3 (2:1)
Central Area Housing Panel	3 (2:1)
Western Area Housing Panel	3 (2:1)
Southern Area Housing Panel	3 (2:1)
Conservation Area Advisory Committee	3 (2:1)
Passenger Transport Liaison Group	4 (3:1)
London Heliport Consultative Group	2 (1:1)
Safer Neighbourhood Board	4 (3:1)
Balham Town Centre Partnership Board	3 (2:1)
Clapham Junction Town Centre Partnership Board	3 (2:1)
Tooting Town Centre Partnership Board	3 (2:1)
Academies and Free Schools Commission	4 (3:1)
Children's Social Care Group	10 (6:4)
Corporate Parenting Panel	60 (33:26:1)
Safeguarding Children's Board	1
Community Safety and Youth Offending Partnership Group	2 (2)
South London Relief in Sickness Fund	2 (1:1) – Lambeth Council also appoints two trustees and there are four other trustees who are local residents
<b>Outside Bodies (Executive appointments only):</b>	
Nine Elms Strategy Board	2
Putney Town Centre Business Improvement District	1
Wandsworth Town Business Improvement District	1
London Councils Leaders' Committee	3 (including deputies)
London Councils Grants Committee	3 (including deputies)
London Councils Transport and Environment Committee	3 (including deputies)
London Councils Pensions CIV Sectoral Joint Committee	3 (including 2 deputies)
Western Riverside Waste Authority	2
Greater London Employment Forum	1